

Mi'kmaw Family and our Shared History



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Mi'kmaw
Family & Children's Services
of Nova Scotia

Our Vision First Nations communities where children are safe, proud of their First Nations culture, families are strong and communities are strengthened and supported.

Our Mission Leading with excellence and working in partnership to:

- Prevent situations that lead to child abuse and neglect by embracing, strengthening and supporting families, and communities;
- Protect children and youth from abuse, and neglect;
- Provide safe and nurturing care for children and youth in a manner that is culturally appropriate and reflecting the history and traditions of First Nations people;
- Advocate meeting the needs of children, youth, families, and communities.



MFCSNS Staff

ESKASONI OFFICE

PO Box 7142

Eskasoni, NS

B1W 1A2

OFFICE MANAGEMENT

Executive Director - JOHNSON, Arlene
Assistant Executive Director - PAUL, Lenora
Executive Assistant - DENNY, Vance
Office Manager - GOOGOO, Carleen
Receptionist - SYLLIBOY, Kerrie
Janitorial/Maintenance - STEVENS, Eric

HUMAN RESOURCES DEPARTMENT

Human Resource Manager - MACDONLD, Holly
Occupational Health & Safety Coordinator - TRAINOR, Pius
Human Resource Assistant - SIMON, Karen
Human Resource Administrative Assistant - PAUL, Ruby (TERM)

LEGAL DEPARTMENT

Lead Counsel - MORRIS, Paul E.
Legal Counsel - DENNY, Jessie, MACDONALD, Jennifer
Paralegal Assistant - MARINER-WEBB, Jennifer

COMMUNICATIONS

Communications Officer - PAUL, George

FINANCE DEPARTMENT

Accounts Payable Clerk - GOULD, Alaina
Assistant - GOULD, Tiffany

CHILD PROTECTION SERVICES

INTAKE & INVESTIGATION

Intake Supervisor- HISCOCK, Lucinda (Maternity Leave), ABOUD, Wendy
Intake Supervisor- JEFFERY, Madeline
Administration Support Staff - GOOGOO, Mary V.
Intake & Investigation Team
MACNEIL, Alicia, DENNY, Nerissa, BOYCE, Lynn
GOOGOO, Chelsea, RAIN, Jennifer, FULLER, Shannon

LONG-TERM CHILD PROTECTION

Long Term Supervisor - DENNY-SYLLIBOY, Angeline
Long Term Supervisor - CORMER, Daryl
Administration Support Staff- STEVENS, Carolyn (Maternity Leave) -MARSHALL, Nilan
Long-Term Child Protection Team
YOUNG, Katie, BESAW, Craig, LEBLANC, Amy
HILL, Natasha, YOUNG, Melissa, CROWE, Kristen
TANG, Andy, MARSHALL, Trish, O'QUINN, Sheri (Term)

TEMPORARY CARE & CUSTODY

Temporary Care & Custody Supervisor - DOUCETTE, Yvonne
Administration Support Staff - SYLLIBOY, Tamara
Temporary Care & Custody - KABATAY, Cynthia
DOUCETTE, Edna, LAFFORD, Erica, DENNY, Nadia
FAMILY SUPPORT & CASE AIDE
Family Support/Case Aide Supervisor - BOYD, Deborah
Administration Support Staff - CHIN, Mishka
Family Support Team - SYLLIBOY, Charis
DUBREUIL, Debra, SYLLIBOY, Vera, ISAAC, Abby (Term) , MENGE, Bree, DOUCETTE, Jermaine
JOHN, Sandra,
Case Aide/Access Coordinator/Drivers Program
STEVENS, Justin (Scheduler), MARSHALL, Margaret , JOHNSON, Chase, STEVENS, Shelley

CHILDREN IN PERMANENT CARE & CUSTODY SERVICES

Casework Supervisor - WILLIAMS, Sheena
Administration Support Staff - GOOGOO, Jeannie
Permanent Care & Custody Team
BERNARD, Veronica, BERNARD, Mickella, GOULD, Gloria, GOULD, Annie, MACKENZIE, Kristine(mat)
MARSHALL, Conchetta, GOUTHRO, David
COOLE, Eileen, MARSHALL, Jan

RESOURCE FAMILY SERVICES

Supervisor for Resource/Pride - YOUNG, Sheraine - Supervisor of Adoptions - DOYLE, Helen - Administrative Assistant (Foster Care) - DENNY, Rhonda - Administrative Assistant (Adoption) - LAFFORD, Marcia

Adoption Assessment/Placement &Subsidy Team
SMITH, Susan, YOUNG, Charmaine, MCCARTHY, Christina, ROACH, Jillian
Resource Family Team
KEAGAN, Janine, MACDONALD, Jacqueline
CAMPBELL, Malcolm, TOURNIDIS, Jocelyn
SIMON, Rhonda
Kinship Assessment/Recruitment
FRANCIS, Dorothy, Pride Core/Pre-Service
GOOGOO, Carol

FAMILY & COMMUNITY HEALING

Supervisor/Coordinator - CHRISTMAS, Diana
Administrative Assistant Family & Community Healing - SIMON, Wilma, GALE, Julia, SYLLIBOY, Norman

WIK'MANEJ KIKMANAQ

Supervisor - BASQUE, Kristen
Administrative Assistant - BERNARD, Nikhea
Family Group Conference Coordinator - YOUNG, Sophie - Wik'manej Kikmanaq Social Workers
STEVENS, Lydia, SYLLIBOY, John Denny

INDIAN BROOK OFFICE

PO Box 179

Indian Brook, NS

B0N 2H0

OFFICE MANAGEMENT

Assistant Executive Director - CLARKE-JOHNSON, Monica
Executive Assistant/Supervisor/Office Manager - PAUL, Anna
Receptionist(s) - GOOGOO, Bonnie
Filing Clerk - MARR, Megan
Janitorial/Maintenance - PAUL, Clayton

LEGAL DEPARTMENT

Lead Counsel - MORRIS, PAUL
Legal Counsel - LEVANIE, Ann
Paralegal Assistant - MCCONNELL, Christena

MFCSNS Staff Continued

FINANCE DEPARTMENT

Finance Manager - ARSENAU, Kendra
Supervisor - MALONEY, Tanya
Pay & Benefits Clerk - MARR, Jo-Anne
Senior AP Clerk - PAUL, Lisa
Accounts Payable Clerks
GEHUE, Hilary, SACK, Ellie

CHILD PROTECTION SERVICES

INTAKE & INVESTIGATION

Intake Supervisor - MEECH, Keira
Administration Assistant - MARR, Eileen
Intake & Investigation Team
REVELS, Leann (MAT) INGLIS-ASSAFF, Pauline
NUTTER, Jennifer, ELSON, Sarah (TERM)

LONG-TERM CHILD PROTECTION

Long Term Supervisor - DONNELLY, Louise
Long-Term Child Protection Team
MARTELL, Meagan, FORD, Kelly, MACEACHREN,
Mary, HUNTER, Karen

TEMPORARY CARE & CUSTODY/LONG TERM

TCC & Long Term Supervisor - HIGGINS, Leeann
Administrative Assistant - Julie Spence (6-month term)
Long Term Team - STEPHENS, Marsha, STEVENS, Semisel,
Temporary Care & Custody
MACPHERSON, Anneliese, GARIEPY, Kim
MCKELVIE, Jennifer

FAMILY SUPPORT & CASE AIDE

Family Support/Case Aide A/Supervisor -
Administrative Assistant - GEHUE, Janelle
Family Support Team
KNOCKWOOD, Annie, MAYICH, Earla, TOMER,
Catherine, MARTIN, Sylvia
Case Aide/Access Coordinator/Drivers Program
KNOCKWOOD, Glen, MARR, Juanita
MICHAEL, Julie

CHILDREN IN PERMANENT CARE & CUSTODY SERVICES

Casework Supervisor - MARACLE, Denise

Administration Support Staff - PAUL, Virginia
Permanent Care & Custody Team
GALLANT-WHITE, Michelle, CROWE, Emily
WELLS, Carolyn, YOUNIS, Corrine,
BALDWIN, Nicole

RESOURCE FAMILY SERVICES

Supervisor of Adoptions - MCKEE, Lesley
Supervisor for Resource Family - PHILLIPS, Jodi
Administration Assistant - BILODEAU, Erica
Adoption Assessment/Placement & Subsidy Team
RAFUSE, Ruby, WHITE, Julie, MCDERMOTT, Sean
ALL, Jessica
Resource Family Team - HANCOCK, Norine
Kinship Assessment - COLLINS, Kim
Pride/Pre-Service Training - SAULNIER, Annette
Recruitment - KNOCKWOOD, Ella

FAMILY & COMMUNITY HEALING

Supervisor/Coordinator - Matilda Koopmann
Administrative Assistant -
Family and Community Healing - PAUL, Brooke

WIKIMANEJ KIKMANAQ

Supervisor - BASQUE, Kristen
Administrative Assistant - BERNARD, Nikhea
Wik'manej Kikmanaq Social Workers
HILLIER, Cassandra, BERNARD, Bobbi Jo

WEKOKMAQ FAMILY & HEALING CENTRE **PO Box 310, Wekokmaq, NS,** **BOE 3M0**

Manager of Family Healing Centres - MACLEAN, Jean

Program Supervisor - POIRIER, Bernadette
Administrative Assistant - WALKER, Jean
Night Support Worker - MILLER, Krista
GOOGOO, Cammeilia (Maternity Leave)
Women's Outreach Worker - GLOADE, Sandra
Men's Intervention Worker - GOOGOO, Doreen
Woman's Support Worker - WILCOX, Olive,
MACEACHERN, Carol

Assistant Support Worker - GOOGOO, Claudine
Child & Youth Outreach Worker - GILLIS, Justine
Casuals - BRIGHT, Jessica, GOULD, Faith
STEVENS, Elizabeth, GOUTHRO, Sandra
POWELL, Wendy, MACLEOD, Jillian, COGSWELL,
Jessica, PIERRO, Mary Helen, JULIAN, Kristine

MILLBROOK FAMILY & HEALING CENTRE **PO Box 665, Truro, NS,** **B2N 5E5**

MANAGER OF FAMILY HEALING CENTRE - MACLEAN, Jean

Program Supervisor - WALKER, Beverly
Administrative Assistant - VACANT
Night Support Worker - GLOADE, Dora
NASSON, Theresa
Women's Outreach Worker - PAUL, Jacklyn
Men's Outreach Worker - WALSH, J. Dan
Assistant Support Worker - DREW, Theresa
Women's Support Worker - FOLEY, Shantel
MARTIN, Michelle
Child & Youth Outreach Worker - WINTERS, Laura
Casuals - MACNEIL, Betty GOULD, Lorraine
MARTIN, Mary Ann DREW, Marie
MARTIN, Cynthia



President's Remarks



Chief Deborah Robinson

As President of Mi'kmaw Family and Children's Services of Nova Scotia I take great honor and pride to represent this Agency. I want to welcome our Chiefs who make up the Board of Directors and Executive Board. Also a big welcome to our elders, staff, foster parents, kinship care families, youth and special guests.

This year's AGA we will be honoring our dear friend, colleague and honorary Board Member, Grand Chief Ben Sylliboy. Since 1992 Grand Chief Ben Sylliboy was part of many boards. His kind hearted nature was soothing and made you feel at ease. He truly was a kind caring leader.

He represented our Nation with pride and his wisdom and input to our Agency will never be forgotten. He was a residential school survivor and knew the inter-generational effects of children in care because he lived it. I dedicated this year's AGA to Grand Chief Ben Sylliboy.

Our theme this year is Mi'kmaw family and our shared history. In order to move forward we must never forget our past. These are historic times for Mi'kmaw Family as we continue to move forward and continue to create our own Mi'kmaq path for our children and our Mi'kmaw Family.

They say, "It takes a village to raise a child." But I certainly feel, as does Mi'kmaw Family, that our village is much bigger. We are more than a village. It is far more profound. We are a Nation.

Our village represents the shared history of our elders, our traditions and our Mi'kmaw families.

Somewhere along the way we lost sight. But now we are moving in the right direction. We are incorporating our traditional practices in

President's Remarks continued...

our Agency and we are witnessing positive results. For that I commend the Agency.

It takes a special person to work in this field. It takes a toll. They can't ever leave their work. Their work becomes a part of their life. It is the nature of the work. And when after all the trying years when one of your children becomes successful or graduates from high school that is also your success.

These type of success stories happen every year but most often those stories are never told. It is the nature of the work. Our staff, foster parents, kinship care providers and other partners go quietly about their work each and every day, yet we know the achievements made are the result of their efforts.

I have been president of Mi'kmaw Family for almost 9 years and I know this Agency is dedicated, passionate and has a genuine compassion for the work that it demands.

We must never forget those who have gone before us. Like former President, Chief Lawrence Paul and now Grand Chief Ben Sylliboy. We must continue to move forward.

On behalf of all the Nova Scotia Chiefs, I want to say thank you to the staff and wish a warm welcome to all of the new staff who have joined us during the year.

Thank you to Indigenous Service Canada, that provides the bulk of our funding. Natalie, Wendy and staff from the Department of Community Services who also provides funding, support and expertise. Also thank you to the foster parents, kinship care families, elders, service providers and other agencies.

A special thank you to our senior management

team; Arlene, Lenora and Monica. They work many hours and travel many miles because they are passionate about protecting and supporting children, youth and our Mi'kmaw families.

Once again thank you for joining us today at our AGM. It is because of your collective efforts, dedication and support we are stronger and more effective as an Agency.

Thank You



Chief Deborah Robinson,
President, Board of Directors
Mi'kmaw Family and Children's Services,
Chief of Acadia First Nation



Executive & Assistant Executive Directors Report



Executive Director
Arlene M Johnson
BSW, RSW



Assistant
Executive Director
Lenora Paul
MSW, RSW



Assistant
Executive Director
Monica Clarke-Johnson
BSW, RSW

Welcome everyone to our 33rd Annual General Assembly.

First and foremost I want to congratulate and welcome all our new employees to our Mi'kmaw family. To say our Agency is growing is an understatement. In our last fiscal year our staff has grown to a point that we had to shuffle our staff to new locations just to accommodate our growing family. It will be a great day when our new building is complete so that we could all be together.

With the demand for adequate services I am always amazed by our committed staff and the staff of the Family Healing Center for their compassion, commitment, and dedication in working with our Mi'kmaw families and children.

Mi'kmaw Family & Children's Services of Nova Scotia (MFCSNS) consists of numerous departments that are dedicated to reducing the number of Children in Care of the Agency, and to improve better outcomes for families and children. In this AGA report I encourage everyone to take time to read the reports of each department and witness the dedication our agency has in improving the lives of our children and families.

This year's theme is about our Mi'kmaw family and our shared history.

You probably noticed by now our new MFCSNS logo has a revitalized look. We made it newer, cleaner and more graphic friendly. We pulled the family out from the logo because our main object has always been about the Mi'kmaw

Executive & Assistant Executive Directors Report continued...

Family. Today marks the official branding of our new logo. You probably notice it is everywhere in this year's AGA. This is our new look and we hope everyone will share it throughout Mi'kmaki.

In September of 2017 we officially hired George Paul as our first communications officer for MFCSNS. George is well known in the Mi'kmaq media and his 15 plus years of work speaks volumes. We are excited to have George in our Mi'kmaw Family team and he will speak more about the logo in his report.

Based on the Canadian Human Rights Tribunal findings we have received additional funding that has enabled us to expand on current programs by hiring additional staff and enhancing our focus by broadening our preventative services. It is extremely important as an Agency that we provide direct services to families with a case plan designed to meet the unique needs of children and families we serve.

As a Mi'kmaw Agency we believe in traditional ways that support culturally based practices.

Culturally based services are at the core of our work. We support customary care and kinship care. We currently have 80 percent of children in kinship placements. This reflects the cultural value of taking care of our own. Long before organizations such as MFCS existed these systems of caring for our own were part of our history. When families were in crisis during those time, families, extended family, relatives or even community members would raise that child. It was the Mi'kmaq way.

In March of 2017, the legislated changes to the Child and Family Services Act (CFSA) came into effect and reflected the unique needs of the Mi'kmaq culture and definition. Great work was

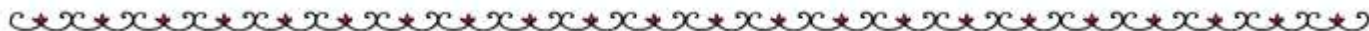
done by Chief Paul Prosper, Angelina Amaral and their Working Group in order to capture all that encompasses of being a Mi'kmaq. Historic legislative changes are in the horizon.

Last fall our Agency provided input and information for the Institute of Fiscal Studies and Democracy as they researched the gaps in child welfare and services for First Nation communities in Canada. I want to thank Kendra Arseneau for all her work in providing the information for this survey. The report detailed the findings of a survey and analysis of First Nations child welfare agencies across Canada and was released in January of 2018. The report could be found at [http://www.ifsd.ca/en/rapports-reports under: Survey of First Nations Child Welfare Agencies across Canada: Budgets, Operations, and Outputs.](http://www.ifsd.ca/en/rapports-reports%20under%20Survey%20of%20First%20Nations%20Child%20Welfare%20Agencies%20across%20Canada%20-%20Budgets,%20Operations,%20and%20Outputs)

The construction of the new MFCS Eskasoni building officially broke ground last fall and we are extremely excited with the progress. The projected date for completion was this fall but sadly that date now has been extended for a few more month because of a few minor setbacks. So we are crossing our fingers and hoping to move in before the New Year.

We would like to thank our Building Committee for their expertise and our Project Manager Mary Frances McIntyre for her valuable knowledge and her relentlessness in getting this project done right. And of course, we can't thank enough, Chief Leroy Denny, his council and Allan Sampson for their on-going support in making this building a reality.

Another building project we hope to break ground this year is the third MFCS office to be located in beautiful Bear River First Nation. We are currently working with Chief Carol Dee



Executive & Assistant Executive Directors Report continued...

Potter and her council on this project.

By having a third office in the Annapolis Valley area we will have better services to meet the needs of First Nation communities in that area and provide improved response times to deal with Child Protection matters. We want to thank Chief Carol Dee Potter and her council for making this possible.

We also want to congratulate Chief Rod Googoo, Chief Norman Bernard and the community of Wagmatcook for their recent opening of the first one-of-kind Supreme court on a First Nation Community. The grand opening ceremonies were held on National Indigenous Peoples Day and the court will incorporate Indigenous restorative justice traditions and customs. The new court will house a provincial court and the family division of the Nova Scotia Supreme Court.

For our Agency and our legal department, having a court that reflects the Mi'kmaq values is ground breaking. That is what our Agency is all about - culturally based services. Providing legal services that incorporates our culture will go a long way in providing better service for our clients and families.

We want to thank everyone here today for their continued support. To Wendy Bungay, Natalie Doucette, and the Staff of the Department of Community Services.

A Special Thank you to my dear friend and President of Mi'kmaw Family & Children's Services of NS, Chief Deborah Robinson for her leadership, direction and compassion. A heartfelt appreciation to all the Chiefs of Nova Scotia and who provide the support and leadership to continue on in our journey to provide better services for our Mi'kmaq families.


And our Agency would not be possible without DCS and Indigenous Service Canada for their continued funding support.

In closing, I want to thank three of our long time staff members who recently retired since last year. They are Dean Christmas, Darlene Copeland and Sandra Gloade. We wish them all the best and we are forever grateful for your wisdom, guidance and contribution to our Agency.

Respectfully,



Arlene M Johnson, BSW, RSW
Executive Director



Lenora E Paul, MSW, RSW
Assistant Executive Director – Eskasoni



Monica M Clarke-Johnson, BSW, RSW
Assistant Executive Director – Indianbrook

Mi'kmaw Family Healing Program

Nepitmumkl Mi'kmawe'l Wkijksu'l



Manager: Jean MacLean

The Mi'kmaw Family Healing Program (MFHP): Operating under the umbrella of Mi'kmaw Family and Children's Services of N.S., the Mi'kmaw Family Healing Program oversees the operation of the Mi'kmaw Family Healing Centres (Transition Houses) located in Millbrook First Nation and the We'koqma'q First Nation. The main purpose of the Centres are to provide a place of safety for women and children and deliver culturally relevant programs to men, women and children who experience violence in all of its forms. Each Centre has four units, which can accommodate up to 16 beds for abused women and their children.

The Family Healing Program works in concert with our Agency's Child Welfare, Family Support, Family and Community Healing Programs to provide wholistic and comprehensive support to families, in terms of parenting, life skills, safety planning, intervention, and follow up services. We utilize traditional methods of support to all family members with the goal of encouraging families to break the "Circle of Violence" and support them in maintaining a peaceful and healthy lifestyle. In essence, the program is to help families in our First Nation communities to face challenges in today's society. With domestic violence being the one of the reasons for children coming into care of the agency, it is vital that the programming meet the needs of our families.

Philosophy: Family Violence is a result of power imbalances within the family, community and society. We believe that ending violence against women and children requires connection with

organizations and individuals to create a clear and collective voice for social and systemic change.

Purpose:

Our purpose is to empower and support women, men and children affected by family violence as well as decrease the incidence of family violence in First Nation communities.

Guiding Principles:

- We promote safety, well-being, and justice for all persons effected by family violence while respecting their right to self-direction and control over their own lives
- We are committed to listen to voices of those who are affected by family violence and using their experiences to guide our work
- We believe that perpetrators of family violence are accountable for their abusive behavior
- We believe in the use of Mi'kmaw language and encourage employees and clients to use their own language

Goals:

- To ensure protection, safety, and basic life necessities for women and/or children and outreach services for women, men and children
- To provide a 24-hour crisis support telephone line
- To provide support and information to women, men and children to enable them to develop and maintain a peaceful and healthy lifestyle
- To offer individual and support services for women, men and children

Mi'kmaw Family Healing Program continued...

- To offer referral and follow-up services to other social service programs
- To provide community education to increase awareness of family violence

Family Healing Centres: This year the We'koqma'q Healing Centre is celebrating their 25 years and the Millbrook Healing Centre has now been open for 24 years. There have been 1,566 women and 1,663 children pass through our doors for help since. The Centres are still seen as safe places and have been used for access visits in the past years.

To utilize the Centres for more programming, we offer a retreat program for women and girls. Retreats are specific to the participants' needs. We were only able to manage two retreats this year at the Centres. The women's retreat was held in Millbrook on September 2017 and the girl's retreat was held in We'koqma'q on July 2017.

Challenges and Solutions: The Centres faced enormous challenges in the past years with funding, programming, shelter infrastructure, and human resources. The funding has always been inadequate to deliver the program at its full potential. With some help from Indigenous Services Canada this past year, we will be able to deliver more effective programming in our communities. Hopefully, in the upcoming years the shelters and the family violence prevention initiatives will be adequate to fully provide services to all our First Nation communities.

Family Violence Prevention Program: The project titled "Mawikwa'timk teli-sku'tasik ta'n tl-maliaptasitew teli-emeko'tasi'tij kikmanaq" which means "Working together in unity and solidarity to address Family Violence". The Family Violence Prevention Program aims to

provide the opportunity for communities to engage its members in understanding the issues of violence and abuse against Aboriginal women and to support them in recognizing tools and resources to address the problem using wholistic strategies embedded in cultural knowledge and the Indigenous process. We recognize that community members hold the potential to restore balance and promote healing. Programs are wholistic in nature in which healing is about creating, maintaining and/or restoring balance in all aspects of a person's well-being (physical, emotional, mental and spiritual).

The primary goal of the project is to address family violence and its related issues which impact Mi'kmaw men, women and children through community based family violence initiatives (information, education /awareness and intervention sessions), counselling services through outreach programs and early intervention programming to identify "at risk families" in need of support services early in the family violence cycle.

The effects of domestic and family violence in our Mi'kmaw communities are destructive and extensive. Education is critical to raising awareness and healing from all forms of violence. Both domestic and family violence remains to be the one of the primary reason why aboriginal children come to the attention of child welfare agencies in this country. Last year we received \$200,000.00 from AANDC's Family Violence Prevention Fund to implement our objectives for prevention and public education. This funding was secured as a result of goals and objectives satisfied in previous projects aimed at reducing family violence. We continue to be proactive in Mi'kmaw Communities in terms of identifying, synthesizing and developing best practices on



Mi'kmaw Family Healing Program continued...

culturally relevant parenting, support and intervention programs. In addition to prevention, our efforts were directed in providing support and intervention to people early in the abuse cycle so that the entire family can work together toward healing. This past year, the Healing Centre staff was able to deliver 230 workshops with 2712 participants. They also organized/involved in 81 community events in our communities. Our team demonstrated dedication and commitment in achieving our goals to promote healing with our families and communities and their hard work is greatly appreciated.

The Outreach Program faces numerous challenges in delivering the programs. The Millbrook Healing Centre covers most of mainland and the We'koqma'q Healing Centre covers Cape Breton and Paqtn'kek First Nation. There are only 6 people to deliver the outreach program to our communities in Nova Scotia. Because of the geographical distribution of our First Nation communities and the severe weather conditions in the winter months, our programs are not always delivered as planned. The other challenge that we encounter is that there is no one to deliver the specific program if the worker is sick or on vacation. Travelling that is required for program delivery takes a toll on the individuals.

Men's Outreach Program and the "Journey of the Two Wolves -Tapusijik Paqtismk": The Men's Outreach program provides Mi'kmaw men the opportunity to receive important knowledge and education about being non-abusive to an intimate partner, ex-partner and/or family members. The "Journey of the Two Wolves" consists of a 5 session information workshop that focuses on the wholistic healing and if groups are interested to go into a more in-depth 17 session (12 session and 5 session)



program, it can be offered in their communities. The outreach services also include one-to-one counselling, support and education groups.

The Men's Outreach Worker, Doreen Googoo works out of the We'koqma'q Centre and Dan Walsh works out of the Millbrook Centre. In all there were 42 new clients and 36 on-going clients with 248 sessions completed. There were at least five groups that have been completed this past year.

Women's Outreach Program: The Women's Outreach Program is instrumental in the delivery of the Men's Outreach Program by a joint program that delivers the women's component of the program. The program also has an Awareness and Education module delivered regularly to the communities in addition to the group and counselling sessions. Jacklyn Paul of the Millbrook Centre and Sandra Gloade of the We'koqma'q Centre are the Women's Outreach Workers. In the past year, there were 33 new clients and 16 on-going clients with 282 sessions completed. Some of the topics covered in the program are: Intimate Partner Violence, Self-Esteem, Healthy Relationships, Parenting, Grief and Loss, Trauma, etc.

Child/Youth Outreach Program: The Child/Youth Workers are Laura Winters of the Millbrook Centre and Justine Gillis of the

Mi'kmaw Family Healing Program continued...



We'koqma'q Centre. There is a joint program to work in unison with the In-house programs at the Centres. The Child/Youth Outreach Worker works with shelter staff to ensure the children and youth who reside at the shelter also receive similar programming to address the issues of domestic violence. There were 104 workshops with 1509 participants last year. There are 31 new clients and 24 on-going clients with 333 sessions completed for this program. Some of the topics that are covered in this program are; Hands are Not for Hitting, Underwear Rule, Taming the Dragon, Teen Dating Violence, Bullying, Healthy and Unhealthy Relationships, Online Safety, Self Esteem, Seven Teachings, Girl Power, 2B Boys, Healthy Youth Relationships, etc.

In-House Programs: The In-House programs are facilitated by the Women Support Workers Shantel Foley and Michelle Martin of the Millbrook Centre and Olive Wilcox and Carol MacEachern of the We'koqma'q Centre. Some of the programs offered are; Intimate Partner Violence, Healthy/Unhealthy relationships, Safety Plan, Nobody's Perfect, Little Eyes Little



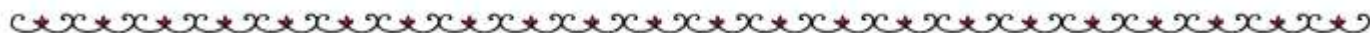
Ears, Sacred Children, Healing Journey, Beyond Trauma & Violence, etc. They work with the clients in the residence by providing support, counselling, advocacy, safety planning, transportation, referrals, parenting, budgeting, meal planning and family violence awareness.

The Family Violence Modules are also delivered to the individuals while at the Centre which deal with self-esteem, stress/anger management, self-care, etc.

The Women's Wellness Program offer programs such as: domestic violence education/awareness, self-esteem, anger/stress management, basic shelf, financial management, grief & bereavement, addiction relapse, life skills, safety and self-care, and much more. The needs of the victims of domestic violence are constantly changing as well as our First Nation communities. With the on-going concerns surrounding the prescription drug abuse, mental health issues and other addictions, the current programs have not adequately met all the needs of the residence/clientele. The Program staff will be trained in these areas of concern.

The National Aboriginal Circle Against Family Violence (NACAFV) is an organization that represents the First Nation shelters across Canada and has been providing training at no extra cost to the Agency. Jean MacLean, Manager of the Family Healing Centres has been actively sitting on the board since February 2014. Each year NACAFV is funded for training of front-line workers in the shelters and also the training of manager/directors.

On November 7 - 9, 2017 Bev Walker and Bern Poirier attended a training forum titled "Legal Information Training Forum" in Toronto, Ontario. A 3-day training session was presented by Celeste McKay and Craig Benjamin. Matrimonial Real Property Training was presented by Marie-Eve Bordeleau, Carole Brazeau and Chris Angeconeb with the Centre of Excellence for Matrimonial Real Property (COEMRP). The purpose of the training was to familiarize the shelters with the Legal Toolkit



Mi'kmaw Family Healing Program continued...

that will be used to help women in the Aboriginal shelters across Canada.

On February 27 - March 1, 2018 a Shelter Director's Meeting/Assembly was held in Montreal, Quebec. This was attended by Beverly Walker and Jean MacLean. On the first day we had our AGA and the rest was training on "Managing Compassion Fatigue & Secondary Trauma in your Team" facilitated by Francoise Mathieu. The two day meeting provided an opportunity for managers and directors to share amongst themselves the issues they may have and the resources they have at their shelter, and the support they may require.

The Native Women's Association of Canada's (NWAC) is a national organization that works to advance the well-being of Aboriginal women and girls, as well as their families and communities through activism, policy analysis and advocacy. Aboriginal women continue to experience discrimination on multiple grounds and in various complex forms and from various sources, including from individuals, businesses, and governments. There are 12 Provincial/Territorial Member Associations. The Sisters in Spirit initiative is a multi-year research, education and policy initiative funded by Status of Women Canada. The initiative is designed to address the disturbing numbers of missing and murdered Aboriginal women and girls in Canada. Through the Sisters in Spirit initiative, NWAC aims to better understand racial sexualized violence against Aboriginal women and girls. This knowledge assists NWAC and other stakeholders to understand the root causes of this violence and identify measures to increase the safety of Aboriginal women and girls. Through the Sisters in Spirit initiative, NWAC works to honor the women and girls who have been lost to violence and remember

those still missing.

Each year the Healing Centres and the Family and Community Healing program help organize the "Sisters in Spirit Walks" and the "Faceless Dolls Project" in various communities. We also participate in the "REDress Project" and "Take Back the Night" which also focuses around the issue of murdered Aboriginal women and girls in Canada.

The Healing Centres and Program staff faced challenges and obstacles throughout the years, but we are able to do most of the program delivery. I would like to take this opportunity to thank the staff for all their hard work and dedication to the program. On behalf of the staff, we would like to thank our leaders and the elders for their help in our communities and programs. We look forward in working with our communities in the up-coming year to make our First Nation communities safer for everyone.

Wela'liek
Respectfully Submitted by,

Jean MacLean, BSW
Manager of the Family Healing Centres

Mi'kmaw Family Healing Program continued...

The We'koqma'q Healing Centre had 16 admissions from April 1st, 2017 - March 31st, 2018. A total of 17 children have stayed at the Centre during this period. Total bedstays of 250. The Millbrook Healing Centre had 22 admissions in the same time frame. There were a total of 16 children that stayed at the Centre during this period. Total bedstays of 1194.

	MILLBROOK	WE'KOQMA'Q
REASON FOR ENTRY:		
Already at Centre	1	0
Physical abuse	6	2
Verbal/Emotional abuse	1	0
Threats to women and/or children	3	0
Other abuse	0	0
Housing problem (non-abuse)	9	5
Other (non-abuse)	3	1
Access Visits	36	8

	MILLBROOK	WE'KOQMA'Q
REFERRED BY:		
Self-referral	11	4
Multi-service agency	0	0
Social service agency	4	0
Medical /health agency/doctor	2	1
Other shelter	0	1
Relative/Friend	4	0
Other:		
MFCs	0	8
Police	0	1
Alcohol & Drug Worker/NADACA	0	0
Native Council of Nova Scotia	1	0
MFHC	0	0
Other	0	1

EMPLOYMENT SITUATION ENTERING THE CENTRE:

Not employed/not looking for work/social assistance	16	15
Unemployed/EI	3	1
Occasional employment	0	0
Employed full-time/part-time	2	0
Self employed	0	0
Attending School	1	0

PHYSICAL DISABILITIES:

Mobility	0	1
Visual	0	0
Hearing	0	0
Others	1	2
None	21	13

	MILLBROOK	WE'KOQMA'Q
LEFT ABUSE SITUATION BEFORE:		
Yes	14	11
No	6	2
Not Known	2	3
USED SHELTER BEFORE:		
Yes	15	15
No	7	1
Not Known	0	0

REASON FOR LEAVING CENTRE:

Returned home	5	2
Found alternative housing	12	3
Asked to leave	2	0
Didn't like shelter	0	0
No known reason	1	0
Other	1	3
Access visit over	0	8
Going to Rehab	0	0
Still at MFHP Centre	0	0

DESTINATION/SITUATION:

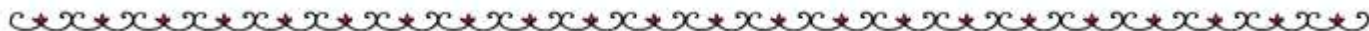
Returned home to unchanged situation	3	0
Returned home to changed situation	2	10
Relatives/Friends/neighbors	4	5
Own new place/private housing	5	0
Own new place/assistance housing	2	0
Other shelter	2	1
Second stage housing	2	0
Other	0	0
Not Known	1	0
Alcohol & Drug Rehab Centre	0	0
Still at MFHP Centre	2	0

TOTAL BED STAYS:

Total Bed Stays for Women and Children	1194	250
Total Access Visits: not overnight	199	6

AGE GROUPS - WOMEN:

16-29	12	12
30-54	11	4
55+	0	0



Family & Community Resource Program

Maw-lukutimk Apoqnmuksinew

Wkjisu'k aqq Wutanl

Supervisor:

Diana Christmas: MSW, BSW, RSW (Eskasoni)

Coordinators: Wilma Simon, Norman Sylliboy & Julia Gale

Supervisor:

Matilda Koopman (Sipekne'katik, February, 2018)

Coordinators: Brooke Paul, Darlene Copeland (Retired), Sandy Fisher (New position Glooscap First Nation)

The Family & Community Resource team works directly with our Mikmaw First Nation communities, community partners and stakeholders, to identify, develop and enhance support services and resources to directly assist in program delivery. All programs are delivered in partnership with interagency committees, First Nation schools, Health Directors and Centers, Mental Health and Addictions Services, Native Friendship Centre, NADACA and Chief & Councils.

Community Prevention programs:

The Family & Community Resource team work directly with First Nation communities, community partners and Stakeholders, to develop and enhance support services and



resources to directly assist in community programs and their delivery.

The team delivers child and youth programs in schools, health centres and at other community functions. They have been actively involved with women and men wellness programs, parenting programs, basic shelf, Fem power, car seat safety and traditional teaching programs. They assisted in the delivery of the eighth Mikmaw Youth Independent Living programs, which commenced in February- November, 2017; graduating nine older youth in care on December 2nd, 2017.

They assisted in the delivery of two Waycobah Youth Cultural camps in Orangedale, NS in June and October, bringing together over sixty youth and facilitators.

They assisted in the delivery of two programs to Pictou Landing women's retreat with 19 women attending and the Pictou Landing youth cultural camp with 25 youth attending, both camps were held in Debert.

The teams were active in 5 community Fun day activities, the biggest, during the Mikmaw Summer Games in Membertou.

The team organized and participated with community partners Sisters in Spirit walks, MADD Canada functions, community feasts, the Valley youth gathering in Kejimkujik National Park and teen and youth dances throughout Unamaki.



Family & Community Resource Program continued...

Challenges:

The Team has been successful in program delivery, but there is a need for consistency in program delivery throughout the province. New programs have been developed over the past year but delivery was slow, as workers needed to develop comfort with the new programming, meaning that, two staff were always needed during its delivery to children and youth.



We had two staff leave the program in February, which left only one worker in Sipekne'katik. Also, Diana Christmas, former supervisor for both offices, retired her position for the mainland office. Thus, leaving the

need for a Supervisor of Family & Community Resource. Matilda Koopman was hired as the new Supervisor in February. With Darlene Copeland's retirement, a new coordinator was required for her position. Jacob Gale has been hired as the coordinator for the Family & Community Resource program in Sipekne'katik and will commence his employment in July, 2018.

Training:

The Family & Community Resource Team attended several workshops and Training programs over the past year, which allowed them to enhance their personal and professional skill development. Team members attended occupational health and safety training, Suicide Intervention Training, Car seat

safety training, Respectable workplace training, Food handlers course, First Aide CPR training, Fatherhood Training, St John's Ambulance Home Alone and Babysitting course and the Sexual Violence Toolkit training.

Mikmaw Maliceet BSW program:

Mikmaw Family & Children Services supervised seven student MWBSW program placements from January 9th to May 31, 2017. Diana Christmas, MWBSW Steering Committee placement coordinator, supervised all students, with direct day to day supervision provided by department supervisors. All students graduated in June, with graduates accepting Social work positions within the two offices. Sheraine Young now sits on the MWBSW steering committee and will be responsible for future MWBSW student placements.

Strategic Action Plan-Prevention Services

Over the past several months, the Family & Community Resource team have been meeting with Management and George Savoury Consultants, to redesign and enhance the Family & Community Resource program. As part of the ongoing strategic action plan, some continuum priorities were identified, the need to define 5 core programs that will be developed, enhanced and delivered to all Mikmaw communities in Mikmaki. There is a need to maximize the current resources and target greatest need with current resources. There is a need to hire two administrative support staff in both offices and additional coordinator in Sipekne'katik, to fill position, vacated by Darlene Copeland. There is a need to identify gaps in services/programs for parents, children and youth not involved with child protection services. There is a need to evaluate and better show case programs that are working well in the communities. Lastly, how can we better utilize elders in programming throughout



Family & Community Resource Program continued...

Mikmaki.

The Family & Community Resource Teams will continue to work towards achieving these goals and objectives.

Programs Delivered:

Traditional Teaching programs: The Team participated and lead approximately, 40 cultural and traditional teaching programs. Such as drum and rattle making, dream catchers, medicine pouches, waltzes, designing and sewing regalia and ribbon shirts, teaching Mikmaw dancing & prayers, Grand Council teachings and Mawiomis.

Seven Sacred Teaching programs: The team delivered 34 Seven Sacred teaching programs to elementary and middle school children & youth throughout Mikmawki.

Women & Men Wellness programs: The team delivered 15 men and women's wellness programs, focusing on emotional and physical wellness, healthy relationships, grief issues, child parent relationships, addictions and mental health and much more.

Sisters in Spirit Walks: The team participated in 6 Sisters in Spirit walks, bringing attention to the missing and

murdered aboriginal women and men.

Parenting programs: The team delivered 18 parenting programs, super dads super kids, Fatherhood, moccasin silhouettes, FEM power, Car seat safety, basic shelf, Read & Play.

Youth Programs: The team delivered approximately 72 youth programs to middle and high school students and in communities, such as, Home Alone, babysitting, Girl power, 2BBOYS, life skills, healthy youth relationships, youth valley gathering and youth cultural camps.

Children programs: The team delivered 29 children programs, such as Hands are not for Hitting, Read & Play, Bike rodeo's.

Overall, the Family & Community Resource Team delivered approximately, 215 programs, to children, youth, parents, men and women, elders, community stakeholders, and teachers. They have reached out and touched over four thousand community members throughout Mikmaki. Overall, the programs have been well received in the schools and communities.



Family Support and Case Aid Program

Apoqnmujik Wkjiksu'k

Supervisors : Deborah Boyd , B.A. Hon.(Psyc.)
(Eskasoni) and Matilda Koopmann,
(Sipekne'katik / Indian Brook)

Department Role and Goals

Family Support Program

The Family Support Program provides families with the parenting skills, life skills and access to community resources that will help them provide a better life for themselves and for their children. We also work to prepare youth for independent living and assist in supporting foster parents. Services are provided to men, women and children in all First Nation communities in Nova Scotia through family based practice/home visitation and working collaboratively with Agency and Community resources. Referrals to the Family Support Program are received from Intake, Long Term Protection, Children in Care, Temporary Care and Custody and Family Resource (Foster Care).

The Family Support program is part of a collective unit which provides culturally relevant services to address the conditions of risk for children, including: prevention, promotion, protection and partnerships. Inherent within the program is a strong emphasis on culture, partnerships with parents, community capacity-building and other family healing promotion strategies that influence the broader determinants of health. Family Support utilizes a family centered “whole family” approach in providing families with opportunities to strengthen family functioning.

The Family Support Program combines traditional and contemporary parenting skills information in a holistic manner, encouraging balance with one's spiritual, emotional, mental

and physical well-being.

Family Support contributes to the case management team and supports families participating in the Wikimanej Kikmanaq Family Group Conference Program.

Family support workers connect with families in a way which engages their cooperation and commitment to change by being sensitive to their fears of seeking and receiving help, mutually developing tasks and objectives in program material and planning, and building parental confidence and hope.

Embedded within its framework are the recommendations from The Truth and Reconciliation Commission of Canada. Most notably, these recommendations are guided by the recognition of cultural safety and trauma informed promising practices.

Family Support plays a vital role in a collaborative team approach to support the common goal of family unity and parents /care givers providing a safe and comforting home for their children.

Case Aide Program

Schedulers and Case Aides are an essential part of the Case Management Team: They provide a variety of services to families, children and adults: transportation, schedules for access and youth mentoring, maintain files of service providers, transports children and adults to and from their homes, foster homes, facilities and various medical, dental, psychological, education, counseling appointments and cultural or recreational activities. Staff escorts children to sibling and parental access visits



Family Support and Case Aid Program continued...

and may also be the Access Facilitator. Case Aides work closely with the case management team to ensure referrals are processed and service providers are trained in a timely and efficient manner.

Achievements, Special Projects and Special Events

- Working voluntarily with families through the Early Intervention Program has enabled families to receive support, build capacity and make important community and professional linkages which preserve the family unit with positive outcomes . Referrals to our program are completed early in this service cycle so that families with early stage difficulties will not get worse; child maltreatment will be reduced; families begin accessing help on their own; families recognize that child protection involvement make a positive difference in their lives; community partnerships increase ; perceptions of work done by Child Welfare improves and the need for more intrusive and costly services later is reduced.

- Family Support Case Conferencing: Referring workers and supervisors are invited to meet with family support supervisors and workers to review the necessary resources and strategic measures which can be utilized to meet the needs of the family. This has been useful in developing intervention plans for families experiencing more complex and chronic challenges.

- Deborah Boyd was re-elected as a National Executive Board Member of FRP Canada (Family Resource Programs Canada). This has provided valuable linkages within a national scope to access information vital to family support programs with families.

- This year marked a significant increase in

referrals to Family Support from Family Resource, in which support provided by this program contributed to the enrichment and stability of placements for children in foster care thereby reducing the likelihood of placements breakdown.

- Family Support expedites referrals to the Family Healing Program education and outreach programs for major presenting problems involving family violence. When family support services are activated, our priority is to engage the parents in completing a referral to the Family Healing Program so our services can operate in unison and families are being supported in a comprehensive manner.
- Family Support has completed an orientation manual for all new employees of the family support and case aide programs.
- Family Support worked closely with the Family and Community Healing Program in reviewing strategic action plans and how each program can mutually provide support in terms of prevention.
- Family Support forged a close partnership with Jordan's Principle, in which our program has been responsible for numerous families accessing this important service.
- Family Support made vital linkages locally and nationally to better resource our programs and staffing education through IWK Safety Link (2 case aides and 2 family support staff are certified technicians to provide training on car seat installation) ; free webinars for staff development are now available through memberships with the National Collaborating Centre for Aboriginal Health, FRP Canada, Nexus Family Resource Centres, New

Family Support and Case Aid Program continued...

Brunswick Family Resource Centres, Nova Scotia Family Resource Centres.

- Publication of New Family Support Brochure: All staff and families referred to the family support program are provided with this brochure , which is rooted in the seven sacred teachings. It reflects the mission of the program in which parents are supported with skills and tools necessary to build meaningful connections with their children so the family will thrive. We believe every parent wants the best for their children and well-supported parents are natural leaders within their families and their communities.
- Referral forms were revised to reflect the emerging needs of our families and Agency.
- Family Support is in the process of completing a Program Manual for the Family Support and Case Aide Program which provides all procedures and guidelines involved in delivering these services.
- Job descriptions for family Support Workers and Case Aides were updated to accurately reflect roles and responsibilities.
- All service providers are trained according to a guidelines manual which is constantly being updated to meet the emerging issues of the department.
- Checklists for service providers have been updated and files are kept current as a result of the family support program securing administrative support .
- Service provider training and cultural sensitivity training.

Significant aspect of program supports and services:

The majority of referrals to the Family Support Program are from child protection; however increased collaboration with other Agency departments have resulted in an increase in referrals for children in care and foster parents. The business plan for the upcoming year will reflect resourcing these emerging needs. Expanding resources through increased staffing of the Family Support and Case Aide Programs provided opportunities to better meet the needs of families.

We are extremely proud of the hard work and dedication of our family support and case aide teams. Both offices uphold quality assurance of family support and case aid programs through regular supervisor consultation, team meetings with staff, unit meetings and training to review the standards, procedures and trends in the field.

Program goals Family Support and Case Aide Programs: 2018-2019:

- The main goal for the Family Support and Case Aide Programs will be to continue working with families and communities in the spirit of respect, openness, compassion and collaboration to encourage lasting positive change in the lives of families using our services.
- Pride training for family support, case aides and (casual) service providers
- Opportunities for professional development
- Provide services to families early in the intake process
- Explore the Signs of Safety Program as a tool



Family Support and Case Aid Program continued...

to promote parental insight and evaluation on providing a safe and secure home for their children.

- Continue to build on collaboration with Family Healing Program, Children in Care Program, Family Resource and Family and Community Healing
- Increase consultation with departmental counterparts through presentations at team meetings.
- Increase linkages with community service providers and stakeholders through program presentations
- Continue to expand resources to build capacity in program delivery and maintain cultural safety.
- Improve statistical tracking and analysis of program services .
- Explore program evaluation and scheduling tools
- Develop youth mentor program manual and ongoing recruitment of Indigenous service providers.
- Develop Mi'kmaw Family Parent Education Program
- Continue linkages with projects available through Department of Community Services Prevention Program

Family Support Yearly Comparative Analysis: 2016 – 2018

Year	Total Number of Families (Both Offices)
2016-2017	132
2017-2018	222 (PCC-29) (PC-193)

Case Aide Program

Drives Completed: 6648

Access Sessions Completed: 4710

Youth Mentoring Sessions Completed : 2645

Infant Support Sessions Completed : 1217

Training/Professional Development/Special Projects: Supervisors/Staff

Deborah Boyd: Maritime Representative Canadian Association of Family Resource Programs (FRP Canada).

FRP National Conference and AGM

First Aid

Mental Health in the Workplace

Car Seat Installation Training

Mother's Mental Health Toolkit: Nurturing Children and their Families.

Nobody's Perfect Parent Education Certified Training

Understanding Trauma

Pride Modules

Wikimanej Kikmanaq Family Group Conferencing

Service Provider Training: Guidelines and Cultural Sensitivity

Interception :Occupational Therapy Training

Zones of Regulation Training

Child Welfare Symposium

CBU /NSCC Student Placements

HR Policy

Cultural Sensitivity

Food Handlers Course

Supervisor training on supervision, strategic planning, HR policy,

Child Protection- Intake and Investigations

Teli-ikaluj Mijua'ji'jk-Koqqwa'luj Mijua'ji'jk aqq Pipanuijkatekemk

Supervisors:

Wendy Aboud, BSW, RSW (Eskasoni)

Keira Meech, BSW, RSW (Indianbrook)

Brief description of the role of the department and goals:

The intake team's primary role is to assess risk to and ensure safety and well-being of the children in the home. Intake workers are the first point of contact between the families and agency. This is always carried out with the best interest of the children in mind and using the least intrusive measures when possible. As per the Agency's mandate, the team's focus is to maintain the integrity of the family and to always take into consideration cultural values and beliefs when working with families and communities. As with the entire Agency, the intake team works towards the common goal of families being able to parent children safely, without agency intervention.

Achievements, Special Projects and Events: How services created positive outcomes for children and families

The intake team utilizes Early Intervention Agreements to work with families voluntarily to ensure connections and supports are in place that will help to address the risks identified. By working voluntarily with families, we can also make use of and partner with the appropriate community supports and resources. When involvement starts early and is proactive rather than reactive, there are better outcomes for children and families. There have been many gains this past year involving voluntary Agency involvement with families where families have felt the Agency has helped them in their parenting journey.

The most significant aspect for the Supports and services offered through your department (include statistics). Trends over the last year, etc. April 2017 to March 2018 (inclusive) saw the Eskasoni office process 550 Intakes/Referrals regarding protection of children under the age of sixteen. Of the 550 referrals received, the Agency made the decision to Investigate 398 referrals and the decision to Not Investigate 134 referrals received. The Indian Brook office processed 354 referrals and 74 of these referrals were deemed to not meet the criteria for investigation. The Major Presenting Problems identified by workers in both offices were risk of physical harm-parent substance abuse, family violence and risk of physical harm- inadequate parenting skills.

How any challenges were remedied

It is important for us to be able to reach out to family and other identified supports to the children to assist in planning and providing supports to the family during agency involvement. Partnering with community resources to enhance case plans with families is another integral way to remedy any challenges we may face.

Training

Intake workers from both offices have been able to access the following training this year: Suboxone treatment, Cultural Sensitivity, Respectful Communication, Fundamentals of Child Protection, Fundamentals of Child Welfare, First Aid, Car Seat Safety, IWK Supporting People in Recovery, Legal Lunch and Learn, Wikemanej Kikmanaq (Family Group Conferencing) Training, The Working Mind, Intimate Partner Violence, Investigation and Assessment of Child Sexual Abuse, SAFE



Child Protection- Intake and Investigations continued...

training, ASSIST, Access and Visitation Training, Pride 6 Working as a member of a professional team, Indigenous Social Work Practice with Families Experiencing Structural Inequalities and Family Trauma.

Student Placements

The intake team in Eskasoni did not have any student placements this past year and the Intake team in Indian Brook had 2 student's complete placements.

Maximization of front-line resources through efficient processes, including flexibility when allocating human resources (staffing) and special projects.



Intakes are allocated by numbers and communities when reasonable so that caseloads remain fair and balanced. The team is consistent in working together to ensure timelines are being met so that we are in compliance with Provincial guidelines and standards.

Better use of effective time management has resulted in overtime being minimized. Flexible work schedules have been implemented when needed to meet job performance expectations.

Timely implementation of programs, regulations standards and policies

The referral process follows specific guidelines we are required to meet. Having these guidelines in place ensures everyone from children and families to social workers are protected by the process. Provincial standards require investigations to be completed within an eight-week timeframe. Workers aim to meet this goal however there are often many factors which impede this process.

Goals for the upcoming year:

The Intake Team's goals for the upcoming year is to ensure the safety and wellbeing of the children we work with and continue to work with families and communities in a positive, respectful and meaningful way. We hope to continue to grow relationships with the supports and services in the communities we serve while being thorough and comprehensive in gathering information to strengthen the families. As always when carrying out the work we are doing, the team is keeping in mind the least intrusive approach when warranted.

Children in Permanent Care and Custody

Siaw-wsua'luj Mijua'ji'i

Supervisors:

Denise Maracle, BSW, RSW (Indian Brook)

Sheena Williams-Denny, BSW, RSW (Eskasoni)

Department Role and Goals:

The role of the Children in Permanent Care Department with Mi'kmaw Family and Children Services is to ensure that our children receive the supports and services required to thrive in their childhood and become successful adults. One of the main goals is to develop and maintain permanency whether that be through placement with or return to family, long term foster placements and or adoption. This is done while striving to maintain connection to their family, community and culture.

Achievements, Special Projects and Special Events:

One of the main programs that the PCC department is involved in is our Independent Living Program. This is a program for youth ages 17- to 21 years old to assist with obtaining the skills they need to live on their own as well as making connections with other youth in care. We provide 4 weekend retreats as well as one day workshops throughout the year. Practical information is provided such as how to budget, maintain healthy relationships, safety planning, meal preparation as well as introducing customs and teachings. The youth learn about the seven sacred teachings as well as participate in making a rattle and a drum, traditional dancing and receiving teachings around smudging. We assist them in beginning to develop their traditional "bundle". During the graduation the youth are given their Spirit Name and animal by a respected elder.

Most Significant aspect for the Supports and



services offered through your department: The PCC teams from April 2017 to March 2018 had 124 children in the permanent care and custody department. We have had 3 of our children move to the adoption department. We have had 4 youth graduate from high school and one graduate from NSCC. The agency had 15 youth exit from Permanent care and custody and 5 have entered into Post Care and Custody Agreements. This brings us to a total of 6 youth who are in PCCAs. This allows the agency to provide financial support while the youth pursue their education after the age of 19. The agency also saw 6 youth return to their parental home. We are working with 2 families to have children terminate care and return to parent under a court order.

Many of your youth have received the Outstanding Youth Awards which recognizes Nova Scotian children between the ages of 13 –



Children in Permanent Care and Custody continued...

18 years old who have demonstrated at least one of the following: educational achievement; leadership; outstanding achievement in sport/culture/hobby; shown tenacity in overcoming personal obstacles and/or have a plan for the future.

Challenges and Solutions:

Our team is always looking for family placements and the Wikimanej Kikmanaq Family Group Conferencing (WKFGC) department has been invaluable for this. Our department has been working closely with the WKFGC team and this has been very successful. Several of our homes are kinship placements that have been found through this method.

However, it is important to note that the issues that our youth have are becoming more complex and specialized. This means that families must have the training and skills necessary to be able to work with some challenging youth. This is where we need to provide supports and training to help our families become more knowledgeable of the issues and diagnosis that our youth face. The agency also encourages students of social work to complete their field placements with the agency. Our department provided placement opportunities for 5 students.

Training:

All of our social work staff are members of the NSASWC and are required to complete 40 hours of training in order to be a registered social worker in Nova Scotia. This would include different workshops and training such as Family Group Conferencing Training, First Aid Training, CFSA amendments, Drug Recognition, Truth and Reconciliation as well as FASD training and mental wellness. Staff of the agency are required to complete mandatory training as directed by management

which includes child welfare fundamental training, Pride training as well as agency developed training such as Cultural Sensitivity. We are working towards ensuring that our team completes the mandatory fundamentals training in order to receive representative status.

Goals for the upcoming year:

Some of the goals that our team has is to continue to work closely with WKFGC as well as the adoption team to work towards permanency for our children. We recognize the importance of family connection and want to continue to have children placed with and reunited with family as much as we can.

Our department is also supporting families that have made changes to have children return home.

We are continuing to develop our Independent Living Program to ensure that we assist our youth in being prepared to exit care and thrive in their independence, while building their cultural identity.

Permanent Care Department youth in care as of March 31, 2018

	Federal	Provincial
Group Home	2	1
Group Home (DSP)	2	2
Foster Home	30	5
Kinship (approved)	33	0
Kinship (unapproved)	8	0
Independent Living	8	6
Parental Home	6	0
Place of safety	1	1
Out of Province (kinship)	1	0
Out of Province (group facility)	1	0
Correction Facility	2	0
Potential Adoption	12	0
PCCA	3	0

Protection – Temporary Care and Custody

Teli-ikaluj Mijua'ji'jk – Maqatewi-ankweyut Mijua'ji'jk

Supervisors:

Yvonne Doucette, BA, BSW, RSW

Leeann Higgins, BA, BHE, BSW, RSW

The TCC Department is responsible for working with and maintaining files for children in Temporary Care & Custody. Among the many roles of the TCC social worker are: to assess the needs of the child and develop a case plan for each child. Workers will supervise the placement and ensure the necessary services are provided to each child.

The TCC social worker is also responsible for reviewing the child's ecomap, genogram and cultural connection tool (effective March 1, 2017). All planning for the child is done with their best interests in mind at all times. This process may include a family group conference, case conference at school or a comprehensive plan of care involving the child's caregivers and social workers.

The ultimate goal in TCC is to establish permanency for the child. Permanency may mean returning the child to their parent, a parent support agreement through family court placing the child with an alternative guardian as agreed upon by the family, adoption or preparing the child for independent living through permanent care and custody.

As of April 1, 2018, there were 37 children in TCC in the Eskasoni office and 22 children in the Indian Brook office. There are 20 children with PCC status in the Eskasoni office waiting to be transferred to the Children in Care Department for permanency planning. There is 1 child with a PCC status in the Indian Brook office awaiting transfer for adoption once the

permanency planning has been completed. There are several other children before the court awaiting an outcome for permanent care and custody.

Over the past year TCC in Eskasoni has worked with 19 other children who have either returned to their birth family or extended family and 3 have transferred to adoption. The Indian Brook office has worked with 10 children who have returned to their birth family or extended family and 2 children who were placed with alternative guardians under the Parenting Support Act. There were also 9 children that were transferred to the Children in Care Department with a Permanent Care Status.

This has been a challenging year with the rise in need for foster homes and placements to meet the rising needs of the children we are currently dealing with. The need for specialized care is on the rise and we have had to utilize Place of Safety's on a more frequent basis this year. This concern is being heard from the province and more specialized placements have been identified as in dire need as the number of children with Autism Spectrum Disorder (ASD) diagnosis rises and behavioral issues related to



Protection – Temporary Care and Custody continued...

complex needs of our children who have been exposed to trauma and parents with substance abuse issues.

On a positive note, the number of kinship homes is on the rise especially in the Eskasoni office where mostly kinship homes are currently being utilized for placement. The majority of children in the Indian Brook office are placed in regular foster homes with fewer children in kinship homes. The size of families is definitely a contributing factor with larger families living in the Eskasoni area allowing more family members to be assessed through this process. This is only one contributing factor to be considered. Another option for placement that is on the rise is Customary Care Supervision Orders. This allows children to be placed by family with extended family while the parents address their protection concerns. This is a less intrusive practice which allows the child to be cared for in a family arrangement without a care status. One shortcoming of this process that is currently being explored with changes coming in the near future is financial support. This piece often deters families from being able to do this due to lack of financial support resulting in more kinship placements for the purpose of financial support.

Staffing remains a concern in this field as more stressors are placed on workers meeting the never-ending challenges of paperwork and balancing this with spending time with these children, planning for their needs and working with these families. The agency continues to support us in this area with an increase in staffing and requiring new workers to remain in their position for two years before moving on. We are hoping this will help deal with staff turnover and provide more stability for our families having to deal with less worker changes. We currently have 4 TCC social

workers in the Eskasoni office and we have grown from 2 TCC social workers in the Indian Brook office last year to 3 TCC social workers to meet the added responsibilities of the Amendments rolled out March 1, 2017. We continue to encourage BSW students to complete their placements within our agency and within the TCC department. This past year we have had 5 BSW students complete their placements in the Eskasoni office and 1 BSW student in the Indian Brook office.

Some of the training workers took part in over the last fiscal year include: Protection Fundamentals, First Aid, Ethics, Respectful Communication, Mental Health, PRIDE, FASD, WKFGC, and Intimate Partner Violence training. For the upcoming year the TCC department looks forward to new training opportunities as well as working with families for successful outcomes for children in care.

Child Protection - Long Term Protection Services

Teli-ikaluj Mijua'ji'jk - Siawa'sik

Teli-ikaluj Mijua'ji'jk

Supervisors:

Angeline Denny Sylliboy, BA, BSW, RSW, MSW (Eskasoni office)

Daryl Comer, BA, BSW, RSW (Eskasoni office)

Leeann Higgins, BA, BHE, BSW, RSW (Indian Brook office)

Louise Donnelly, BACS, BSW, RSW, (Indian Brook office)

Department Goals:

The Long-Term Protection team begins working with families after the Intake and Investigation stage is complete. Workers within this program offer services and supports to help families alleviate the identified risk/risks to the children. Services offered within the Agency include; Family Support programming, Family Group Conferencing and programming through the Healing Centers. Long Term workers also guide and support parents into the appropriate programs and services within their own communities.

The Long-Term Protection team collaborate with Community Resources such as NADACA, Mi'kmaw Lodge, the schools, the Band Offices, Chief and Council, Health Centers and resources outside of the communities to help families address the complex issues they may be dealing with.

The Primary goal of the Long-Term Protection team is to ensure the safety of the children while making all efforts at maintaining the family unit and address the protection concerns.

Achievements:

The Wikimanej Kikmanaq Program (Family Group Conferencing) has helped shaped many positive relationships between the Agency and

the families. It has helped come up with the best possible culturally safe case plan for the children in conjunction with the parents, extended families and communities while the Parents complete services to address their issues. Over the past year the Eskasoni office had 44 referrals with 24 successfully completed. Family group conferences and the Indian Brook office has participated in 51 circles.

The use of Customary Care, as an alternate route for families (rather than Taking children into Agency's care) has been used to give parents the opportunity to address their issues while family provides care to their children.

Over the past year, the Eskasoni office has worked with 68 children through Customary Care and the Indian Brook office has worked with 16 children. It is always our hope that we can use the least intrusive measures with families as well as cause less disruption in the lives of the children while ensuring children's safety. In terms of families we have worked with under our Early Intervention Program, the Eskasoni office has worked with 26 families providing service to 67 children. The Indian Brook office has worked with 36 families providing service to 86 children.

There are many successful stories of parents utilizing the circle to address their issues. Families have openly shared positive experiences with this process and report that they now tell other family and community members to reach out to our agency. Many families advise that if they experience challenges in the future, they want the Wikimanej Kikmanaq Program implemented immediately. This information is included on the



Child Protection - Long Term Protection Services continued...

Families Exit Plan and if other concerns arise the family will be referred back to the program quickly so that the family group conference coordinator can reach out to the families support network and arrange for another circle. The goal is to intervene quickly so that our families do not journey alone and benefit from the support from family, community, and our agency. It is the hard work and dedication of the parents to work towards a healthy and nurturing home for their children. It is also the hard work and dedication of the Long-Term Protection Team in helping and supporting families to achieving their goals and ensuring children's safety.

We have had several success stories over the past year with 10 children returning to their parents care in the Indian Brook office and 28 children in the Eskasoni office.

Significant Aspects of Supports/Services Offered:

The Long Term Protection Workers offer support to the family by working with the family to come up with a culturally safe case plan that will alleviate the risks to the children. Transportation is provided to families for the services they are expected to complete. The Long-Term Protection workers ensure that the families are given the opportunities to participate in services within their own communities but are also offered services and supports through the Agency such as Family Support and Family Group Conferencing.

Challenges:

One of the greatest challenges for both offices continues to be the turnover of staff. The moving around of staff within the agency and introduction of new staff to the Long-term Protection Department impacts the team as well as the families we are working with. The increased number of staff leaving their positions

in child protection to find other positions within the agency and outside of the agency was predicted when the Amendments training was offered from the province in the fall. It was expected that with the increased demands involved for workers from the roll out of the amendments to policy on March 1, 2017, workers would consider alternative positions within the field. We have witnessed this shift occurring in both offices with workers moving from child protection to foster care, adoption and permanent care and custody positions. This is unfortunate as we adapt to the policy changes with an increased workload and now have new staff to train. The agency continues to support us in our efforts by implementing a new HR policy stipulating that new staff must stay in their position for a two year period. This change is expected to reduce the number of worker changes for families allowing them to have more consistent support. This change will also benefit the department as a whole with more consistency and less gaps in staffing.

Another challenge we are facing is the increased need for foster homes and placements to meet the rising needs of the children we are currently dealing with. The need for specialized care is on the rise and we have had to utilize Place of Safety's on a more frequent basis this year. This concern is being heard from the province and more specialized placements have been identified as in dire need as the number of children with ASD diagnosis rises and behavioral issues related to complex needs of our children who have been exposed to trauma and parents with substance abuse issues.

Training:

Long term staff have participated in several mandatory training sessions throughout the year including: CORE Training offered through

Child Protection - Long Term Protection Services continued...

Department of Community Services. In addition, staff have participated in PRIDE Training, Trauma Training, Mental Health and various other training opportunities offered with the communities we work in. Front line workers have also participated in focus group dealing with ways to make Customary Care Agreements more reflective of the needs of our families. The Protection Supervisors also attended the two-day child welfare symposium.

Training continues to be a mandatory requirement to obtain required hours for the Nova Scotia Association of Social Workers.

Student Placements:

The Long- Term Protection Team has always welcomed students to complete their placements within our department. This past year we were fortunate to have several Mi'kmaq BSW students completing their placements in our department. This was a positive experience to introduce them to all the aspects of Long Term Protection including shadowing senior workers to various communities and learning opportunities. In terms of stats, the Eskasoni office has had 3 BSW students complete their placement with them this past year and the Indian Brook office has had 3 BSW students. Several of these students have obtained employment with our agency as well. Congratulations to all students as they complete their BSW.

Timely Completion of quality reviews/compliance Reviews:

There have been many changes within the Province 's Child and Family Services Act. These changes were designed to be more child and family focused. The Mi'kmaq Child Welfare Specialist and the Assistant Executives Directors have assisted the agency workers and Supervisors to implement these changes and assisted the Agency with delivery of services by

insuring compliance with Policy, Process, and Procedures. This guidance has helped to shape the Long-Term Protection team in providing better staffing including more Supervisors, regular Supervision and on-going training and supports from the Department of Community Services. As feedback is received from agencies across the province the Department makes the necessary amendments to better meet our families

Goals for upcoming year:

The goals of Long Term Protection are to reduce risk to children and families. The main goals for our clients are to succeed in having their children return to their care and to end the Agency's involvement in a positive way. However, for those situations when this is not possible, family placements are sought thru family consultation or the Wikimanej Kikmanaq program (Family Group Conferencing), it is our hope to be able to gain more Kinship Foster homes or Customary Care placements.

Ongoing training is paramount in assisting the agency to adjust to the recent amendments to the Child and Family Services Act. An important highlight of these new amendments is in regards to ensuring cultural appropriate services are available to our children and families. The agency continues to strive to excel assuring all services under Child welfare reflect our Mi'kmaq values customs and traditions. We will continue to promote the integrity and uniqueness of our culture thru Wikimanej Kikmanaq, Customary Care placements, and First Nation Parenting programs. It is the paramount that we continue to enhance the working relationships with the communities, Mikmaw Organizations, RCMP and community health and addiction services.



Kinship and Foster Care

Anko'tasultijik Mijua'ji'jk

Supervisors:

Helen Doyle, BSW, RSW

Supervisor - Adoption & Resource
Family/Kinship (Eskasoni Office)

Jodi Phillips, BSW, RSW

Casework Supervisor – Resource Family – Foster
Care (Indian Brook Office)

Sheraine Young, BSW, RSW

Casework Supervisor – Resource Family – Foster
Care (Eskasoni Office)

Brief Description of the Role of the Department and Goals:

The role of the Foster Care department is to provide children and youth who have come into the care of Mi'kmaw Family & Children's Services with an alternative family environment (Kinship Home). Our goal is to ensure that the children in care of the Agency are placed in a safe Mi'kmaw Foster/Kinship home within a child's community. The Foster Care department also provide PRIDE Module and Pre-service training and Traditions of Caring program. Ongoing support is available to general foster parents and kinship homes by their assigned social worker. This level of care ensures that children placed in these homes are fully supported while in transition.



When seeking Foster Care and Kinship placements for children, our goal is to match foster/kinship homes based on the current situation and the needs of the child(ren), when possible. The Foster Care Team will also determine if a Foster/Kinship Home is considered an appropriate home for the child based on certain criteria. This may include but not limited to extended family, community members, culture, language, behaviors, and location. Foster Care placement options include:

Kinship Care: “is a full-time care of children who are in the Minister's care and custody, by relatives or other adults with the children have had a pre-existing relationship.” However, children who come into care in Mi'kmaw communities are in the care and custody of Mi'kmaw Family & Children's Services of NS.

Foster Care: “are approved to provide care for children who are not related to them; this approval is not restricted to particular children.”

Emergency Care: “is a short-term placement for a child requiring a foster home during after-hours.”

Respite Services: “is defined by a child or youth requiring overnight care for a specific purpose of providing relief for the primary foster family.”

Conditional Respite: “The purpose of the conditional respite approval process is two-fold:
a.) To provide general foster parent applicants with an opportunity to gain brief intervals of foster parenting experience while proceeding through, and awaiting the completion of, the full approval process;

Kinship and Foster Care continued...

b.)To address a systemic need for respite foster care providers who can provide relief for foster families caring for children in care.”

Respite Care Exclusive: “are approved individuals, are mature adults who provide short-term respite care to an identified child in care or for a specific foster family only.”

General Respite: “Fully approved general foster families who wish to provide respite for other foster families.”

Our main goal for the foster care department is to remain focused on recruitment for future Foster Care applicants. The Agency also wants to ensure that our children coming into care remain within their respective family, community or within a Mi'kmaw home.

Other goals for our Foster Care department include:

1. Retention of current Foster Homes.
2. Maintaining Support to our Foster Families.
3. Continue working collaboratively with the other departments within the agency.
4. Networking with the 13 Mi'kmaw communities and organizations of NS.

Special Events:

In the fall, Mi'kmaw Family and Children's Services annually hosts a Foster Family Appreciation Banquet. Our Foster Families are invited for a large feast, activities for the families, door prizes, and Foster Family gifts are presented. Foster Parents are recognized by the Department of Community Services (DCS) for their 5, 10, 15 or more years' service Certificates which are presented to our foster parents who have reached this milestone. The Foster Family Appreciation Banquet is also an opportunity for foster families to connect with one another and the staff to show their appreciation.



Trends:

- There is an increase in training opportunities for foster parents and Agency staff.
- There continues to be a need for General Foster Care homes within our Mi'kmaw communities.
- Our long-term Foster Homes continue to close either due to children aging out of care or being adopted.

Challenges and Solutions:

- There is significant need within our Mi'kmaw communities for General Foster Parents. In Eskasoni, there is no Foster Care Recruitment Social Worker at this time.
- There are some kinship homes that have the potential as being assessed as General Foster Care homes. We are in the process of completing SAFE Assessments and offer the mandatory training to meet these requirements.
- Group Pre-Service Training has been challenging. One-on-one training has been completed for Traditions of Caring.
- Placement options should be explored for each child coming into care. I.e. Kinship homes, customary care or utilizing the Wikimanej Kikamanaq program.



Kinship and Foster Care continued...



Training:

PRIDE Pre-Service Training

The PRIDE (Parent Resources for Information, Development, and Education) Pre-Service Training Program is a training program for prospective Foster/Adoptive Parents and is a model for the development and support of resource families. It is designed to strengthen the quality of family foster care and adoption services by providing a standardized, structured framework for recruiting, preparing, and selecting Foster Parents and Adoptive Parents. It also provides Foster Parent in-service training and ongoing professional development.

All prospective Foster Parents are required to complete the PRIDE Pre-Service Program to become approved as a Foster Home and to attend other Foster Family training.

PRIDE Module Training:

PRIDE Module Training is mandatory training for all social workers. Ongoing training for social workers is offered to promote the development of skills required to provide ongoing foster family assessment and support.

The provision of ongoing education and training services for foster parents is a critical function of the Foster Care Program. This

training is open to both regular and kinship homes. Education and training services supports foster family retention by providing ongoing in-service training designed to develop and enhance foster parents' knowledge and skills.

Skilled foster and adoptive parents are integral to providing quality services.

Foster and adoptive parents should be qualified, prepared, developed, selected, and certified to work as members of a professional team equipped to protect and nurture children, and strengthen families.

Kinship Foster Homes/Tradition of Caring Training:

“Kinship Foster Care is the temporary, full time, day to day care of children who are in the agency's care and custody, by relatives or by other adults with whom the children have had an established relationship”. (Nova Scotia Foster Care Manual)

Recruitment:

The Recruitment Social Workers for the agency have attended several community functions this year. These efforts have included but not limited to the NS Mi'kmaw Summer Games, Treaty Day celebrations and information sessions.

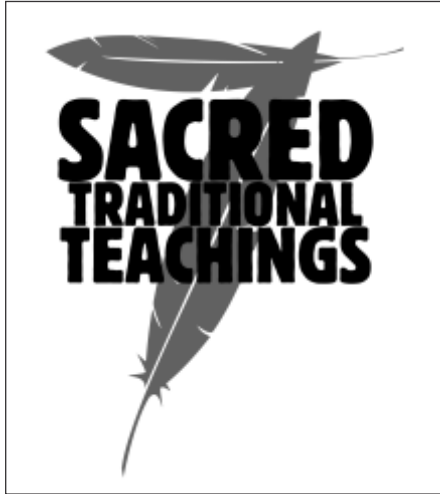
Effective Planning and Development of Programs, Regulations and Standards:

To provide on-going support to Foster/Kinship families through the utilization of the Wikimanej Kikimanaq Program. This places the child's needs in the forefront of any or all decisions made. It also aids our foster care department in recruitment and retention.

To better support our Foster Families, we continue to use Intake Placement schedules to

Kinship and Foster Care continued...

ensure that there is a Foster Care Social Worker available in the office during working hours. Both the Eskasoni and Indian Brook Foster Care Supervisors meet monthly, and respective teams meet quarterly, to ensure fluidity of the Foster Care Program.



Both offices have implemented the Placement tracking method to better follow the process and trends for respite care and placement needs.

Goals for the Upcoming Year:

- Foster Care Recruitment Social Worker for the Eskasoni office.
- To complete a 5-year Strategic Plan for Foster Care/Kinship.
- To work together with Recruitment and other departments to increase the number of

Generalized Foster Homes.

- To identify any foster families that may meet the criteria to become a Specialized Foster Home.
- To provide consistent PRIDE Training in Foster Care for both Foster Parents and Social Workers.

Stats for 2017-18:

Referrals Received	11
Kinship Homes	65
Kinship Homes converted to General	3
Regular Homes Opened	2
Pre-Service Training Applicants	6
Traditions of Caring Training Applicants	26
PRIDE Module Training Applicants	62
Closed Homes	39
Exit Interviews	13



Adoption Program

Siaw-wsua'lut aqq kiskwenut Mijua'ji'j

Submitted by:

Lesley McKee B. J. (Hons.), M.S.W., R.S.W. -
Casework Supervisor, Indian Brook Office
Helen Doyle B.A., B.S.W., R.S.W. - Casework
Supervisor, Eskasoni Office

Brief description of the role of the Adoption Department and goals:

Adoption is the legal process that gives children a permanent, loving relationship with a new or extended family when their birth families are unable to care for them. Adoption is intended to provide children with the stability and lifelong security that comes from a permanent home.

At MFCS we place children for adoption from infants to teenagers with loving families.

Without adoption, there are children in our communities who would not have the stability, support, nurturing and attention which are all so crucial to their physical, social and emotional development. We believe all children require a stable and continuous relationship with a nurturing person to help promote their physical, social, emotional and intellectual development and abilities. For our children in care, these relationships are especially important due to their early traumatic experiences which have often placed them at greater risk for high risk behaviors including: homelessness, failure to finish high school, unemployment and engaging in troublesome behaviors such as substance misuse.

Our foster parents often become adoptive parents to the children they foster should that child not be able to return home. It is our primary goal that should a child not be able to return to his/her birth family that the child be adopted by relatives. As this is not always possible, we also must recruit potential adoptive families for specific children who are waiting for

adoption. In doing such we want to:

- Ensure timely permanence for children.
- Prepare and assist children in their transition to an adoptive family.
- Recognize and treat the "whole" child.
- Look at the physical, emotional, educational, social, spiritual and cultural needs of all our children.
- Provide treatment for emotional issues of the child.
- Develop adoptive homes capable of responding to the emotional and behavioral needs of children who have been neglected and/or abused.
- If there is a sibling, that they remain together.
- Provide education, support and therapeutic services to adoptive families which will thereby strengthen them as a family.
- Reduce the number of disruptions in a child's life.

We believe a positive and nurturing environment will help a child grow to his/her full potential. Working together with our adoptive families as a team toward a common goal allows us to provide services that will help children reach their full potential. Whenever possible, we want our children to remain with family and in their home community. When this is not possible, we look to other Mi'kmaw families residing both on and off First Nation communities as adoptive homes. The selection of a family must focus on the needs of the child being placed, while recognizing that each child and family has individual strengths. To help insure a successful transition and adoption, we must include assistance to the child and adoptive family in the process of their integration as a new family unit, and often following this process.

Some things to consider about adoption:

Adoption Program continued...

It's all about the match. The needs of the child come first, and a successful match takes place when a family is found that possesses all the skills and characteristics that can provide for the child's needs. We focus on culture, language and traditional ways of being.

Income. Adoptive parents do not need to be rich. Our purpose in learning about prospective adoptive parent's income is to make sure adoptive parents can meet the needs of the child(ren). MFCS does not charge a fee for the home studies, the training, or the adoption service. Depending upon the income of the adoptive parent(s) and the needs of the child(ren), an adoption subsidy may be available.

Uniqueness. Every child is unique and so is every family. And because of this, every adoption will be unique. One thing each child has in common is the need for permanency. We pride ourselves at MFCS in our understanding of the value of Mi'kmaw traditions and want to adhere to the cultural sensitivity of each community.

Patience. The process to find the right match, complete training and a SAFE Assessment takes time. The time it takes to go through the adoption process also varies depending on the needs and situation of the child.

Training for Prospective Adoptive parents:

The purpose of the training is to help prospective adoptive parents decide if adopting a child(ren) is right for their family. The training provides opportunities to develop knowledge and awareness of adoption related issues, as well as, figure out for themselves their commitment and readiness to proceed with adoption. In addition to the information and insight gained through the training experience, participants may begin to develop an informal support network with other prospective adoptive parents. The courses lay a foundation of knowledge that participants continue to build

on as they welcome children into their lives through adoption.

Training for our prospective adoptive parents includes:

- Info Session (3 hours)
- Pre-Service (27 hours)

Information discussed in training includes the following:

- Adoption and child welfare systems, processes, and laws
- Attachment and loss
- Child development and issues specific to the needs of adopted children
- The effects of neglect, lack of stimulation, abuse, and institutionalization on children
- Identity formation and the importance of cultural and racial awareness
- The importance of cultural connections and continuity for children

The Structured Analysis Family Evaluation (SAFE) and Approving an Application:

The Structured Analysis Family Evaluation (SAFE) is a series of interviews with a MFCS social worker. The interviews are used to assess the relationships and dynamics of the prospective adoptive family or parent, as well as, their capacity to understand and meet the needs of a child at the time of placement and just as importantly, the future. The interviews also provide a valuable opportunity for families or prospective parents to self-assess their overall strengths and abilities, and to establish a relationship with their assessment worker. The assessment worker completes a written family assessment, outlining the Agency's decision on whether to approve the prospective adoptive parent(s). The written assessment contains supportive documentation including the family's Application to Adopt, Criminal Record Checks, Child Abuse Registry checks, prior contact checks, financial statement, medical checks, and personal references, as



Adoption Program continued...

well as, several home interviews and in-depth questionnaires. If approved by the Agency, the prospective adoptive parents(s) are registered in the adoptive program and actively considered for a placement.

Although the Recruitment worker falls under the Foster Care Program, this position is twofold in that the Agency is not only actively recruiting foster parents, but adoptive parents as well.

Recruitment Adoption outcomes for 2017/2018 year are as follows:

- # of prospective adoptive applicants: 20
 - # of prospective adoptive applicants who withdrew their application: 4
 - # of prospective adoptive applicants who completed training: 5
 - # of prospective adoptive applicants waiting for training: 5
 - # of prospective adoptive parents waiting for an Adoption SAFE Assessment: 9
 - # of prospective adoptive applicants who are in the process of an Adoption SAFE Assessment: 3
 - # of prospective adoptive parents approved: 8
 - # of prospective adoptive parents not approved: 0
- Of the 8 adoptive parents approved and waiting:*
- # of prospective adoptive parents who reside in a First Nations community: 6
 - # of prospective adoptive parents not residing in a First Nations community: 2

During the 2017/2018 fiscal year, there were 28 children in adoption probation (awaiting finalization). The Agency was also involved in 1 inter-provincial adoptions this year. The number of adoptions finalized during this time was 17.

Of the 17 adoptions finalized within this fiscal year a further breakdown is as follows:

- # of Section 68 (Voluntary Adoption) & Section 68(A) Adoptions (A Child-Specific Voluntary Adoption): 0
- # of children adopted by their current foster parents: 14
- # of children adopted by new families: 3

Subsidized Adoption Program

The single most powerful tool by which the child welfare system can encourage adoption and support our adoptive families is through

adoption subsidies. Often, assistance is provided to encourage adoption of special needs children and remove any potential financial barriers to adoption for families. Foster parents who adopt their foster children who have been in their home for a minimum of 12 months and the Agency has determined it will cause the family financial hardship to lose the board and clothing, the family may continue to receive such with no further income test. For adoptive parents who have not fostered, an income test is applied to determine if the family would qualify for board and clothing. Within the Adoption Subsidy Program, most payments to adoptive families are the actual costs of services not covered by their personal medical plan or the provincial/federal medical systems.

Specialized rates are based on the extraordinary needs of the child, and/or the additional parenting skills needed to raise the child. The "Exceptional Needs Assessment Tool", otherwise known as the ENAT, determines the exceptional care rate provided to a child. Throughout the 2017/2018 Fiscal Year the Agency continued to provide support to 61 families through the Adoption Subsidy Program. Within these 61 families there are 121 children who are receiving a subsidy.

Openness in Adoption:

An Openness Agreement allows adoptive parents, and often the adopted child, to interact with the child's birth parents and/or extended birth family relatives. Openness can vary greatly from family to family and may change over time. An open adoption is becoming increasingly common, in part due to a growing recognition of the potential benefits of supporting an adopted child or youth to establish and/or maintain connections with his or her birth family. Such agreements are not legally binding but are based in good faith

Adoption Program continued...

between the people involved. And, they are as unique as the families involved. They are always based on the needs of the child(ren). During this fiscal year, the adoption program continued to support 31 adoptive families, which includes 52 children, who maintain connections with birth family through an Openness Agreement.

Depending on the comfort level of the adoptive parents, children and birth family, contact may be through pictures and letters once a year to personal contact. We are also seeing an increase in families who have fostered the child they are adopting informally maintaining contact with the child's birth family.

Options Counseling:

Another service within the Adoption Program is Options Counseling. This service is provided to birth parents who are contemplating whether to parent their child when born, or to make another plan for their child - which may include voluntarily placing their child for adoption. During the past two fiscal years, no birth families requested this service from the Agency.

How many challenges were remedied?

We acknowledge that tangible outcomes, such as prevention of adoption disruption or dissolution, are very difficult to track. It is challenging to prove conclusively that families would have had a negative experience without the Subsidized Adoption program's intervention. We believe the ongoing support offered within this program has played a significant role in maintaining permanency and avoiding adoption disruptions or dissolutions. As was reported in the previous three fiscal years and again this fiscal year (2017/2018), there have been no adoption disruptions or dissolutions.

Staffing:

The adoption team is a part of the Resource Unit which encompasses the Foster Care Department and Adoption Department. As such, the Indian Brook office has one dedicated Adoption worker (80% position) along with two workers whose focus is completing Structured Analysis Family Evaluation (SAFE) Assessments. One worker's prime focus is adoption and the other is foster care. The fourth worker in the adoption program holds the subsidized adoption caseload. The Adoption Team also shares an Administrative support position with the Foster Care Team. To meet the level of support required by our adoptive parents through the Adoption Subsidy program, an additional Adoption Subsidy worker may be required within the Adoption Team to ensure services.

The Eskasoni Adoption Team consists of two adoption workers, one SAFE Assessor who completes assessments for adoption and foster care, a subsidy worker, Traditions of Caring (TOC) trainer who is also responsible for conditional kinship assessments, a Recruitment Worker for foster care and adoption, and an admin support.

Training Opportunities for Staff:

Over this past fiscal year staff from both offices have had the opportunity to participate in such training as The Working Mind, Respectful Communication in the Workforce, Wikimanej Kikmanaq Training, School's Plus Training, Exploring Ethics, Understanding Trauma and SAFE Assessment Training.

Timely completion of quality reviews, compliance reviews

The mandate of the Department of Community Services (DCS), in conjunction with Mi'kmaw Family and Children's Services, is to improve



Adoption Program continued...

the services and outcomes for children both on and off First Nations communities throughout this province by way of advocacy, accountability and review, including audits. As we draw from previous Audit and Compliance reports, we continue to strive for best practice while following policy and the Agency's mandate. The transition for children from Permanent Care and Custody (PCC) to the Adoption Program, when this is identified for them, continues to be completed without undue delay.

Ongoing Trends:

As we reviewed this past fiscal year, the Indian Brook adoption team noted a continuation of the trends identified the previous year, as well as, a couple other trends noted this year. They are as follows:

- An increase in the number of younger children being referred to adoption.
- Wikimanej Kikmananq Family Group Conferences enable families to determine what is best for the child and allows families to make adoptive plans for their child.
- A greater level of involvement by the adoption worker to not only participate, but to be involved in the planning and collaboration of a child's comprehensive plans of care in which adoption has been identified as the goal. This Agency adoption workers participated in 13 comprehensive plans of care for children whose plan is adoption
- An increase in the requests for the adoption worker to provide an affidavit or to testify in a child's PCC trial regarding an adoption plan for the child.
- Children coming into Permanent Care and Custody (PCC) are proceeding to adoption with little delay.
- An increase in the number of children adopted by families other than their foster parents. This carries over to an increase in the amount of work for the adoption team as such

placements involve greater planning/matching and pre-placement.

- While the number of children requiring an adoptive family is increasing, the number of adoptive applicants is not growing at the same rate.

Guiding Values for Adoption and Goals for the upcoming year:

- All Mi'kmaw children need a safe and loving family.
- Mi'kmaw language, culture and traditions continue to be key in considering a child for adoption.
- Age and special needs are not considered a reason why a child cannot be adopted.
- We recognize the importance of sibling relationships and make every effort to place siblings together for adoption. When this is not possible, we encourage openness between adoptive families to ensure the children continue to have contact with each other.
- Contact or communication with the birth family, when in the best interest of the child, is not a barrier to adoption. Openness in adoption enables members of the adoption circle to maintain family and cultural connections and relationships and assist the child in developing a strong, healthy identity.

Legal Department

Nuji wsku'muet wjit Mijua'ji'jk

Supervisor: Paul Morris

Legal Counsel - Jessie Denny, Jennifer MacDonald

Paralegal Assistant – Jennifer Mariner-Webb (Eskasoni)

Legal Counsel – Ann Levanie

Paralegal Assistant - Christena McConnel (Indian Brook)

Department Role and Goals:

The legal department's primary role is to act for the Agency to provide legal advice and represent the Agency in matters brought before the Family Court and Supreme Court (Family Division) under the Children and Family Services Act. The overall goal is to assist the social work teams in meeting their goals of ensuring the integrity of the family and safety and well-being of children in their family environment.

New Staff:

In 2016, Jessie Denny joined the legal team as in-house counsel working primarily in the Eskasoni office. Paralegal, Chris McConnell began working in the Indian Brook office in March 2017. In September 2017 Paralegal, Jennifer Mariner-Webb began working in Eskasoni. The legal teams in each office were rounded out with the hiring of lawyers Ann Levanie in the Indian Brook office and Jennifer MacDonald in the Eskasoni office. We now have our full complement of staff to provide the legal services in Nova Scotia for Mi'kmaw Family in accordance with the strategic plan.

Files:

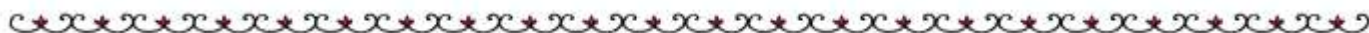
The majority of the protection files opened were putting in place either Supervisory or Customary

Care Orders with children staying with either the parents or extended family while services are being provided to address the protection issues. Currently we have 38 Supervision Orders, 24 Customary Care Orders, 10 Temporary Care Orders where the children are placed in kinship placements and 11 files with Temporary Care Orders with non-family foster placements.

Legislative Changes:

Challenges continue to be sourcing culturally relevant service providers to work on files in all the communities we serve. We have continued to participate in committees focused on the new changes to the Act. Legal counsel has participated in the CFSA Liaison Committees held with Justices of the Supreme Court of Nova Scotia (Family Division) in both Sydney as well as Halifax. Initiatives have included a focus on the use of guardians with an intention of moving towards the appointment of Mi'kmaw guardians for children. A recent initiative is trying to obtain a library of Mi'kmaw guardian ad litem to act as guardians for children 12 or older who want to participate in the proceedings. Discussions have also been taking place to include a sitting in Wagmatcook of the Supreme Court (Family Division) to begin to deal with child protection matters in the nearby communities rather than travelling to Port Hawkesbury or Sydney. The first appearance in this Court is slated to take place on June 6, 2018.

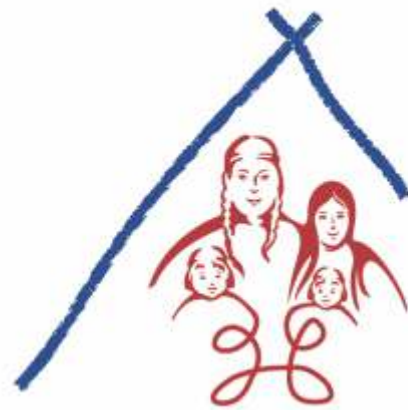
Since the implementation of the amended Children and Family Services Act on March 1, 2017 there have been changes regarding how matters are dealt with in the Court system. We are now providing notice to the band of each



new court proceeding. There are also further initiatives taking place that may result in more band representation in protection proceedings going forward. The new legislation provides the opportunity to defer supervisory orders out of the Court system and into conferencing. This provides a less intimidating venue for addressing protection

Summary:

The upcoming year will continue to provide many challenges as Courts, lawyers, and social workers just to changes and further policies are developed. Your legal team looks forward to meeting cooperatively with you to address ongoing issues and help the children and families and the communities we serve.



Mi'kmaw
Family
& Children's
Services
of Nova Scotia

Human Resources

Nujo'tmumk Lukwaqney

Submitted by Holly MacDonald, Human Resource Manager

This past year Mi'kmaw Family and Children's Services has grown from 164 employees to 172 fulltime employees.

The Eskasoni office employs 91 full time employees, 7 term and 1 casual.

The Indian Brook office employs 61 full time employees, 2 term and 1 casual.

There is a total of 21 employees working out of the We'kokmaq and Millbrook Family Healing Centres.

Department Role:

The Human Resources department consists of a Human Resource Manager, Human Resource Assistant, Administrative assistant and an Occupational Health and Safety Coordinator. Our department manages resources related to employees and supervisors, handling conflict resolution and providing labor relations advice to supervisors.

Our department is responsible for the following:

- Recruitment and staffing
- Labor and employee relations
- Developing, promoting, and enforcing personnel policies (HR Manual)
- Orientation of new staff



- Providing guidance regarding disciplinary actions
- Serving as a primary contact for work related injuries
- Promoting a positive work environment
- Promoting a respectful workplace
- Requesting professional development for staff
- Being an active member of the Occupational Health and Safety Committee

Occupational Health and Safety:

The Occupational Health and Safety coordinator has been introducing health and safety to employees this past year. Education of safety within the workplace has been introduced through posters being distributed throughout our four locations and training.

An integral part of health and safety is our Joint Occupational Health and Safety Committee; this committee consists of representatives from management and non-management employees. This committee meets monthly to address any concerns that were brought forward from employees and to seek ways to enable our employees to work in a safe working environment. The results obtained are a direct result of the participatory actions of all employees.

The JOHS committee has received training on what is expected and the roles and responsibilities of each member. Training is currently underway from AWARE.NS on further education for the JOHS Committee and supervisors on roles and responsibilities of all around health and safety



Human Resources continued...



Our Occupational Health Coordinator has been certified to provide Nonviolent Crisis Intervention to employees that require it. This training will commence as soon as training supplies are obtained.

Training:

- WHMIS/OHS took place on March 27, 2017 in Sydney for Eskasoni Janitorial staff and was conducted by METI
- First Aid and CPR took place on June 26, 2017 in Eskasoni and was conducted by Jeff Ward
- WHMIS took place on June 28, 2017 in Dartmouth for Indian Brook Janitorial staff and was conducted by Construction Safety Nova Scotia
- Mental Health First Aid took place on September 13th and 14, 2017 in Sydney for Human Resource staff and was conducted by Elizabeth Eldridge
- The Working Mind Mental Health in the Workplace took place on September 18th, 19th and 22, 2017 in Eskasoni September 26, 2017 in Indian Brook and was Conducted by Lillian Marsman
- Food Handlers Safety took place on September 22, 2017 for Healing Centre and Family Support staff in Sydney and was conducted by METI
- Wikimanej Kikmanaq training took place on

March 26, 2018 in Eskasoni and March 28, 2018 in Indian Brook conducted by Wikimanej Kikmanaq team

- Car seat installation took place on May 9, 2018 in Eskasoni and was conducted by Justin Stevens Bree Menge, and Pius Trainor.
- Cultural Sensitivity Training took place in Paqtnekek June 19th and 20, 2018 and was conducted by Diana Christmas, Kristen Basque, Lenora Paul and Natalie Doucette.



Employment Opportunities:

New position within the agency are highlighted below.

ESKASONI

May 9, 2017 – Full time position Occupational Health and Safety Coordinator

May 25, 2017 - Full time position Children in Care Supervisor

May 26, 2017 – 8-month Term position Foster Care (parental)

May 26, 2017 – 8-month Term position Family Support Worker

June 5, 2017 – Full time Family Support Worker

June 12, 2017 – One Year Term position Intake (maternity leave)

July 10, 2017 - Full time position Long Term Protection

July 17, 2017 – Term position Intake Supervisor (maternity leave)

July 17, 2017 – Full time position Communications Officer

August 17, 2017 - Full time position Paralegal

August 30, 2017 - Full time position Intake worker

August 30, 2017 – 18-Month Term Position Intake Worker

September 20, 2017 - 18-month term position Admin Assistant LTP (mat leave)

Human Resources continued...

September 22, 2017 - Receptionist
September 27, 2017 - Full time Case Aide
October 2, 2017 - Full time Long term protection supervisor
October 2, 2017 - Full time Adoption & Resource Family/Kinship supervisor
October 2, 2017 - Full time Children in Care Social Work PCC
October 2, 2017 - Full time Long term protection social worker
October 10, 2017 - 16-month term Intake Supervisor (maternity leave)
October 11, 2017 - Administrative Assistant - Adoption and Resource
October 17, 2017 - One year term Administrative Assistant - Intake
October 26, 2017 - Full time position Administrative Assistant Family Support
December 4, 2017 - 6-month term position Receptionist
December 4, 2017 - 3-month term Human Resources Administrative Assistant
January 2, 2018 - Full time position Legal Counsel
January 5, 2018 - Full time position SAFE assessment social worker
January 5, 2018 - Full time position adoption worker
January 10, 2018 - Full time position Family Support Worker
January 10, 2018 - 6-month term Family support worker (mat leave)
January 19, 2018 - Full time position Case Aide
January 19, 2018 - Full time position Intake social worker
January 22, 2018 - Full time position Temporary Care and Custody
February 5, 2018 - 4-month remainder term Finance Clerk (F/T June)
February 21, 2018 - Full time position Intake
March 8, 2018 - Full time Kinship
April 4, 2018 - Full time position Family Group Conference
April 9, 2018 - Full time position Long Term Protection
April 13, 2018 - Full time position Long Term Protection
April 13, 2018 - Full time Intake Worker
April 13, 2018 - Full time Children in Care (1-year term)
April 13, 2018 - Full time position Temporary Care and Custody
April 19, 2018 - Full time Case Aide
April 18, 2018 - 11-month term (remainder Katie's) Long Term Protection
April 18, 2018 - Full time Children in Care
April 26, 2018 - 18-month maternity leave Adoption
April 26, 2018 - 1 year maternity leave Foster Care
May 1, 2018 - Full time Intake Supervisor
June 11, 2018 - Full time Children in Care
July 2, 2018 - 12-month term Intake worker
July 2, 2018 - 8-month term long term protection worker

WE'KOKMAQ FAMILY HEALING CENTRE

June 13, 2017 - 6-month Term position Night Support Worker
June 13, 2017 - One year Term position Night Support Worker (maternity)
June 1, 2018 - Full time position Women's Outreach Worker



INDIAN BROOK

Dec 8, 2016 - Full time position Temporary Care and Custody
Dec 20, 2016 - Full time position Family Group Conference
Jan 5, 2017 - Term position Family Support Worker
Jan 6, 2017 - Full time position Recruitment/Pre-Assessment Social Worker
Jan 19, 2017 - Full time position Long Term Protection
Jan 19, 2017 - Term Position Long Term Protection
Feb 24, 2017 - Full time position Children in Care
Mar 7, 2017 - Full time position Temporary Care and Custody
Mar 20, 2017 - Term position Case Aide
March 20, 2017 - Full time paralegal assistant
Mar 24, 2017 - Full time position Long Term Protection
March 24, 2017 - Term position Long Term Protection
April 10, 2017 - Full time position Long Term Protection Supervisor
May 8, 2017 - Full Time position Intake
May 8, 2017 - Full Time position Long Term Protection
May 8, 2017 - 6-month term position Long Term Protection
May 23, 2017 - Full Time position Family Support Worker
May 23, 2017 - Full Time position Family Support Worker
August 22, 2017 - Full Time position Long Term Protection
September 27, 2017 - Two Full time Case Aide positions
October 2, 2017 - Full time Temporary Care and Custody
October 13, 2017 - Full time Finance Clerk
October 26, 2017 - One year term Long Term Protection
October 30, 2017 - Full time Long Term Protection
December 4, 2017 - Full time position Recruitment/Pre-Assessment
December 4, 2017 - Full time position Wikimanej Kikmanaq
December 12, 2017 - 6-month term Admin. Assistant Long Term Protection
December 19, 2017 - Full time position Long Term Protection
December 19, 2017 - One year term Long Term Protection
January 2, 2018 - Full time position legal counsel

Human Resources continued...

February 5, 2018 - Full time position Administrative Assistant Family Support

February 14, 2018 - Full time SAFE assessor

February 14, 2018 - Full time Family Support Worker

March 1, 2018 - Full time Family & Community Resource Supervisor

March 2, 2018 - Full time Admin Assistant Adoption & Family Resource

March 26, 2018 - Full time position Intake

April 23, 2018 - 13-month term maternity leave Intake

April 13, 2018 - Full time Family Support Supervisor

April 30, 2018 - Full time position Administrative Assistant Family Support

June 4, 2018 - Full time position Foster Care Social Worker

July 2, 2018 - Full time Temporary Care and Custody

July 2, 2018 - Full time Long term protection

July 2, 2018 - Full time Family and Community Resource Worker

MILLBROOK HEALING CENTRE

May 3, 2017 - Full time Assistant Women's Support

June 30, 2017 - Part time Administrative Assistant

October 20, 2017 - Full time Night Support Worker

October 27, 2017 - Full time Assistant Women's Support

January 26, 2018 - Part time Administrative Assistant

June 13, 2018 - Full time Women's Support Worker

Resignations and Retirements:

Throughout our four office locations we have had thirteen employees resign from their positions from May 2017 to June 2018.

Three employees have retired from their positions.

The Human Resource Management System/Time and Attendance:

The Human Resource Management System has been installed.

Supervisors and employees will receive training once data has been reviewed and updated.

In closing we look forward to transitioning into our new location, working together as a unified team.

Where Mi'kmaq values are strong.
Ta'n etli-knaq l'nuey telo'itimk.



**Mi'kmaw
Family
& Children's
Services
of Nova Scotia**

SERVICES

- Healing Centres
- Healing Programs
- Kinship and Foster Care
- Family Support
- Child Protection
- Resource Programs
- Case Aid Programs
- Child Protection
- Temporary Care
- Long Term Protection
- Permanent Care
- Foster Care
- Adoption Program
- Wikimanej Kikmanaq
- Family Conferences

Children Are Gifts from the Creator.
Mijua'ji'jk na iknmuksi'kik Kisu'lkw.

Communications Department

Nutewistoq

Communications Officer - George Paul
George.paul@novascotia.ca
902-577-0073

Communication Plan:

Communications is ongoing and sustained communications are essential to the progress and success of the Mi'kmaw Family & Children Services (MFCS) of Nova Scotia. Targeted communications strategies will help ensure key messages are consistently conveyed to primary audiences and that opportunities for creating awareness, building relationships, and enhancing understanding are identified and realized.

The vision for MFCS extends across Nova Scotia. Achieving that vision is at the heart of this communications plan.

Key Messages:

1. Mi'kmaw Family & Children's Services of Nova Scotia empowers Mi'kmaw families. We support parents and caregivers in raising children who have a strong sense of worth.
2. MFCS recognizes and respects the importance of traditional teachings. Children are gifts from the creator.
3. We strive to ensure the safety and well-being of First Nations children, young people and families by facilitating the transfer of traditional knowledge to guide and support families.

Key Challenges:

The MFCS initiative faces significant communications challenges. Effective communications initiatives over time will help address these communications challenges.

The challenges are:

Knowledge and perception. There is an ongoing need to inform key stakeholders about the full range of services, programs, and opportunities that MFCS has to offer. In some cases, this will involve informing new people, organizations, and others about specific work it does and issues it faces. In other cases, it will involve reinforcing key messages or altering perceptions.

Relevance. Many stakeholders have a need for MFCS but are unaware of how the organization could benefit them or, in some cases, that there is even an organization to help them. Creating this understanding is key for MFCS as it answers a basic question for stakeholders: What's in it for me?

Variety. MFCS has a long, and growing, list of stakeholders that span a range of sectors, ages, interests, and occupations. Each key audience can be reached through targeted communications

Resources. MFCS's vision is broad, its mandate inclusive, and its goals far-reaching. Its immediate resources, however, are not exhaustive. A communications plan, to be effective, must work within that reality. Inclusiveness. Stakeholders need to understand that achieving the goals of MFCS is a two-way effort. MFCS supports its stakeholders' philosophies who, in turn, contribute back to the organization. This partnership element needs to be concretely explained and promoted.



Communications Department continued...

2017-2018 Communications Strategies

Applied, In the Process or Ongoing:

Creating a new or refreshed brand for MFCS. MFCS has grown substantially in the last 10 years. As the first communications officer for MFCS, one of the first and main priorities that needed to be addressed was taking out the old and creating a new MFCS Logo. As you could tell from today's AGA, we took the family out of the original logo, added another child and used a Mi'kmaq hieroglyphic symbol for L'nu (the people) that is commonly used in Mi'kmaki.

The current logo has been in existence for over 25 years. I felt that if we created a new look we might lose our target audience. The goal is to keep the visual form and its message clear and simple so that it will communicate effectively and become recognizable to your key audiences. It also must be capable of high quality printing in a wide range of sizes from business card to signs and banners.

In the graphics and branding department I needed professional help. I looked to a colleague of mine named Greg Silver. Greg is a communications graphic artist expert who specialized in creating logos and branding new or existing organizations. He made my vision come true and now we are in the process of branding the new MFCS look. Everything you see here today is all about branding our organization.

By creating a new and refreshed logo, the process of branding our organization has already begun. The colors of the new logo will be added to the current website. With the opening of our new building we plan on making new signage for not only Eskasoni but also Indian Brook and other satellite offices.

Creating new MFCS work and communication packages based on the new branding:

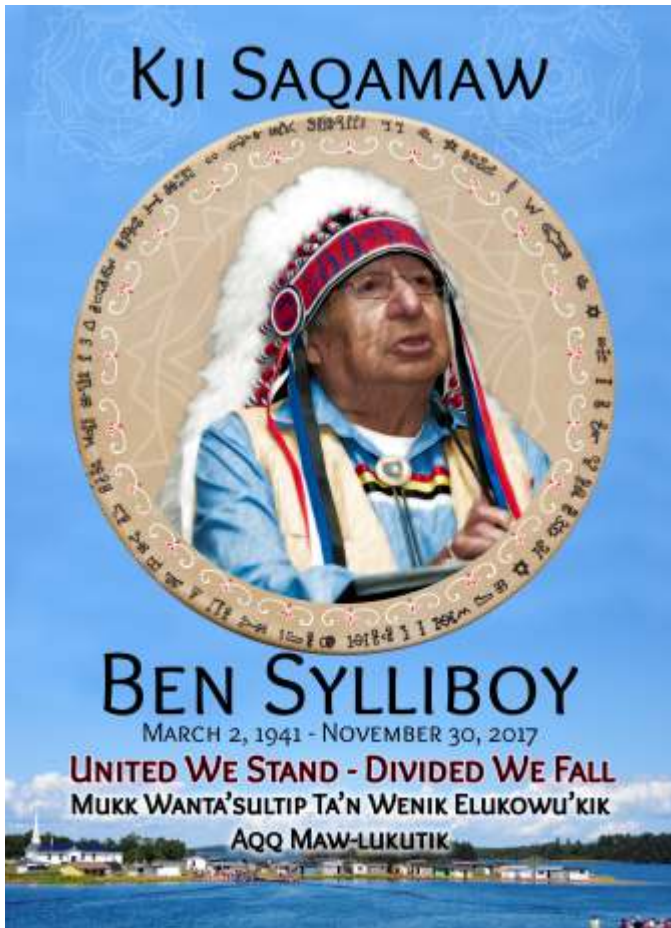
The inside work and the outside work of the MFCS needs to be visible and memorable. Many people don't know all the great things MFCS does. With the launch of our new logo and our website colors the process of creating communications material is essential in making MFCS recognizable. I plan on incorporating our Mi'kmaq language in all communications material and create a new visual identity by creating MFCS worksheets, brochures of each department, business cards, letterheads, banners, fact sheets, new release templates, power point templates, video events or promotion and whatever needs to be branded. This process will always be ongoing and to date I have created the banners, kit folders, mugs, note pads, bags and hopefully pens just for today's AGA. Other material I created are booklets, one brochure, rack card, work sheets and communications material such as custom designed t-shirt and certificates depending what the department needs.

Creating and implementing a communications campaign strategy for specific departments:

Even though most of the work done by MFCS is confidential there are other department that do require some good and effective public relations. The two that need some promotion are Foster Care and the Adoption program.

My goal this year is to see what type of communication is required to better promote these department. These types of communication may require creating eye catching posters, fact sheet campaign, video campaign, media campaign, social media campaign and anything that may be effective in getting the word out.

Communications Department continued...



We also created a communications collaborative group and had a few meetings. The goal of the group is to see how we could all work together effectively in implementing communication strategies. My goal this fiscal year is to get more focused on each department.

Capacity building to implement Communication plan:

The tools necessary to implement my communication plans require equipment. Currently most of the communications material that I have created was done from my home computer. So far things have worked out nicely but in the near future I will need to improve my publishing skills with future courses on graphic and publishing programs. Communication continues to evolve and I may require upgrades

of my current skills. This fiscal year for MFCS is going to be historic and it will be important to document every important moment especially with the opening of the new building. With that said I believe the purchase of a new semi-professional video camera with all the audio recording necessities is important in creating and keeping those historic and memorable events of MFCS.

My final tool and I believe it's already in the process is the purchase of a Xerox copier of my specifications. By having a great copier, most of my communication publishing ideas will not have to be outsourced. We could save time and money by having our own in-house copier.

Did You Know?

Just to check if people are actually reading this. Did you know that I had the honor of making Grand Chief's Ben Sylliboy's funeral program? If you look at the front page of the AGA you will see a drum held by a youth in care. This was the inspiration of my funeral program. I took out the image and added Grand Chief inside the drum. This would not have been possible if I didn't work for Mi'kmaw Family. Now you know.

Communications is never ending. Please let me know if you have any thought, question or ideas to improve MFCS Communications.

Thanks for reading my report,
George Paul
Communications Officer - MFCSNS



Wikimanej Kikmanaq Family Group Conference Program

Wikimanej Kikmanaq Wkijksu'k Mawteskatultijik aqq Mawaknutma'tijik

Supervisor: Kristen Basque, BSW, RSW (Eskasoni and Indianbrook)

Department Role and Goals:

The Wikimanej Kikmanaq Family Group Conference is a way of giving families the opportunity to get together in a safe space to try and make the best plan possible for the children.

Wikimanej Kikmanaq FGC approach restores the central role and responsibility of the family, as well as the community, in dealing with issues that arise within the family. It shifts the power to decide back to the families and empowers families to take responsibility for their children and their family. But at the same time, MFCS retains the responsibility to ensure that the plans that are developed result in a safe environment and ensure the best interest for the children, respecting the culture and values of the family.

The Wikimanej Kikmanaq FGC process fosters cooperation, collaboration and importantly communication between professionals and families. It should uphold the integrity and dignity of the family group by helping them take the initiative in planning how to resolve issues within their family. It is the goal of the program to ensure that families are empowered to develop cultural appropriate and child focused plans that encourages strong healthy Mi'kmaw families in our communities.

Wikimanej Kikmanaq Staff and Special Events:

The Wikimanej Kikmanaq Team had some staff

changes in this fiscal year, Ella Knockwood left our team to return to her previous position within the agency however we are very pleased to welcome Roberta (Bobbi Jo) Bernard to fill the position of FGC Coordinator in the Indianbrook Office.

The Wikimanej Kikmanaq Program is also very pleased to welcome Sophie Young in the Eskasoni Office to the team. Currently we have two FGC Coordinators in the Indianbrook office; Cassandra Hillier and Roberta Bernard cover from Pictou Landing First Nation to Acadia First Nation. There are three FGC Coordinators working in the Eskasoni Office to cover from Paqtnkek First Nation and all 5 Cape Breton Communities.

We had the opportunity to facilitate three training sessions for Mi'kmaw Family employees on the Wikimanej Kikmanaq FGC Program.

A few of the Wikimanej Kikmanaq team had the wonderful opportunity to attend a conference in Vail, Colorado which focused on innovative ways of family engagement and family group conferencing. The conference provided many learning opportunities as to what the trends were in family group conferencing and innovative ways of engaging with family. It was uplifting to know that we are very much the front-runners when it comes to this type of work with families and communities.

Challenges and Solutions:

It is important for the Wikimanej Kikmanaq Family Group Conference Team to be able to reach out to Communities, families and other identified supports to the families and children to establish respectful professional relationships. The biggest challenge for the Wikimanej Kikmanaq Team is to get the information about the FGC program to the families so they may the opportunity to utilize the program earlier in their involvement rather than later. Continuously doing presentations about the Wikimanej Kikmanaq and attending community functions to provide information has been very helpful in getting the information to the families and communities.

Goals for the upcoming year:

- The Wikimanej Kikmanaq FGC Team's goals for the upcoming year are to continue to work with families and communities in a positive, respectful and meaningful way;
- Develop a resource manual for each First Nation Community. The manual would include all the contact information of resources each community uses on and off reserve.
- Promote and Inform Communities, Service providers, leadership, departments about Wikimanej Kikmanaq FGC Program
- Improve Wikimanej Kikmanaq Filing System and Tracking tool to meet the needs of the program requirements.
- Update Wikimanej Kikmanaq FGC Brochure and Wikimanej Kikmanaq Forms
- Develop Resource booklet with all available venues and caterers on and of reserve that are cost effective.
- Include an Elder in every Wikimanej Kikmanaq FGC.
- To create a common practice for the Wikimanej Kikmanaq Coordinator to fully explain the program to the families rather than

the Protection Worker

- Update the Wikimanej Kikmanaq FGC Program Protocol Manual
- Complete a Case Management Manual for the FGC Coordinators
- Regular use of the Signs of Safety approach by Wikimanej Kikmanaq FGC Coordinators when working with families and children

Statistics of Wikimanej Kikmanaq FGC for April 1, 2017 to March 31, 2018:

Total number of Referrals received by the Wikimanej Kikmanaq FGC program is 90 referrals in total.

Eskasoni Office referred 44 Families	Indianbrook Office referred 46 Families
➤ Self-Referrals – 0 referrals	➤ Self-Referrals – 4 referrals
➤ Intake – 1 referral	➤ Intake – 0 referral
➤ Long Term Protection – 26 referrals	➤ Long Term Protection – 29 referrals
➤ Temporary Children in care – 6 referrals	<i>TCC referrals included in the above number</i>
➤ Children in Care – 5 referrals	➤ Children in Care – 11 referrals
➤ Foster Care – 3 referrals	➤ Foster Care – 1 referrals
➤ Adoption – 0 referrals	➤ Adoption – 0 referrals
➤ Department of Community Services (Sydney Office) - 3 referrals	➤ Department of Community Services (Dartmouth Office) - 1 referral

The Wikimanej Kikmanaq FGC team has worked with the following families this year from each Community.

Cape Breton Communities	Mainland Communities
Wagmatcook - 9 families	Paqtnkek – 10 families
Eskasoni – 30 families	Pictou Landing – 1 family
Membertou – 5 families	Millbrook – 9 families
We'koqmaq – 2 families	Cole Harbour (Millbrook) – 1 family
Potlotek – 9 families	Sipekne'katik – 16 families
	Glooscap – 3 families
	Annapolis Valley – none
	Bear River – 1 family
	Acadia – 1 families



**MI'KMAW FAMILY & CHILDREN'S
SERVICES OF NOVA SCOTIA**

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018**

**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018**

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INDEPENDENT AUDITOR'S REPORT

To the Board of Mi'kmaw Family & Children's Services of Nova Scotia

We have audited the accompanying financial statements of Mi'kmaw Family & Children's Services of Nova Scotia, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information and schedules.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Mi'kmaw Family & Children's Services of Nova Scotia as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

CHARTERED PROFESSIONAL ACCOUNTANTS, LICENSED PUBLIC ACCOUNTANTS

Dartmouth, Nova Scotia
June 13, 2018

1

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MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2018

	2018	2017
	\$	\$
ASSETS		
CURRENT		
Bank	2,854,720	8,568,241
Short term investments (Note 2)	4,021,889	-
Restricted cash (Note 3)	29,672	47,191
Receivables (Note 4)	1,462,303	1,617,802
Prepaid expenses	53,878	81,414
	<u>8,422,462</u>	<u>10,314,648</u>
TANGIBLE CAPITAL ASSETS (Note 5)	1,747,602	1,764,133
	<u>10,170,064</u>	<u>12,078,781</u>
LIABILITIES		
CURRENT		
Payables and accruals (Note 6)	1,707,344	1,674,499
Trust liability	29,672	47,191
	<u>1,737,016</u>	<u>1,721,690</u>
NET ASSETS (Page 4)		
Unrestricted	3,685,446	7,842,958
Internally restricted		
Operating contingency reserve	2,000,000	-
Replacement reserve	1,000,000	750,000
Investment in tangible capital assets	1,747,602	1,764,133
	<u>8,433,048</u>	<u>10,357,091</u>
	<u>10,170,064</u>	<u>12,078,781</u>

APPROVED ON BEHALF OF THE BOARD:

President

Treasurer

The accompanying notes form an integral part of these financial statements.

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**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
SUMMARY STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2018**

		2018	2018	2017
		Budget (Unaudited) \$	\$	\$
REVENUE				
Indigenous Services Canada		19,010,967	19,010,967	24,880,415
Province of Nova Scotia		2,213,000	2,159,317	1,900,893
Government of Canada		924,000	923,834	923,442
HST rebates and other		413,450	689,867	441,801
		22,561,417	22,783,985	28,146,551
EXPENSES				
Operating	Pg 6	14,417,000	12,178,602	11,080,885
Family Healing Centers	Pg 7	1,173,000	1,011,458	1,020,343
Family Violence and Prevention	Pg 8	341,000	301,820	303,250
Prevention	Pg 9	2,262,000	1,938,172	1,708,702
Maintenance	Pg 11	7,880,000	7,280,013	6,964,997
Provincial Settlement	Pg 12	1,994,000	1,997,963	1,684,910
		28,067,000	24,708,028	22,763,087
(DEFICIENCY) SURPLUS OF				
REVENUE OVER EXPENSES (Note 8)		(5,505,583)	(1,924,043)	5,383,464
ALLOCATION:				
Operating	Pg 6		(2,913,806)	2,300,165
Family Healing Centers	Pg 7		(145,783)	(10,847)
Family Violence and Prevention	Pg 8		(101,820)	(103,250)
Prevention	Pg 9		1,204,570	1,717,712
Maintenance	Pg 11		32,796	1,479,684
			(1,924,043)	5,383,464

The accompanying notes form an integral part of these financial statements.

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MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2018

	\$	\$	\$	\$	\$	\$
	Unrestricted Net Assets	Internally Restricted Operating Contingency Reserve	Internally Restricted Replacement Reserve	Invested In Tangible Capital Assets	2018	2017
NET ASSETS - beginning of year	7,842,958	-	750,000	1,764,133	10,357,091	4,973,627
efficiency) excess of revenue over expenses	(1,775,823)	-	-	(148,220)	(1,924,043)	5,383,464
terfund transfers (Note 10)	(2,250,000)	2,000,000	250,000	-	-	-
ingible capital asset additions	(131,689)	-	-	131,689	-	-
NET ASSETS - end of year	3,685,446	2,000,000	1,000,000	1,747,602	8,433,048	10,357,091

the accompanying notes form an integral part of these financial statements.

MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
	\$	\$
CASH FLOWS FROM:		
OPERATING ACTIVITIES		
(Deficiency) excess of revenue over expenses	(1,924,043)	5,383,464
Items not involving cash:		
Amortization	148,220	133,154
	(1,775,823)	5,516,618
Changes in non-cash working capital items:		
Receivables	155,499	(1,008,561)
Prepaid expenses	27,536	(52,752)
Payables and accruals	32,845	201,770
Trust liability	(17,519)	7,451
	(1,577,462)	4,664,526
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(131,689)	(222,165)
Purchase of short term investments	(4,021,889)	-
	(4,153,578)	(222,165)
(DECREASE) INCREASE IN CASH DURING THE YEAR	(5,731,040)	4,442,361
CASH - beginning of year	8,615,432	4,173,071
CASH - end of year	2,884,392	8,615,432
CASH CONSISTS OF:		
Bank	2,854,720	8,568,241
Restricted cash	29,672	47,191
	2,884,392	8,615,432

The accompanying notes form an integral part of these financial statements.

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MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
OPERATING ACCOUNT
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Indigenous Services Canada	8,316,892	8,316,892	12,674,863
Province of Nova Scotia	300,000	272,379	296,745
HST rebates and other	410,250	675,525	409,442
	9,027,142	9,264,796	13,381,050
EXPENSES			
Advertising and promotion	25,000	18,751	4,090
Amortization	170,000	146,602	131,738
Conferences and training	595,000	540,374	400,347
Electricity	55,000	45,659	42,854
Employee assistance program	20,000	13,573	12,413
Equipment leases	10,000	4,009	2,943
Foster Family Support	30,000	19,973	19,383
General	1,000	1,242	393
Insurance	41,000	39,895	38,814
Interest and bank charges	10,000	8,115	8,014
Library and resources materials	10,000	5,301	46
Membership dues and subscriptions	25,000	19,200	16,571
Office supplies and stationery	91,000	111,063	58,108
Postage and delivery	15,000	12,789	10,663
Professional fees	900,000	412,014	685,435
Rentals - offices	50,000	31,406	23,291
Repairs and maintenance	167,000	188,178	119,279
Salaries and benefits (Note 13)	10,930,000	9,525,505	8,611,776
Telephone and communication	95,000	81,188	77,300
Travel	1,015,000	859,449	700,865
Travel and honorarium - Board	162,000	94,316	116,562
TOTAL EXPENSES	14,417,000	12,178,602	11,080,885
(DEFICIENCY) SURPLUS OF REVENUE OVER EXPENSES	(5,389,858)	(2,913,806)	2,300,165

The accompanying notes form an integral part of these financial statements.

MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
FAMILY HEALING CENTERS
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Indigenous Services Canada			
Project Haven	785,360	785,360	921,309
Pension	78,715	78,715	67,167
Miscellaneous	2,200	1,600	21,020
	<u>866,275</u>	<u>865,675</u>	<u>1,009,496</u>
EXPENSES			
Advertising and promotion	1,500	746	717
Amortization	2,000	1,618	1,416
Conferences and training	15,000	8,163	7,784
Employee assistance program	3,000	1,010	1,245
Household supplies	20,000	18,942	17,239
Insurance	41,000	39,384	38,812
Interest and bank charges	500	254	248
Library and resource materials	1,000	-	38
Membership dues and subscriptions	1,000	400	300
Office supplies and stationery	13,000	6,076	9,121
Professional fees	20,000	4,355	12,522
Repairs and maintenance	81,000	11,380	25,054
Salaries and benefits (Note 13)	872,000	837,261	812,019
Telephone and communications	13,000	11,170	12,142
Travel	73,000	56,311	67,266
Utilities	16,000	14,388	14,420
	<u>1,173,000</u>	<u>1,011,458</u>	<u>1,020,343</u>
TOTAL EXPENSES			
DEFICIENCY OF REVENUE OVER EXPENSES	<u>(306,725)</u>	<u>(145,783)</u>	<u>(10,847)</u>

The accompanying notes form an integral part of these financial statements.

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**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
FAMILY VIOLENCE AND PREVENTION
FOR THE YEAR ENDED MARCH 31, 2018**

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Indigenous Services Canada	200,000	200,000	200,000
EXPENSES			
Administration costs	41,000	36,872	35,471
Conferences and training	1,000	1,991	319
Public education and workshops	25,000	16,532	21,062
Salaries and benefits (Note 13)	249,000	221,423	223,697
Travel	25,000	25,002	22,701
TOTAL EXPENSES	341,000	301,820	303,250
DEFICIENCY OF REVENUE OVER EXPENSES	(141,000)	(101,820)	(103,250)

The accompanying notes form an integral part of these financial statements.



**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
PREVENTION
FOR THE YEAR ENDED MARCH 31, 2018**

	Family and Community Healing (Page 10)	Court-ordered Supervision	Early Intervention	2018	2018	2017
	\$	\$	\$	Budget (Unaudited) \$	\$	\$
REVENUE						
Indigenous Services Canada	691,000	1,634,100	804,900	3,130,000	3,130,000	3,415,000
Other	12,742	-	-	1,000	12,742	11,339
TOTAL REVENUE	703,742	1,634,100	804,900	3,131,000	3,142,742	3,426,414
EXPENSES						
Baby needs	-	138	-	2,000	138	331
Cultural development	-	296	-	5,000	296	2,673
Daycare	-	29,142	-	20,000	29,142	16,406
Educational supports	-	11	-	2,000	11	190
Family and Community Healing (Page 10)	704,939	-	-	707,000	704,939	588,223
Family conferencing	-	17,754	3,554	40,000	21,308	15,013
Medical	-	226,403	5,828	244,000	232,231	193,425
Miscellaneous	-	2,783	233	10,000	3,016	1,119
Mentorship	-	335,284	66,865	535,000	402,149	293,526
Personal development	-	1,922	2,671	4,000	4,593	947
Professional fees	-	464,734	69,550	675,000	534,284	593,094
Recreation	-	630	1,134	12,000	1,764	1,588
Registration - births	-	1,740	-	2,000	1,740	439
Respite	-	459	148	4,000	607	1,728
Youth support (16+)	-	-	1,954	-	1,954	-
TOTAL EXPENSES	704,939	1,081,296	151,937	2,262,000	1,938,172	1,708,702
SURPLUS OF REVENUE OVER EXPENSES	(1,197)	552,804	652,963	869,000	1,204,570	1,717,712

The accompanying notes form an integral part of these financial statements.

MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
FAMILY AND COMMUNITY HEALING
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Indigenous Services Canada	691,000	691,000	-
Other	1,000	12,742	11,339
	692,000	703,742	11,339
EXPENSES			
Advertising and promotion	1,000	-	216
Community support	30,000	14,500	37,006
Community workshops	97,000	88,070	93,701
Conferences and training	35,000	21,678	25,797
Salaries and benefits (Note 13)	465,000	498,931	357,898
Telephone	4,000	3,826	2,946
Travel	75,000	77,934	70,659
	707,000	704,939	588,223
TOTAL EXPENSES			
	707,000	704,939	588,223
DEFICIENCY OF REVENUE OVER EXPENSES	(15,000)	(1,197)	(576,884)

The accompanying notes form an integral part of these financial statements.



**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
MAINTENANCE
FOR THE YEAR ENDED MARCH 31, 2018**

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Indigenous Services Canada	6,500,000	6,500,000	7,602,000
Government of Canada	843,000	812,809	842,681
	7,343,000	7,312,809	8,444,681
EXPENSES			
Permanent Care and Custody (Page 20)	4,770,000	4,131,418	4,286,591
Subsidized Adoptions (Page 20)	1,172,000	1,199,204	1,049,822
Voluntary Care (Page 20)	15,000	357	605
Taken Into Temporary Care (Page 20)	1,923,000	1,949,034	1,627,979
	7,880,000	7,280,013	6,964,997
SURPLUS OF REVENUE OVER EXPENSES	(537,000)	32,796	1,479,684

The accompanying notes form an integral part of these financial statements.

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MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
STATEMENT OF OPERATIONS
PROVINCIAL SETTLEMENT
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2018	2017
	Budget (Unaudited) \$	\$	\$
REVENUE			
Province of Nova Scotia	1,913,000	1,886,938	1,604,148
Government of Canada	81,000	111,025	80,762
	<u>1,994,000</u>	<u>1,997,963</u>	<u>1,684,910</u>
EXPENSES			
Access	170,000	281,021	154,498
Baby needs	5,000	4,873	2,631
Board	270,000	260,356	246,510
Board - competency payments	5,000	3,715	2,444
Board - special rates	100,000	82,517	84,856
Clothing	45,000	27,955	32,734
Congregate care	630,000	800,272	588,510
Cultural development	5,000	2,967	134
Daycare	40,000	52,528	31,928
Drug testing and other medical	40,000	17,519	24,805
Education supplies and other costs	25,000	20,865	20,580
Facility - other	110,000	58,549	101,184
Family conferencing	10,000	2,192	3,166
Independent living	30,000	23,426	17,644
Legal fees	110,000	22,221	70,908
Mentorship	140,000	127,269	127,937
Miscellaneous	5,000	2,550	2,028
Non-prescription personal needs	5,000	5,877	720
Other - inventory	10,000	5,398	4,504
Personal development	15,000	15,236	12,860
Professional fees	115,000	93,739	84,297
Recreation	30,000	11,508	13,090
Registration - births	1,000	444	595
Respite	41,000	48,838	34,638
Spending	36,000	22,660	21,709
Training	1,000	18	-
Travel autopayment	-	3,450	-
	<u>1,994,000</u>	<u>1,997,963</u>	<u>1,684,910</u>
SURPLUS OF REVENUE OVER EXPENSES	-	-	-

The accompanying notes form an integral part of these financial statements.

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MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018

1. SIGNIFICANT ACCOUNTING POLICIES

Status and Nature of Activities

The Mi'kmaq Family and Children's Services of Nova Scotia is a Society incorporated under Section 89 of the Children's Services Act of Nova Scotia. The Agency is also a Registered Charity. The Agency provides child protection services to Indigenous children in Nova Scotia.

The Agency is a registered charity and, as such, is exempt from income tax and may issue income tax receipts to donors.

Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

Contributions Receivable

Contributions receivable are recognized as an asset when the amounts to be received can be reasonably estimated and ultimate collection is reasonably assured.

Capital Asset

Purchased capital assets are stated at cost less accumulated amortization. Contributed capital assets are recorded at fair market value at the date of contribution. Amortization is provided on a straight-line basis over the assets estimated useful lives at the following annual rate:

Buildings	4%
Furniture and fixtures	10%
Computer	20%
Leaseholds improvements	10%
Household materials - not amortized however replenishment is expensed.	

Revenue Recognition

Restricted contributions related to general operations are recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations require management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at cost.

Fund Accounting

The Agency follows the restricted fund method of accounting for contributions. Each fund represents a different program that the Agency administers. Restricted surpluses are not maintained for each fund/program due to the nature of the Agency's funding. Each year, if one program incurs a surplus and another program incurs a deficit, one program's surplus can cover the other's deficit. In addition, if the Agency incurs an overall surplus for all programs in a year, any surplus related to INAC contribution revenues is expected to form part of the Agency's budget for the subsequent fiscal year. The following are the different funds/programs of the Agency:

Operating - Relates to general administration of the Agency with preventative services to communities.

Family Healing Centers - Relates to the operation of Centers providing preventative and residential services for women and children and outreach to men with a structured community educational component.

Family and Community Healing - Relates to a program to offer all caregivers culturally relevant guidance and information on parenting skills, life skills and access to community resources that will help them provide a better life for themselves and for their children.

Family Violence and Prevention - Relates to a program to provide the opportunity for communities to engage its members in understanding the issues of violence.

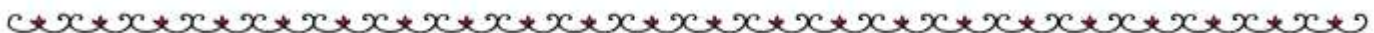
Maintenance - Relates to costs for children in care.

Invested in Tangible Capital Assets Fund - Relates to investment in tangible capital assets.

Internally Restricted

Replacement Reserve - created to internally restrict \$1,000,000 of surplus for future tangible assets requirements and replacements.

Operating Contingency Reserve - created to internally restrict \$2,000,000 of surplus for future operational and future program funding requirements.



MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018

2. SHORT TERM INVESTMENTS

Short term investments consist of the following:

	2018 \$	2017 \$
Premium Investment Savings Account	3,015,852	-
High Interest Notice Account	1,006,037	-
	4,021,889	-

3. RESTRICTED CASH

This amount represents funds held in trust for the children in the care of the Agency.

4. RECEIVABLES

Receivables consists of the following:

	2018 \$	2017 \$
Province of Nova Scotia	723,622	1,131,857
HST recoverable	682,896	405,328
Other	55,785	80,617
	1,462,303	1,617,802

5. TANGIBLE CAPITAL ASSETS

	Cost \$	Accumulated Amortization \$	2018 Net \$	2017 Net \$
Buildings	2,661,370	1,128,928	1,532,442	1,625,035
Furniture and fixtures	208,445	128,213	80,232	83,593
Computer	162,576	39,485	123,091	43,668
Household materials	11,837	-	11,837	11,837
	3,044,228	1,296,626	1,747,602	1,764,133

MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018

6. PAYABLES AND ACCRUALS

Payables and accruals consist of the following:

	2018	2017
	\$	\$
Operating	129,512	219,223
Maintenance	694,308	846,095
Accrued salaries and benefits	739,655	497,387
Government Remittances Payable	47,723	33,034
Accrued travel reimbursements	96,146	78,760
	1,707,344	1,674,499

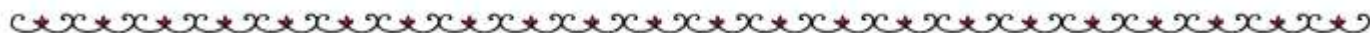
7. ECONOMIC DEPENDENCE

The Mi'kmaw Family & Children's Services of Nova Scotia receives a major portion of its revenues pursuant to funding arrangements with Indigenous Services Canada and the Province of Nova Scotia. The services to children and families are legislated by provincial law.

8. EXCESS OF REVENUE OVER EXPENSES

In the latter part of fiscal 2017, Indigenous Services Canada provided additional operations and maintenance funding of approximately \$5.3 million to assist the Agency in preparing for changes in provincial legislation within the Province of Nova Scotia's *Children and Family Services Act* which became effective March 1, 2017. Since this funding was approved and received in the latter part of the 2017 fiscal year, the Agency was not able to hire positions and incur costs that were anticipated to be incurred within the timelines that were established in the original budget submission to Indigenous Services Canada for consideration of additional funding for the changes in legislation. Due to the nature of the funding, additional funding amounts cannot be deferred but are required to be shown as a surplus in a fiscal year. Indigenous Services Canada confirmed \$4,171,822 in surplus funding for the March 31, 2017 fiscal year.

For the March 31, 2018 fiscal year, Indigenous Services Canada provided levels of base funding consistent with the 2017 fiscal year not including the additional \$5.3 million described above. As a result, the Agency expected to incur a deficit for the year ending March 31, 2018 to spend the excess funding received from Indigenous Services Canada in the March 31, 2017 fiscal year.



MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018

9. DEFINED CONTRIBUTION PLAN

The Agency has a defined contribution pension plan for employees which consists of matching RRSP contributions made by the employees. The Agency's matching contribution is charged to operations as part of salaries and benefits.

Total pension expense for the year was \$520,856 (2017 - \$473,220).

10. INTERFUND TRANSFERS

An interfund transfer of \$250,000 was transferred between the unrestricted net assets and the internally restricted replacement reserve to set aside additional surplus for future tangible capital asset requirements and replacements.

An interfund transfer of \$2,000,000 was transferred between the unrestricted net assets and the internally restricted operating contingency reserve to set aside surplus for future operational and future program funding requirements

11. FINANCIAL INSTRUMENTS

The Agency is exposed to various risks through its financial instruments, without being exposed to concentrations of risk. The following analysis provides a measure of the Agency's risk exposure at the statement of financial position date, March 31, 2018.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Agency's financial instruments that are exposed to concentrations of credit risk relate primarily to its accounts receivable. The Agency mitigates credit risk on its receivables by signing contracts for most of their receivables and they have not had a credit problem in the past with the parties. There have not been any changes in the risk from the prior year.

Liquidity Risk

Liquidity risk is the risk that the Agency will encounter difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Agency will not have sufficient funds to settle a transaction on the due date. The Agency is exposed to this risk mainly in respect of its payables and accruals. Since the Agency's current assets exceed its current liabilities, liquidity risk is considered to be low.

**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018**

11. FINANCIAL INSTRUMENTS (continued)

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Agency is mainly exposed to interest rate risk. The Agency's risk management strategies are described below:

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Agency is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-interest instruments subject the Agency to a fair value risk while the floating rate instruments subject it to a cash flow risk. The Agency is exposed to changes in interest rates related to its premium investment savings and high interest notice accounts. However, these short term investment accounts are low risk.

12. COMPARATIVE FIGURES

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year's financial statements.



**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2018**

13. SALARIES AND BENEFITS

	Operating	Family Healing Centres	Family and Community Healing	Family Violence and Prevention	2018	2017
	\$	\$	\$	\$	\$	\$
Salaries - social workers and supervision	5,094,928	219,298	-	-	5,314,226	4,936,483
Salaries - family support	765,574	-	-	186,840	952,414	891,876
Salaries - program counsellors	-	254,686	390,069	-	644,755	551,901
Salaries - standby and callback	106,343	-	-	-	106,343	84,786
Salaries - outreach	-	44,745	-	-	44,745	45,972
Salaries - management and clerical	2,158,751	216,006	42,536	-	2,417,293	1,958,286
Salaries - other	120,240	-	-	-	120,240	96,729
	8,245,836	734,735	432,605	186,840	9,600,016	8,566,033
Employment Insurance	130,334	15,060	6,941	1,579	153,914	153,932
Canada Pension	321,646	33,391	17,594	3,978	376,609	333,686
Group pension	455,679	36,168	24,292	4,717	520,856	473,220
Group benefits	301,930	26,206	17,499	5,530	351,165	384,552
Workers Compensation	76,153	9,807	-	-	85,960	99,555
Benefits - contra	(6,073)	(18,106)	-	18,779	(5,400)	(5,588)
	1,279,669	102,526	66,326	34,583	1,483,104	1,439,357
	9,525,505	837,261	498,931	221,423	11,083,120	10,005,390

**MI'KMAW FAMILY & CHILDREN'S SERVICES OF NOVA SCOTIA
SCHEDULE OF MAINTENANCE EXPENSES
FOR THE YEAR ENDED MARCH 31, 2018**

	Voluntary Care	Permanent Care and Custody	Subsidized Adoption	Taken into Temporary Care	2018	2017
		\$	\$	\$	\$	\$
EXPENSES						
Access	-	226,821	535	498,460	725,816	586,910
Baby needs	-	9,868	-	18,228	28,096	30,067
Board	-	963,331	729,915	233,238	1,926,484	1,785,286
Board - special rates	-	163,103	271,890	17,952	452,945	388,003
Clothing	-	111,696	83,794	29,119	224,609	220,581
Congregate care	-	1,169,899	-	628,203	1,798,102	1,996,640
Cultural development	-	19,151	-	782	19,933	14,392
Daycare	-	97,848	49,492	79,775	227,115	271,710
Drug testing and other medical	-	111,567	2,319	132,901	246,787	235,488
Education supplies and other costs	-	35,571	2,990	4,353	42,914	31,832
Family conferencing and circles	-	14,346	-	15,829	30,175	12,257
Independent living	-	59,898	-	-	59,898	32,012
Inventory/Other	-	34,401	-	15,056	49,457	162,932
Mentorship	357	477,223	16,384	48,516	542,480	427,637
Miscellaneous	-	18,601	53	6,108	24,762	26,159
Non-prescription personal needs	-	29,605	-	8,697	38,302	4,587
Personal development	-	90,835	1,931	4,628	97,394	127,233
Professional fees	-	96,041	29,796	103,671	229,508	247,001
Recreation	-	104,338	10,105	25,806	140,249	80,399
Registration - births	-	1,832	-	1,589	3,421	1,354
Respite	-	132,691	-	31,181	163,872	118,419
Spending	-	128,249	-	33,559	161,808	156,295
Training	-	5,853	-	883	6,736	7,803
Travel autopayment	-	28,650	-	10,500	39,150	-
	357	4,131,418	1,199,204	1,949,034	7,280,013	6,964,997

The accompanying notes form an integral part of these financial statements.

Elapultimk Elmi'knik

L'nue'kati'l ta'n mu nesana'nuk
wjit mijua'ji'jk, mekite'tmi'tij
teli-L'nu-ulti'tij, melknaql wjiksi'u'l
aaq melkiknewa'tumkl and
apoqntmumkl wutann.

Our Vision

First Nations Communities:
Where children are safe and
proud of their First Nations
culture; families are strong and
communities are strengthened
and supported.

Services

Healing Centres
Healing Programs
Kinship and Foster Care
Family Support
Child Protection
Resource Programs
Case Aid Programs
Child Protection
Temporary Care
Long Term Protection
Permanent Care
Foster Care
Adoption Program
Wikimanej Kikmanaq
Family Conferences



Mi'kmaw
Family & Children's Services
of Nova Scotia

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Fax: (902) 379-2301

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