

## Program Report for the Board January to December 2020

### Programs Summary

The Children's Cottage Society (CCS) began the year by writing an Expression of Interest for the provincial government hoping to receive funding for the Family Resource Networks. Our agency was successful with our application and as we prepared to start a brand new program we also had to close down our Healthy Families and Child Care Respite Programs at the end of March. As we launched our brand-new Family Resource Network (FRN), a global pandemic began. This meant adapting and finding new ways to provide services and supports to families while managing provincial restrictions. We learned a lot about Personal Protective Equipment, we wrote COVID-19 manuals and spent many hours in meetings sorting out how to work in our new normal.

Every program adapted to the pandemic but all still continued to provide supports to families and care for children. The enduring legacy for CCS will be how staff stepped up and showed up for work in stressful circumstances and completed their work and ensured families received services. Staff continue to follow strict safety measures designed to protect themselves and those we serve. Thankfully their cooperation has resulted in very few outbreak situations over the course of 2020.

In 2020, five programs completed the accreditation process, and all received perfect scores with no concerns. Congratulations goes out to HomeLinks, Rapid Rehousing, Early Years, Family Coaching and the Crisis Nursery who not only exceeded expectations for accreditation, they did so while managing a COVID-19 outbreak.

### Reconciliation

In 2020, a review was completed by a consultant to help us understand what we can do as an agency towards reconciliation. We also continued to build our relationship with the three Stoney Nakoda Nations. While this was impacted by COVID-19 it continued through 2020 and ultimately led to a collaboration between our agency and Stoney Health Services. As 2020 came to an end, we learned that we would have to re-apply for funding as it relates to the Crisis Nursery. We used this opportunity to envision something new and, given our relationship with the Morley community, we developed a collaboration that will enable us to build cultural competency when providing services to Indigenous families in Calgary and in return we will share our expertise around family work and home visitation with the agencies in the Morley community. This led to our inclusion in the Nattoo'si funding stream of the United Way and will greatly enhance our learning and growth as it relates to Reconciliation. It provides us with connection to other agencies doing this work along with Elders from many Nations.

The table below illustrates that a high percentage of the families served by CCS programs are Indigenous. In addition to an understanding that we all must do our part to be allies in the work of reconciliation, these percentages help us understand that the work to provide more culturally appropriate programs to our Indigenous families is critical to ensuring good outcomes.

Indigenous Identity	Frequency	Percentage
Crisis Nursery	222	42.5%
Family Coaching	27	36.0%
In-Home Infant Respite	1	2.4%
Volunteer Daycare	2	16.7%
Home Visitation	4	9.8%
Early Years	4	66.7%
Adaptive Case Management	12	44.4%
HomeLinks	15	57.7%
HomeBridge	15	24.2%
Rapid Rehousing	10	29.4%
Brenda's House	57	69.5%

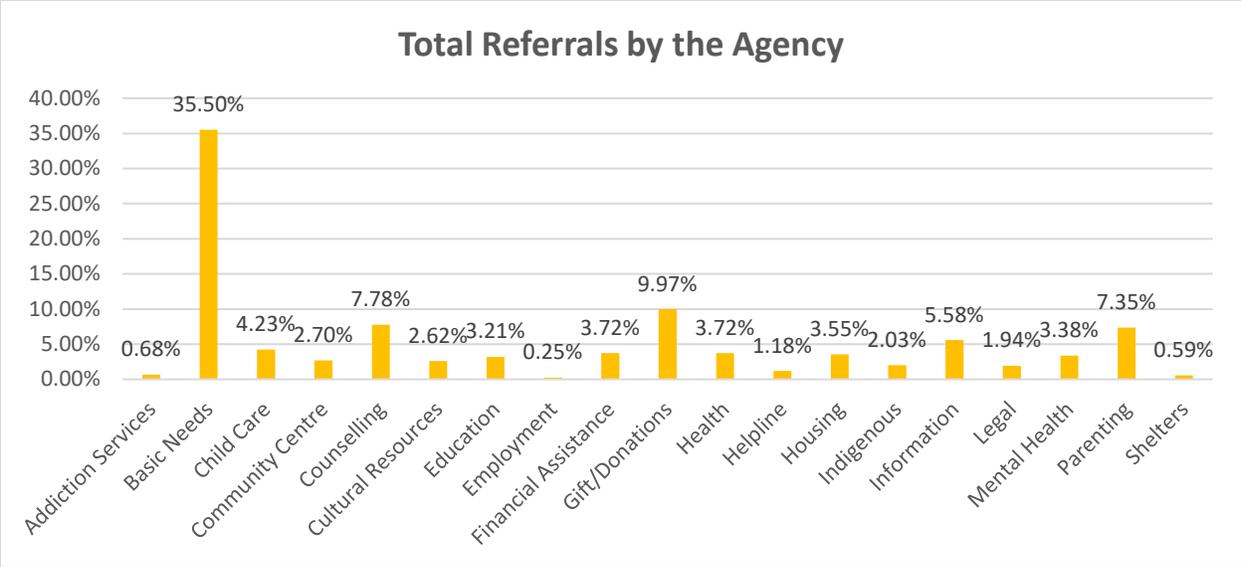
## Agency Numbers by the program

Program	2019		2020	
	Number of Families Served	Number of Children Served	Number of Families Served	Number of Children Served
Adaptive Case Management	30	66	26	60
Brenda's House	65	106	90	152
Crisis Nursery	570	930	523	861
In-Care	41	58	34	52
Early Years Family Support Program			66	85
Family Coaching	93	195	78	144
Family Resource Network			90	-
HomeBridge	96	201	75	162
HomeLinks	48	76	45	70
Home Visitation			46	77
In-Home Infant Respite Program	78	94	41	56
Rapid Rehousing	40	84	43	102
Volunteer Daycare	25	29	12	18
Child Care Respite	80	141	24	42
Healthy Families	367	458	199	248
<b>Total</b>	<b>1,533</b>	<b>2,438</b>	<b>1,169</b>	<b>1,839</b>

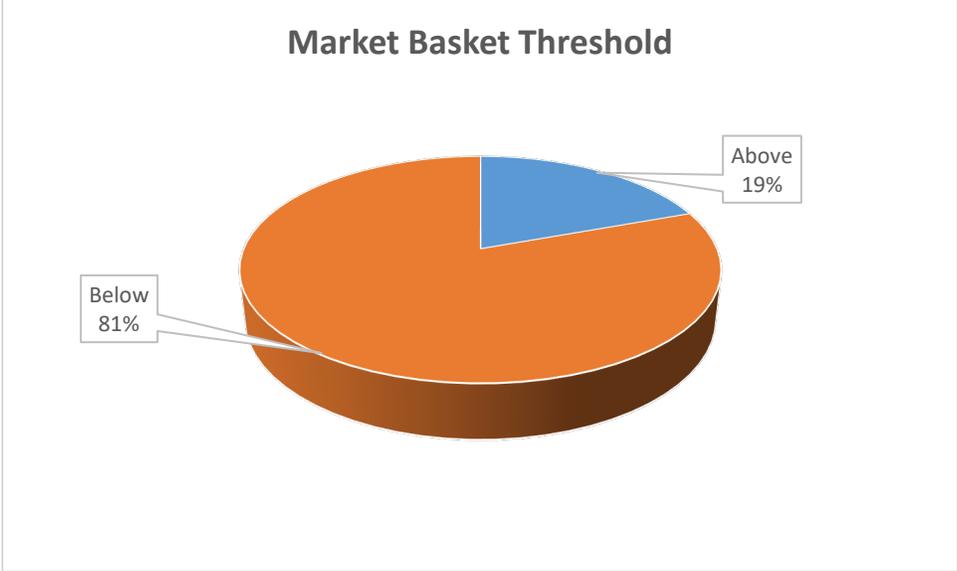
The closing down of some programs and starting up of new ones, along with the impact of the pandemic, has affected our numbers this year.

Our programs work to ensure that all of our families are connected to community programs that can meet immediate needs and can continue to meet the ongoing needs of families once they exit out of our programs. We intentionally connect families to community resources because we know it builds their overall wellbeing. We talk about this as a protective factor, having access to supports in times of need.

This year those efforts resulted in a total of 1183 connections to community made for our families.



Another important component of our work at CCS is screening for developmental delays. In 2020, staff completed 547 Ages and Stages Questionnaires and 211 Ages and Stages – Social Emotional Questionnaires. These standardized tools allow us to screen for developmental delays and ensure families are connected to supports and provided with information and activities to address the delay in order to ensure children can catch up developmentally.



In 2019 CCS made the decision to track income based on the Market Basket Index. This measure, which has been accepted by the Federal government as an indicator of poverty, is based on the average cost of a basket of basic needs items for families of different sizes and geographical locations. It's worth noting that for the most part when our families are above the threshold, it's not by much.

## Program Updates and Outcomes

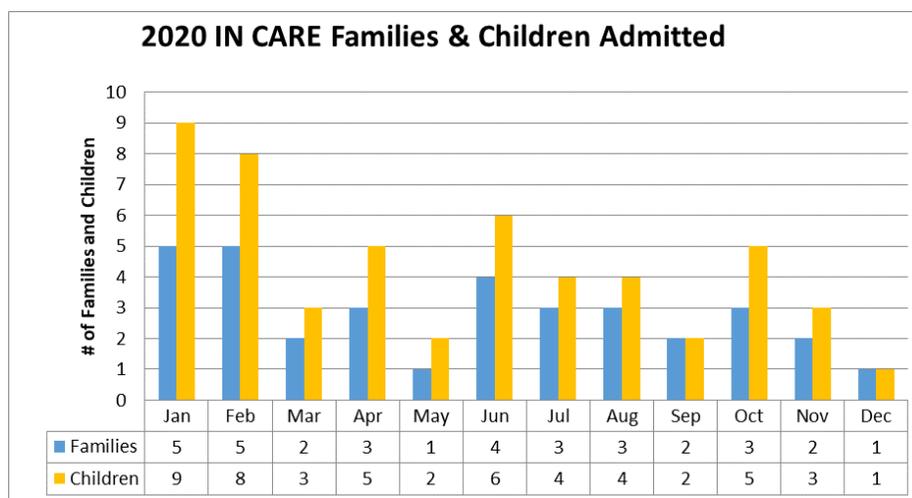
### Crisis Nursery

The Crisis Nursery team adapted quickly to the pandemic and continued to care for children and support families in spite of restrictions. Beginning in March, the number phone calls decreased significantly for a couple months as families seemed to want to stay home. We have gradually increased the number of children that we are able to accommodate from six to 14. We are still required to have only family units in each room which means that the number of children we can accommodate at any given time is dependent on family groupings.

The Crisis Nursery experienced two outbreaks in 2020. Each time the outbreak began with a contact outside of the workplace and there was no transmission within the program. This is no doubt due to the willingness of staff to follow the pandemic protocols put in place.

We have continued to accommodate more in-care children this year and their stays continue to be much longer than the average stay for children coming from the community, with the longest stay being around five months. You will see in the table below that the average length of stay for in-care children is much longer than for community children.

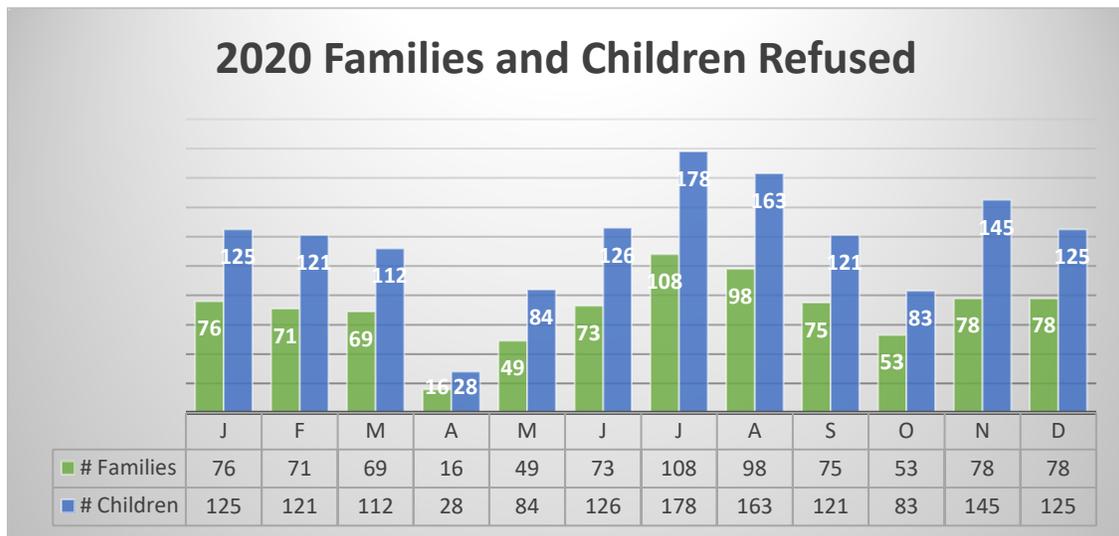
	2019	2020
Number of Families:	570	523
Number of Children:	930	861
Average Length of Stay (Days):	2.68	2.26
Number of In-Care Families:	41	34
Number of In-Care Children:	58	52
In-Care Average Length of Stay (Days):	26.82	18.5



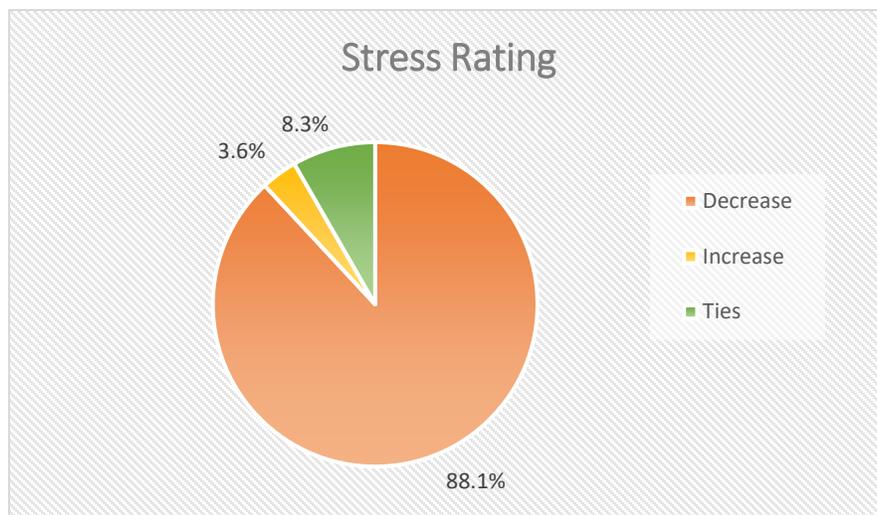
## Refusals

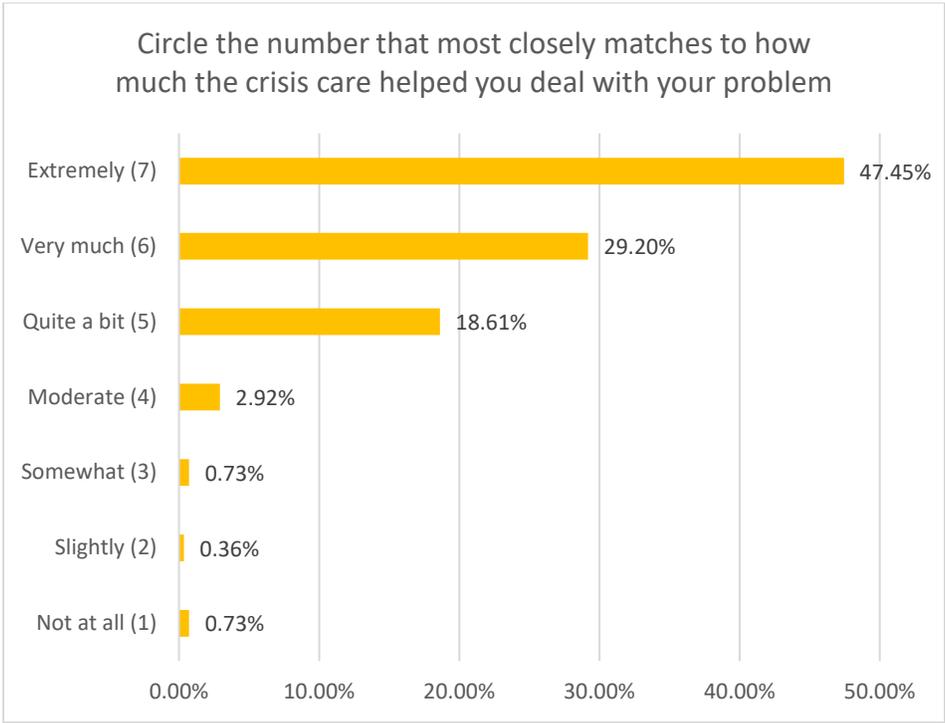
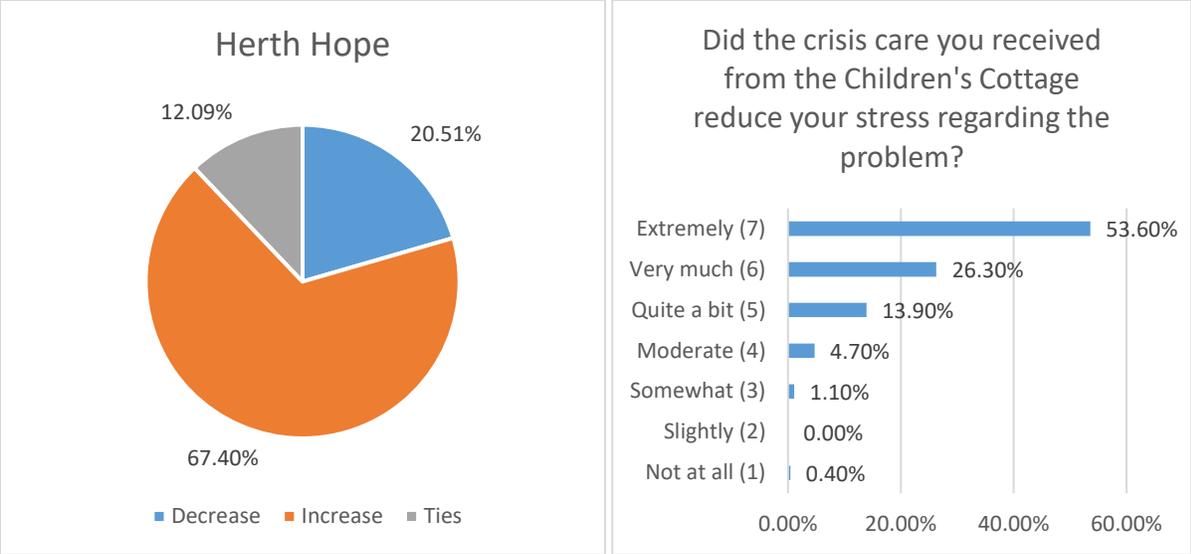
You will note in the table below that the Crisis Nursery had fewer refusals in 2020 than in the previous year. This is due in part to a decrease in calls at the height of the pandemic. The graph below illustrates that calls dropped as the pandemic began, increased through the summer, and took another, smaller decrease as the second wave began.

	2019	2020
Families	1,104	844
Children	1,909	1,411

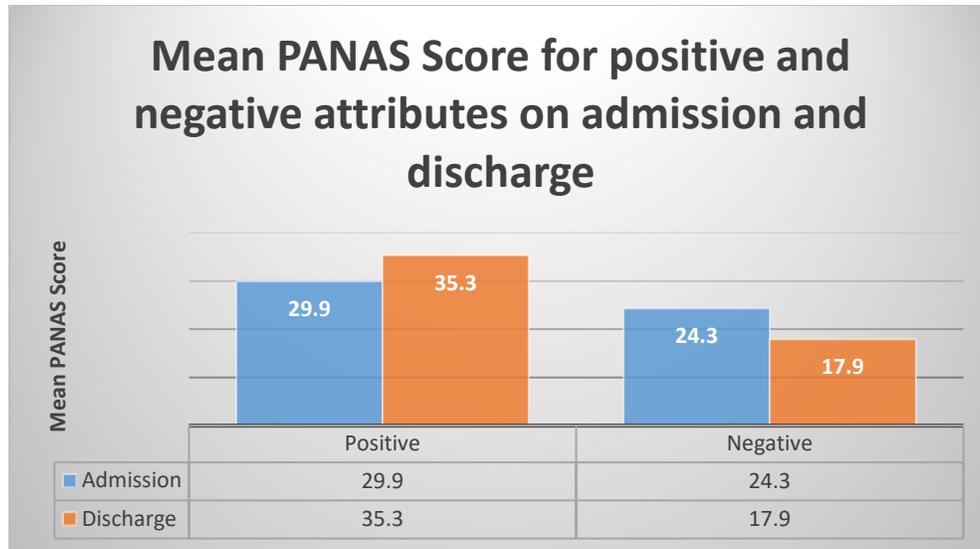


Our outcomes for the Crisis Nursery continue to be strong. These tables illustrate that families continue to leave the nursery with increased hope, decreased stress, and feeling that they received the support they needed.





The PANAS (Positive and Negative Affect Schedule) looks for positive and negative affect or emotions. Ideally, we want to see families have an increase in positive affect and a decrease in negative affect between admission and discharge. You will see in the chart below that families accessing the nursery increase positive and decrease negative from admission to discharge.

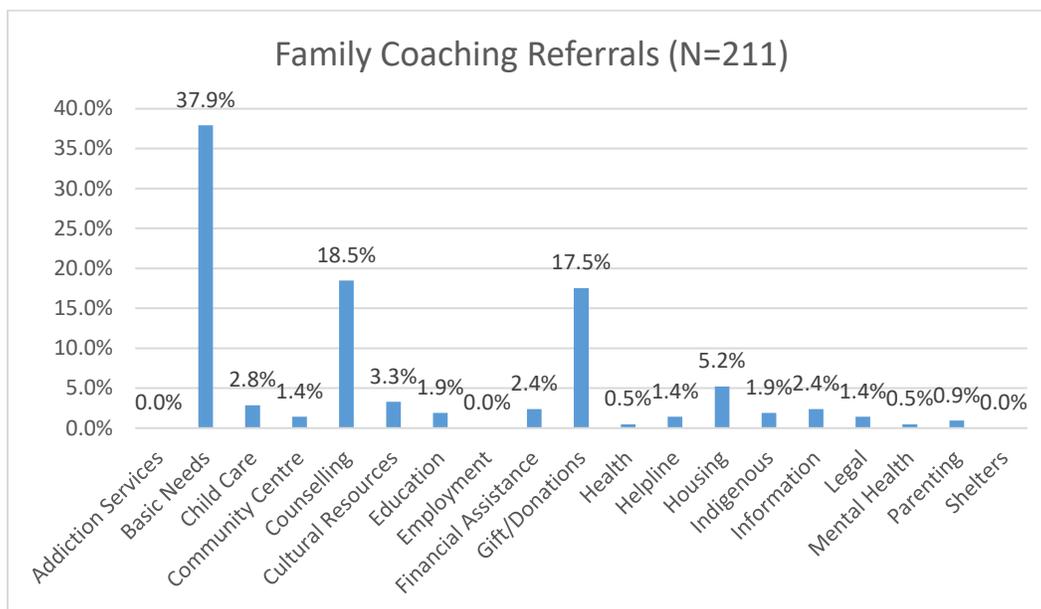


### Crisis Nursery Family Coaching Program

Family Coaches moved to a virtual service delivery model for the first few months of the pandemic. By summer, we were able to offer some in-person coaching and have now moved into a mixed model of service delivery. Families receive support by phone, zoom and in person. Our in-person supports are completed with full precautions in place and are critical to ensuring the safety of the families we serve.

Family coaches also began offering phone support for families who couldn't access nursery space due to health restrictions.

This table illustrates that 78 families received 211 connections to ongoing supports, which is an important aspect of ensuring families have the resources they need once they exit our program.



## Family Star

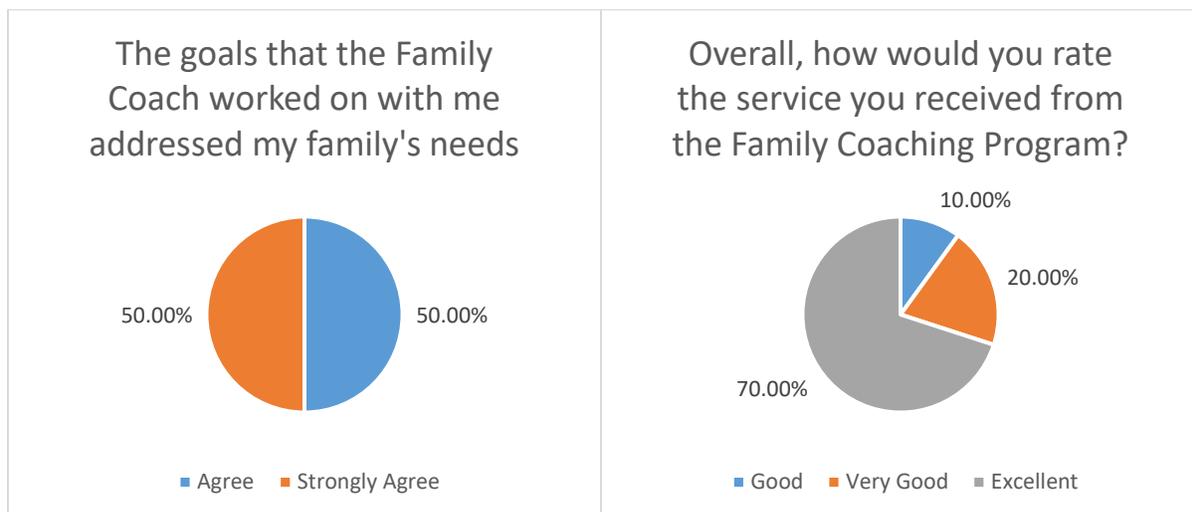
Family Coaches set goals with families using the Family Star. The use of this tool ensures that families receive focused support and are able to make progress on concerns they have as a family. It also allows us to ensure that our program is meeting the needs of the families who participate.

This table illustrates that families participating in the Family Coaching program are typically making progress towards their goals. Each star element is evaluated on a scale of 1 to 10 with 1 being stuck and 10 meaning that parents feel that they are effectively managing that area of their life.

The table below shows that families in the coaching program are, for the most part, making good progress towards goals.

Star Element	Initial Assessment	Progress
Physical health	7.94	8.13
Your wellbeing	6.13	6.88
Meeting emotional needs	7.56	8.06
Keeping your child safe	8.94	9.81
Social networks	5.63	7.63
Education and learning	6.69	8.13
Boundaries and behaviour	7.81	6.81
Family routine	7.50	8.13
Home and money	6.25	7.81
Progress to work	8.06	8.31

When families exit the coaching program they complete an exit survey to help us understand the effectiveness of our services. You will see in the graphs below that families participating in the Family Coaching program were very happy with the supports they received from their coaches.



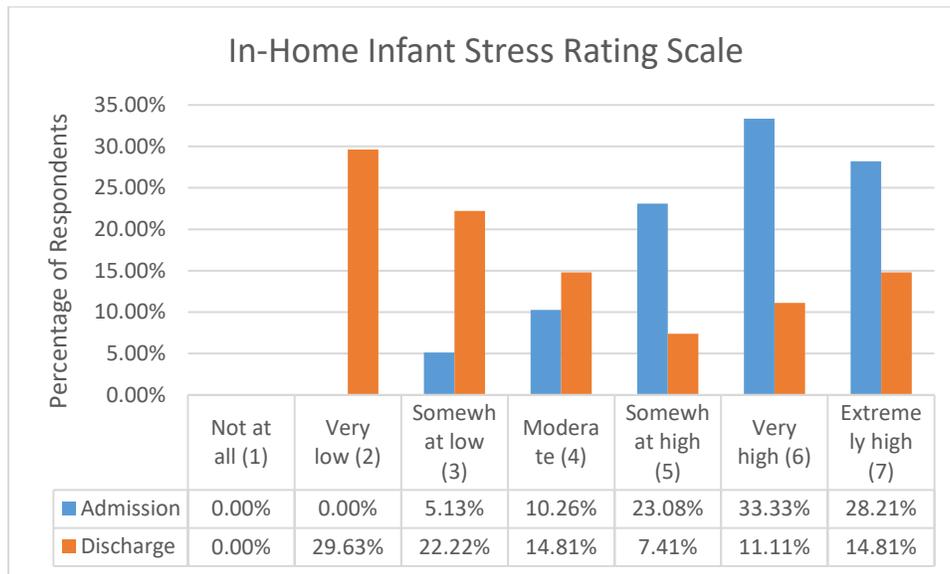
### In-Home Infant Respite Program

The COVID-19 pandemic impacted this program significantly. For many weeks, we were unable to be in the homes of our clients and were only able to provide virtual support.

Until they were able to return to home visits our In-Home Infant Respite Workers were able to pivot and support two internal agency projects designed to provide care and resources to vulnerable families during the pandemic. The first we called Families Together at Home, which supported families in the In Home Respite Program as well as families in our Home Visitation programs. Wellness hampers were assembled and distributed by respite workers. Items in each hamper included infant essentials, food items, as well as books, toys and crafts that families could do together while at home. This project supported 35 families. We also partnered with Calgary Reads to distribute board books to families at home. The respite workers received prepackaged bags courtesy of Calgary Reads and delivered them to 40 families. This partnership allowed the Children’s Cottage to not only support families during a difficult time, but also to build literacy skills within families.

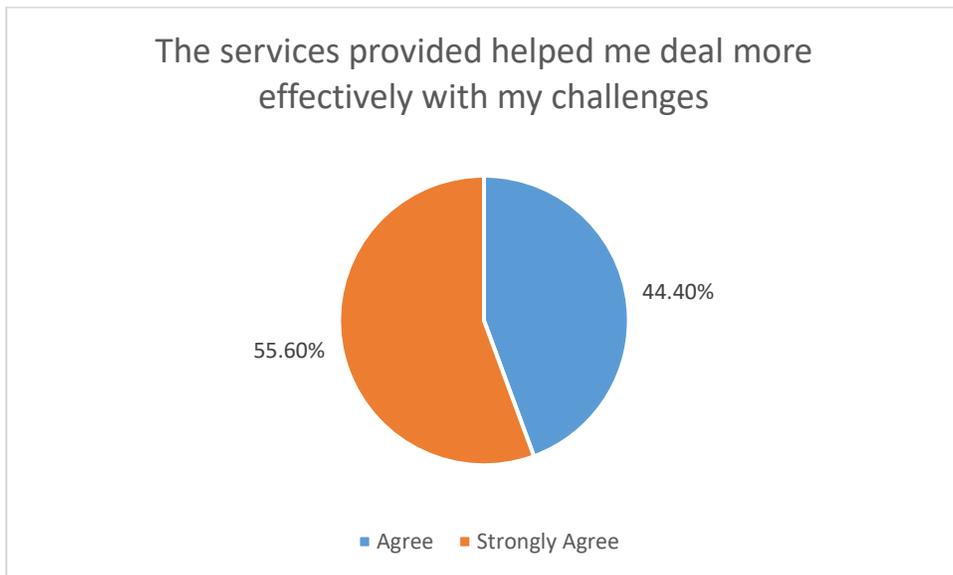
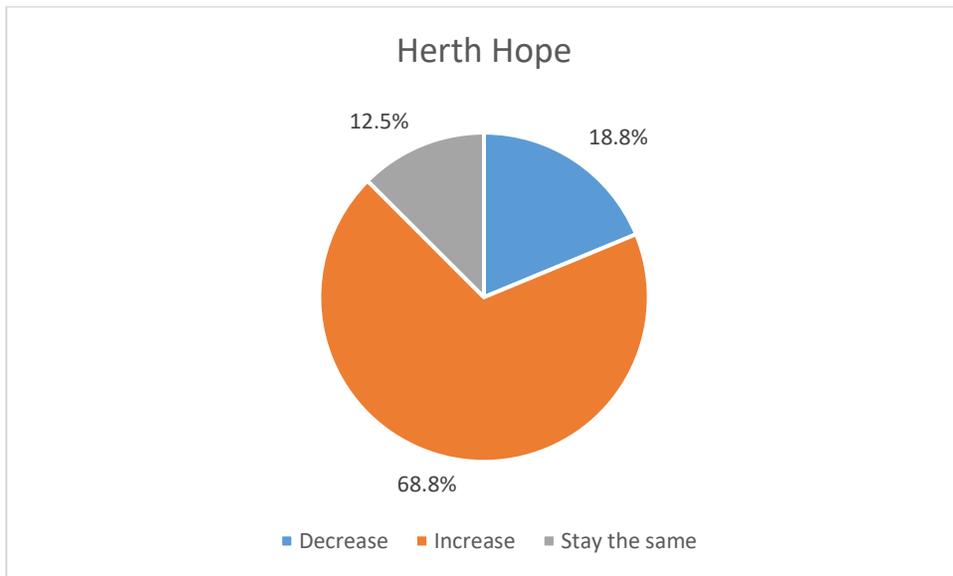
Once it was safe to return to in person visits the respite team shifted to one in person visit per day. This has continued even as provincial restrictions increase and ease. The team of respite workers is incredibly dedicated and asked to return to family homes as soon as possible.

Number of Visits:	591
Total Hours:	1092



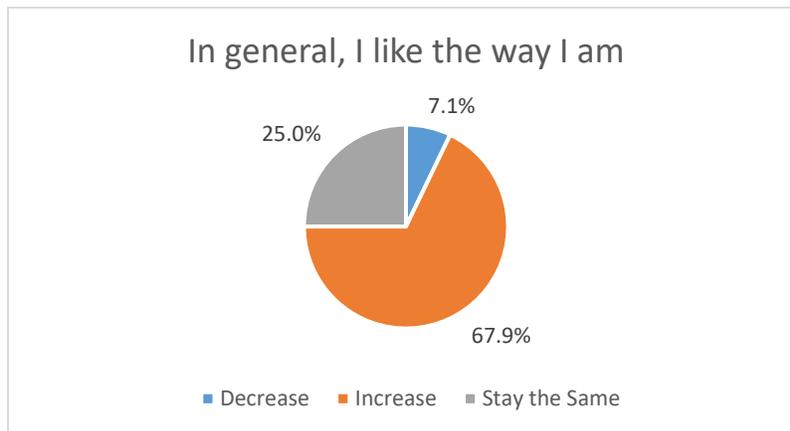
This graph illustrates that typically, the stress a family feels at admission is much higher than it is at discharge. There is still a high number of families who are experiencing stress at discharge. We know that the short term nature of our program will not address all the needs a family has. For this reason, we ensure that we connect families to resources that can provide ongoing supports. It also makes some sense that there may be pandemic related stress captured in these outcomes that our program would not be able to address.

The chart below illustrates an increase in hope for almost 70% of the families we serve. We know that an increase in hope can contribute to resiliency.



In-Home Infant Respite clients are consistently happy with the services they receive. In the exit survey we tend to see very positive feedback all around, the above graph being one example.

The graph below is an example of a funder requested outcome for this program. CCS has made the choice to collect additional outcomes because the funder options for this program don't always capture the true benefit of the In Home Infant Respite program. This assessment measures the self-esteem of the primary parent.



### Early Years Family Support Program

The Early Years Program transitioned out of the end of our Healthy Families program in April 2020. This program is now funded as a Child Intervention In-Home Support Program. All referrals continue to come directly from The Alberta Vulnerable Infant Response Team (AVIRT). Families referred have significant safety and wellbeing concerns and are also caring for an infant aged newborn to three months.

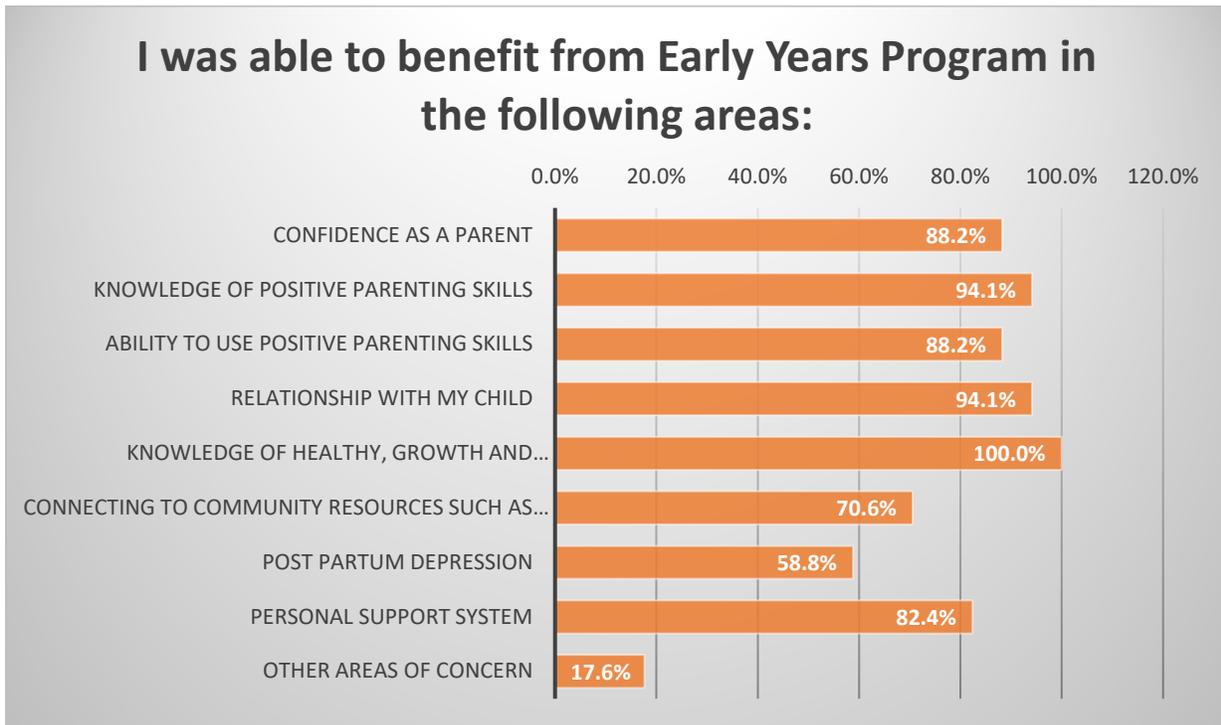
This program has transitioned to a mixed model of service provision which includes phone, virtual and in person visits using protocols. Given the complexity of the families this program serves regular in person visits, even brief visits, helps to ensure the safety of all family members.

The Early Years program this year completed 161 ASQ-3 (Ages and Stages Questionnaires) and identified 29 children with developmental delays. 97% of those children were provided with follow-up care, which may have included developmental plans, activities and referrals to specialists as needed. They also completed 63 ASQ-SE (Ages and Stages – Social Emotional) assessments, identifying one child with a delay and connecting that child to ongoing supports.

The table below shows the results of the Protective Factors Survey. This survey helps frontline staff assess a range of protective factors that help to prevent child abuse and neglect. Each area is scored out of 7. It's normal for families to score themselves fairly high for the initial assessment leaving room for only a small amount of progress. In the Early Years program, families score themselves high to start but still see a positive increase in the protective factors that help keep their children safe.

	Family Functioning/Resiliency Average	Social Emotional Support Average	Concrete Support Average	Nurturing and Attachment Average	Knowledge of Parenting/Child Development Average
<b>Initial</b>	5.44	5.76	6.26	6.66	6.34
<b>Progress</b>	5.59	6.09	6.73	6.77	6.44

The following table illustrates the positive impact this program has for families who are able to take part.



Number of Visits:	1,182
Total Direct Client Hours:	2,069.5

### Calgary West Family Resource Network

The Calgary West Family Resource Network (FRN) is our newest agency program as of April 1, 2020. This program opened with no clients and is a program that our agency had no experience in offering. The small but mighty team quickly learned how to operate an FRN. We have spent a great deal of time over this past year figuring out the evaluation aspect of an FRN with our provincial funder. At this time, we are primarily tracking the number of contacts and referrals to our spoke programs.

The FRN has been working to let families living in neighbourhoods on the west side of the city know that we are open for business. Since April, the FRN team has connected with 54 unique organizations and agencies in our geographical catchment area. These connections have led not only to a steady increase in the numbers of families connecting with us, but also to some valuable partnerships. Our new partners will help us meet the basic needs of families, provide online learning opportunities and enhance literacy for children.

Children's Services wants to keep the Hub aspect of this program very basic with its core function being to connect families to ongoing services. The chart below illustrates what that tracking looks like. At this time there are no outcomes for the Hub aspect of the FRN.

### Family Resource Network Program Service Stats at a glance:

	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Total service referral clients		3	4	11	4	11	8	24	25
Total Service Referrals		3	4	15	8	23	13	34	32
Total # of Children	-	-	-	-	-	-	-	-	69
Total Information Referrals		25	40	40	58	71	48	43	56
Total direct client hours		3	2	2.5	7	13.75	25	28.9	38.25
Total Indirect hours		14.25	31.5	25.75	25.25	39.5	38	33.75	47.75
Total Travel Hours		-	-	-	-	-	-	-	25
Total children registered for *Internal Programs		-	-	-	-	-	-	-	41
Total referrals to CCS Home visitation		-	-	-	2	8	5	9	5
Total referrals to CFS RAC		-	-	-	2	4	2	4	3
Total referrals to Hull Resilient Families		-	-	-	2	4	2	4	1
Total referrals to Hull Friendship Group		-	-	-	-	0	1	0	0
Total referrals to Families Matter-Family Life		-	-	-	-	1	2	2	1
Total referrals to BBBS		-	-	--	-	0	0	2	1
Total referrals to other external programs		-	-	-	2	6	1	13	22

\*Please note for Friendship group we have not started recruitment due to COVID-19 delay in start-up.

\*\*When Spokes receive referrals from West FRN area directly through their agency rather than through our Hub these are not accounted for on this list.

### Home Visitation Program

The Home Visitation Program started offering home visits effective April 1, 2020 as part of three Family Resource Networks;

- Calgary West Family Resource Network
- Okotoks Family Resource Network

- Cochrane Family Resource Network

Families receive support by phone, Zoom and in person. Our in person supports are done with full precautions in place and are critical to ensuring the safety of the families we serve. Because this program is so new, we have very few outcomes for this year. As of the end of 2020 we only had nine programs exits.

The table below illustrates how we are steadily building up our caseloads. Calgary caseloads are close to full at this time, Okotoks is slowly but steadily increasing, and we continue to see low referrals in Cochrane.

**Program Service Stats at a glance:**

	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Families served	5	8	10	14	13	20	26	35	39
Children served – Calgary	2	3	6	13	13	19	30	41	45
Children served – Cochrane	0	0	0	2	2	2	4	4	6
Children served - Okotoks	8	8	9	10	8	9	8	14	15
Total home visits – Calgary	0	3	8	24	23	31	42	44	78
Total home visits – Cochrane	0	0	0	1	7	3	5	6	4
Total home visits - Okotoks	2	12	15	12	13	10	12	13	20
Admissions	5	3	3	4	1	7	7	13	5
Discharges	0	1	0	2	2	2	1	2	0
Families on Waitlist	0	0	0	0	0	0	0	0	0

The Home Visitation program this year completed 54 ASQ-3 (Ages and Stages Questionnaires) and identified 10 children with developmental delays. 90% of those children were provided with follow up care which may have included developmental plans, activities and referrals to specialists as needed. They also completed 28 ASQ-SE (Ages and Stages – Social Emotional) assessments, identified 3 children with a delay and connected all 3 children to ongoing supports.

**Brenda’s House**

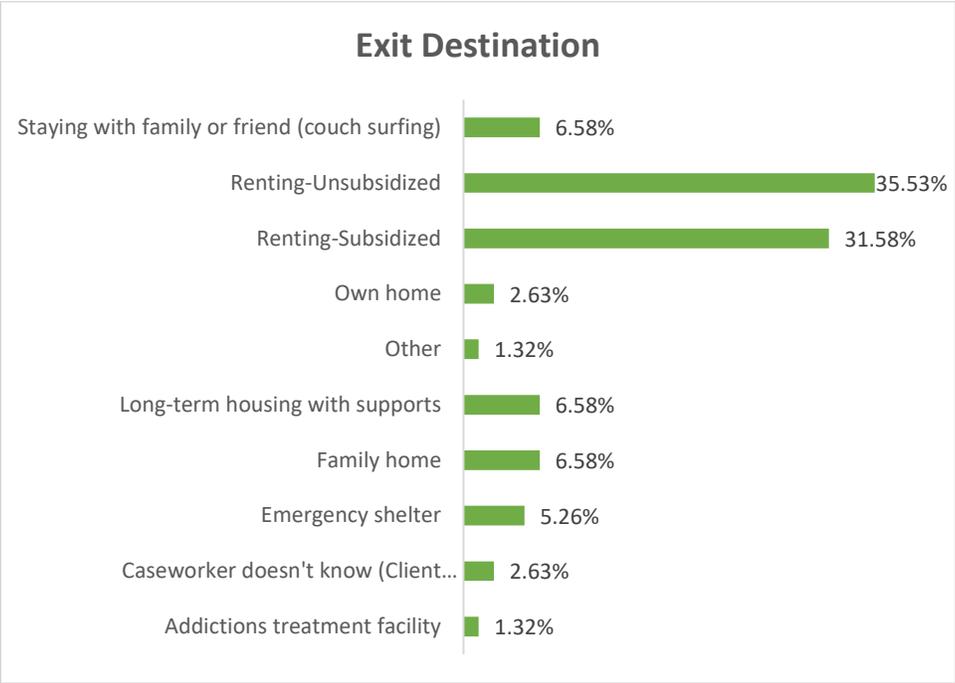
While Brenda’s House always seeks to help families move out quickly into their own home, the pandemic created an amazing opportunity for the team to do this work in an even more streamlined fashion.

COVID-19 funding from the province allowed us to address any systems gaps that families faced as they secured housing. We could immediately pay damage deposits, first month's rent or purchase furniture to help a family establish a home. We continued to help families access ongoing case management support when needed and collaborated with the Calgary Homeless Foundation to ensure families completed their housing assessments to receive ongoing services.

In 2020, Brenda's House had to turn away 281 families who called the shelter looking for support. These families were always provided with information and referrals to help them meet their immediate shelter needs. 40 of the families calling in were connected to prevention support to assist them in staying in their own homes and avoid shelter stay.

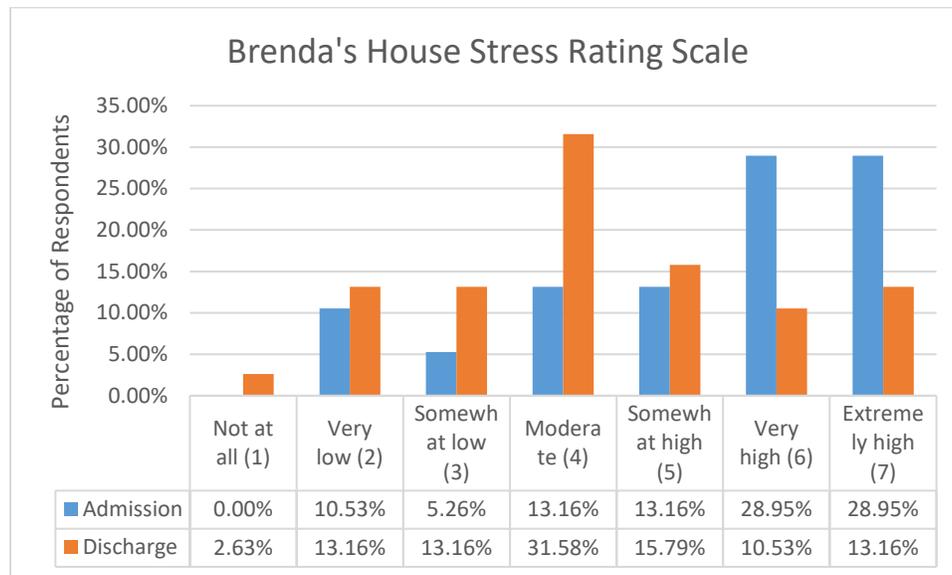
For 2020, the average length of stay for a family at Brenda's House was **33 days**. The shortest stay for a family that exited into housing was **five days**. This is down dramatically from 2019 when the average length of stay was 87 days.

This chart illustrates that most families exiting Brenda's House are leaving for positive destinations.



This table illustrates that the stress a family is experiencing when entering Brenda's House decreases at discharge. Families do still typically leave with some stress, which is somewhat to be expected given that the experience of being homeless is quite traumatic and starting over is stressful. Families tend to leave with a connection to community resources which most often includes a referral to a case management program that can provide ongoing support while a family stabilizes in housing.

The table below shows that for the most part, the stress a family feels decreases as they exit shelter. A good percentage of families do still have stress, which is to be expected given that they are now beginning again after the traumatic experience of homelessness. This information helps us understand the importance of ensuring that families exit the shelter with resources, information and ongoing support, typically in the form of connection to a case management program.



### Child Development Centre

The Child Development program is always available for families while they stay at Brenda's House. The numbers were much lower this year due to lower occupancy overall and shorter stays.

Number of Children:	80
Child Care Support Hours of Care:	591.2
Hours of Care for Special Events:	192.75

### Adaptive Case Management, HomeLinks, and Rapid Rehousing

Our Case Management programs, like all other community-based programs, adapted to the pandemic by providing virtual services to families in the beginning and have now moved to a mixed model where case managers provide services by phone, Zoom and in person. The in-person aspect of service delivery is done following all health protocols and is important because it allows us to ensure the safety of all family members and the stability of the housing placement.

For all programs funded by the Calgary Homeless Foundation, we work to meet funder KPIs (Key Performance Indicators). Below, you will see an example of KPI information that illustrates the good work of the housing programs. This data is the latest we have available to us and reflects the last three quarters of 2020. We receive quarterly analytics that help us understand our service provision. For the most part,

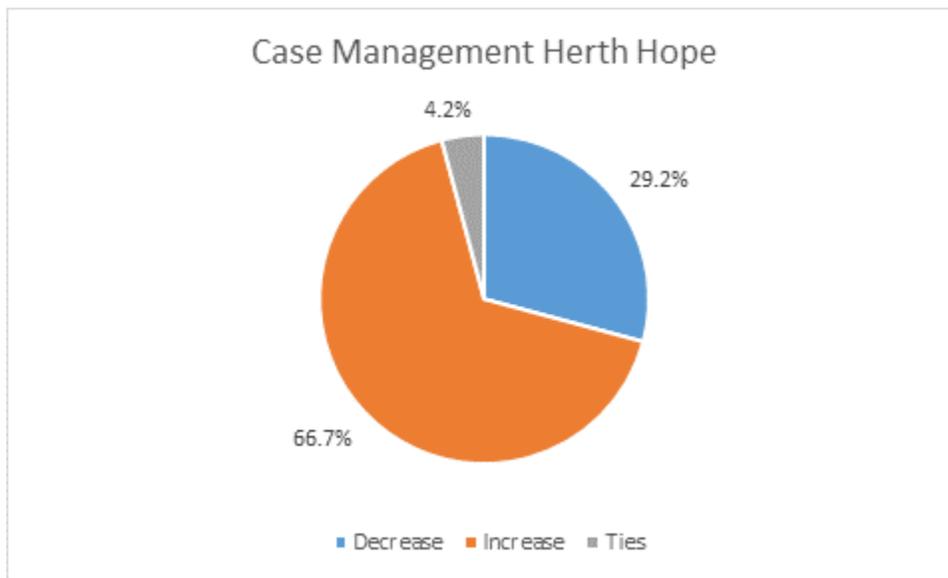
our KPIs track functional program information like days between referral and housing. This information assists us in reviewing program efficiency and helps improve service to families. This KPI specifically though speaks to an outcome of ensuring families stay housed.

**KPI: Percentage of clients who remain consecutively housed**

Program	Q1	Q2	Q3
ACM	100%	100%	100%
HomeLinks	100%	100%	93%
Rapid Rehousing	100%		

Note: the KPI for consecutively housed is calculated when a family maintains housing for longer than six months. Given the short-term nature of Rapid Rehousing, families often exit the program prior to the six-month mark.

The graph below illustrates that families exiting our housing programs tend to have increased hope. We believe that if we can increase hope we can build resiliency for families. We are aware that our program cannot be all things to all families which is why we work to build their social networks and supports so that when they exit our programs, they have additional help to continue their healing journey.



**Case Management Family Star**

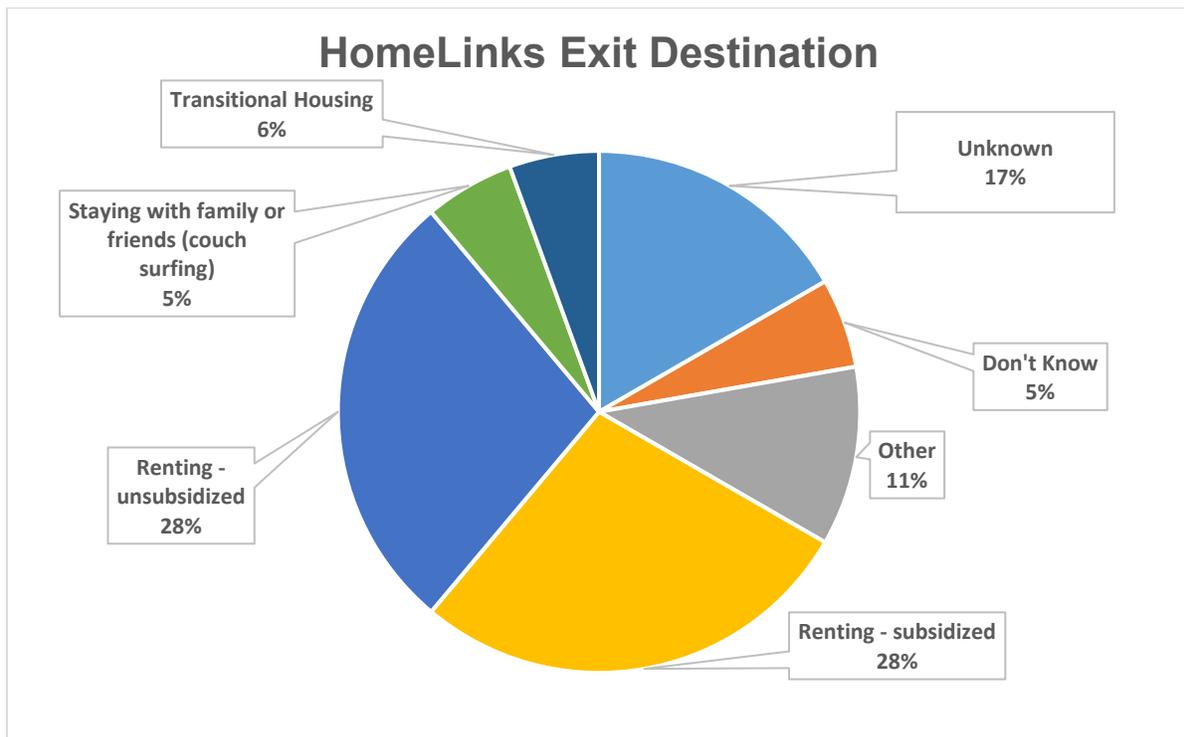
Case managers set goals with families using the Family Star. The use of this tool ensures that families receive focused support and are able to make progress on concerns they have as a family. It also allows us to ensure that our program is meeting the needs of the families who participate.

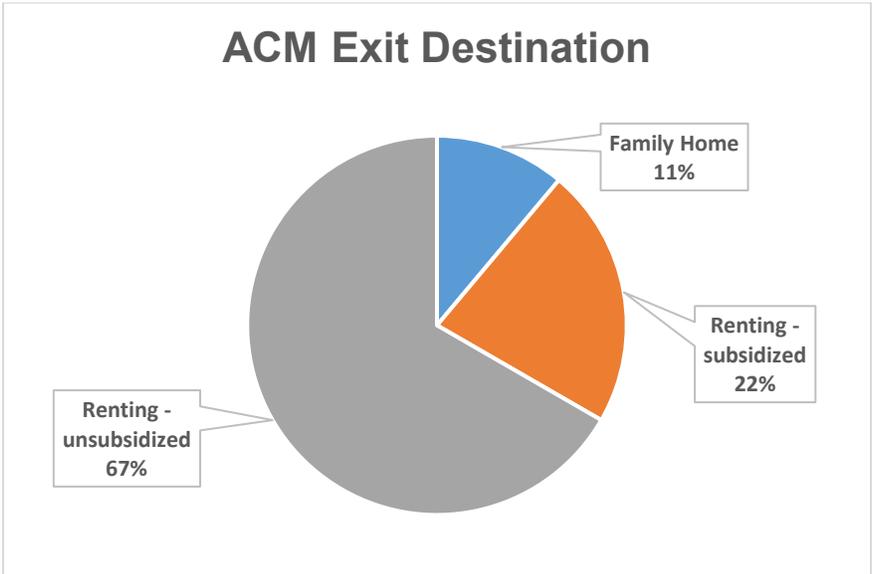
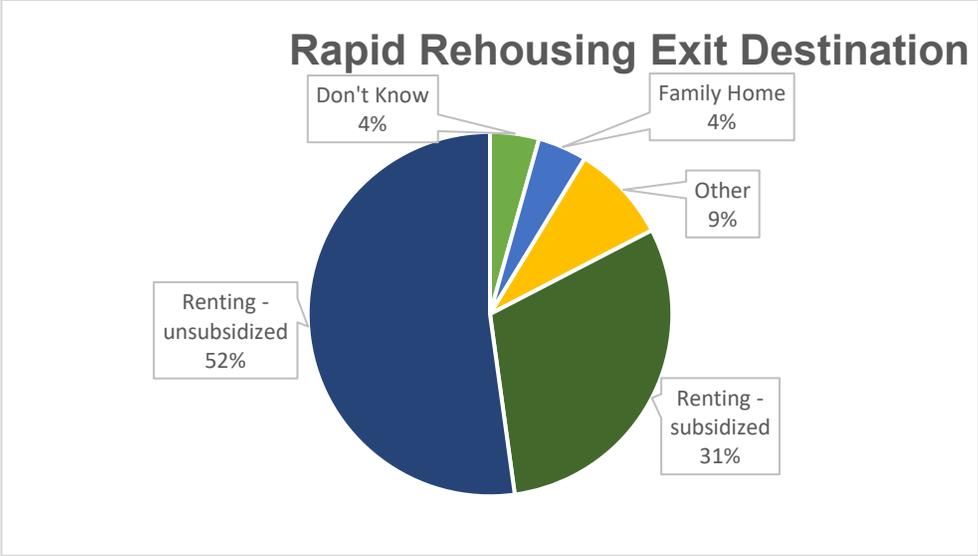
This table illustrates that families participating in Case Management programs are typically making progress towards their goals. Each star element is evaluated on a scale of 1 to 10 with 1 being stuck and 10 meaning that parents feel that they are effectively managing that area of their life. Given that families

seem to start with a relatively high score in the beginning a small amount of change can be viewed as positive.

Star Element	Initial Assessment	Progress
Physical health	7.88	7.88
Your wellbeing	7.04	7.36
Meeting emotional needs	7.35	7.60
Keeping your child safe	8.38	8.42
Social networks	7.04	7.42
Education and learning	7.06	7.44
Boundaries and behaviour	7.43	7.54
Family routine	6.85	7.08
Home and money	5.96	6.8
Progress to work	5.54	6.22

The exit data you see below illustrates that families exiting our housing programs tend to leave for positive reasons.





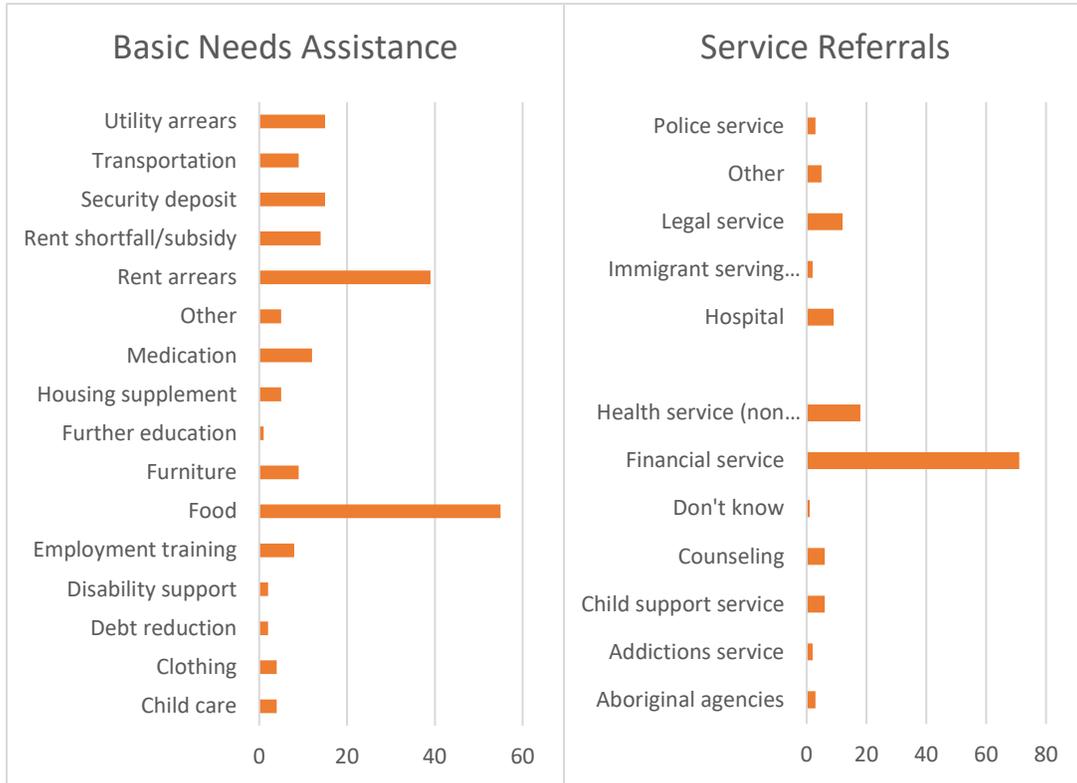
**HomeBridge**

HomeBridge, like all other community-based programs, adapted to the pandemic by providing more virtual services to families and, where required, conducted in-person visits. HomeBridge experienced a quiet period in the very beginning of the pandemic, but by summer the number of calls had returned to a more typical volume. By the end of 2020, HomeBridge received additional funding to support families who were at risk of losing housing. This set the team up to be very busy in the first months of the new year.

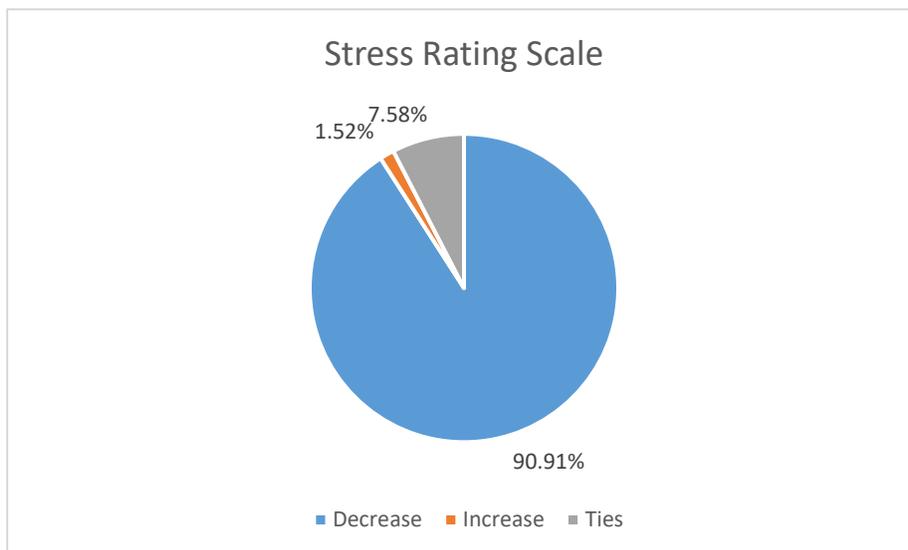
HomeBridge KPIs for April to December of 2020 were impressive. **100%** of all families exited the program with a positive reason (they were still in their own home), and **100%** of families were still in their own home six months post discharge. Additionally, **100%** of families exited with at least one referral to a community program. This is an important KPI because we know that families will most likely require

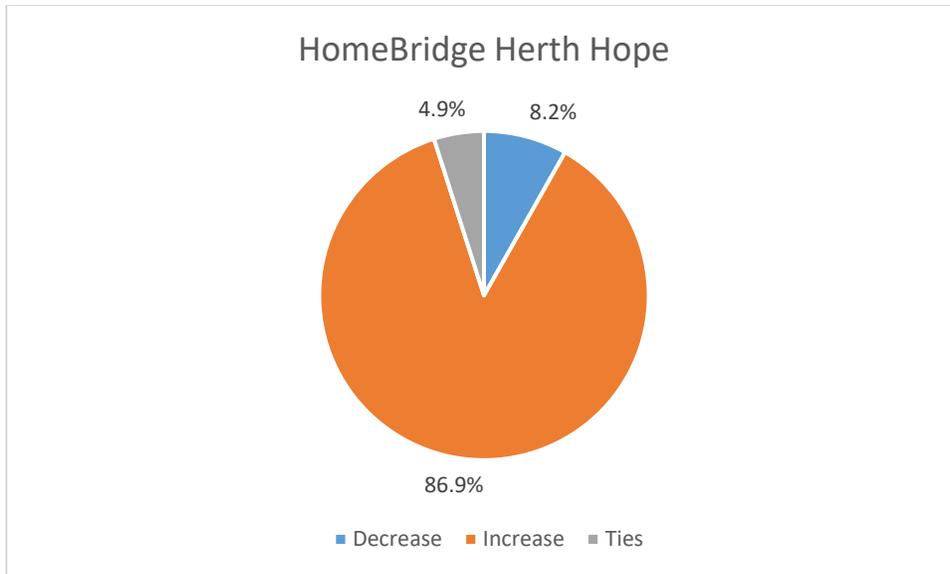
additional support in the future and knowing who to connect with in a time of need is a protective factor that can lead to ongoing resiliency.

Below are tables with some information regarding where HomeBridge connects families.



The graphs below show that families exit HomeBridge feeling a great deal less stress and a lot more hope.





Sometimes the best way to truly understand the impact of a program is to hear directly from a family the difference it made in their lives. The following is a testimonial from a HomeBridge. (This has not been edited)

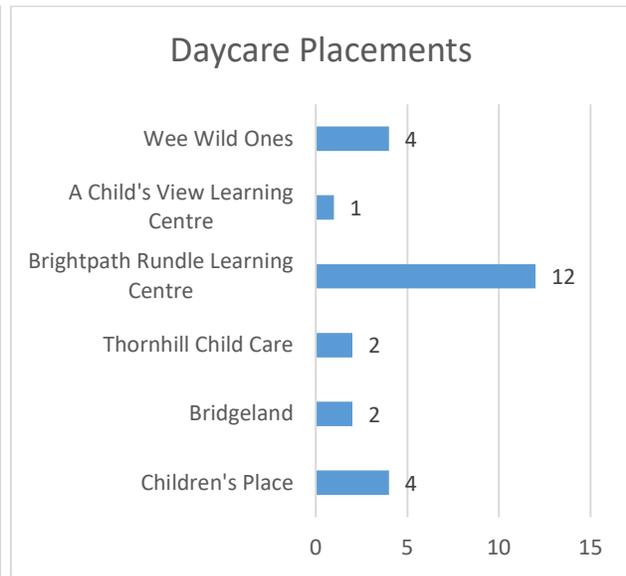
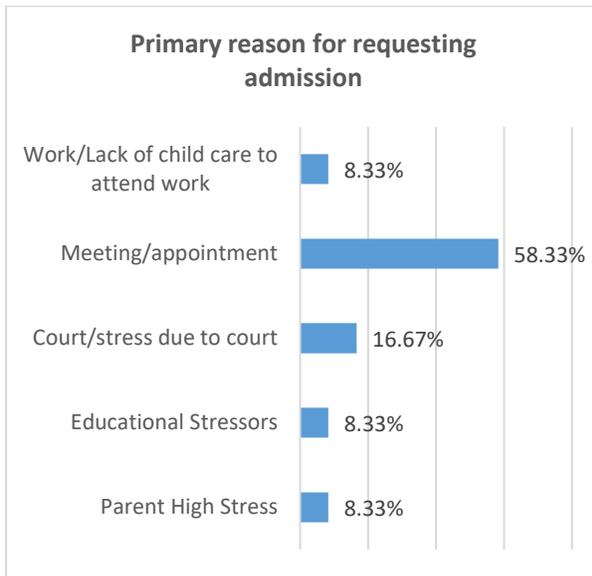
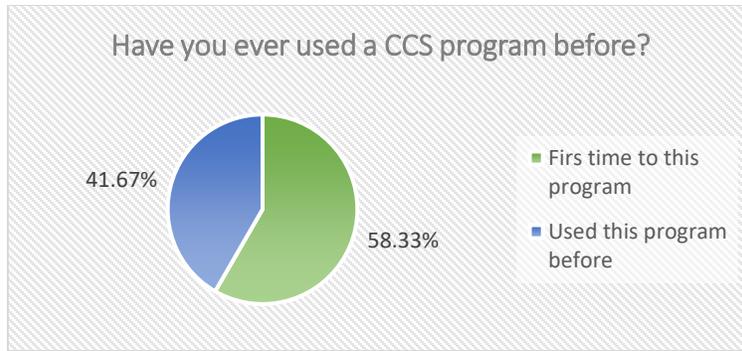
*"without the homebridge program my son and I would have been homeless with nothing. I am so thankful that I was able to get in contact with HomeBridge and they were able to provide my son and I with a damage deposit so we could start again after escaping an abusive household. The staff were so kind and helpful. Providing the HomeBridge program with more financial support would benefit so many other families in need"*

### Volunteer Daycare

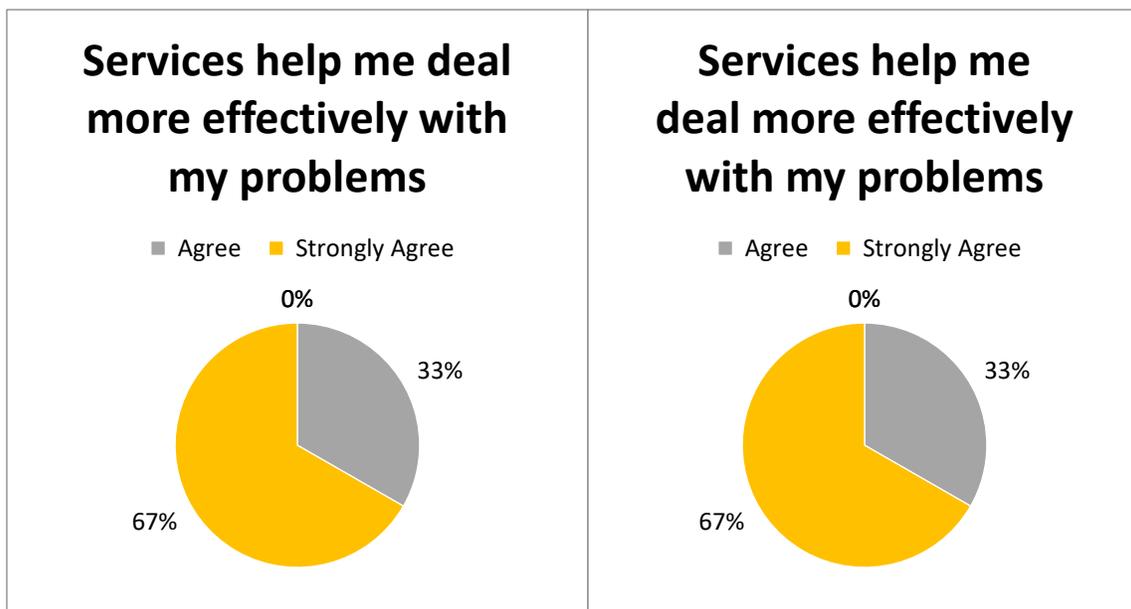
Due to the pandemic, daycares were closed until July. Since then, we have worked to re-establish relationships with our daycare partners and have been able to support some families with access to this support.

Number of Families:	12
Number of Children:	18
Number of Placements:	25
Hours of Care:	195.5

The following charts contain some information about who is calling the program. This program is important because many times a family will not require overnight care and may not have a crisis but does truly need childcare support. This is typically for an appointment of some kind that would not be appropriate to bring a young child to.



These graphs illustrate how much this program matters to the families who can access it.



## Volunteer Program

This year, despite the pandemic, we had **761** volunteer shifts filled with **8,625** hours of time donated to our agency.

From April to September, we had no volunteers in either house due to COVID-19. While we did have a brief return of volunteers to the crisis nursery in the summer months, that changed when new restrictions began later in the fall.

The volunteer program adapted, and our volunteers continued to help with yard work, food pickups, maintenance, and board work. Volunteers also began leading virtual craft and music sessions online and delivered craft kits across the city so that isolated families could participate in fun activities together.

While a number of volunteers decided to move on due to the pandemic, we still have a large number waiting to come back and we receive new applications regularly.