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Annual General Report | 2017-2018

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ANIMIKII OZOSON  
Child and Family Services Inc.

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# Closing the Circle







### Cover picture

Robert Kakegamic, an Ojibway (Swampy Cree) has lived and learned in the same community, Sandy Lake, Ontario, which inspired his deceased cousin, Carl Ray.

Robert has two main styles of art: a depiction of wildlife, birds and animals found in his area of northern Ontario, often featuring large yellow eyes which he first developed in the mid-1970s, and graphic and colourful portrayls of Aboriginal family life.

His works have been featured in many galleries across Canada and he has been associated with The Wah-sa Gallery since 1976. The artist and Wah-sa Gallery have also combined in co-publishing many limited edition serigraphs and art cards over the years. Robert has also produced a number of calendars and colouring books.

This painting was featured in Kakegamic's exhibit at the Wah-sa Gallery in April of 2005.



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# MESSAGE from the Board of Directors

The Board of Directors is pleased to tender this message about the board and the agency's activities over this past year. As a governing body we have moved toward the implementation of cultural approaches addressing the issues facing families within the context of decolonization as well as addressing inter-generational issues facing the families and communities involved with the agency. We are working to continue maintaining integrity and transparency through solidifying by-laws, policies, and procedures. Our sacred bundle includes the name of our agency, a drum, and a pipe, all of which serve to guide our agency in operating in a manner that guides our work in a strong direction.


The Board acknowledges that the activities over the past year would not be possible without the talented, dedicated and hard work of the staff and all personnel. The collective engagement and commitment to excellence continues to drive the innovations that make Animikii Ozoson Child and Family Services an exceptional and caring agency within Manitoba and Ontario.

The Board specifically acknowledges the crucial direction of the Executive Director, Bonnie Kocsis, in maintaining the agency and providing ongoing leadership to the



From Left to Right: Sue Hudson, Marlyn Bennett, Wes Nelson, Sherry Copenace, and Maria Morrison



A close-up photograph of a nest made of dry pine needles. Inside the nest are several decorated Easter eggs. Two are white with black speckles, one is a solid light green, and one is a solid brown. Each egg is wrapped with a piece of light brown twine and a feather. The feathers have a dark brown base with white spots. A small green sprig with tiny white flowers is also in the nest.

board, staff, vendors, foster parents and to the children and families of Animikii Ozoson Child & Family Services. This is Bonnie's last year with the Agency. The Board and the staff of the agency will miss her wise counsel and leadership. We collectively wish Bonnie well in her retirement. The Board also acknowledges and appreciates the continued support of our legal counsel, Cochrane Saxberg, including the support of the Southern First Nations Network of Care, and the Province of Manitoba. With the help and mentorship of our sister agencies both here in Manitoba and in Ontario, our board continues to reclaim and incorporate Indigenous customs and traditions through governance as we move forward in solidifying the relationships built with families and communities served through our mandate.

In closing the Board would like to thank all staff, foster parents, our sister agencies in Ontario, for their continued commitment working with our agency and families. We are proud of the agency's accomplishments and dedication. We are pleased to present the 13th Annual Report for 2017-2018. It outlines the remarkable activities that our agency has initiated over the past year.

**All our relations,  
The Board of Directors  
2017-2018**



# MESSAGE from the Executive Director:



guided our theme this year:  
“Closing the Circle.”

In practice, “Closing the Circle” means our direction and work needs to be mindful of bringing our children and families into the circle and closing around them with love and support. That the services and programs we offer truly reflect our philosophy that family and community are key to healing. That we offer the children, protection and nurturing on behalf of their families while they take the time they need to heal. That we do not

give up on families or their ability to turn things around. That we continue to provide support and care to those youth who are tentatively stepping out to “try their wings” with the commitment that they will always be a part of our Animikii family and they will always be welcome here. THAT is our responsibility - to ensure we work in a good way and with integrity and compassion.

This is my seventh and final report as I will be retiring in early 2019. It has been a difficult decision because there is still a lot work to be done and Animikii truly does become family. However, I know the agency is in great hands under the leadership and direction of a strong board and a long term management team. I am pleased to report that the Board now

**Boozhoo/Greetings to all my relatives.**

**I am honored to present the 2017-2018 Annual Report on behalf of the staff and Board of Animikii Ozoson Child and Family Services.**

**First, I want to acknowledge the people of Treaty-One territory and recognize the home of the Metis Nation. I also want to acknowledge our sacred items and drum and our Elders: Sherry Copenace and Clarence White.**

**I want to acknowledge our board and say Miigwetch for their direction and leadership. It is exciting to see and be part of the work they are doing to indigenize our governance and work. Their commitment to ensuring the agency honours and supports traditional practice**

has seven members - all of whom are committed to ensuring that traditional philosophy and indigenous knowledge will continue to guide the Agency.

In addition to strong leadership, Animikii is blessed to have dedicated and committed workers and support staff. They put children and families first and will continue to do so.

While I am confident in our board and staff, there are challenges happening in Child Welfare that will impact the agency. One of the challenges is the outcome to the Children's Special Allowance clawback. Stopping the clawback of these federal funds will allow Animikii to provide more robust programs and supports to our children in care, particularly land based programming, and allow us to enhance the services to our youth leaving care. Animikii Ozoson along with five other agencies filed an application in court on April 26, 2018 to stop this practice.

A second challenge is the Province's proposed block funding. We are concerned on how this move will impact us going forward as the funding block is predicated on stagnant numbers and has no reconciliation commitment. We have yet to hear how special needs children will be accounted for as they require specialized and costly care. It is worth recognizing that one high needs medical child can severely strain our financial outlook. We question whether funding will now be available for foster care workers which we currently do not receive despite growing numbers of first time providers who require training and support. Specialized foster homes require much more support and training so they can provide safe nurturing care based on the child's specialized needs.

At this time there appears to be no recognition for the 23 children and youth from other provinces under inter-provincial agreements that we currently provide services to. We are required to provide the same level of services to these 23 children and youth as we do for children who are in the care of the Province but are expected to absorb this service into already existing caseloads.

This year we struggled with staffing for the first time since I became Executive Director in 2012. We are competing with tax free organizations and service providers from the same pool of qualified candidates. This leaves us unable to ensure manageable workloads for staff. It is challenging especially for new workers who are beginning their career.

Underfunding and the creation of a two tiered system of funding by the Province has created additional pressure to front line workers. Refusal by the Province to honor collective agreements left staff feeling undervalued.

Added to this is the challenge of funding for worker salaries at the midrange of old 2013/14 salary scales. Animikii supervisors and a significant number of staff are well above that mid range because they have been employed with the agency for 10 plus years. This dedication is admirable and serves our families well in that there is a collective memory of children and family contact. They are knowledgeable and very competent. And the agency teams benefit from staff with years of service. Unfortunately this is not recognized by the Province who added an additional 4% vacancy hold back twice our rate of turnover for the last fiscal year.

Not surprisingly, in November 2017 staff voted to certify a union (MGEU). This will



bring new challenges to both staff and management as we learn what it is like to work with collective agreements.

Despite these ongoing challenges, Animikii continues to provide services to 462 children in care and services to a further 23 children in care from other provinces. 314 of these children in care are permanent wards requiring additional planning services to ensure they are prepared, as best as they can be, to leave our agency. To that end we entered into Extension of Service agreements with 52 young adults, allowing them to finish high school, enter University or College or enter trades programs. Some youth with significant trauma required more time in care to heal and prepare for life on their own. We encourage family connections so the majority of our young adults leave care knowing who their family is. The agency ran two independent living programs this year; including one in collaboration with SEED on money management.

Other highlights for the year was the return of 60 children in care to their families. Ten of these children were returned under the Reunification Program that provides intensive support for a family

for one year. We hope to see recidivism rates for these families decrease. We also returned 13 children in care to caregivers in their home communities. Three children were gifted to their foster parents in ceremony that included support from the family and the community.

We added a Men's Support Group to our programming and it has been well received. Our three women's programs have seen steady growth as relationships have been formed.

Overall, the year has been busy and challenging for families and workers alike. In closing I want to thank Animikii staff for not "giving up" and for bringing hope for change to the children they work with and their families. You are dedicated and fearless. Chi Miigwetch to you for choosing this work, to our communities and elders, and most especially to our children and families. I am humbled by your strength and courage. Thank you for sharing your wisdom and knowledge with me.

*Giga-waabamin menawaa* (until we meet again).

Bonnie Kocsis, BSW,RSW  
Executive Director









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## VISION Statement:

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**We have a vision of a strong community circle of care where healthy empowered families provide a nurturing place for children and where everyone (Elders, leaders, helpers, grandmothers, grandfathers, mothers, fathers, aunts, uncles, sisters, brothers, husbands and wives) work together to build a better place for all children.**

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## MISSION Statement:

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**Animikii Ozoson Child and Family Services is the fruition of an idea, around which caring people have organized. It is an idea about helping Aboriginal families and children by empowering them to care for themselves and one another. It is an idea rooted in aboriginal family values, beliefs and cultural traditions. It requires commitment and faith in the strength of families and their ability to change; to improve their lives and provide a nurturing place for children.**

**The overall purpose of the agency is to protect children from child maltreatment and support families so they can maintain their children at**

**home. When necessary, the agency will provide children in need of protection with temporary out-of-home care within their extended family if at all possible or within a network of culturally appropriate/culturally sensitive alternate caregivers. In all cases, the agency will take a comprehensive and culturally sensitive approach that emphasizes family preservation and family reunification. When family reunification is not possible, the agency will provide long term alternate care for children who become permanent wards, while maintaining a strong connection to their extended family and community of origin.**





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## CORE Values:

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- to deliver culturally appropriate services to families and children
- to take a “least disruptive measures” approach to intervention, delivering services from an orientation and philosophy of prevention and support
- to provide family support services with a view to keeping families together
- to provide alternate care for children requiring out-of-home care, with an emphasis on using extended family and aboriginal caregivers whenever possible, while still ensuring that the child’s best interests are being met
- to keep sibling groups together when children require out-of-home care, whenever possible and appropriate
- to develop and maintain a placement resource program, incorporating a regular and ongoing training program for foster parents, homemakers, parent aides, and volunteers
- to repatriate children in care to extended family and/or home community, whenever possible and appropriate
- to reach out to the Ontario Aboriginal Child and Family Services agencies for their assistance in providing services to client families and children affiliated with the First Nations served by their agencies
- to work cooperatively with other First Nations CFS agencies in the development of comprehensive supports for cases being transferred to/from each other





# GIFTING of Children:

**This year the agency supported 5 guardianship applications primarily from family/extended family. In keeping with our philosophy of including family and community in the process of selecting forever homes for permanent wards we were able to engage family members and community members in the process. Everyone involved reported that the experience was positive and rather than lose a child the families gained new family and chose to share the child's journey.**



# KINSHIP Caregiver Recognition:

We are pleased to honor Virginia Walker who has been chosen as this year's outstanding kinship caregiver.

Virginia is a warm, loving and strong Indigenous woman. She is a positive role model, a nurturing caregiver and a dedicated kokum. Virginia currently cares for three of her grandchildren as well as works in the community in a supportive role. She is devoted to the care and well-being of all the children in her life and values her strong family relationships. Virginia works hard to ensure her grandchildren feel loved, happy and secure. She is the Kokum every child would be lucky to have. Virginia is a kind, energetic woman with a great sense of humour. Her home integrates the family's cultural traditions including her Indigenous teachings and language. Virginia is a beautiful woman who embodies courage, humility and wisdom. We honor Virginia's dedication as a Kokum to her grandchildren and her commitment to the agency. We thank Virginia for all that she has done and will continue to do for her grandchildren.







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## YOUTH Recognition:

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Many of our youth continue to amaze us with their strength and courage. This year we introduce you to two wonderful young adults –JD who took part in the Ogijita Pimatiswin Kinamatwin (OPK) Father's Day Remembrance Walk for Missing and Murdered Men and Father's and Katrena who wrote a story of her time in care for her graduating year. Both found their voices in different but powerful ways.







# KATRENA'S Essay:

I'm sure that you've all heard about how homeless people around the world survive. In places like India or Brazil, their home may be the garbage dump. You've probably seen how many live here in North America by sleeping on park benches or by asking for money, "God bless." By the time I was two, I was one of those homeless people, and was living in the backseat of a car with my mother and older sister. As soon as the cops found out, they called Child & Family Services and I was apprehended along with my sister. For over 14 years now, I have lived in foster care.

"The creative adult is the child who has survived," writes Ursula K. LeGuin, author of many works of Sci-Fi and Fantasy. The Merriam Webster Dictionary states that the word "create" means: To bring into being: cause to exist: make or produce. Standing here now attests to the fact that I have obviously survived. To me the "creative adult" is someone who has been able to bring into being, or create if you will, meaningful relationships to the point of them becoming family, as well as finding the cause of why this life needs to be lived and how I can make the best of what I do have. For me, a big way of doing this is by being a person who creates art by expressing myself and my experiences through drawing, painting, dancing, and writing.

My mom got pregnant with me at the age of 19. She had been hanging around with several guys at the time. Nobody knows which guy is my father although it has been reduced to two potential candidates. My mother says she "doesn't remember" whenever I talk to her about this. She's not the only one. I don't remember anything from the two years after I was born when

I lived with my other. That's probably a good thing. Memories exist in pictures and in what I have been told, and none of it is very good.

This is completely understandable for someone who was an addict of meth. My mom has been an alcoholic since she was a young teen, and has been smoking at least that long too. It is also a pretty safe bet that she has taken weed and god knows what else, although we do know for sure that for a couple of years, meth was her drug of choice. Because my mother has been addict since before I was born, there were often times when I was an infant or toddler that she was not present for several days. It was left for either my sister, who is 18 months older than me, or myself - both of us practically babies to take the responsibility of survival into our own hands. And the responsibility feel to me - the youngest. It became my job to take care not only of myself but my developmentally delayed sister as well. It became my job to take care not only of myself by my developmentally delayed sister as well. When my mother did come home I would take care of her also, cleaning up puke as she threw up from the excessive amount of alcohol that she had consumed, bringing her food and water and blankets. These were the types of situations that introduced me to life.

After being apprehended, my first two foster homes are ones I have very few memories of. A random snapshot, but nothing significant. Nothing I can call a "good memory," When I moved to the home I still live in now, most of my early memories are of my older sister being abusive or screaming or destructive due to her developmental problems. Again not



great memories to start life out.

Being a foster kid got even harder as I got older. Try explaining things like “I call my foster mom Nana because she is more like a grandma to me. “People did not pick up on this no matter how many times I explained, or maybe they simply could not remember that just because I called her Nana did not mean we were related. Having people confused on what titles I call my foster and biological family is common, and many other foster kids go through the same thing as I do. So, instead we call both our foster parents and our biological parents “mom” and “dad” because it is just easier that way.

I have never struggled with disliking school as I went through the grades. I have disliked teachers, subjects and classmates, but not school. Quite often I have disliked assignments, such as the family tree projects. Why can teachers still not realize that the families that form our society today are not necessarily blood related, but are blended? So why give out assignments that someone cannot complete due to the fact that they do not know their own family, and possibly receive low marks because the family tree is “incomplete?”

As I got older it was explained why my mother often did not show up for the once a month visit, which is I know is still more often than many other foster kids get to see their parents. It was not rare for my mother to call and cancel the night before, or even sometimes the day of. At other times, we would wait for her at the designated location, not knowing she would not show up. Her excuse to us was always because she had “the flu.” For awhile I genuinely thought that she had the flu all the time. In reality, it was because she had a hangover. Throughout the years, I learned to shut off emotions so that if cancellations occurred, they really would not effect me.

I try to make the best of what I do have. I have built relationship with my foster family that I have lived with for almost 13 1/2 years now. I’ve taken advantage of chances to work with my gifts and abilities. I have found positive ways to cope, such as being involved in the Arts. I’ve made a bucket list for the future. However, there is always the presence of a social worker.

As they are my legal guardian, paperwork is a normal part of life. You want to join the sports team? Paperwork. You would like to get the marks for the walking field trip? Paperwork, even if you are only walking three blocks. Need that course outline signed for marks? Fax it to the social worker. You quickly learn to have patience and give them a lot of time to get back to you.

I will graduate, being one of the rare ones in my biological family. I have plans to go to college and university. I want to become a Forensic Scientist. I intend to do every item on my bucket list. I have plans to join the military. I hope to become a professional dancer. I dream of traveling. I want to have a successful life and become a working citizen not on welfare.

“The creative adult is the child who has survived.” By giving insight on common experiences that I share with many others as well as my personal stories, I have shown that foster kids must be creative. They need to find causes to exist and why their lives should be lived. They need to make the best of what they do have. They need to find coping strategies and ways of expressing their frustration and pain. My start to life was tough, and even though being fostered is not ideal, it has given me many opportunities that I would never have had with my mother. Through the people that have surrounded me and my use of art, I have learned that no matter the start, it is necessary to be creative and to always keep fighting.



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# ORGANIZATIONAL Chart:

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Marlyn  
Bennett  
(Chair)

Sherry  
Copenace  
(Co-Chair)

Sue  
Hudson  
(Director)

Wesley  
Nelson  
(Director)

Maria  
Morrison  
(Director)

## Board of Directors

**Clarence  
White**

Agency Elder  
SFNNC Elder Council

**Bonnie  
Kocsis**  
Executive Director

**Cyndi  
Menke**  
Executive  
Assistant

**Daniel  
Jordaan**  
Director of Human  
Resources

**Ryan  
Woychuk**  
Quality Assurance  
Specialist

**Steve  
Bembenek**  
Director of Finance

Catherine Herrera  
Finance Clerk/Payroll  
Michael Peters  
Finance Clerk  
Ruby Manalac  
Finance Clerk

**Maria  
McDougall**  
Director of  
Services

Alexander Lantin  
Quality Assurance  
Assistant  
Holly Twoheart  
File Clerk  
Kyle Kakegumick  
Receptionist  
Karen Colby  
Reception

**Frederick  
Courchene**  
Supervisor

**Misty  
Bousquet**  
Supervisor

**Jodi  
McVicker**  
Supervisor

**Cheryl  
Viewille**  
Supervisor

**Candice  
Lewsey**  
Supervisor

### Services to Children and Families

### Family Enhancement

### Alternative Care

Jen Moar  
Administrative  
Assistant  
Christiane Outridge  
Case Manager  
Justin Van Oeveren  
Case Manager  
Kev Wood  
Case Manager  
Kristen Schwartz  
Case Manager  
Thandie Undi  
Case Manager  
Ivan Salazar  
Case Manager

Amanda Coyne  
Administrative  
Assistant  
Jomar Velasco  
Case Manager  
Krista Lightly  
Case Manager  
Michelle Fast  
Case Manager  
Nathania Drelling  
Case Manager  
Si-il Park  
Case Manager  
Tamara Segal  
Case Manager  
Vera Coppola  
Case Manager  
Samantha Trudeau  
Case Manager

Marie Tasic  
Administrative  
Assistant  
Amy Prince  
Case Manager  
Carly Meisters  
Case Manager  
Jeneen Dederick  
Case Manager  
Douglas Gerrard  
Case Manager  
Lea Orate  
Case Manager  
Mitchell Lyle  
Case Manager  
Randeann Tardiff  
Case Manager  
Terri-Lynn Julian  
Case Manager  
Yohannes Engida  
Case Manager

Samantha  
McDougall  
Administrative  
Assistant  
Karen Alexander  
Case Manager  
Lorraine Lacquette  
Family Enhancement  
Case Manager  
Matthew Gooch  
Family Enhancement  
Case Manager  
Casey Ludwick  
Program  
Coordinator  
Danielle Sanness  
Family Support  
Worker  
Susan Mirembe  
Family Support  
Worker

Shawna Monkman  
Administrative  
Assistant  
Alicia Mitchell  
Alternative Care  
Case Manager  
Lorna Booker  
Alternative Care  
Case Manager  
Robyn Franklin  
Alternative Care  
Case Manager  
Vacant  
Alternative Care  
Case Manager



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# HUMAN Resources:

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During the past fiscal year, Human Resources has continued to enhance recruitment and retention strategies for the Agency, as well as support Agency staff. Recruitment strategies employed were similar to the year prior with making all attempts to broaden the geographical scope for advertising Agency postings including attendance at University/College job fairs.

One of our retention goals is to maintain caseloads at 25 cases per Case Manager. As of March 31, 2018, agency case managers carried an average generalist caseload of 29. Efforts to maintain, or further reduce, the average caseload have been impacted by supporting four unfunded alternative care case manager positions, a unit specific administrative assistant.

A second retention strategy has been to offer staff in-house training that supports their day-to-day practice while complying with Provincial Practice Standards. This year our Quality Assurance Specialist offered training in Case Management Standards, Case Documentation, Structured Decision Making, and Child Maintenance Training, and Interprovincial Placement Agreements. Human Resources has started facilitating information sessions in regards to Respectful Workplace and Conduct in the Workplace.

Ongoing retention strategies from the previous fiscal year included HR and the management team assisting and organizing staff appreciation activities for example staff service recognition awards at the Agency's AGM.

In addition to retention strategies the Agency further supported staff by advocating that our health benefit package includes an Employee Assistance Program


that enables our staff to select their own elder. The agency continued traditional feast days and has incorporated other cultural teachings which enhanced staff cultural competence. We had a staff day to allow for the 7 sacred teachings to be passed.

The agency continues to support flexible work arrangements to allow for personal family demands. We continue to support social worker registration through the use of payroll deduction.

As of March 31, 2018, the Agency had 53 permanent staff and 2 term employees. Out of the 55 staff 18 identify as Aboriginal (9 have treaty status, 9 non-status or Metis) and 36 were non-Aboriginal. As part of the strategy to broaden our scope and increase our Ontario based workforce, advertising now includes Ontario agencies, with a focus on the North Western region. Although we have broadened our recruitment strategy to include Ontario communities, it's difficult to recruit Aboriginal staff because we cannot offer tax free status given we provide services primarily in Winnipeg or communities in Ontario. Out of the 31 staff that provide direct services to families and children, 7 staff (23%) identify as Aboriginal.

In September 2017 AOCFS was presented with an Application for Certification by the Manitoba Labour Board on behalf of the Manitoba Government and General Employees Union (MGEU). Collaborative bargaining between AOCFS and the Union has begun with the intent to have a ratified Collective Agreement in 2018-2019.





**This year we have 5 staff reaching five plus years of service. They are:**

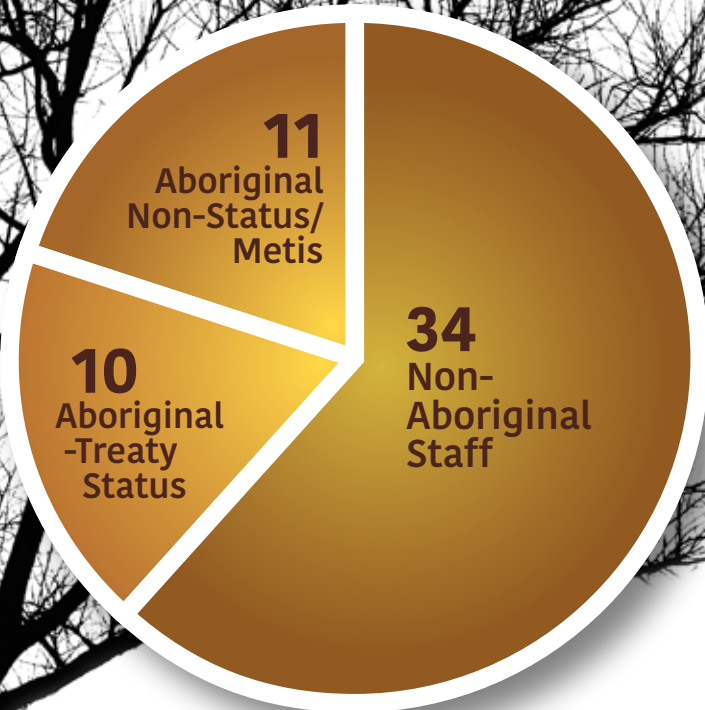
**Misty Bousquet,**  
Supervisor Services to Children and Families

**Lorna Booker,**  
Alternative Care Case Manager

**Yohannes Engidida,**  
Case Manager, Services to Children and Families

**Jennifer Moar,**  
Administrative Support

**Ryan Woychuk,**  
Quality Assurance Specialist





# PREVENTION Programs:

To support parents and prevent children from coming into care, the Agency continued with facilitating in-house programs, and introduced new programs. The agency also facilitated community engagement activities that allowed parents and children to engage in positive interactions. Feedback from staff, and an analysis of program needs based on demographics of families receiving service, resulted in the introduction of two new men's culturally based groups that focused on engaging men struggling with anger and addictions to support them in their healing journey to Mino Pimatisiwin (the good life).

The following is a list of in-house programs offered in house this year.

## **Traditional Positive Parenting (April 11 – June 13, 2017; Oct 3- Dec 12, 2017)**

**Program Description:** The program is designed to support and provide information to parents on how to develop and enhance parenting skills based on First Nations values and beliefs, at the same time, balancing between the two worlds of parenting: an Indigenous world view that stresses the spiritual, physical, emotional and mental connections with ancestors, future generations, nature and the interconnectedness of all things; and a Western view that emphasizes individuality, professional opinions, a future orientation, and the nuclear family.

## **Healthy Coping with Addictions (April 12 – June 14, 2017; Feb 13 – March 27, 2018)**

**Program Description:** The program is designed to provide group members with frequent, supportive contact with the facilitator and other people in recovery. It introduces key concepts of addiction and recovery process, helps members understand relapse, and assists participants with developing strategies to reduce relapse risks. The program is designed for empowerment, personal responsibility for recovery, developing supportive interpersonal relationships, and to encourage participating in recovery programs after completion for long-term recovery goals.

## **Red Road to Healing (July 4- Sept 12, 2017; Oct 2-Dec 11, 2017)**

**Program Description:** Guided by traditional teachings, the Red Road to Healing program is designed to support, educate, empower, and strengthen women who have experienced family violence through culturally appropriate practices.

## **Women's Support Group (Incorporated cultural activities) (March 9 – May 11, 2017; June 15- Aug 10, 2017; Oct 5- Dec 7, 2017; Feb 15 – March 29, 2018)**

**Program Description:** Providing a weekly open group for women offers opportunities for participants to support each other



in their healing journey. Members act as role models for each other. Seeing others who are contending with the same adversity and making progress in their lives is inspiring and encouraging. Weekly meetings include topics relevant to the issues that may be causing the participants to seek support. Topics include: mental health, violence and abuse, addictions, grief and loss, relationships, self-esteem, trauma, and so on. The facilitators also incorporate cultural activities into group sessions as another way to support individuals in their healing journey and cultural identity.

**Healthy Anger for Men (New)  
(Oct 4-Dec 13, 2017)**

**Program Description:** The anger management group is to assist men with learning how to manage anger, stop violence or the threat of violence, develop self-control over thoughts and actions and receive support and feedback from others. Participants will learn strategies and techniques to manage anger, express anger in healthy ways, and change aggressive attitudes and acts, such as verbal abuse and violence. Cultural teachings and approaches will be used to address specific issues that men face when addressing anger.

**Men's Support Group (New)  
Cultural Activity, 'Building Bridges towards Reconciliation and Healing' conference  
(Feb 14 – March 28, 2018)**

**Program Description:** Weekly open groups for men are designed to provide men with opportunities to grow and heal. Group participant's role model and support each other by openly discussing commonalities

in contending with, and making progress in dealing with, experienced adversities in their lives. Weekly topics are based on the sacred teachings in reference to relevant issues that cause the participants to seek support. Topics include: mental health, violence and abuse, addictions, grief and loss, relationships, self-esteem, trauma.

**Community Engagement Activities**

In reference to last year's prevention services goals and objectives, a goal was to strengthen the Agency's relationships with families and community by hosting educational and cultural activities for families from other community resources. During the past fiscal year, the Agency hosted engagement activities with its Women's Support Group. Activities included drum making, dream catchers, beaded lanyards, head-dress keychains and star blankets. Other community engagement activities included a Christmas party on Dec. 14, 2017. These activities encourage connections with other community members and reduce the isolation many feel when they move to the city.

**Educational Activities**

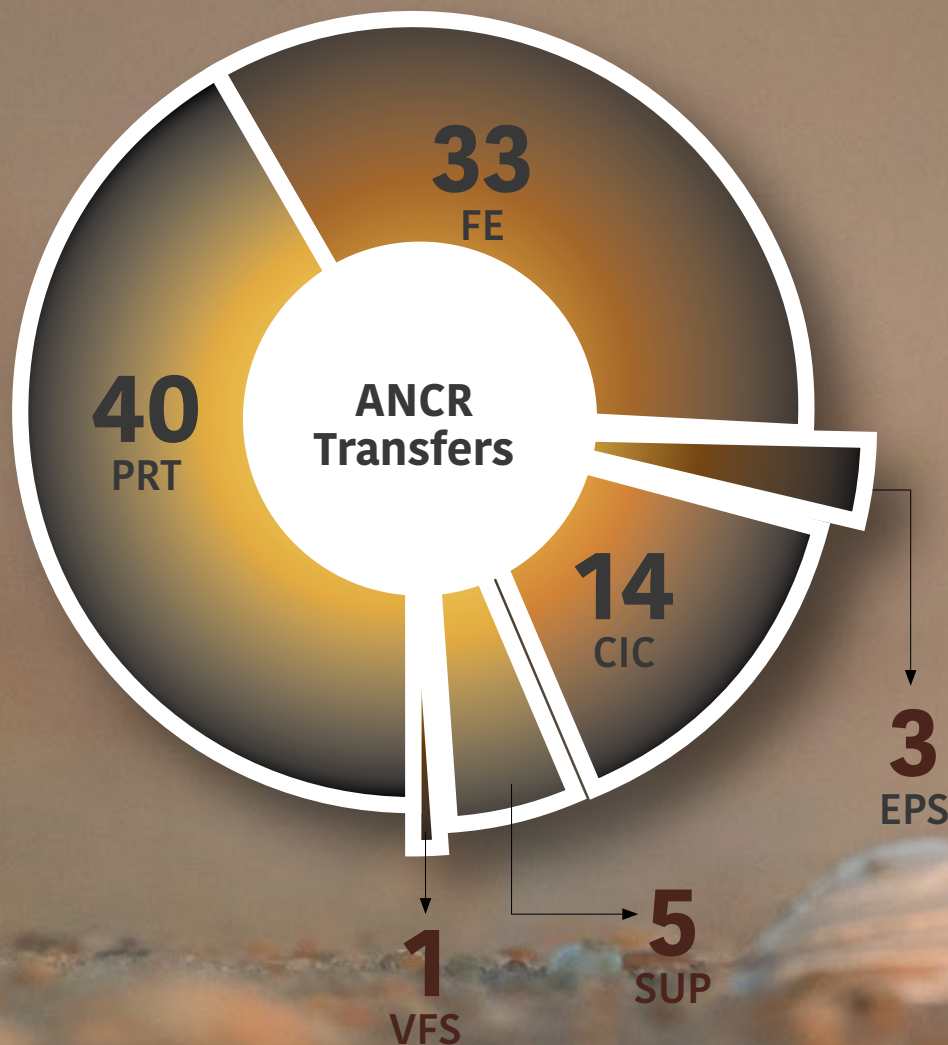
In collaboration with SEED Winnipeg the Youth Transitioning program offered a ten session workshop (January 29- April 23, 2018), called the SEED program, intended to provide participants with knowledge and reassurance that they have the potential to provide for their families. The focus of the program is to develop basic skills in money management and basic life skills.



# SERVICES to Children and Families:

## External Transfers and Referrals for Services

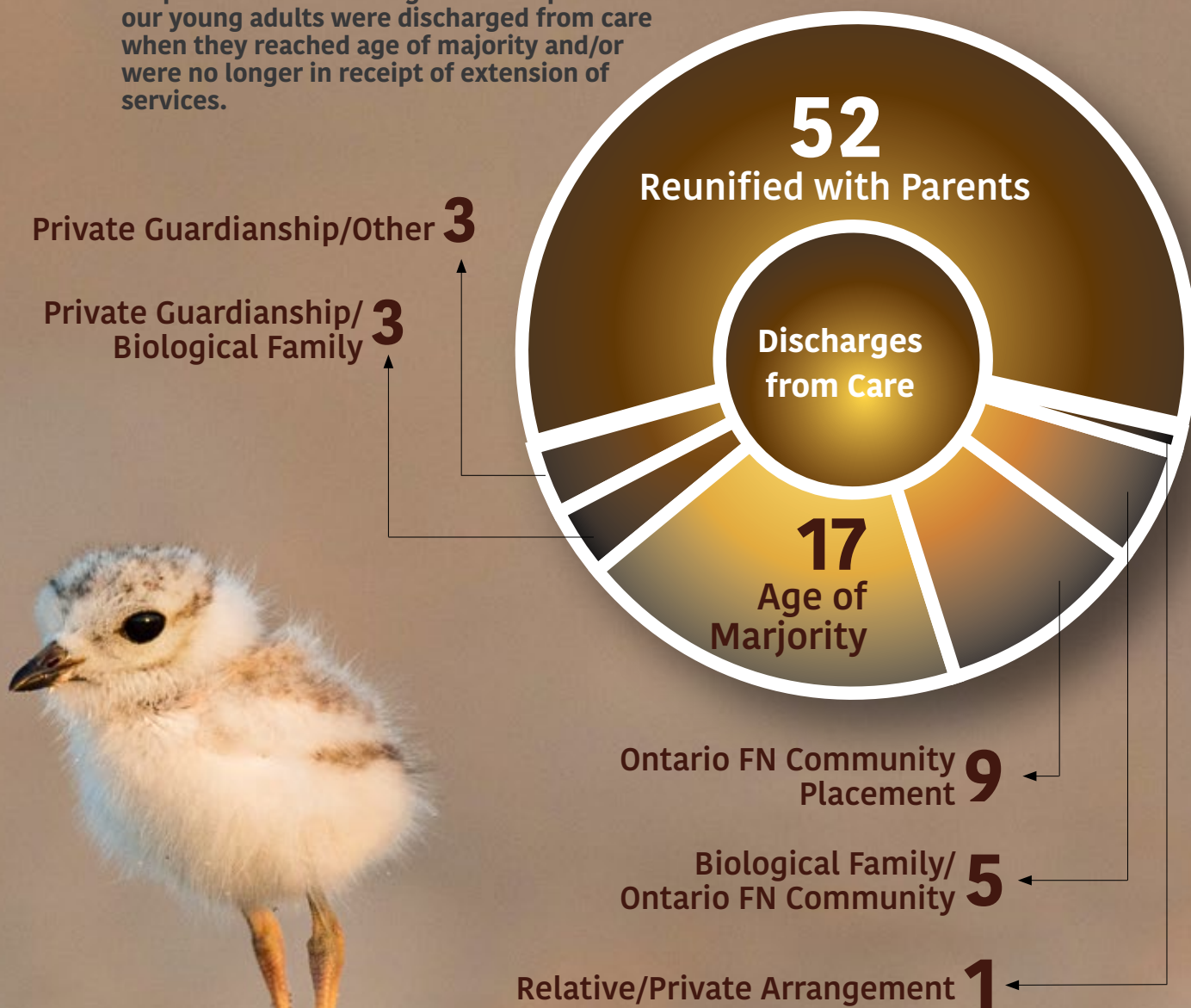
The majority of cases receiving services last year were transferred in from Winnipeg's designated intake agency, All Nations Coordinated Response (ANCR). As of March 31, 2018, the Agency received a total of 96 files transfers from ANCR. Out of the 96 files transferred, 40 were for Protection (PRT) services, 33 were for Family Enhancement (FE) services, 3 for Expectant Parent Services (EPS), 1 for Voluntary Family Service (VFS), 5 Supervision (Sup) files and 14 Children In Care (CIC) files from All Nations Coordinated Response (ANCR). In addition to ANCR, the Agency receives direct referrals from Ontario agencies with requests to provide courtesy service, brief service, short term and long term services to families and children.





## Children Discharged from Care

This year the Agency discharged 90 children and youth from care. Out of the 90 children/youth discharged from care, 52 were reunified with family. Another 18 were returned to family or community relative through private guardianship or placement with community member. An additional 3 were discharged to foster caregivers via private non relative guardianship. Seventeen of our young adults were discharged from care when they reached age of majority and/or were no longer in receipt of extension of services.

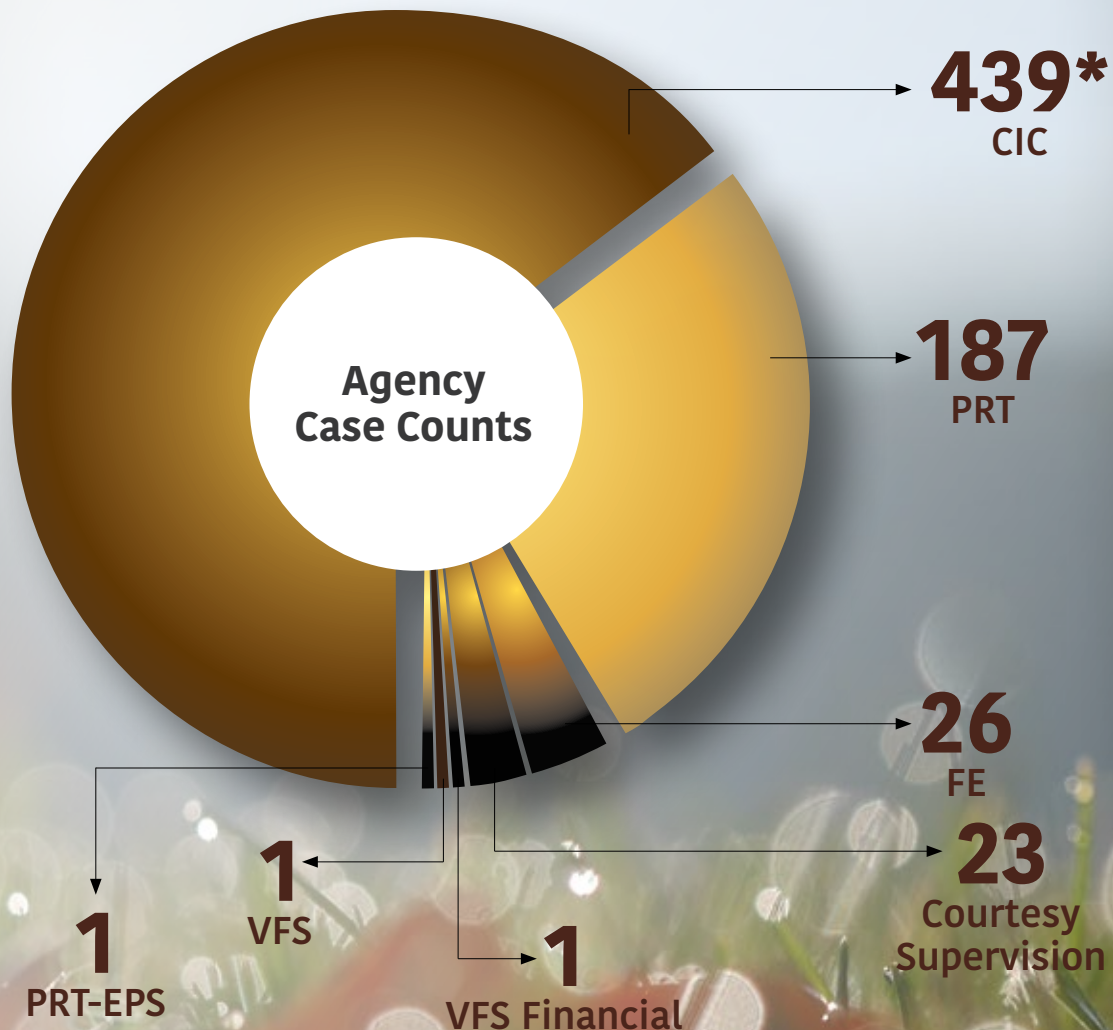




# SERVICES to Children and Families cont'd:

## Services to Children and Families

As of March 31, 2018, the Agency's total case count, all-inclusive was 678. Of these 216 were family service files and with 462 children-in-care. This included 22 courtesy supervision children-in-care from Ontario and 1 from Saskatchewan. It also includes one young adult with no legal status who is waiting for CLDS services. Out of the 216 family service files, 187 were receiving protection services, 1 was receiving Expectant Parent Services (EPS), 1 receiving Voluntary Family Services (VFS) for financial assistance only, 1 was receiving standard VFS. We had 26 Family Enhancement (FE) files at the close of the year.





<b>Fiscal Year</b>	<b>2013/14</b>		<b>2014/15</b>		<b>2015/16</b>		<b>2016/17</b>		<b>2017/18</b>	
<b>CASE TYPE</b>	<b>Fed</b>	<b>Prov</b>	<b>Fed</b>	<b>Prov</b>	<b>Fed</b>	<b>Prov</b>	<b>Fed</b>	<b>Prov</b>	<b>Fed</b>	<b>Prov</b>
Voluntary Family Services - Financial Assistance Only		0		0		0		0		1
Voluntary Family Service - EPS		0		0		0		0		0
Voluntary Family Service		19		1		1		0		1
Family Enhancement		3		12		14		16		26
Protection		222		184		174		188		187
Protection - EPS		1		0		4		5		1
Children in Care		370		403		415		440		439*
Children in Care - Courtesy Supervision		11		11		15		20		23
Courtesy Adoption		0		0		0		0		0
Foster Care Management		125		136		159		148		155

\* Includes 1 with no legal status; waiting on CLDS to start services.





# FAMILY Service Cases and Children in Care Statistics (as of March 31, 2018)

## Children in Care

As of March 31, 2018, the Agency reported 462 children in care. Out of the 462 children, the Agency provided courtesy supervision services to 1 child in care with Saskatchewan and 22 children in care with Ontario.

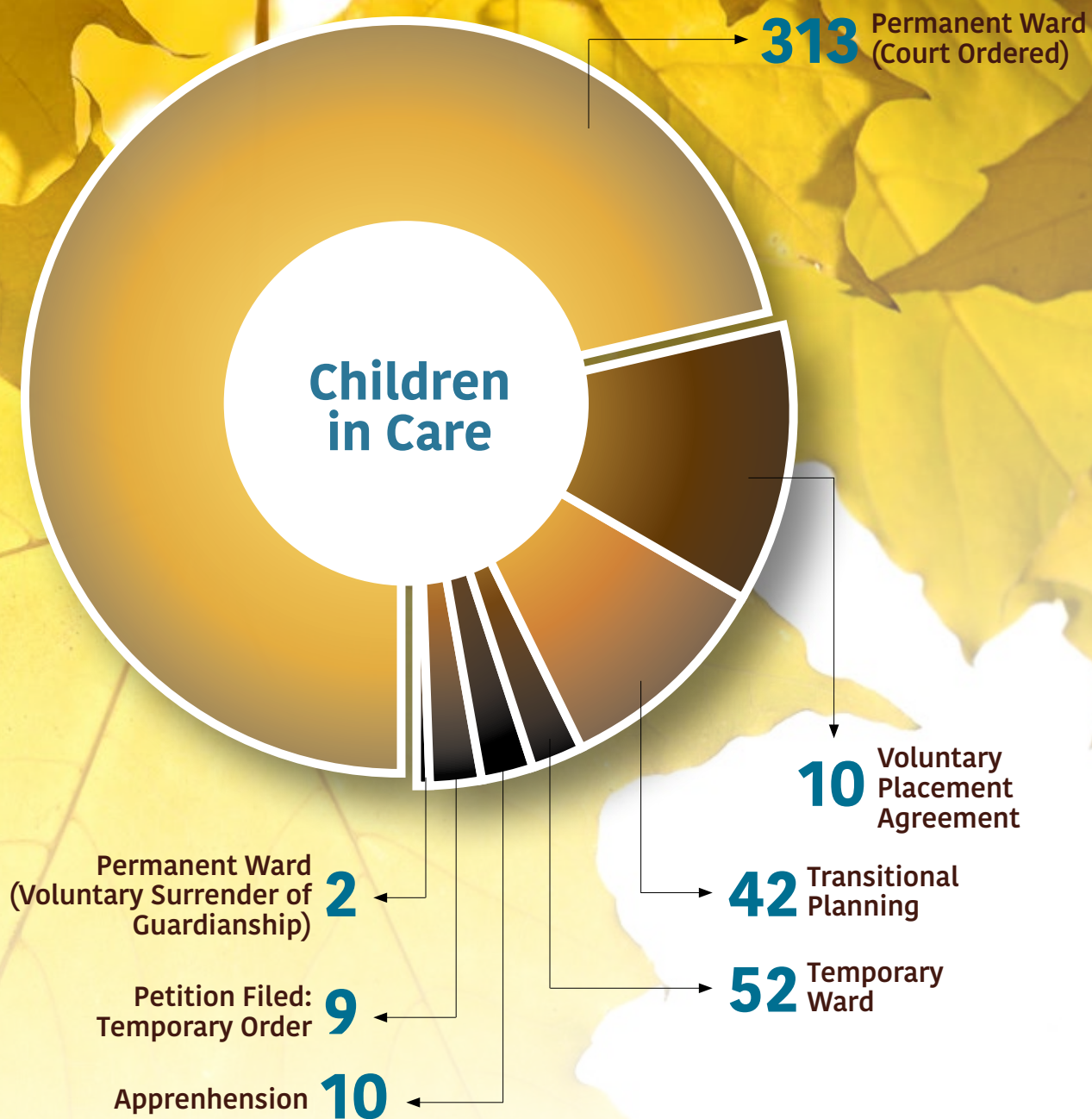
On March 31, 2018 there were 314 Permanent Wards (including Voluntary Surrender of Guardianship); or 71% of the total number of children in care. Currently, 146 of the (46%) Permanent Wards are between the ages of 11-17, with another 157 (54%) between the ages of 2-10 years of age. The trend of more children aging out of care requires AOCFS to maintain focus on enhancing in-house programs that offer supportive transitional planning.

To assist youth transitioning out of care, the Agency offered two Independent Living Programs last fiscal year, and held a program graduation celebration for participants in June and Dec 2017. Feedback from the youth identified the program as being supportive towards their transition to adult living because the program focused on essential skill development and connecting them to community resources while supporting their individual cultural and spiritual needs.

Fiscal Year	2013/14		2014/15		2015/16		2016/17		2017/18	
LEGAL STATUS	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Apprehension		64		7		24		36		10
Temporary Ward		36		35		23		29		52
Permanent Ward: Court		213		259		286		310		313
Permanent Ward: VSG		2		3		3		4		2
VPA		25		19		13		11		10
Transitional Planning		15		13		20		33		42
Petition Filed		2		34		32		14		9
*Order of Supervision		0		0		0		1		0
Courtesy Supervision		10		12		11		18		23
No Legal Status								3		1*

\* Includes 1 with no legal status; waiting on CLDS to start services.







## **Services to Families from Ontario and other agencies in Manitoba**

Animikii staff worked very hard to return children to family, extended family or community this year. However we still finished the year with 313 permanent wards despite our work to reunify families. The family service team responsible for the reunification program was able to return 10 children to their families and enhance their functioning overall through the use of programming and direct support to families. We hope that our next year will see an increase but are cautiously optimistic due to the difficulty in building community supports for family when their community is in another province. To that end all programming offered in house is available to our families in a timely way.

## **Courtesy Supervision Cases/ Interprovincial Placement Agreements**

Animikii provided courtesy supervision to 23 children and youth this year; a number who have spent their entire time in care within the Province of Manitoba. This also poses a challenge for ensuring that each of them is connected to family however that is defined. We have continued to work with the Family Finding Project and have seen some small successes there. We are also asking our staff to ensure that we ask families for as much information as possible when we have initial contact with them and that we continue to revisit the topic with them during their time with us.

The amount of administrative work involved is also tied to a ministerial directive dated February 3, 2014, that all child and family services agencies are directed to comply with full case management requirements on all open CFSIS cases. Since the child from Ontario is receiving mandated services in our

jurisdiction, we are required to have an open a file, and as a result, comply with case managing on CFSIS. Compliance requirements are monitored on a monthly basis by our Network. Services to courtesy supervision cases require the same, if not more human resource hours along with service related expenditures (i.e, travel costs to Ontario, etc.).

Services provided receive the same scrutiny when complaints are received about day-to-day service provision, or during reviews following the death of a child receiving courtesy supervision services from AOCFS. Unfortunately, during the past few years, two children supervised by AOCFS died as a result of secondary complications related to their high medical needs.

Per Manitoba Practice Standard 1.7.4, the Agency underwent an internal review of services provided to that child, and per section 8.2.3 of the Child and Family Services Act, underwent a review conducted by the Office of the Children's Advocate. Subsequently, external recommendations were made by the OCA for both situations. These recommendations were then tracked until reported as implemented to the Network in their update to the Manitoba Ombudsman. This is on top of what's required from the Ontario agencies. In the event a child dies as a result of a serious incident, the Agency would be required to report the critical incident using the prescribed form and timelines. This is new as of Oct. 2015.

Often children in care from Ontario require placement because they are not moving with their current care provider. Most times, the Ontario agency has identified a kinship/ relative placement. AOCFS has to act quickly to ensure and report on placement suitability, along with beginning the licensing process.

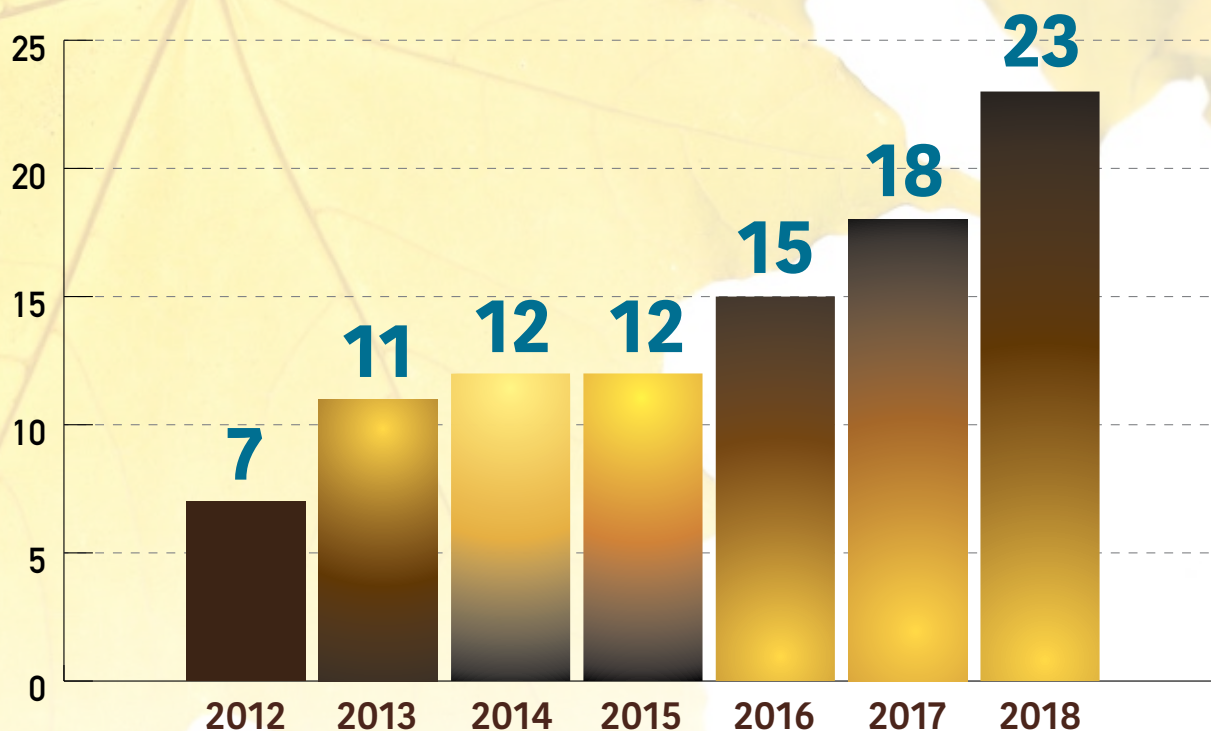
Over the past five years, there has been



an overall and steady increase in services being provided to children in care from mandated Ontario First Nation agencies. As a result of our ongoing service collaboration with Ontario, AOCFS spends an exceptional amount of resource hours meeting and collaboratively case managing cross jurisdictional needs for children being supervised by our Agency or case planning to identify family and keep a child in our care connected to their community.

AOCFS is of the position that our funding should be revisited to account for non-funded intake duties related to providing services to Ontario families and children and the amount of operational costs associated with travel and case management across jurisdictions (including travel to remote communities, etc.) It's crucial that funding for providing courtesy supervision services to Ontario families and children-in-care be included in our funding case count.

### Number of Courtesy Supervision Cases





## Children-In Care per Community Served

At the end of March 31, 2018, the Agency had 462 children under its care. In 2017-18, the Agency provided courtesy supervision to 22 children from Ontario FN communities and 1 from Saskatchewan. Out of the 462 children receiving services from the Agency, 347 or 75% were from/affiliated with First Nation communities in Ontario.

ONTARIO FIRST NATION COMMUNITIES			
Algonquins of Pikwakanagan FN (Golden Lake)	1	Mishkeegogamang FN (Onasburgh)	20
Animakee Wa Zhing #37 (Northwest Angle 37 FN)	6	Mishkosiminzibiing (Big Grassy River FN)	1
Animbigoo Zaagi'igan Anishinaabek FN (Lake Nipigon Ojibway FN)	1	Muskrat Dam FN	3
Anishnaabeg of Naongashiing FN (Big Island FN)	11	Naotkamegwanning FN (Whitefish Bay FN)	6
Asubpeeschoseewagong FN (Grassy Narrows FN)	18	Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	78
Atikameksheng Anishinawbek FN (White Fish Bay)	1	North Spirit Lake FN	9
Bearskin Lake FN	2	Northwest Angle #33 FN	9
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay FN)	1	Obashkaandagaang Bay FN (Washagamis Bay FN)	4
Couchiching FN	1	Ojibways of Onigaming FN (Onigaming FN)	3
Deer Lake FN	13	Pikangikum FN	5
Eabametoong FN (Fort Hope)	10	Rainy River FN	5
Flying Post FN	1	Sachigo Lake FN	6
Fort Severn FN	4	Seine River FN (Rivière la Seine Band)	4
Fort William FN	1	Shoal Lake FN #40	12
Iskatewizaagegan 39 Independent FN (Shoal Lake #39 FN)	6	Temagami FN	2
Keewaywin FN	14	Wabaseemoong Independent FN (White Dog)	25
Kiashke Zaaging Anishinaabek (Gull Bay FN)	3	Wabigoon Lake Ojibway FN	6
Kingfisher FN	5	Wabauskang FN	1
Kitchenuhmaykoosib Inninuwug (Big Trout Lake)	2	Wapekeka FN (Angling Lake)	1
Lac La Croix FN	3	Wauzhushk Onigum (Rat Portage FN)	3
Lac Seul FN	7	Whitesand FN	3
Long Lake #58 FN	8	Wikwemikong FN	8
Marten Falls FN	7		
Migisi Sahgaigan FN (Eagle Lake FN)	7	<b>TOTAL:</b>	<b>347</b>



## MANITOBA FIRST NATION COMMUNITIES

Berens River FN	1	Pinayamootang FN (Fairford FN)	1
Black River FN	6	Pimicikamak Cree Nation (Cross Lake Band)	1
Bloodvein FN	1	Pukawatagan FN (Mathias Colomb FN)	2
Brokenhead FN	3	Red Sucker Lake FN	3
Chemawawin FN	3	Roseau River FN	1
Garden Hill FN	5	Sagkeeng FN	8
God's Lake Narrows FN	1	Sandy Bay FN	0
Little Saskatchewan FN	2	Sapoteweyak Cree Nation (Shoal Lake FN)	0
Hollow Water FN	1	Sayisi Dene FN	3
Lake Manitoba FN	1	St. Theresa Point FN	7
Lake St. Martin FN	1	Tataskweyak Cree Nation	1
Nisichawayasihk Cree Nation (Nelson House FN)	1	Tootinaowaziibeeng FN (Valley River FN)	2
Pegis FN	2	Waskwi Sipihk FN (Indian Birch FN)	1

**TOTAL:** 58

## SASKATCHEWAN FIRST NATION COMMUNITIES

Cote FN	11	Piapot FN	1
Cowessess FN	3	Sakimay FN	3
		<b>TOTAL:</b>	18

## BRITISH COLUMBIA FIRST NATION COMMUNITIES

Scowlitz FN	1	<b>TOTAL:</b>	1
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## NEW BRUNSWICK FIRST NATION COMMUNITIES

Elsipogtog FN (Big Cove Band)	2	<b>TOTAL:</b>	2
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## ALBERTA FIRST NATION COMMUNITIES

Siksika FN	2	<b>TOTAL:</b>	2
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## OTHER

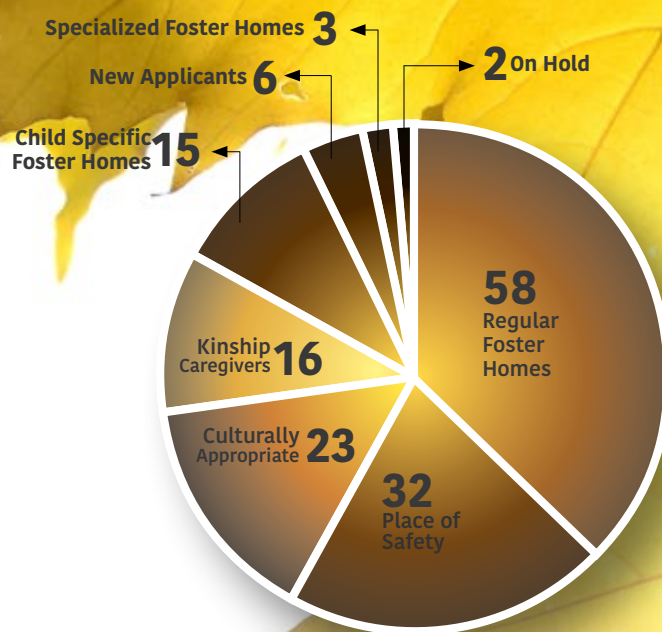
Metis	9	Not Aboriginal	23
Not determined	2	<b>TOTAL:</b>	34
		<b>GRAND TOTAL:</b>	462



# ALTERNATIVE Care:

## Caseload Data

As of March 31, 2018, the Agency had a total of 165 open resources, resulting in an average of 53 managed homes per Alternative Care Case Manager. Out of the 165 open resources, 115 were licensed foster homes, 32 were place of safety, 6 were new applicants, 10 were waiting closure and 2 homes were considered to be on a 'on hold' status. From the 115 active licensed foster homes, 56 were regular foster homes, 16 were licensed as kinship caregivers, 15 were licensed as child-specific foster homes, 3 were licensed as specialized foster home, 2 homes were on hold status and 23 (20%) were self-identified as culturally appropriate foster homes.



Type of Placement		2013/14		2014/15		2015/16		2016/17		2017/18	
		Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Foster Home	Regular		277		274		331		327		326
	Specialized		7		6		14		11		13
Place of Safety			45		75		21		41		51
Group Home - Residential Care Facilities			40		35		20		28		22
Independent Living			4		9		16		22		22
Correctional Facility			1		4		5		3		1
Health/Mental Health			0		1		2		6		3
Select Adoption Probation			0		0		0		0		0
Own Home/Relative - non-pay			5		1		4		3		3
** Other			2		7		5		7		6
Out of Province			2		2		12		12		15

\*\* Not Known / AWOL



**Location: Winnipeg**  
**Placement Information Part 2 - CIC as at March 31 - Provincial**

Type of Placement	CIC	EOC	On Reserve		Off Reserve		Relative		Non Relative		Aboriginal		Non-Aboriginal	
			CIC	EOC	CIC	EOC	CIC	EOC	CIC	EOC	CIC	EOC	CIC	EOC
Foster Home - Regular	314	12	1	0	313	12	37	1	277	11	298	12	16	0
Foster Home - Specialized	10	3	0	0	10	3	0	0	10	3	10	3	0	0
Place of Safety	48	3	0	0	48	3	21	2	27	1	44	3	4	0
Group Home - Residential Care Facility	21	1	0	0	21	1	0	0	21	1	21	1	0	0
Independent Living	4	18	0	0	4	18	0	0	4	18	4	17	0	1
Correctional Facility	0	1	0	0	1	0	0	0	0	1	0	1	0	0
Health / Mental Health Facility	0	3	0	0	0	3	0	0	0	3	0	3	0	0
Select Adoption Probation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Own Home / Relative - Non-Relative	3	0	0	0	3	0	3	0	0	0	3	0	0	0
** Other	5	1	0	0	5	1	0	0	5	1	5	1	0	0
Out of Province	14	1	0	0	14	1	2	0	12	1	14	1	0	0
<b>Grand Total</b>	<b>419</b>	<b>43</b>	<b>1</b>	<b>-</b>	<b>418</b>	<b>43</b>	<b>63</b>	<b>1</b>	<b>356</b>	<b>40</b>	<b>399</b>	<b>42</b>	<b>20</b>	<b>1</b>



## Foster Parent Recruitment

During the past fiscal year, the Alternative Care Department continued efforts to recruit foster homes by facilitating 5 information sessions in various locations, including Selkirk, with a total of 18 participants and 8 inquiries to become foster parents. The department also posted 9 advertisements in different local newspapers/pamphlets resulting in 15 inquiries from families expressing an interest in fostering.

Along with recruitment activities, the Alternative Care Department staff facilitated 7 in-house orientations with a total of 83 participants.

## Challenges

As noted in our five year comparison of cases open to the agency, the number of children in care has continued to grow making it an ongoing need to continue with recruiting new foster homes to meet placement needs; including specialized homes for medical and behavioral high needs children. As of March 31, 2018, the agency had 148 children in care that were rated as level 4, 4+ and 5 children.

Although recruitment strategies have demonstrated some success, ongoing active foster home recruitment takes a considerable amount of time and the process of and licensing new applicants does not happen immediately due to a small Alternative Care Department with workers carrying approximately 52 homes. The high worker to foster home ratio is due to receiving no operational funding to support this department. The absence of adequate funding results in a continued challenge to proactively develop alternative placements for our children. This struggle is compounded

by increasing directives and limitations from the Province on what and how agencies can develop placement resources. Moreover, along with limited funding, the alternative care department responds to a disproportionately larger number of direct service staff requests for placement and ongoing requests for placements, emergency placement requests, placement preservation, licensing renewals and maintaining CFSIS and practice standards compliance.

Due to Provincial funding limitations, the Agency can't afford to add additional support to the Alternative Care Department with the goal of reducing the staff to foster home ratio. AOCFS has supported Alternative Care Department positions by reallocating funding that would be used in other needed areas of the Agency. These positions have been maintained despite the fact that provincial funding does not include operational funds for Alternative Care case management positions. AOCFS continues to be provincially funded despite our Agency caring for children whose parents reside in First Nations communities.

In addition to funding and staffing constraints, unlike other southern agencies, AOCFS is the only agency under the SFNNC that has no First Nation home community; and, considers Winnipeg its home base. Although the past year we serviced families affiliated with 54 First Nations communities from Ontario, and several more First Nations Families from Manitoba, having no First Nation home community places us at a disadvantage to other agencies that are able to operate locally on reserve. Absence of a home community means challenges in recruiting kinship or culturally appropriate foster homes or developing resources that are



more specific to our families. Relying on Winnipeg as a home base limits the availability of licensable resources resulting in an increased amount of time trying to locate adequate alternative care resources.

### **Foster Parent Training/Support**

The Agency continues to support our foster parents with understanding the importance of ensuring children in our care return or remain connected to their community, families and culture. This becomes increasingly difficult in situations where children were transferred to our Agency after becoming Permanent Wards that lived in a foster home belonging to a different Agency with its own practice philosophy and lack of connection to Ontario First Nations communities.

Emphasizing the importance of community and culture to a child's development, the Agency developed a caregiver agreement called the 'Declaration of Understanding' and started introducing it to foster parents at the end of the 2016/17 fiscal year. The 'Declaration of Understanding' assists our foster parents and Places of Safety to recognize and acknowledge that AOCFS' responsibility to ensure that children in our care are receiving a safe and nurturing upbringing that focuses on all aspects of their life; including the child's right to their indigenous history and connection to their culture, family and First Nation community. Prior to, or on the date of, a child being placed in an alternative care resource (including resources licensed by other agencies), the case manager (or designate) for the child-in-care reviews the declaration with the alternative caregiver(s). The alternative caregiver(s) is expected to read through the declaration with the case manager and sign and date

the form prior to the child moving into their home.

For the most part, foster parents have acknowledged the intent of the agreement and were open to the agency assisting them with connecting a child to connecting with their community and culture. Introducing foster parents to community and extended family may also help to reduce media inspired misperceptions and assumptions related to the inability of First Nations communities to adequately care for their children. In doing so, discussions about reunification or repatriation to a child's home community for placement with family will be based on the needs of child because some of the foster parent's anxiety is attended to.

Aside from the declaration, during 2018/19 fiscal year the Agency plans on having an Elder visit a child's foster home. The purpose of an Elder visiting a foster home would include the foster parent and Elder collaboratively exploring how a child in care in their home will maintain, or begin, to connect to culture and community. This is not intended to replace the foster parents existing cultural beliefs and practices, but add an extra cultural and spiritually layer to the foster home and provide support to the child.

To coincide with Elder visits to the foster home, as mentioned in last year's SSP, AOCFS was in the process of developing training for foster parents that focuses on working with Indigenous families and children from a 'two-worlds' cultural approach. Although this concept is introduced at the initial foster parent orientation, this training is intended to expand the foster parents' cultural competence. The Agency is in final stages of developing the curriculum and plans on delivering the training by Fall 2019.



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# QUALITY Assurance:

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My name is Ryan Woychuk and I am the Quality Assurance Specialist (QAS) for Animikii Ozoson Child and Family Services. My team is made up of Quality Assurance Assistant, AJ Lantin, File Room lead, Holly Twoheart and file room/reception assistant Kyle Kakegamic. Last but certainly an integral part of our team is Karen Colby, Receptionist/File Clerk. Karen is responsible for managing our front desk and manages, books and tracks our visits.

Overall, Quality Assurance is responsible for reviewing and supportively enhancing the transparency, accountability and measurability of an Agency's day-to-day service delivery based on Manitoba Child Welfare Legislation, regulations, and Standards while incorporating a 'best practice' approach to service provision for families and children.

During the past year Quality Assurance has worked on multiple projects, committees or teams such as;

- Completed 24 statistical and 18 unit/worker specific CFSIS compliance and quality reviews with follow-up emails and meetings to communicate results and strategize improve/maintain compliance.
- Provided monthly statistical analysis reports on Agency case counts and Agency CFSIS compliance; providing recommendations on how to improve service delivery and accountability for families and children.
- Completed a total of 6 internal reviews that looked at the quality of direct service practice per Provincial standards.
- Conducted a total of 26 random 'spot checks' on CFSIS to review compliance and quality of work; including, compliance with agency policy on completion of file transfers, file closings and expectant parent services .
- Continued to implement, track, update and report on ongoing compliance with external recommendations, ongoing strategic service plan initiatives, internal reviews and foster parent appeals.
- Attended Quality Assurance meetings at the Southern First Nations Network of Care to gather information on upcoming Quality Assurance reviews and changes and compliance requirements to practice standards.
- Regularly attended advisory committee meetings hosted by Winnipeg's designated intake agency, All Nations Coordinated Response Network (ANCR), to collaborate and provide feedback on how to strengthen the working relationship between Animikii Ozoson, ANCR and other sister southern First Nations agencies so that services to families and children go uninterrupted.
- Attended the 'Phoenix Sinclair Working Group Committee' meetings to provide agency feedback on Inquiry recommendations and proposed service delivery model.
- Developed and facilitated in-house training on case documentation, Provincial Case Management Standards, Structured Decision Making (co-facilitated with FE Supervisor), Interprovincial Protocol Framework and training on the Provincial Child Maintenance Manual (co-facilitated with the Finance Department).



- Attended out of Province Interprovincial Protocol meetings for children in agency care living out-of-province.
- Developed and revised several service related policies and procedures.
- Assist the SFNNC update the CFSIS report manual that assist agencies with completing monthly CFSIS compliance reports. Assisting the Division's CFSIS Help Desk in testing the newly update version of the Child and Family Application (CFSA) and Child and Family Services Information System (CFSIS).

- Continued to review and prepare files for archiving ensuring they contain required documentation and assisted in training other agencies on the Provincial Archiving system including development of master lists that followed file requirements.
- Assisted in archiving foster care files

Overall it has been a very busy year and I would like to thank the team for all their hard work during the past year.

Ryan Woychuk  
Quality Assurance Specialist





# FINANCE:

This was a very productive year for Animikii Finance Department. Under the supervision of Steve Bembenek our Finance Director, the department completed the following challenges;

- Implemented the Iman software on Accounts Receivable bringing our staff hours down from 3 weeks to 3 days. As a result we were able to reorganize the finance team to gain more skill and efficiency.
- Implemented and trained foster parents during orientation of expenses and billable maintenance items.
- Assisted other Agencies finance departments by sharing our Maintenance Manual with them and training their finance staff when requested.
- Continued to train team members and do succession planning.
- Moved to a new program for foster parent payments.
- Continued to represent the agency at the North/South Agency meetings and sit as a representative for the Regional Advisory Council for finance.

Some of our challenges continue to be to “do more with less”. Like our sister agencies we know there are new challenges coming up in the form of Block Funding and Social Impact Bonds. Overall it has been an exciting year and we are honored to provide this service for the children and families we serve.

We would also like to acknowledge the team for the hard work they do: Cathy Herrera-Senior Finance Clerk, Mike Peters, Maintenance clerk and Ruby Herrera, our Accounts Payable clerk.



## Independent Auditors' Report

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To the Members of Animikii-Ozoon Inc.:

We have audited the accompanying financial statements of Animikii-Ozoon Inc., 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.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with 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.

*Auditors' 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 from 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 auditors' 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 Animikii-Ozoon Inc. as at March 31, 2018 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, Manitoba

September 19, 2018

**MNP** LLP

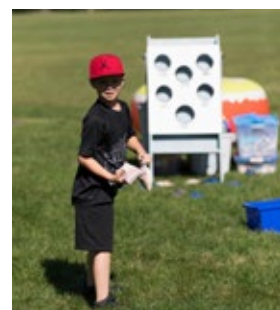
Chartered Professional Accountants

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2500 - 201 Portage Ave., Winnipeg, Manitoba, R3B 3K6. Phone: (204) 775-4531, 1 (877) 500-0795

**MNP**  
LLP











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# ANIMIKII OZOSON

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