



# KNOWLES CENTRE INC.

Helping Individuals Find Their Path: Yesterday, Today and Tomorrow



**2010 - 2011  
Annual Report**





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# Who We Are

Knowles Centre is a community-based, non-profit social service agency for children, adolescents and young adults facing difficult times in their lives. It began as a home for boys in 1907 and was incorporated in 1910. Today, Knowles Centre provides group care treatment, treatment foster care, independent living, day treatment and sexual abuse treatment programs to young people from Manitoba and Northwestern Ontario.

We are governed by an elected Board of Directors made up of dedicated members of the community who contribute their knowledge and insight to making Knowles Centre a welcoming and respected place of healing.

## Mission Statement

Knowles Centre provides services to individuals and their families who are experiencing difficulties by promoting their wellness, and helping them discover their strengths and fulfill their potential, through a variety of therapeutic and culturally sensitive programs

## Vision Statement

That everyone receiving services through Knowles Centre leave with a greater capacity to meet the world.



## Philosophical Statement

Knowles Centre employs a variety of approaches and, through consultation with clients and their families, makes every effort to deliver services, that are sensitive to their cultural, environmental and developmental needs. Those approaches used will be the safest possible and the least intrusive necessary.

## Value Statements

We believe in:

- the right to a safe, stable, nurturing and healing environment;
- the right to be treated with dignity and respect;
- the uniqueness and strength of the individual;
- providing individuals with the skills needed to make positive choices;
- helping individuals develop healthy relationships;
- meeting the spiritual and cultural needs of children;
- the importance of family;
- a multi-disciplinary approach;
- advocating for resources for children and families;
- an environment that is supportive of the development of children and staff;
- promoting and modeling positive lifestyle choices (i.e., lead by example); and,
- the importance of a safe workplace.





## President's Message

It is an honour and privilege to lead such a worthwhile and respected organization as Knowles Centre; and it seems it was my destiny to accept for a second time in 2010/2011. Last year's unexpected job transfer of 1st Vice President Jennifer Dundas created a dilemma for our Board of Directors. Our by-laws did not allow outgoing President Gerri Wiebe to serve a third consecutive term. Therefore I was asked to return for another year as an interim (I some times say, acting) President. And I did so, quite willingly.

The true leaders of Knowles Centre are its staff, of course. Each employee, from relief staff to CEO, is paramount to the success of the organization, and more importantly, to the betterment of our society. Such commitment to our clients, some of the most disadvantaged citizens in our community, often slips under the radar but does not escape the notice of our Board and stakeholders. Without their efforts—day-in and day-out—Knowles Centre would not be recognized by our peers and accreditation auditors as one of the finest facilities of its kind.

In contrast to the tremendous growth and transformation of Knowles Centre, our Board of Directors has remained a relatively small group of dedicated, talented volunteers. Regretfully, Jennifer Dundas (5 years' service) and Bruce Gammon (10 years' service), two long-serving and community-minded members, retired in the last year and we also accepted resignations from more recent members Todd Cowley and Wanda Steiner. Still, we were fortunate to find capable replacements by way of Tom Donston and Jim Hoddinott. Going forward, we will combine experience with fresh ideas and the unique skill sets each offer as valuable elements of our governance.

It can not go without mention that Gerry Nytepchuk, a long-serving staff member, also retired in 2010. Gerry was the key link between Knowles Centre and the Board, ensuring we could undertake our roles effectively and efficiently. Thank you for everything, Gerry. You will be missed.

Looking ahead, Knowles Centre is undergoing tremendous growth and transformation. Our Group Care Treatment, Day Treatment, Sexual Abuse Treatment, and Biimautaziwin Cultural programs continue to provide excellent service. At the same time, we have expanded our Treatment Foster Care and SAIL programs and partnered to create a new Culinary Arts program. This emergent diversity, envisioned and led by CEO Dr. Michael Burdz will allow Knowles Centre unprecedented viability going forward.

Lastly, Knowles Centre has undertaken the "*Creating Spaces, Changing Lives*" capital campaign. With the assistance of R.W. (Bob) Cunningham, we have earned incredible support from the community and the Knowles Centre family to aid in the expansion of much-needed program space. As I write, we are nearing our fundraising goal. Heartfelt and sincere thanks go out to everyone who has and is participating in this worthwhile project. You are ensuring a bright future for Knowles Centre, and the many young people we have the privilege to serve.

Warmest regards,

Wayne Benson  
President  
Board of Directors





## CEO's Message

It was another busy year at Knowles Centre; I am proud to share some highlights in this report:

- Knowles Centre continues to grow, serving 150% more young people that we did only four or five years ago. While our Treatment Foster Care and Independent Living programs accounted for the growth, other programs were busy. For example, Group Care had 99+ % occupancy for the year and the Cultural Program facilitated a wide range of programming.

- Culinary Arts, our newest program, received compliments from multiple sources during its first year.

- To support our growth, Knowles Centre invested significantly in staff professional development on a range of relevant topics.

- We also invested in infrastructure improvements, including committing \$120,000 for a major roof project.

- In addition, we are nearing completion of our campaign launched to provide space for our newest programs and to establish an endowment for Knowles Centre.

- We are especially proud to have produced and distributed our first annual Strategic Plan and Performance Quality Improvement reports for 2009/10. The former captured our success achieving identified goals, and the latter outlined Knowles Centre's effectiveness of treatment and efficiency of resource management.

Despite these multiple accomplishments, Knowles Centre experienced a set-back on the evening of February 28, 2011, when a fire caused significant damage to Cottage 1 (the girls' secure unit). However, both the girls and staff deserve a great deal of credit for coping as well as they did living in a hotel for over two months while the building was being renovated. They returned to Cottage 1 in mid May.

As I write this report, Knowles Centre awaits the outcome of various developments. First, the executive directors of various treatment centres lobbied the provincial government on a number of important issues during the year: 1) the need to update the outdated funding formula from the 1980s; and 2) the need to increase youth care worker salaries within our sector.

Second, Knowles Centre awaits the outcome of the MGEU ratification vote concerning a tentative five-year agreement covering all our youth care workers, as well as some support staff.

Finally, Knowles Centre has begun a collaborative process to review and update our mission, vision and value statements to better reflect our programs and services today.

In closing, the past year was a busy one and the next year will be equally busy, as Knowles Centre continues to expand its existing programs and will develop and implement new programs.

Dr. Michael Burdz, C. Psych.  
Chief Executive Officer

# Board of Directors

(Date elected to Board)

Wayne Benson  
President  
(October 4, 2001)

Mark Lubosch  
1st Vice President  
(May 15, 1997)

Rona Stupnikoff  
2nd Vice President  
(March 25, 2010)

Terry Lazark  
Treasurer  
(October 23, 2003)

Richard Petri  
Secretary  
(January 25, 2007)

Gerri Wiebe  
Past President  
(April 28, 2005)

Brian Born  
(January 25, 2007)

Todd Cowley\*  
(May 22, 2008)

Tom Donston  
(September 23, 2010)

Jennifer Dundas\*  
(April 28, 2005)

Bruce Gammon\*  
(October 26, 2000)

Jim Hoddinott  
(January 27, 2011)

Wanda Steiner\*  
(May 28, 2009)

\* Resigned during 2010/2011 term

## Council on Accreditation



Knowles Centre is proud to be the only treatment centre for children and youth in Manitoba accredited by the Council on Accreditation.

Accreditation is an objective and reliable verification that provides confidence and support to our organization's service recipients, Board members, staff, community partners, and funders.

The standards assure Knowles Centre's services are accessible, appropriate, culturally responsive, evidence-based, and outcomes-oriented. In addition, these standards confirm that Knowles Centre's services are provided by a skilled and supported workforce and that all individuals are treated with dignity and respect.

COA reviews and reaccredits the entire organization, not just specific programs. The community we serve can be confident in the credibility, integrity and achievement of our entire organization.



# Knowles Centre Staff

(as of March 31, 2011)

## Senior Management

Dr. Michael Burdz, C. Psych.  
Chief Executive Officer

Grant Obirek  
Director, Finance & Administration

Lauren Hershfield  
Director, Clinical Services (on leave)

Stewart Halper  
Acting Director, Clinical Services

Andrea McKenzie  
Director, Treatment Foster Care

Dave Purpur  
Director, Group Care Treatment

Dawn Vandal  
Director, Supported Advancement to Independent Living

## External Professionals

Dr. Mark Koltek, F.R.C.P.C.  
Psychiatric Consultant

Dr. Bailey Rayter, C. Psych.  
Psychological Consultant

## Administration

Maureen Britton  
Senior Administrative Coordinator

Craig Ebbers  
Development Coordinator

Cathy Gamble  
Accountant

Felice Pingitore  
Maintenance Coordinator

Elfren (Ding) Raquin  
Maintenance Worker

Marge Richards  
Receptionist

Vi Sharma  
Performance & Quality Improvement Coordinator

Lee Thomas  
Maintenance Worker

Sandie Wagner  
Human Resources/Payroll Administrator

## Group Care Treatment Program

Brad Esslinger  
Outreach Worker

Chris Stienke  
Night Grounds Weekends

Tiffany Waite  
Program Assistant

Darryl Woloshyn  
Night Grounds

Michelle Zimmer  
Kitchen Coordinator

## Group Care Treatment Program (continued)

### Unit 1

Lesley Gosselin  
Unit Supervisor

Youth Care Workers:

Randy Carr  
Scott Friesen  
Karin Henry  
Jason Mclean  
Henry Mogatas  
Walter Taras  
Carol Watson

Marilyn Penner  
Night Staff

Alix Richards  
Unit Recreation Programmer

### Clyde Road

Marshall Gardner  
Unit Supervisor

Youth Care Workers:

Chris Anderson  
Kirby Bater  
Michelle Bazinet  
Ben Gammon  
Colleen Keating

Tammy Neumann  
Night Staff

### Group Care Program Therapists

Wahlea Croxen  
Therapist

Raul Dimaculangan  
Therapist

### Unit 2

Paul Clarke  
Unit Supervisor

Youth Care Workers:

Cletus Joseph  
Steven McDonald  
Tanya Smith  
Larry Storey  
Keran Storm  
Alan Taylor  
Shelley Thomas

Norm Vawryk  
Night Staff

Dave Sinkwich  
Unit Recreation Programmer

### Respect House

Juana Schoch  
Unit Supervisor

Youth Care Workers:

Cynthia Brown  
Ray Forest  
Justin Hicock  
Loree Johnson  
Miranda Meier

Gail DeChateauvert  
Night Staff

Stewart Halper  
Therapist

Sofia Lisogorsky  
Therapist

## Treatment Foster Care Program

Kyle Spencer  
Coordinator

Clinical Case Managers:  
Karen Cinq-Mars (on leave)  
Tammy Delarosa  
Marijana Dumbovic  
Pam Freeth

Judi Heppner  
Tiffany Krueger  
Nikki Spigelman  
Trudi Tinant

Tina Case  
Administrative Assistant (TFC & SAIL)

## Supported Advancement to Independent Living (SAIL) Program

Case Managers:  
Gary Grosvenor  
Kim Sawchuk

SAIL Support Workers:  
Chelsea Bamendine  
Melissa Couto  
Tara Gilkes

Matthew Howitt  
Steven Hryniuk  
Mylene Incenio  
Erin Knight  
Amber Pestaluky  
Heather Poll  
Samantha Tracey  
Stephanie Tugade

## Day Treatment Program

Wahlea Croxen  
Therapist

Stewart Halper  
Therapist

Sofia Lisogorsky  
Therapist

Art Shaw  
Support Worker

## Sexual Abuse Treatment Program

Kristi Venton  
Coordinator/Therapist

## Biimautaziiwin Cultural Program

Troy Fontaine  
Cultural Coordinator and Spiritual Advisor

## Farewell and Good Luck

Adrien Clairmont  
Sandra Franz  
Jason Krestanowich

Ian Moffatt  
Gerry Nytepchuk  
Danny Purpur  
Kristel Wolfe

## Staff Service Awards



Lesley Gosselin  
10 years



Grant Obirek  
10 years



Kirby Bater  
15 years



Randy Carr  
15 years



Juana Schoch  
25 years

Knowles Centre is pleased to recognize staff who have served the organization for 10 years or more. Thank you for your dedication and exceptional service throughout the years.

Lee Thomas  
10 years  
*Photo not available*



# Program Reports

## Group Care Treatment Program

*The Knowles Centre Group Care Treatment Program serves 32 youth (aged 12 to 17). It offers two, 10-bed, secure units (one male unit and one female unit) on our campus and two, 6-bed, open units (one male unit and one female unit) in the community.*

*The Program is suited to clients with severe emotional or behavioral problems who are experiencing needs beyond the resources of community-based programs.*

2010/2011 was a time of new beginnings for the Group Care Treatment Program.

The year began with the arrival of new, much-needed bedroom and common-area furniture for all four units, replacing some pieces that were almost a quarter-century old. This was possible thanks to the generous support of donors. The true benefit of the new furniture, however, is in the message it conveys to our clients: that they are valued and worthy of a way of life of which they can be proud.

We also celebrated the start of a new Culinary Arts program in September. It began with high hopes, and has not let anyone down. Under the direction of a teacher-chef, three dedicated students prepare almost 100 meals each day for their peers and staff at Knowles Centre to rave reviews. The training and experience the students are receiving will serve them well as they ready for a future on their own in the community. Even more, the success of this program is encouraging as Knowles Centre and our partner, John G. Stewart School, explore other vocational programs for our clients.

A new start grew from ashes, literally, for our girls' on-site unit. In February, a fire forced 10 girls from their Knowles Centre home to a hotel for almost 10 weeks. Despite the upheaval, the girls managed well during this difficult time. Staff, too, rallied to make the best of the situation and often went above and beyond to help the girls adjust. Thankfully, damage to the unit was caused mostly by smoke, and the unit is being restored to look like new.

In both daily and unexpected situations like these, capable staff is critical to ensuring stability and healing for our clients. To this end, Knowles Centre continued to invest in our youth care workers, offering three training sessions for staff on medication; reporting procedures; and policy and procedures regarding behavior management. In keeping with training as a top priority, Knowles Centre plans to provide ongoing training in the future, as well.

Youth care workers will be the backbone of an upcoming planned expansion of the Group Care Program. In the past year, Knowles Centre submitted a proposal to Winnipeg Child and Family Services to open two new Level-5 treatment units in the community. Following acceptance of our proposal, we are in the process of seeking suitable homes. In addition to providing additional resources for at-risk youth, the expansion will allow us to reduce the number of clients in our current on-site secure units from 10 to 8 clients each—a long-recognized goal.

The most important of all the successes by the program are young lives that we have helped improve. In the last year, 67 young people received services by the Group Care program. Without exception, all found healing and wellness at Knowles Centre.



## Treatment Foster Care Program

Over the past year, the Treatment Foster Care (TFC) program worked with over 70 young people and almost 40 foster families. We had the joy of seeing some of these children reunited with their birth families after both received intense help with the issues that led to their separation. For those children still in our care, we continue to watch them heal and even flourish in the loving homes of foster families.

Julia\*, 16, is one who continues to do well. Julia arrived in Canada as a refugee with her birth family. Like many refugee families, hers struggled to deal with past trauma they experienced while trying to adjust to a new country. As sometimes happens, parents can become abusive, a reflection of their own upbringing or the stress of their situation. Sadly, that was true in Julia's family and a CFS agency stepped in.

The agency found a safe home for Julia, but the young girl was unhappy and lonely there. Her foster family didn't seem to understand Julia and said things that she felt were insulting and hurtful. Over time, Julia started to isolate herself, and spend more and more time in her room.

A move to Knowles Centre gave her new hope. Through regular communication, a TFC staff told Julia's CFS agency about the Knowles Centre treatment foster homes available to work with children in care. In particular, Linda\*, a wonderful mother of two, had room in her home and her heart for a foster child. And, Linda shared Julia's racial background. The CFS agency made a referral; Julia was delighted with the move.

Today, things are going well for both Julia and Linda. Julia is happy to spend time with her foster family and knows she can talk about anything bothering her, including memories from her past. Still, Knowles Centre's TFC clinical case manager visits with Julia and Linda at least bi-weekly to listen to any concerns and provide help when needed.

Julia is also looking ahead. With support from her foster mom and TFC, she is looking into becoming a Canadian citizen, and she is excited about that.

*\*names have been changed*

*Knowles Centre's Treatment Foster Care Program employs an effective model of care that brings together Knowles Centre's professional treatment services with the strength of caring families from the community.*

*The Program serves both boys and girls of all ages. Children referred to the program have specialized behavioral or emotional needs and may be depressed, acting out, suffer from a psychiatric illness, or a family crisis. They may have trouble forming relationships, or may be struggling to work out past relationships. Where possible, siblings are placed together.*



## Supported Advancement to Independent Living (SAIL) Program

*Knowles Centre's SAIL Program helps youth living in care of the child welfare system to transition to living in the community as young adults.*

*With guidance from a support worker, clients build on the skills and competencies needed for future independent living. Once on their own, their support worker continues to follow-up and provide guidance as their confidence and abilities grow.*

*SAIL welcomes young people ages 16 and over who are living in care and have no plans to live at their family home after they reach the age of majority.*

In just over two years since Knowles Centre's SAIL Program began, it has filled a need for many young people leaving the child welfare system. In 2010/2011 alone, the program worked with a number of clients and saw 13 clients living independently in the community at different times throughout the year. While 15 clients are still benefitting from the support of the SAIL program in some way, four others felt ready to live on their own, out of the care of CFS—all important accomplishments for our clients.

The greatest challenge for our clients continues to be the Winnipeg's low vacancy rate. While the rate is estimated at 0.8 percent, the number of apartment units that can be rented (including hydro and water!) within a client's \$550 budget is, in fact, much lower.

This reality offers an invaluable life lesson for SAIL clients beyond the program's detailed curriculum. They are learning to be smart consumers as well as respectful tenants, for they know finding another place to live would be difficult.

Of course, appreciation for the tests of adulthood do not come automatically for anyone. The SAIL program has been fortunate to have a staff committed to the best interests of our clients. Over the past year we hired two case managers to ensure our program is fitting our clients' needs. In addition, we have an incredible group of frontline staff that work one-to-one with clients. In Stage 1 of the program, staff focus on assessing clients' skills and preparing for independent living. In Stage 2, staff act as a resource for clients living on their own while continuing to build their skills.

As the number of clients in the program grew, we were able to begin monthly group meetings, alternating between recreation and information-focused sessions. In the past year, SAIL staff and clients went to the beach, bowling and a Manitoba Moose hockey game. We also had a guest speaker from Red River College, and covered addictions awareness and emergency preparedness.

The meetings are always interactive, providing clients with a chance to support one another. Clients, however, seem to most appreciate that dinner is provided ... and they can take home any leftovers!





## Day Treatment Program

The start of 2011 marked the 27th year of the Day Treatment Program partnership between Knowles Centre and the River East Transcona School Division.

And like the many years previous, the past 12 months have offered a tremendous service to those families and students opting into the program. This past school year we saw three Day Treatment students transition successfully back into their community schools to resume their education. We also had the good fortune to see three of the current Day Treatment students make monumental positive changes in their behavior and in their education pursuits.

The success of these students is a result of many things:

- The commitment from the family to work with the therapists of Knowles Centre;
- The engaging school staff emphasizing the positives each child brings to the table;
- The healthy breakfast and lunch programs; and
- The supervised lunch programming.

Together, all these factors play a part in the reclamation of these struggling students.

Day Treatment students participated in many school-wide activities such as the ski trip, indoor soccer, student-teacher games, the school drumming group, and even in sweat lodge ceremonies and other Aboriginal festivities. As has become tradition, the school year wrapped up with the ever popular Day Treatment camp at Knowles Centre's facility at Big Whiteshell Lake.

This year we had a change of therapists in the program with Sofia and Wahlea replacing Sandra, who moved on to other challenges, and Stewart, who took a new temporary role at Knowles Centre. The transition of students from one therapist to the next was seamless and did not stop the flow of the excellent therapeutic work being done.

*The Day Treatment program is offered in partnership through Knowles Centre and the River East Transcona School Division. Students attend John G. Stewart School located on the grounds of Knowles Centre in addition to meeting on a regular basis with a Knowles Centre therapist. The program is directed toward adolescents (aged 12 to 17) experiencing emotional and behavioral difficulties in school and the community. Students may be living at home, in foster care, or a group home.*



## Sexual Abuse Treatment Program

*The Sexual Abuse Treatment Program is an accredited program which has been in existence since 1989 and is funded by the United Way. The program provides treatment services at no cost to clients referred by the four CFS Authorities (i.e., General, Northern, Southern, and Métis) and accepts direct referrals from the community (e.g., Child Guidance Clinic, schools, doctors, clergy, self-referrals, etc.).*

*The SATP provides treatment services to males and females, aged 4 to 21 years, who have previously made a disclosure of sexual abuse or have a sibling who has made such a disclosure. Non-offending parent(s)/caregiver(s)/guardian(s) may be referred to the program if they are caring for or have cared for a child who has made such a disclosure.*

For many of us, it is difficult to understand how a butterfly can help a young, sexually abused child.

As the therapist in Knowles Centre's Sexual Abuse Treatment Program (SATP) I often ask clients if they have ever heard of the expression, "I have butterflies in my stomach"? If not, I explain, "When you are worried or nervous about something, you might feel funny or jittery, as if you have butterflies in your stomach. You don't really have butterflies in your stomach, it just feels like you do."

I then give the child a paper butterfly on which to write or draw their worries. Bigger worries are written on the larger butterflies, smaller worries on the smaller ones. Even for a child who can't fully express their feelings, this activity can lead to self-awareness, open communication, problem solving, and a release of negative or overwhelming feelings.

This is a particularly useful activity with children who have many problems to communicate which are most pressing and need priority in treatment.

During therapy, I also may use a butterfly puppet to help a young child understand that although he or she may feel small, unattractive, and insignificant, the power to change into something strong and beautiful is within reach. The metamorphosis of the caterpillar puppet into a butterfly puppet represents the goal of the Sexual Abuse Treatment Program.



## Biimautaziiwin Program

The Biimautaziiwin Program continues to move forward enduring the perpetually changing and challenging setting of youth care. Now more than ever it seems Aboriginal youth need to know their ancestral history as the past holds the necessary skills and understanding they need to move forward in a healthy and balanced way. Through this knowledge they gain the necessary insight into their present and future lives.

In the last year, youth in the program participated in ceremonies organized by The Turtle Lodge (based in Sagkeeng, Manitoba), including Ancestor, Contrary, and Warrior ceremonies; Igniting the Fire Gathering in the Whiteshell; and the Sun Dance ceremony in Selkirk. These gatherings continue to inspire the youth and create excitement to learn more about their culture, history and traditions. The youth always leave these ceremonies expressing a desire to learn more.

In addition, three other initiatives were open to those involved in the Biimautaziiwin Program through The Turtle Lodge: a Mother Earth Lodge; Makoose Ka Win, separate rites of passage for boys and girls; and the Vision Quest.

With generous support from the Graham C. Lount Foundation, a group of youth had a multi-day Aboriginal culture immersion experience at The Turtle Lodge in February. They received teachings from elders, and participated in sharing circles, a sweat lodge and daily healing ceremonies. As well, some youth chose to receive spiritual names as part of the experience. The youth also travelled to a sacred spiritual site in the Whiteshell to make offerings for healthier and happier lives.

The main focus of the Knowles Centre-based Biimautaziiwin Program remains sharing circles, drumming, sweat lodge ceremonies, sacred fires, crafts and spending time on the land. In addition, we are pleased to host sweat lodge ceremonies for our clients on a weekly basis, as well as for John G Stewart School students and staff plus other community groups on request.

Overall it has been an excellent year and we look to the future with optimism. We are grateful to the Great Spirit and Mother Earth for the gifts received and give thanks to all who support the program and make it possible for our youth to experience their Aboriginal way of life.

*Miigwech!*

*Knowles Centre believes that Aboriginal youth and their families have an inherent right to practice their culture and traditional healing methods to obtain holistic health and wellness. Through the Biimautaziiwin Aboriginal Cultural Program, clients are assisted in their exploration of all aspects of Aboriginal culture so they may develop and maintain self-esteem and self-identity.*

*The voluntary program is open to all children and youth receiving services from Knowles Centre but was established primarily for the 60 to 70 percent of clients who are of Aboriginal descent. However, everyone is encouraged to participate and benefit from the teachings provided.*





## Culinary Arts Program

*The Culinary Arts program combines education, training and experience to prepare students for future employment in a restaurant kitchen. Students begin working in the protected environment of the Knowles Centre kitchen, and will progress to working in a community setting. In addition to vocational skills, clients will develop personal and employability skills necessary to gain and maintain employment.*

Knowles Centre launched its Culinary Arts Program in September 2010 in partnership with John G. Stewart School. It was an ideal opportunity to create a true job skills program that would assist participating clients with their transition in to the work world and contribute to the respectful and supportive milieu at Knowles Centre.

The students were hands-on from the first term with a focus on commercial kitchen basics. Students learned to set up their work stations, sharpen their knives, and above all learn kitchen safety aspects. As the term continued, students' culinary vocabulary expanded to include a range of new definitions and terminology—many of them in French. In support of the program, new equipment was added to the kitchen to reflect an actual restaurant environment and to comply with today's food safety standards.

Into the second term, students' knowledge expanded with their experience and the principles of baking and meats and poultry were added to their learning objectives. Students baked products such as bannock, fresh yeast breads, pies and cakes. Kitchen math with baker's formulas and work with percentages and fractions were covered, increasing the students' skill set in this area. The remainder of the term focused on meats and poultry. Students trimmed cuts of meat and looked at the complexities of identifying the cuts as well as the methods by which they are cooked.

In the third term, preparing soups and salads along with sandwiches and plate garnishing fulfilled the learners' time. A new five-week menu was developed, focusing on fresher, more seasonal products. As the opportunity to work in finer establishments will no doubt present itself in a young cook's career, a unit dedicated to the finer points of cuisine was introduced.

Throughout the three-term school year, students applied theory and practice to a real-time scenario. They prepared lunch for almost 50 and dinner for 30 "customers" every Monday to Friday. They also learned about large group catering by helping prepare and set up the annual Earth Day Feast as well as an off-site catering for 300 clients that included fresh bannock and fruit platters.



# Awards

## Vicki Whitehead Memorial Award

Vicki Whitehead was the Supervisor of Unit 1 and an adamant supporter of Aboriginal cultural programming at Knowles Centre. Sadly, Vicki passed away in February 1997 while an employee. In honour of Vicki's memory, an annual award was established in 1998 to recognize a participant in Knowles Centre's Biimautaziwin Aboriginal Cultural Program who has embraced the spirit of the Aboriginal culture. In 2010/2011, David Roulette is being recognized with the Vicki Whitehead Memorial Award for his commitment to Aboriginal Culture.



## The Justice Jim Smith Memorial Award

The Knowles Centre Board of Directors established the Justice Jim Smith Memorial Award in 2001. Jim Smith was not only a long-time member of the Board but a well-respected and caring individual in the community. The award is presented once a year to a graduating Child and Youth Care student at Red River College who has demonstrated a commitment to the profession through volunteering in a school, agency or organization that provides services for at-risk children and youth. The recipient of this year's award is Julie Schollenberg. The award was presented at the graduating ceremony in April 2011.



## Arthur E. Prior Memorial Scholarship Fund

The Board of Directors established the Arthur E. Prior Memorial Scholarship Fund in 1987 to assist former clients of Knowles Centre in pursuit of their continuing education. The endowed fund was created with a bequest from the estate of Arthur E. Prior. The Arthur E. Prior Scholarship Fund Committee approved three scholarships this past year:

Zachary Dorge – taking high school courses;  
James Matthison – taking high school courses; and  
Rene Bruce – completing a truck driving course.



## Public School Awards

One of the most difficult transitions that clients make is the move from John G. Stewart School to a community school. This usually means less support, higher expectations, a new peer group, new teachers, and more. Knowles Centre established the Public School Award to recognize those students who take on this responsibility and succeed. Eligible students must attend at least one semester in a community school and earn at least one credit. Recipients are given a plaque and cash award to recognize their accomplishments.

We are pleased to recognize the following recipients of the Public School Award for 2010/11:

- Cody Alexander attended River East Collegiate.
- Roberta Longclaws attended the Tec Voc Off-Campus program.
- Tom Loughlin attended Elmwood High School. This is the second year Tom has received this award.
- Curtis Marsic attended Glenlawn Collegiate. This is the second year Curtis has received this award.
- James Matthison attended Gordon Bell High School.

Congratulations to all five students!

## Performance and Quality Improvement (PQI)

The first annual PQI report for the period September 1, 2009 to August 31, 2010 was distributed to our staff and board members in early 2011. The report indicated that we achieved positive results in the key areas reviewed.

The seven key areas that comprise PQI are as follows: 1) an analysis of clients' files and discharged files for each program; 2) an analysis of monthly risk management reports for each program; 3) an analysis of stakeholder surveys results; 4) an analysis of client outcome measures for each program; 5) an analysis of John G. Stewart School results; 6) an analysis of staff retention data; and 7) an audited financial report. A summary of the results from each of these sections appears below:

1. For case record review, approximately 50% of all open client files and 100% of all discharged client files were reviewed by someone external to the specific program being reviewed. If there was a deficiency with a client's file, a corrective action plan was implemented. Overall, the quality of the clients' files was described as excellent.
2. The purpose of risk management analysis was to discern any trends within each program and then to address these trends. For example, the most common incident report in Group Care was self-harm by client, which resulted in the program investing more resources in training staff in this area.
3. Stakeholder surveys were completed by clients, legal guardians, foster-parents, staff, and board members. Overall, each of these groups rated Knowles Centre positively.
4. For client outcomes, Knowles Centre selected well-known, standardized measures to monitor changes in client functioning from pretest to posttest. However, we lacked data for analysis because the organization made the decision at the outset to monitor change only among new clients entering a program. Consequently, the majority of clients (i.e., existing clients) was excluded from testing during the year. Starting in September 2011, we will implement three major changes in this area: a) all new clients will be tested prior to entering our programs and retested every 6 months; b) all existing clients will be pretested to establish a baseline and be retested every six months; and c) new standardized measures will be implemented, which are a better match for Knowles Centre.
5. The school report monitored attendance, behavioural tracking, and academic growth. Students achieved record attendance and improved academic skills. The school also developed new classroom options in response to behavioural tracking.
6. Knowles Centre achieved an 87% staff retention rate, which is a high rate within our sector.
7. The audited financial statement indicated that Knowles Centre achieved a surplus and is financially sound.

Knowles Centre learned a great deal through this first PQI process, and will implement these corrective actions going forward.

*Knowles Centre is accredited by the Council on Accreditation (COA), an internationally recognized accrediting organization based in New York City. Performance and quality improvement (PQI) will be a key criterion for future re-accreditation by COA. The purpose of PQI is to demonstrate an organization's effectiveness of treatment and efficiency of resource management. Consequently, Knowles Centre developed and implemented a PQI plan to monitor its attainment of these objectives.*





## Fundraising Report

Over the past two years, our *Creating Space, Changing Lives* capital campaign has allowed Knowles Centre to grow and expand. The renovation and re-purposing of existing space has made the Treatment Foster Care and Supported Advancement to Independent Living Program expansion possible. With these programs, Knowles Centre is helping nearly twice the number of clients than just a few years ago. It also means that more young people can live in or return to the community.

The campaign is close to reaching its goal of \$250,000, a huge accomplishment for Knowles Centre. We could not have reached this goal without the support of our community; and we thank all the individuals, corporations and foundations that made this campaign a success. Your confidence in Knowles Centre, and your faith and belief in the youth we help, is greatly appreciated.

In November 2010, Knowles Centre named this new program space in honour of Mr. George Richardson and Mrs. Tannis Richardson. The Richardsons have been long-time friends of Knowles Centre and generously supported the campaign.

We would also like to thank Mr. Bob Cunningham of Cunningham Business Interiors who took on the important role of campaign chair. Bob's commitment and drive played a huge role in the campaign's success. Knowles Centre will be forever grateful for his contributions.

As the campaign nears completion, we will be focusing our fundraising to create an endowment fund. Donations made towards this endowment fund will be invested in perpetuity, and the interest used to fund program costs and future expansions.

With the help of our donors, Knowles Centre will continue to help our clients build brighter and better futures. On behalf of all of our clients and our staff, Knowles Centre sincerely thanks you for your trust, compassion and generosity.



*"Creating Spaces, Changing Lives"  
Campaign Chair R.W. (Bob) Cunningham joins Mrs. Tannis Richardson, C.M. in unveiling a dedication plaque.*

## A note of thanks from parents...

*Hello to all,*

*I just wanted to comment on what a tremendous job that all staff members did this past week-end while I was visiting my son Richard\*.*

*I was greeted warmly, and that warmth continued for the entire week-end. Special thanks to Cletus, Larry, Kelly, and Alan. I have commented to a few of the staff at Knowles that Richard has been in several treatment facilities/centres in the past two years and none have come close to the exceptional care that he has received in his time with Knowles.*

*Every staff person I have met was sincere and empathetic to both Richard, and his mother and I. As parents, we have had many challenges in understanding Richard's choices these past few years, even though I have worked professionally with thousands of children who also face many of the same struggles like the children at Knowles.*

*I have also commented that I firmly believe that it takes a village to raise a child ... I can firmly attest that Richard is in the right village!*

*Thanks once again.*

*Sincerely,  
Ken N.\**

\*Names have been changed.







## **KNOWLES CENTRE INC.**

**Helping Individuals Find Their Path: Yesterday, Today and Tomorrow**

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