



THUNDERWING

Annual Report to the Community

April 2016-March 2017

Thunderwing Name

On Dec 10, 2013, Elders Stella Blackbird and Audrey Bone held a naming ceremony at Urban Circle Training Centre.

The name that came from the spirits was **Thunderwing**, thunder representing rejuvenation and wing representing protection.

The Ojibwe name for Thunderwing is Animikii Aningwiigan and the Cree name is Khakitochuk Ohkun.

The colors of Thunderwing are blue, red, white, and yellow.

We honour the name and colors of Thunderwing through a feast and tobacco offering each spring.

Vision & Mission

Thunderwing coordinates and mobilizes existing resources across sectors to give families the support they need so they can prevent and permanently stabilize crisis situations.

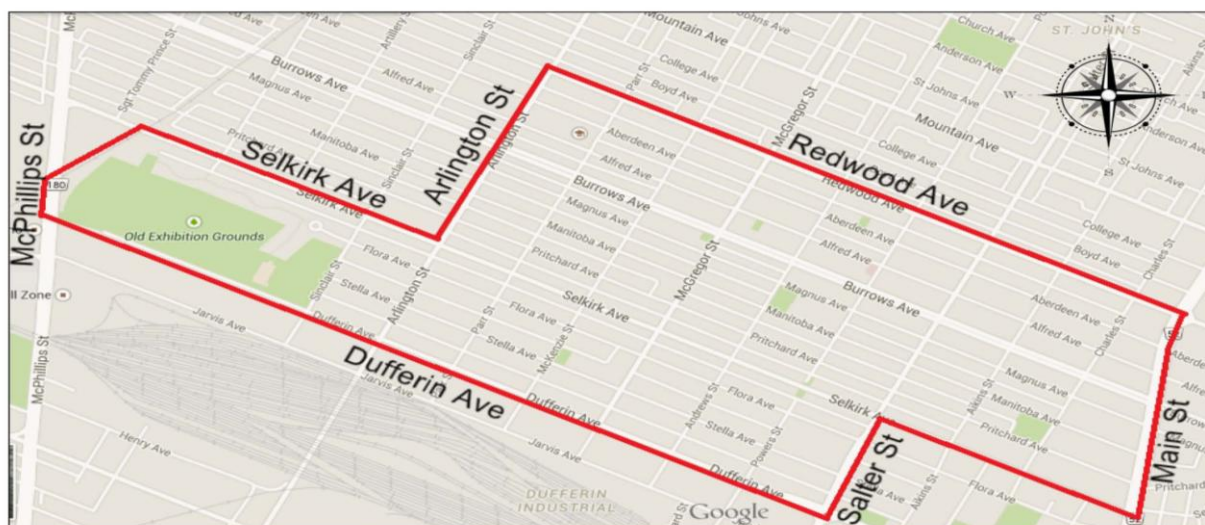
Our **vision** is that Thunderwing residents have equal opportunity and their community is recognized as a safe neighbourhood for all.

Our **goals** are to:

- Increase community safety
- Enhance the wellbeing of families living in the Thunderwing community
- Improve the relationship between service providers and the coordination of services in the Thunderwing Community
- Improve the relationship between families and systems

Thunderwing Community

Thunderwing supports individuals/families living in William Whyte and Dufferin Neighbourhoods and the agencies serving them.



Thunderwing Process

An overview of the Thunderwing Process is provided in the diagram below. More details on the various stages are incorporated throughout this report.

Referral

- Any agency can refer an individual or family to Thunderwing
- Families must live in the Thunderwing area and be facing barriers to accessing services

Family Engagement

- A families readiness for support and change is an important part of the process
- An engagement meeting is held with the family to ensure informed consent and discuss goals

Hub System Mobilization

- Hub members share information and address service delivery barriers impacting the family's ability to reach their goals

Support Team Service Coordination

- Direct service workers already connected to a family and new supports are engaged to be a part of the family's Support Team
- A Support Team works together to develop a plan to support the family to reach their goals

Follow Up & Evaluation

- Thunderwing has an extensive evaluation design exploring the projects impacts on families, agencies, and the community as a whole

System Change

- Service delivery barriers experienced throughout the process are documented

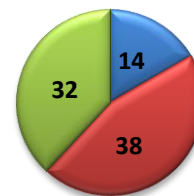
Referral & Family Engagement

Thunderwing began accepting referrals in September 2014.

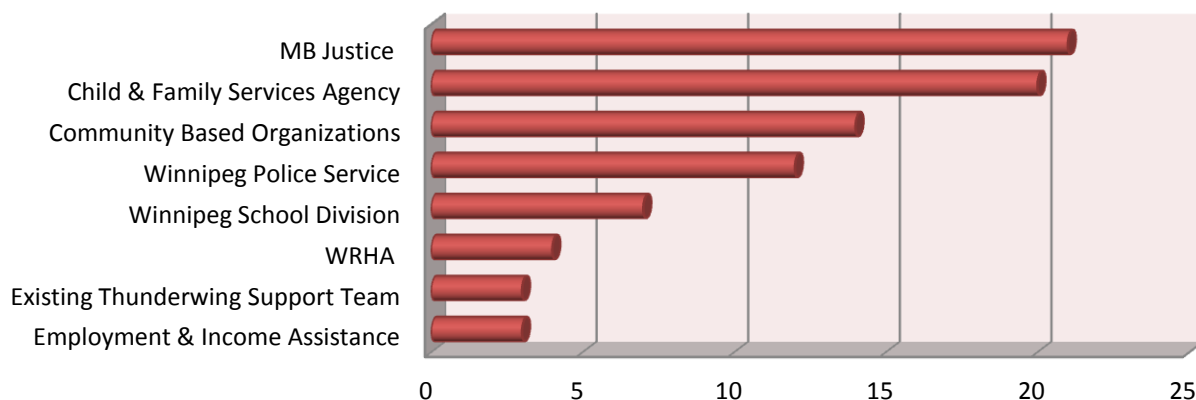
- ✓ **84** referrals received to date
- ✓ **63** of the referrals received were accepted
- ✓ **54** of the participants accepted agreed to participate

Number of Referrals by Year

■ 2014-2015 ■ 2015-2016 ■ 2016-2017



Number of Referrals by Partner Agency (n=84)



Family Situation at Referral (*as reported by the referral agency*):

- **65%** experienced some form of trauma in their lives (including but not limited to childhood abuse, death of someone close, loss of identity/culture, victim/witness of crime)
- **51%** were living in poverty
- **51%** had little to no support system
- **50%** were living in unsafe or inadequate housing
- **44%** were at risk of or had recently had children apprehended
- **36%** were using substances
- **36%** were criminally involved (including gang involvement)
- **33%** were in a domestic violence relationship
- **31%** were in financial crisis or debt
- **27%** had kids that weren't attending school
- **25%** were at risk of eviction

In 2016-2017 Thunderwing began accepting pre and post charge diversion referrals. Participants must be willing to engage and meet other Thunderwing eligibility criteria to be accepted.

Hub Membership

The following agencies were represented on the Hub in 2016-2017:

- ◆ Crime Prevention Branch (MB Justice)
- ◆ Domestic Violence Support Services (MB Justice)
- ◆ Employment and Income Assistance (MB Families)
- ◆ Probation Services (MB Justice)
- ◆ Manitoba Early Learning and Childcare (MB Families)
- ◆ Manitoba Housing (MB Families)
- ◆ Winnipeg Regional Health Authority
- ◆ Community Services (City of Winnipeg)
- ◆ Winnipeg Police Services
- ◆ Child & Family Services Division (MB Families)
- ◆ Manitoba Adolescent Treatment Centre
- ◆ Andrews Street Family Centre
- ◆ Wabung Abinoonjiiag
- ◆ Mount Carmel Clinic
- ◆ North End Community Renewal Corporation
- ◆ William Whyte School
- ◆ Niji Mahkwa School
- ◆ Ndinawemaaganag Endaawaad
- ◆ North End Women's Centre
- ◆ Addictions Foundation of Manitoba
- ◆ Southern First Nations Network of Care Child and Family Services Authority
- ◆ First Nations of Northern Manitoba Child and Family Services Authority

Thunderwing Hub

The Hub is a multi-sectoral committee with both government and community based agency representatives. Thunderwing family situations and goals are brought to the Hub for the purpose of gathering more information and breaking down barriers that are getting in the families way of accessing effective and efficient services. Families provide informed consent before their situation is brought to the Hub.

“(The Hub) provides an opportunity for agencies to come together to collaborate and have discussion. Creates an understanding of processes and limitations”
(Hub Member, June 2015)



Thunderwing Hub Meeting
May 2017

In 2016-2017, **19 Hub Meetings** were held including:

- ✓ 21 System Mobilization Discussions for families engaged in Thunderwing
- ✓ 12 Resource Discussions for families not a fit for Thunderwing
- ✓ 4 Service Delivery Barrier Discussions

“I have been very encouraged by the connections that I have made through Thunderwing and our representative partners. The ability to see people outside of our normal roles and even to connect briefly on matters not directly related to Thunderwing has enhanced my capacity to do my job and work with other systems” (Hub Member, May 2017)

Thunderwing defines Mobilization as:

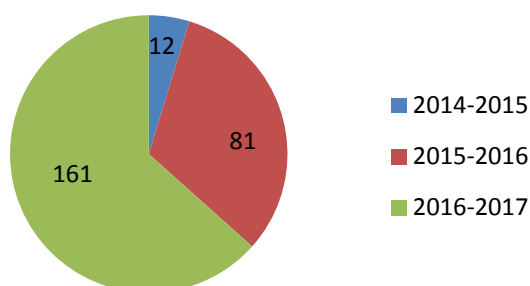
- ✓ Working outside regular practice when regular practice isn't working
- ✓ Shifting to services fitting into families

80% of Hub Members report that they feel empowered to share information and work outside of the box (n=10)

Thunderwing Support Teams

Thunderwing brings together existing and new supports in a family's life to break down barriers and support them in reaching their goals. Families are encouraged to invite natural supports to join their support team. The frequency of meetings and the length of Thunderwing involvement are unique to each family. Families have had an average of 6 support team meetings during their time with Thunderwing.

Number of Support Team Meetings by Year



95% of Support Team Members reported that they would refer another family to Thunderwing (n=65)

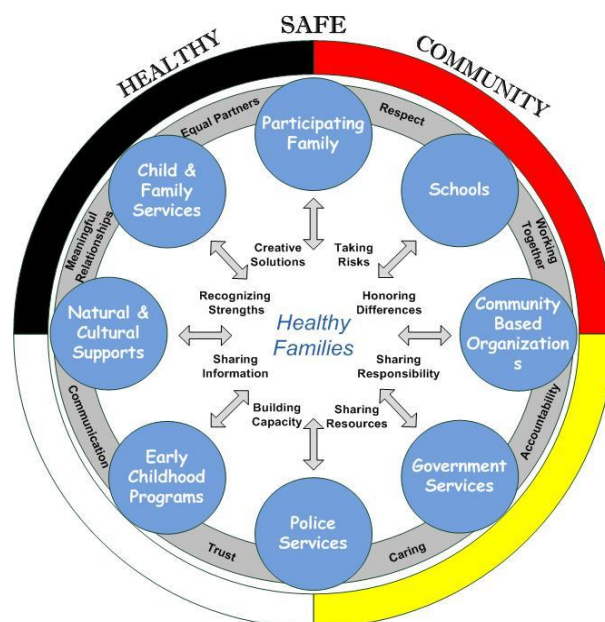
Engaging service providers within our partner agencies is an important part of the Thunderwing process. Thunderwing has engaged **236 different individuals** from **80 different agencies** on 1 or more support team.

- ✓ 25 Community Based Organizations
- ✓ 18 Schools
- ✓ 13 Child and Family Service Agencies
- ✓ 10 MB Government Programs - E.g. EIA, MB Housing, Probation Services, Victim Services
- ✓ 6 Winnipeg Regional Health Authority Programs - E.g. Families First, Homecare, Public Health
- ✓ 5 other (Childcare Centres, Public Trustee, Subsidized Housing)
- ✓ 3 Winnipeg Police Service Units

All Support Team Meetings are guided by the Thunderwing Collaboration Model.

"I liked the collaboration model and synergy that the model creates."

(Support Team Member, February 3, 2017)



Thunderwing Collaboration Model

Family Outcomes & Impacts

Thunderwing has provided support to **54 families**, directly impacting 63 adults and 141 children/youth. A few outcomes, as observed by support teams, are provided in the table below:

| Family Outcomes | # of Families |
|---|---------------|
| Children returned to parents care | 5 (16 kids) |
| Maintained custody of their children (of those with an open CFS file at referral) | 13 (50 kids) |
| Reunification process begun | 4 |
| Increased visits with children/improved quality of visits | 6 |
| Improved relationship with CFS | 17 |
| Obtained safe/adequate housing or housing made safe/adequate | 27 |
| Entered into the workforce | 4 |
| Began job training/education program | 7 |
| Children began attending school regularly/improved performance | 12 (25 kids) |
| Probation orders completed | 4 |
| Connected to new resources | 46 |

Fourteen (14) participants from 11 families that completed the Thunderwing process shared the impact that Thunderwing had on their lives.

100% of the participants reported that:

- They felt more connected to supports and resources
- Their family's overall well-being had improved

It has changed my life around. I have self confidence. I feel that I am heard and believed they were there for me no matter of my crisis. (Participant, January 2017)

93% of the participants reported that:

- They have better relationships with agencies they are involved with
- Their family relationships are stronger
- They feel they can contribute to positive change in their community

Communication has improved with agencies and respect has improved. (Participant, April 2016)

The process that this family went through has increased their capacity infinitely and they are now about to advocate for themselves. They have seen what can happen when they make healthy choices and have people they can rely on to help them when it is needed (Support Team Member, December 2016).

I have seen a very strong transition in the family, very positive long lasting change. I see the family as being much more empowered, so wonderful to see (Support Team Member, March 2017).

Support Team Members were also asked about the impact Thunderwing had on the family. Sixty-five (65) forms have been completed to date for 19 different families.

75% or more of the support team members indicated that the family:

- Is making healthier choices
- Has increased capacity to set their own goals and identify/meet their own needs
- Has stronger family relationships
- Is more connected to their community

Partner Agency Impacts & Project Successes

Increased Knowledge of Resources, Policies and Procedures

A key component to effective and efficient service delivery is a service provider's knowledge of resources available to families and their ability to help them navigate complex systems.

2016-2017 evaluation results indicate that Thunderwing had a positive impact on service provider's knowledge of resources and other agencies policies and procedures:

- **100%** of Hub Members reported an increase in their knowledge/understanding of other system's policies (n=10)
- **10** Support Team Members indicated they liked learning about other resources when asked what they liked most about sitting on a Thunderwing Support Team (n=65)
- **16** Support Team Members referenced awareness and knowledge of services when asked how participating in Thunderwing has impacted their agency (n=65)

(Thunderwing) has opened the door of communication to other agencies which is wonderful. We have learned a lot about other agencies and processes which has been super helpful (Support Team Member, March 2017).

Team participation has improved my ability to network with partner agencies. It has also expanded my understanding of different community agencies which potentially impacts my everyday work
(Support Team Member, February 2017).

Block by Block Partner Agencies



- ◆ MB Justice
- ◆ MB Families
- ◆ MB Education
- ◆ MB Health
- ◆ Winnipeg Police Service
- ◆ City of Winnipeg
- ◆ Winnipeg School Division
- ◆ Winnipeg Regional Health Authority
- ◆ RCMP - Division D
- ◆ Winnipeg Chamber of Commerce
- ◆ Community Based Organizations

Improved Relationships with Other Service Providers

Another key component to effective and efficient service delivery is building relationships across service delivery agencies.

In 2016-2017, Thunderwing influenced relationship building between service providers within our Partner Agencies:

- **100%** of Hub Members reported that their relationships with other agencies has improved (n=10)
- **78%** of Support Team Members reported that they have better relationships with other service providers due to their participation in Thunderwing (n=65)

(It was) valuable meeting other community members and participants in other community agencies. So helpful to pool resources because there are many agencies out there to help and it is hard to keep track of who is doing what
(Support Team Member, February 2017).

It was an excellent opportunity to put faces to the names
(Support Team Member, March 2017).

It was great to see the staff and supports in my participant's life
(Support Team Member, January 2017).

Improved Relationships with Families

At referral, many Thunderwing families report conflicted or a lack of relationship with service providers. This impacts their willingness to reach out in a time of crisis and the effectiveness of the services being delivered. Thunderwing promotes a family-centered approach by encouraging meaningful relationships with families, focusing on a family's strengths, and the creation of plans that work for families.

2016-2017 evaluation results show that relationships between Thunderwing families and service providers improved significantly and service providers appreciate working from a family centered approach.

- **93%** of Participants reported that they have better relationships with agencies they are involved with (n=14)
- **78%** of Support Team Members reported that they have better relationships with the family (n=65)

The focus was on the needs of the family and the content was family driven. The team worked together to support the family rather than overwhelm the family with different agendas
(Support Team Member, January 2016).

I like how the family was always respected and their strengths acknowledged
(Support Team Member, August 2016).

(I liked) getting to know my client better (Support Team Member, April 2016).

Creating a Culture of Collaboration

One of Thunderwing's most reported barriers to effective and efficient service delivery is a lack of coordinated services. Ultimately, we want to see a shift towards collaborative practice within all of our partner agencies.

In 2016-2017, Support Team members showed shifts in collaborative beliefs and practices and the ripple effect into their work with other families and within their agencies.

- **91%** of Support Team Members reported that sitting on a support team was a good use of time (n=65)
- **72 %** of Support Team Members reported that they use the Thunderwing Collaboration Model in their day to day work (n=63)
- **34** Support Team Members referenced some component of collaborative practice when asked what they liked most about participating on a Thunderwing Support team

I am educating 10 workers on how important it is to break down barriers for families and also teaching/showing them how not to create barriers (Support Team Member, January 2017).

I think that I have learned how powerful collaboration can be (Support Team Member, August 2017).

I still continue to use these on a regular basis: engagement, coordination, strength building, and connecting clients to resources on a regular basis (Support Team Member, April 2017).

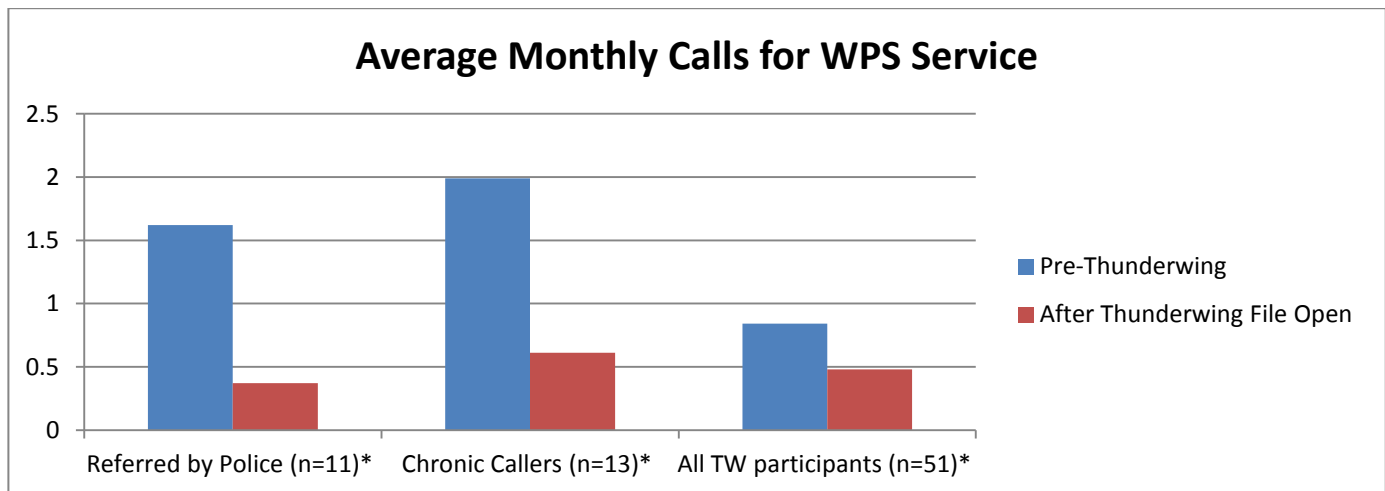
New Partnerships Formed

In 2016-2017, Thunderwing supported a new partnership between two of our partner agencies, the Winnipeg Police Service (WPS) and Ndinawemaaganag Endaawaad (a community based youth serving organization located in the Thunderwing community). The project was developed by Ndinawe and WPS Hub representatives in response to the high number of calls to police generated from Ndinawe's Youth Resource Centre. In June 2016, Winnipeg Police Officers began pro-actively attending Ndinawe's Youth Resource centre for the purpose of fostering a positive relationship with Ndinawe staff and youth.

In addition, Thunderwing is in the process of facilitating meetings to develop a partnership between Employment and Income Assistance and two community based organizations in the Thunderwing area.

Reduced Calls for Service

One of the most significant project impacts is the reduction in the number of calls to the Winnipeg Police Service for families involved in Thunderwing. The table below shows the average numbers of calls per month in the year before families were referred to Thunderwing and the average number of calls per month after Thunderwing became involved.



* does not include participants who disengaged right after file open or participants or participants who engaged after February 3, 2017.

Numbers in the table above reflect the following percentages of decrease:

- ✓ **77%** decrease for individuals referred by the WPS.
- ✓ **69%** decrease for chronic callers (participants who prior to Thunderwing called the WPS more than 1/month on average)
- ✓ **43%** decrease for all participants

The high percentage of decrease in all categories suggests that when supports are in place and coordinated, crisis situations are more likely to be prevented or stabilized through more appropriate resources.

The Winnipeg Police Service has assigned a full time officer to work with Thunderwing.

System & Policy Change

Thunderwing is a project of the *Block by Block Community Safety and Well-being Initiative*.

Block by Block aims to address broad social issues that impact community safety and barriers that get in the way of families accessing services.

Block by Block Community Safety & Well-being Initiative

...is a platform for authentic collaboration that improves community safety and social outcomes for families by unlocking community, agency and family capacity.

Thunderwing is instrumental in identifying, prioritizing, and addressing service delivery barriers for Block by Block action. Thunderwing staff document service delivery barriers experienced as they work with families and agencies. Documented barriers are used in 2 different ways:

- Partner Agency Representatives on the Block by Block Leadership Table receive regular reports on all service delivery barriers experienced at Thunderwing that impact the system they represent.
- Common barriers with high impact and high frequency are prioritized for action. Information is gathered and multi-sectoral Action Committees are formed to develop innovative, cost effective solutions to the problem(s) underlying the barrier. Change proposals are developed and presented to the Block by Block Leadership Table for action.

Block by Block Guiding Principles



Thunderwing is guided by the Block by Block Guiding Principles:

- ◆ **Possibility:** Real transformation happens when we focus on what is possible
- ◆ **Strength-Based:** All communities, families and agencies have strength, value, and the capacity to be well
- ◆ **Family Centered:** Families know their own lives best and are capable of identifying their own needs
- ◆ **Engagement:** Everyone has value and something to contribute.
- ◆ **Accountability:** Sustainable impact is quality driven.
- ◆ **Cultural Diversity:** There is more than one way of doing and thinking
- ◆ **Integrity:** Collaboration starts with building meaningful relationships.

In 2016-2017, two barriers were prioritized for action:

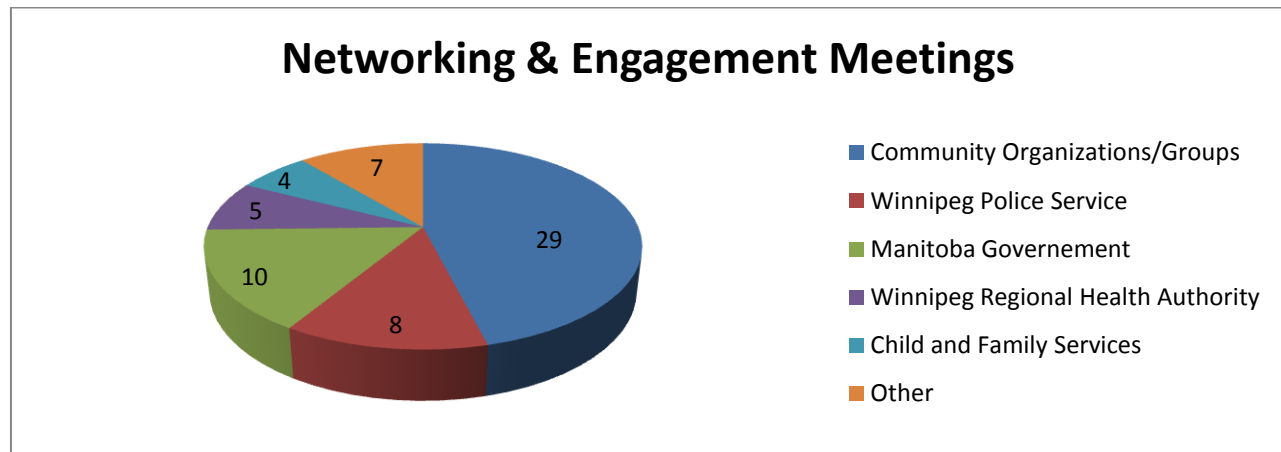
1. Children in temporary foster placement experience barriers registering for school because they do not have a permanent address within their temporary or school of origin catchment areas. - *Multi-sectoral Action Committee formed*
2. Families without phones experience barriers in accessing and communicating with services including emergency services. - *Information gathering stage*

In addition, Thunderwing influenced positive change within Manitoba Housing policies/procedures specifically related to reunification with children.

Networking & Community Relations

Maintaining existing and building new partnering relationships is an important part of Thunderwing.

In 2016 - 2017, the Block by Block Secretariat held **63 networking/engagement** meetings, gave **28 presentations**, and attended **25 community events**.



Community Mobilization in Manitoba

In spring 2017, the Block by Block Secretariat worked with the RCMP - D Division to bring together various community mobilization projects from across Manitoba.

The purpose of the session was to share information on the different models used; to highlight project outcomes, successes, and challenges; and to discuss ways to work together moving forward.

The following 7 community mobilization projects across Manitoba participated this year:

- Thunderwing
- Brandon/Westman Hub
- START (Selkirk)
- Headway Program (Steinbach)
- FYRST (Gimli)
- STAR (Stonewall)
- Thompson Community Mobilization



In addition, RCMP representatives from Manitoba East District and Yellowknife attended to learn about the great work being done. Dauphin and Swan River also have community mobilization projects but were unable to attend this year.

Block by Block Secretariat

The Secretariat is the backbone organization that provides full time support to both the Block by Block Initiative and Thunderwing Project.

Heather Leeman
Executive Director

Cassandra Dokken
Policy and Evaluation Analyst

Pauline Jackson
Thunderwing Project Coordinator

Tanja Harder
Communications/Project Support

P/Sgt Dave Tyndale
Block by Block Safety Liaison

Vanessa Wilson
Administration

Changes to the Block by Block Initiative

In 2016-2017 Block by Block went through an extensive redesign process to adapt to the changing external environment and address some challenges experienced within the first few years.

The Block by Block Secretariat began this process by holding individual meetings with Block by Block representatives from all partner agencies to ensure changes incorporated the ideas of those directly involved.

These partner consultations led to a redesign proposal that included changes in the following areas:

- the leadership structure
- narrowing the scope/focus of Block by Block
- system/policy change method

One of the most significant changes involved the development of the Leadership Table. This committee replaces and has taken on some of the roles of the previous Steering Committee and Centre of Responsibility Committee (COR).

The Leadership Table provides high level stewardship by setting the priorities of the Block by Block Initiative and developing parameters for the Secretariat and multi-sectoral Action Committees to work within. In addition, the Leadership Table receives and acts on change proposals designed to address barriers to effective and efficient service delivery barriers as identified through Thunderwing.

An Executive Committee, comprised of 5 cross - sectoral members of the Leadership Table, oversees the operations of the Secretariat.

In June 2017, the Leadership Table will set the priorities of Block by Block for the next year by selecting 3 key issues impacting community safety. For more information on these priorities please visit our website.

Contact Information



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