
Supporting the Development of New Child and Youth Care Practitioners:

Moving from Capable Care
Giver to Change Agent



Jodi Angus, B.A. & Joel Anderson, B.A., Dip. CYC



AGENDA



**OUR
APPROACH**



**NEW EMPLOYEE
TRAINING**



OUTCOMES



DISCUSSION BREAKS



**STAGES OF CYC
DEVELOPMENT**

NEW EMPLOYEE TRAINING

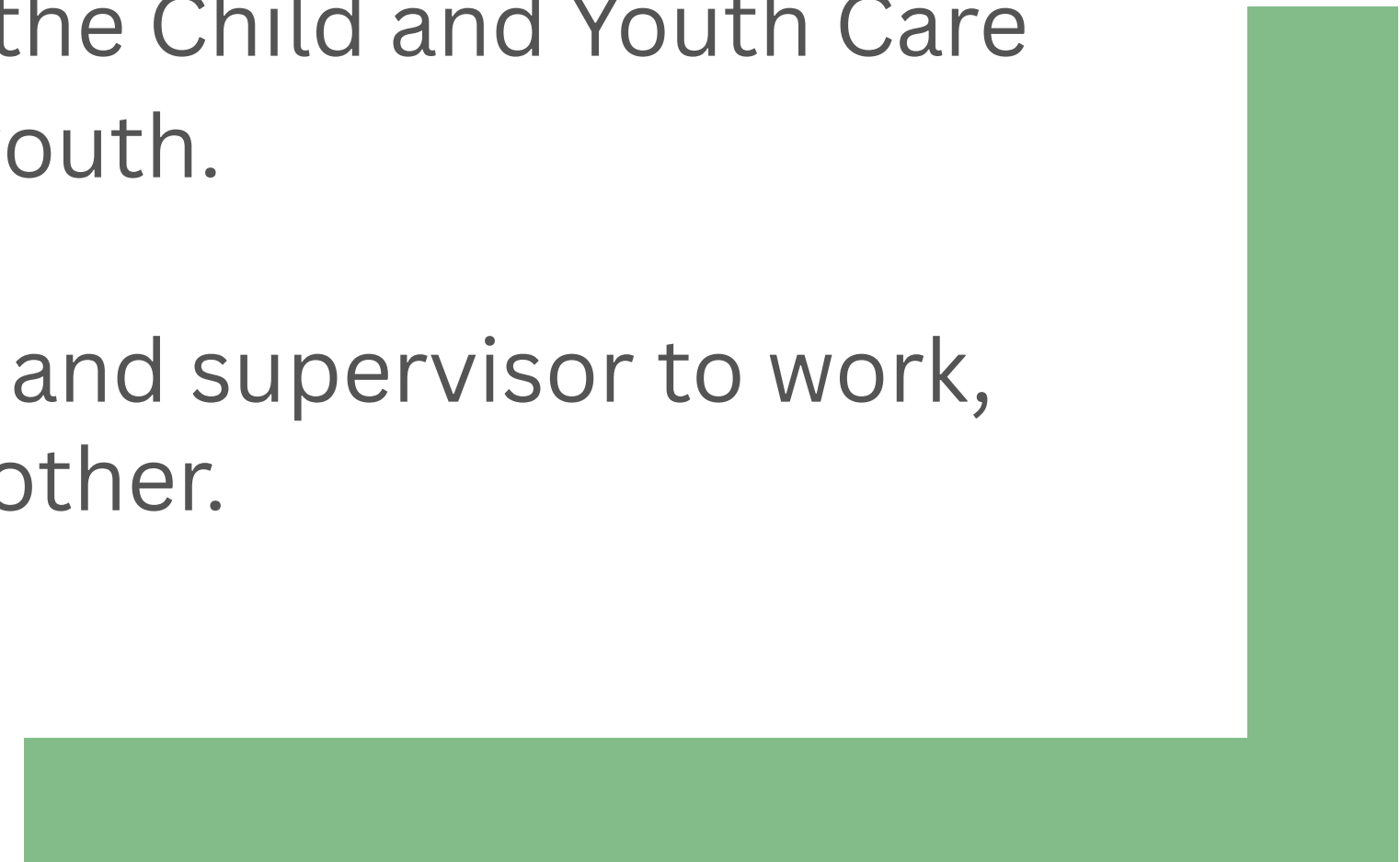


- Created at HomeBridge Youth Society in 2011
- Ongoing training and support to new CYCWs to provide the best care and practice for the young people we serve.
- Invites CYCWs into our organizational values, vision, and approaches

OUR APPROACH



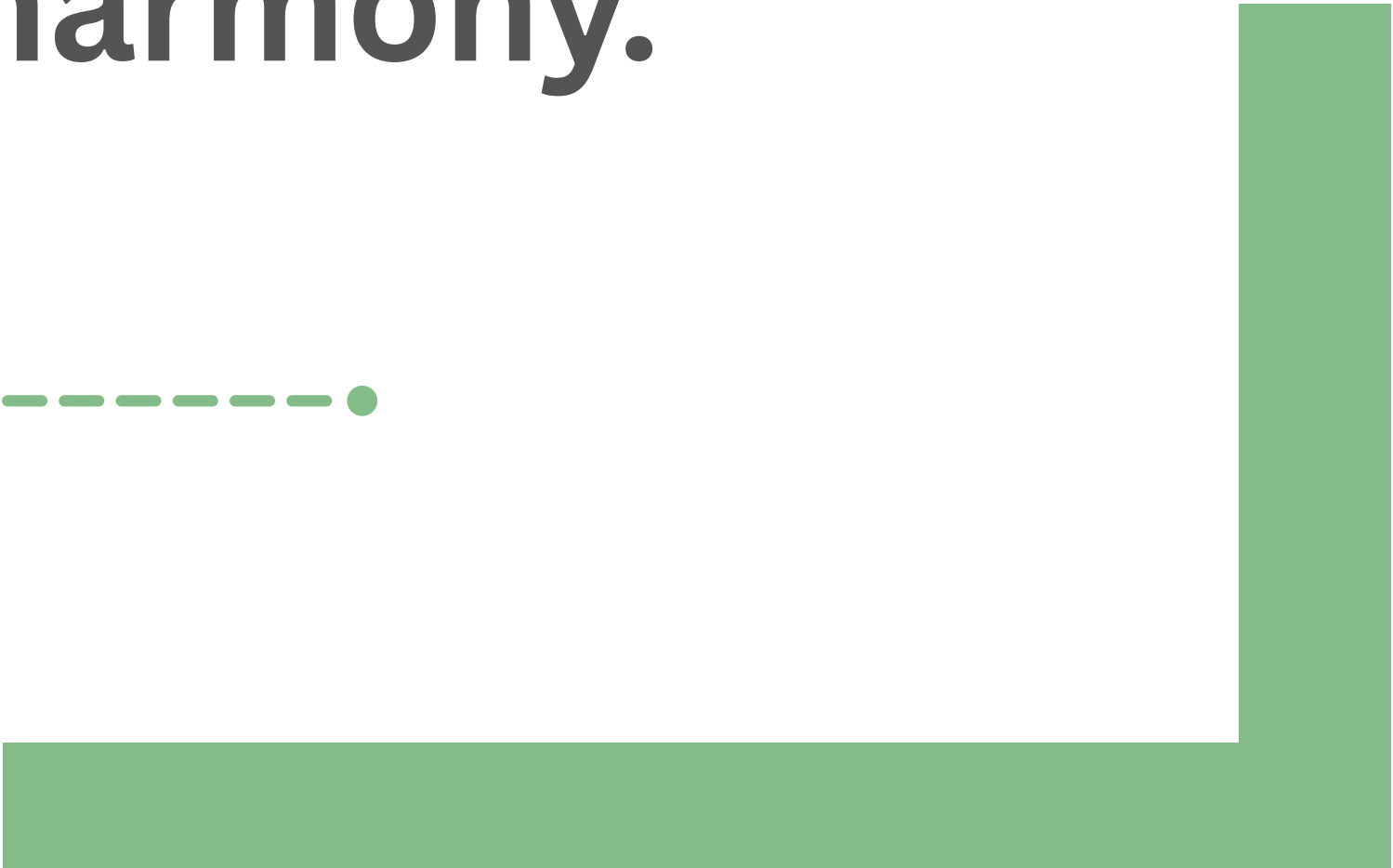
- Accomplished through a series of scheduled and informal meetings with new Child and Youth Care Workers (CYCWs), over a period of 12-18 months.
- Mirrors the relational approach used by the Child and Youth Care Workers (CYCWs) with the children and youth.
- Intended to provide space for the CYCW and supervisor to work, learn, grow, and create safety with each other.



OUR VISION



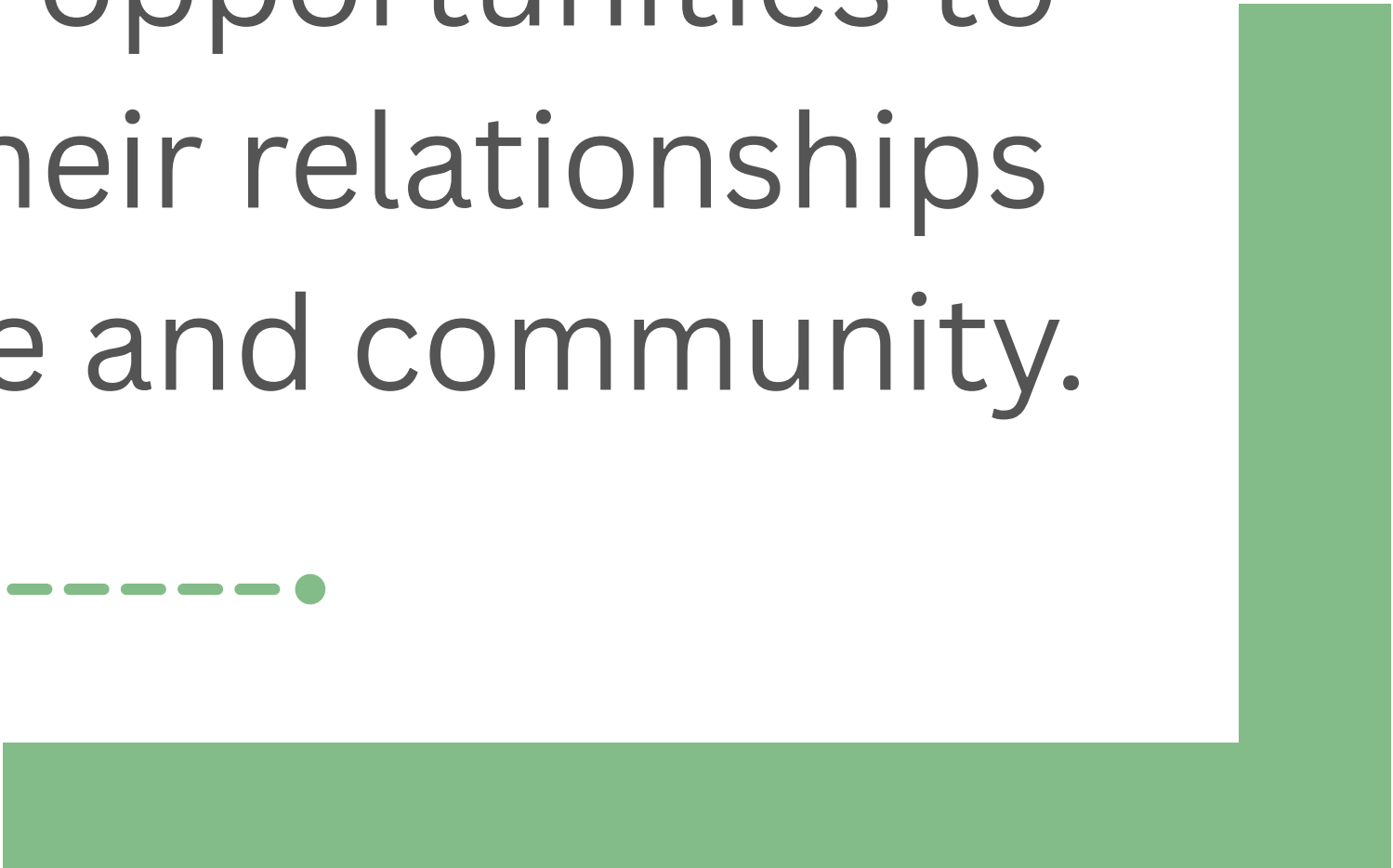
**All youth and their families living in
health, safety and harmony.**



OUR MISSION



To assist Youth and Families while they journey to understand the connection between choice and change, setting in motion opportunities to experience themselves and their relationships differently, within their culture and community.

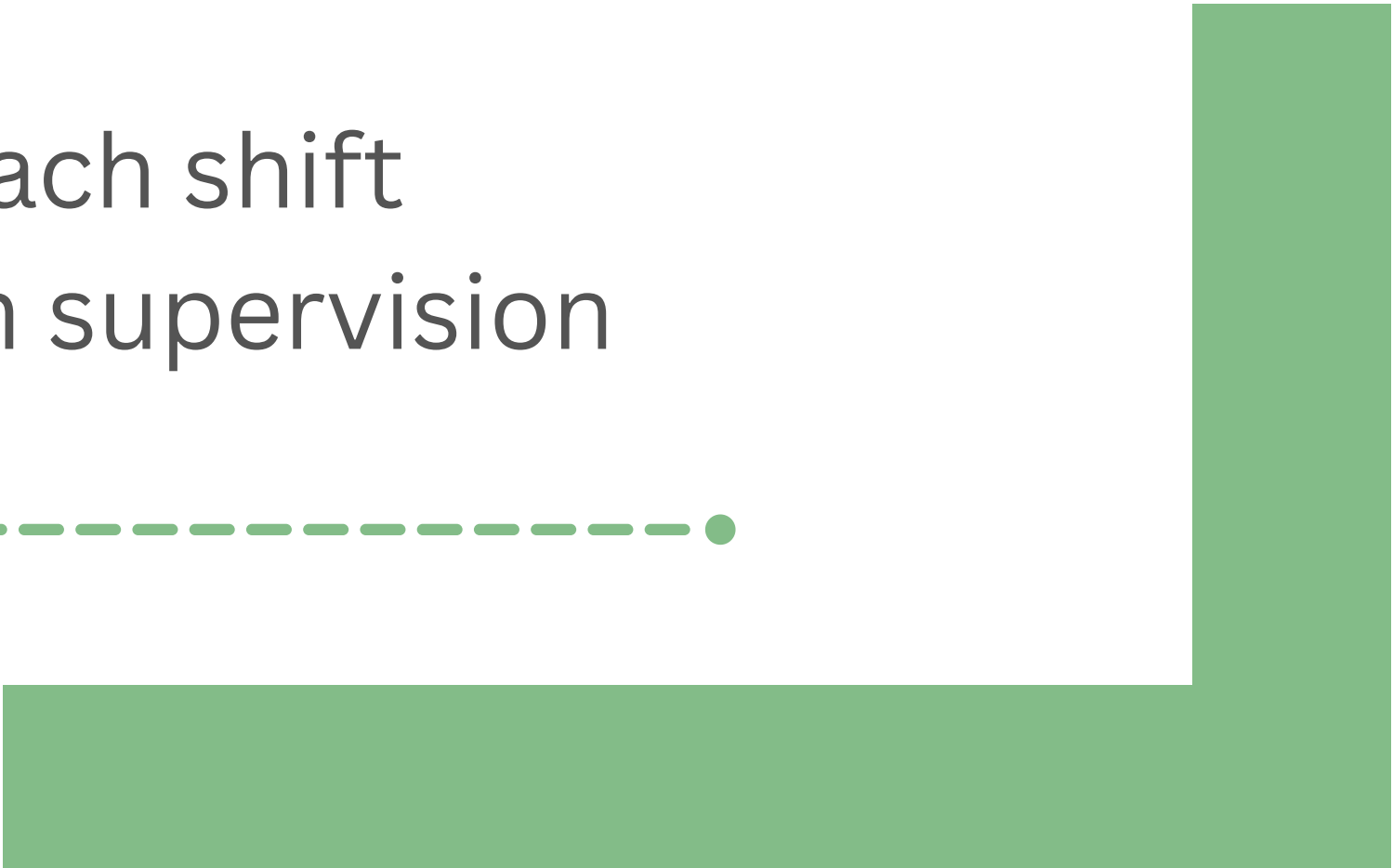


WHO IS INCLUDED?

- ▶▶ **CHILD AND YOUTH CARE WORKERS**
- ▶▶ **EVENING SUPERVISORS**
- ▶▶ **PROGRAM SUPERVISORS**

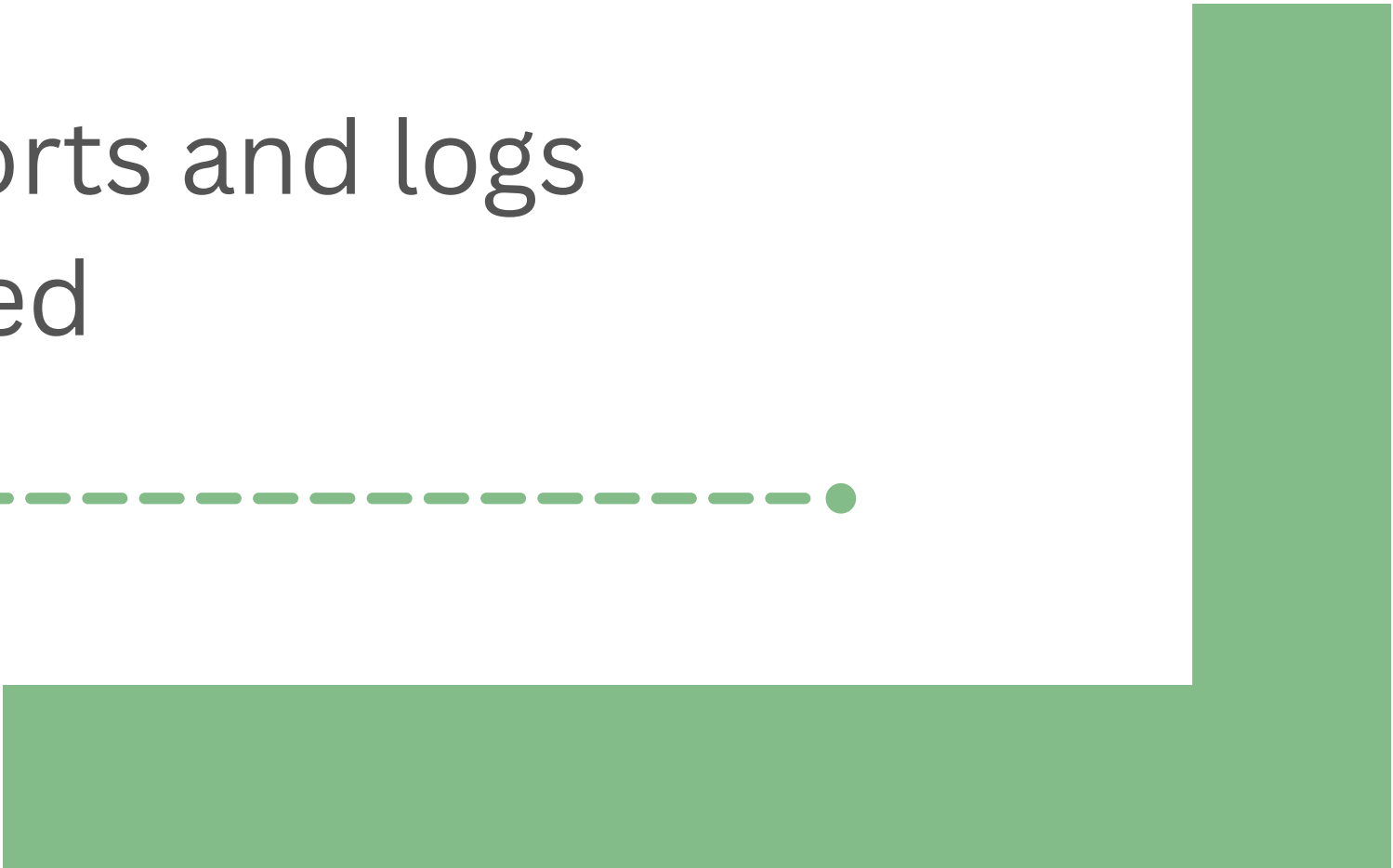


Short term Outcomes (2 months)

- To be familiar with the program guidelines
 - To be familiar with administrative duties on shift
 - To understand the role of the program supervisor and the evening supervisor
 - To understand the expectations of each shift
 - To be active and taking initiative with supervision
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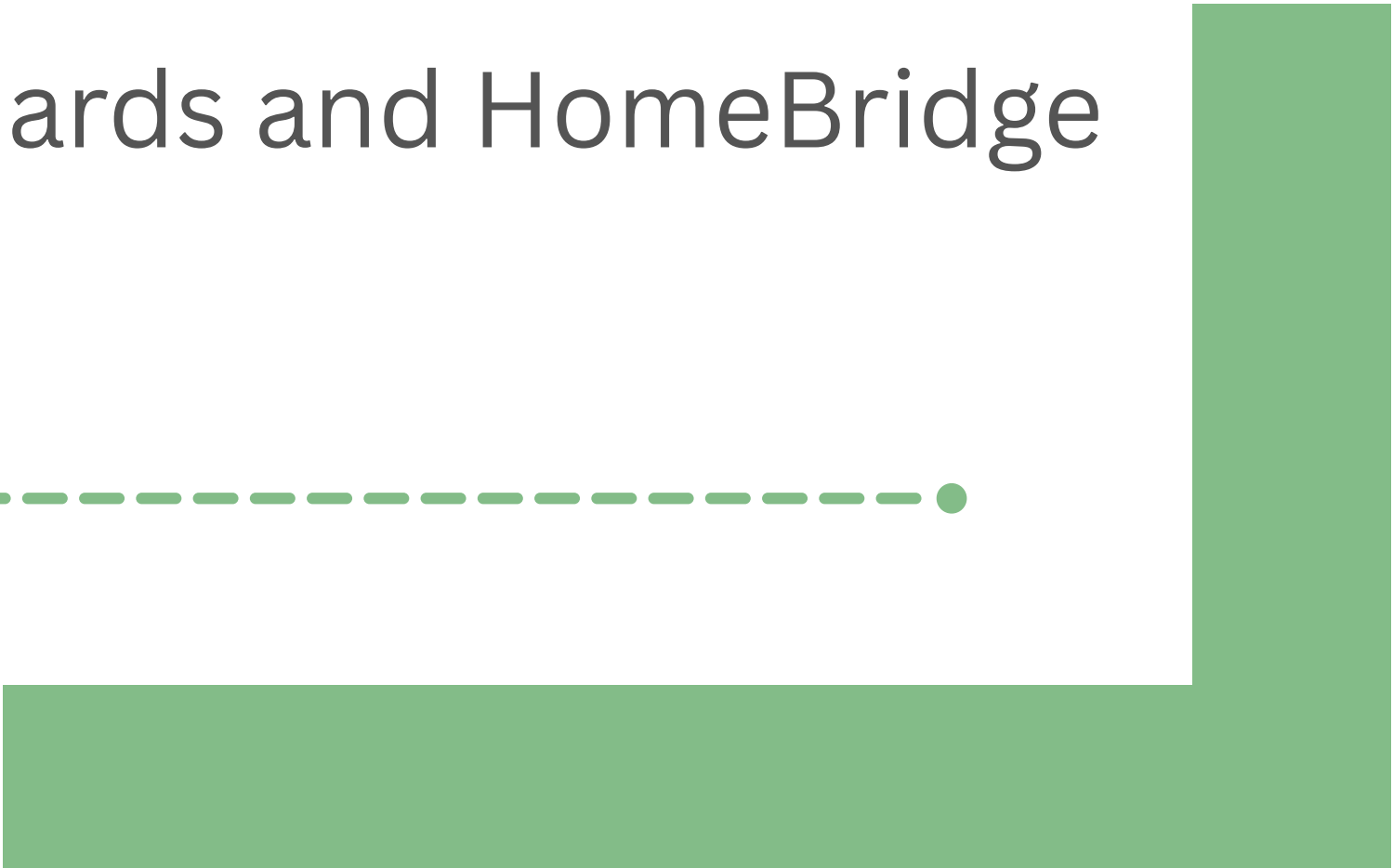


Mid-term Outcomes (7 months)

- To be familiar with, and able to speak to all HomeBridge programs
 - To be familiar with all HomeBridge management team members
 - To be able to write competent reports and logs
 - CYCW level of anxiety has decreased
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Long term Outcomes (12 months)

- To be able to build effective relationships with all youth.
 - To be able to take the lead in developing and implementing interventions.
 - To be familiar with program standards and HomeBridge policy and procedures.
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JACK PHELAN'S

STAGES OF CHILD AND YOUTH CARE WORKER DEVELOPMENT

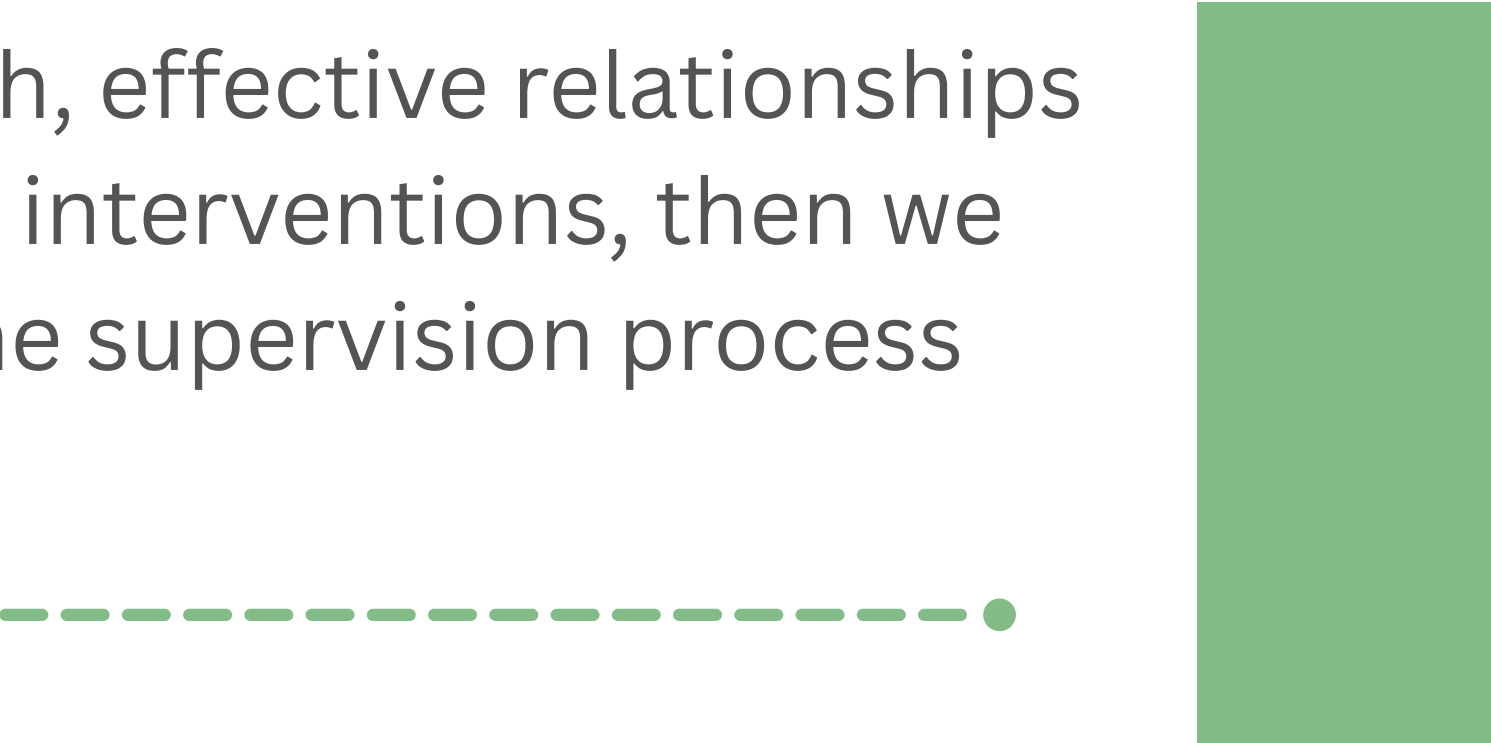
The New Employee Training has been constructed around Jack Phelan's "Stages of Child and Youth Care Worker Development," which uses the three developmental stages to help measure capacity, target areas of need or challenge, and as a way to highlight and nurture strengths.





Jack Phelan's research tells us that **with supervision, CYCWs will move through the stages more quickly than they would without supervision.**

If we are teaching new Child and Youth Care Workers about the importance of being in the moment with youth, effective relationships with youth, and developmentally appropriate interventions, then we need to incorporate these same things into the supervision process with new youth care workers.



JACK PHELAN'S

STAGES OF CHILD AND YOUTH CARE WORKER DEVELOPMENT

Level 1 - The Capable Care Giver

The basic dynamic that drives this stage is the issue of Safety. This is a fundamental step in professional development that lasts for 12-18 months for the new worker.

The tasks for the Level 1 worker include:

- Creating a safe environment
- Establishing external control where and when needed
- Using rules and routines to develop predictability
- Establishing oneself as a competent and trustworthy "carer"
- Handling aggressive threats and interactions with youth
- Handling aggression between youth
- Removing aggression as a dynamic in the environment
- Creating strategies to establish one's authority as an adult
- Avoiding using threats or coercion to control behavior

The internal process for the new worker includes:

- Feeling unsafe, overwhelmed, and outside of their personal comfort zone
- Observing experienced CYCWs for approaches to try in their practice
- Having frequent fight or flight reactions to situations
- Looking for “safe” youth to connect with

Supervisor strategies for working with Level 1 Child and Youth Care Workers:

- Working towards being seen as trustworthy and safe by the worker
- Modeling the safety and trust that the worker can achieve
- Staying consistent in your approach
- Minimizing power struggles and coercion

**“The transition from being
a ‘technician’ who follows
rules to a ‘practitioner’
who follows their heart
and head is the most
profound journey a worker
will take”**

- *Dr Thom Garfat*





DISCUSSION BREAK



**What do you remember about being a
Level 1 CYCW?**

**What do you think you needed from
supervisors at that time?**

**What are you seeing with the Level 1
CYCWs you supervise?**

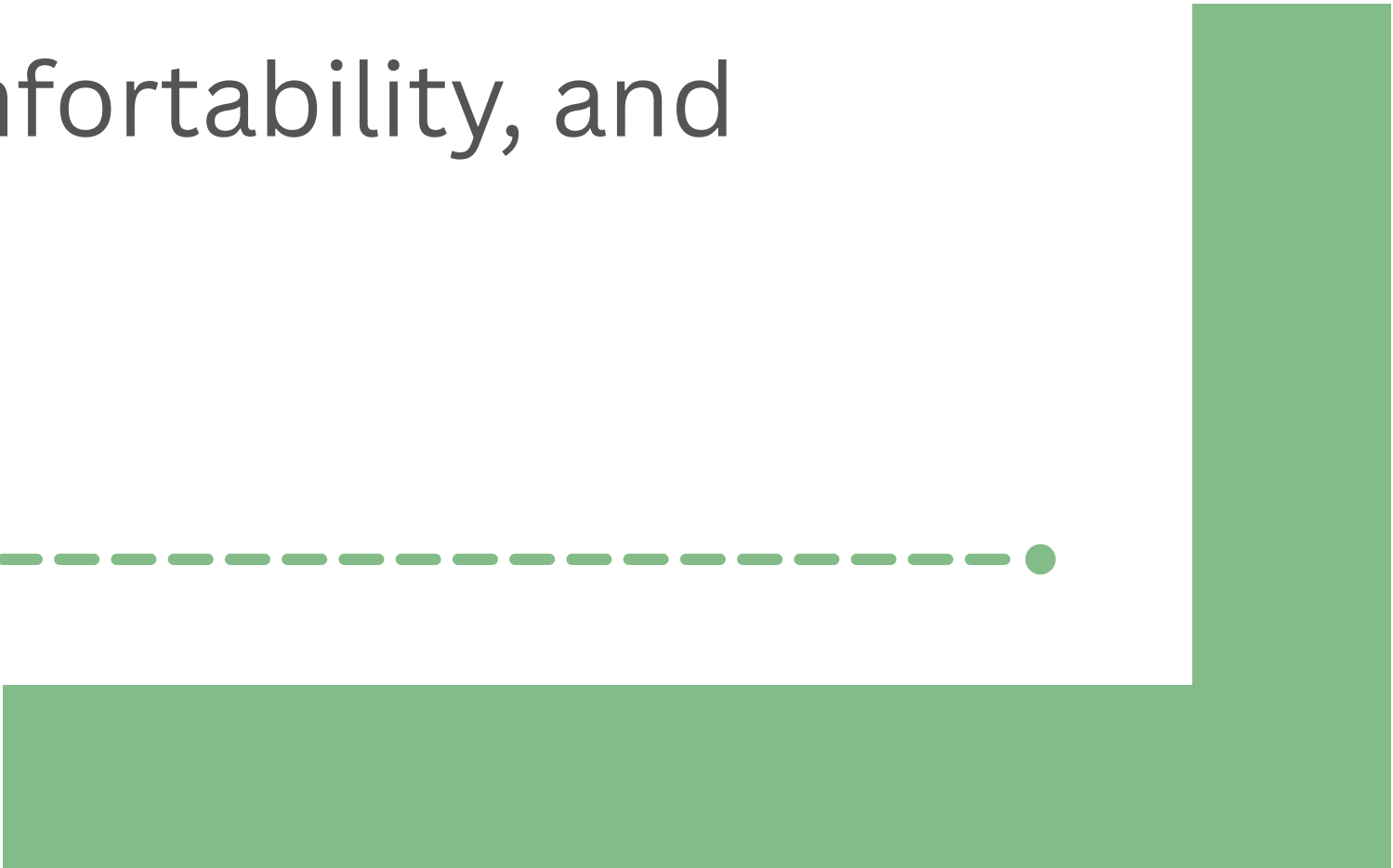
HOW DO WE ENGAGE?



- IN PERSON CHECK-INS
(UNPLANNED AND
PLANNED)
- REGULAR EMAIL
INTERACTION
- LEARNING
PACKAGES
- SAFE PRACTICE
CAPACITY TOOLS
(SPCTS)



ORIENTATION

- Orientation shifts - "shadow shifts"
 - 4 or 7 shifts, depending on their previous experience.
 - Goal is to provide a foundation for each CYCW to be able to help run a shift
 - Starts to build safety- through comfortability, and confidence
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Orientation Checklists

Tasks, responsibilities and readings that support their learning and understanding of what a day in the life of CYCW may look like

Youth Care Worker Orientation - 7 Shift

Your orientation will be broken down into 7 shifts of 8 or 12 hours each

Please fill in this document on Google Drive so that we can track your progress.

TASKS	COMPLETED New Employee	OBSERVED YCW Mentor	Date Completed
SHIFT ONE			
Tour of inside and outside buildings & property			
Overview of the programs			
Read Policies & Procedures & At a Glance			
Review/Follow up Post Hire Package			
Key Management			
How to use the walkies (if applicable)			
Communications, Task Sheet and Memos			
Review of Payworks/Payroll https://docs.google.com/document/d/1i16uDSOgm6deaEva-vaXwLioJhDHw2nZ9eGeFpeg/edit			
Watch Panic Alarm Video https://drive.google.com/file/d/1Q4ZvsOsUvSoWfSQ_rgp5Nakp9wXVKx-d/view?usp=sharing			
Spend time with youth & YCWs			

Orientation Checklists

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Youth Care Worker Orientation - 7 Shift

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TASKS	COMPLETED New Employee	OBSERVED YCW Mentor	Date Completed
SHIFT ONE			
Tour of inside and outside buildings & property	Joel	Jodi	June 25
Overview of the programs	Joel	Jodi	June 25
Read Policies & Procedures & At a Glance	Joel	Jodi	June 25
Review/Follow up Post Hire Package	Joel	Jodi	June 25
Key Management	Joel	Jodi	June 25
How to use the walkies (if applicable)	Joel	Jodi	June 25
Communications, Task Sheet and Memos	Joel	Jodi	June 25
Review of Payworks/Payroll https://docs.google.com/document/d/1i16uDSOgm6deaEvbXva-vaXwLioJhDHw2nZ9eGeFpeg/edit	Joel	Jodi	June 25
Watch Panic Alarm Video https://drive.google.com/file/d/1Q4ZvsOsUvSoWfSQ_rgp5Nakp9wXVKx-d/view?usp=sharing	Joel	Jodi	June 25
Spend time with youth & YCWs			



DISCUSSION BREAK



Do you remember your orientation?

**What have you observed that works or
doesn't work during orientation?**



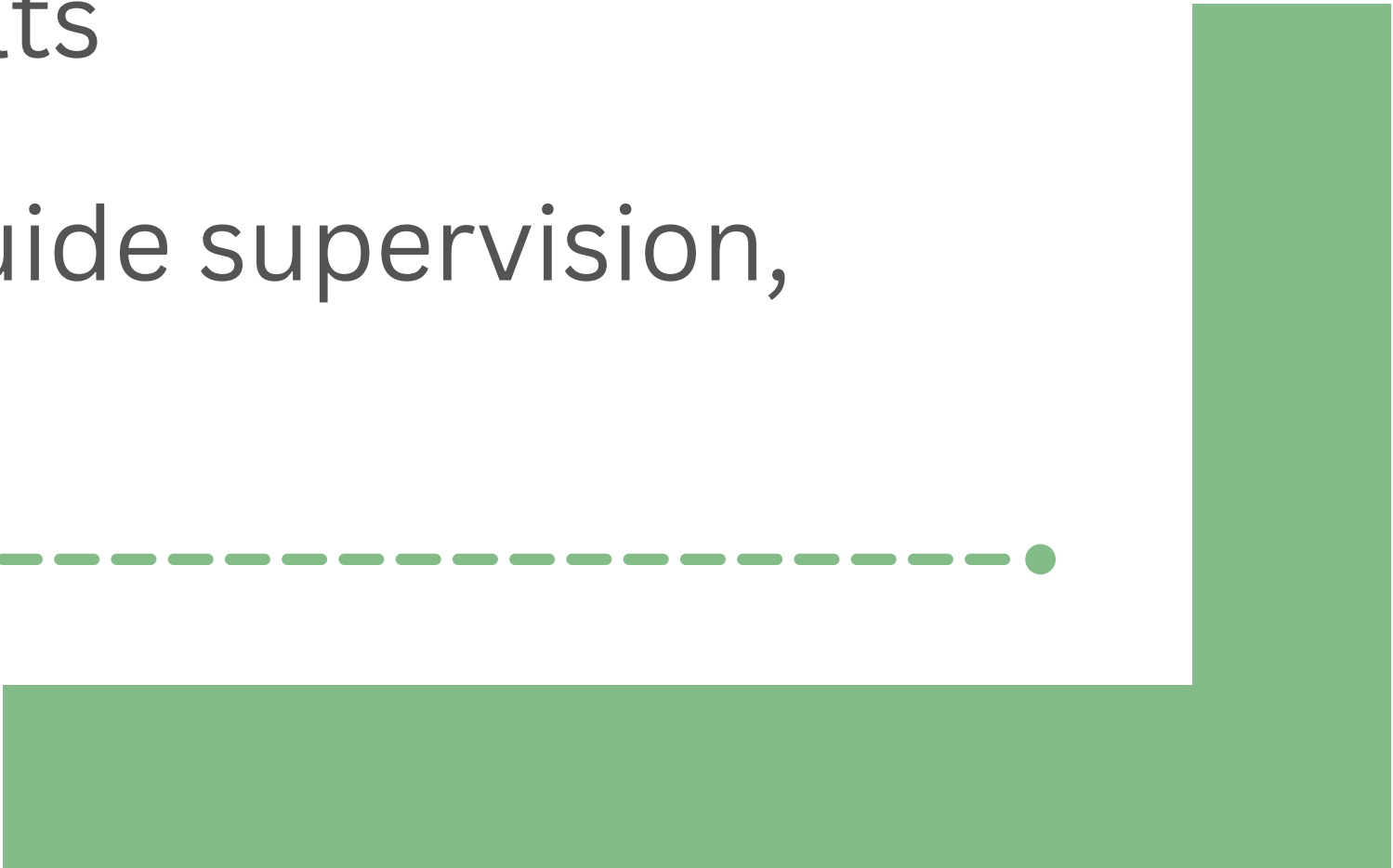
Once a new CYCW completes their orientation, they are sent a welcome email from the Evening Supervisor team.

The primary purpose of this email is to introduce the CYCW to their Evening Supervisors.

The secondary purpose is to introduce our Safe Practice Capacity Tool (SPCT).



SAFE PRACTICE CAPACITY TOOL

- Developed to assess the anxiety or worry experienced by the new CYCW joining our team
 - Targeted questions run through a standardized scoring system, producing measurable results
 - These results can then be used to guide supervision, training, and support
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Safe Practice Capacity Tool

	No discomfort (4)	Mild discomfort (3)	Moderate discomfort (2)	Extreme discomfort (1)	No Experience (0)
Client behaviour					
Another YCW's unprofessional conduct					
Negative Team Dynamics					
Supervisor Conduct					
Lack of Management Support					
Lack of Intervention Plans					
Lack of enforced program guidelines					
Access to reading material					
Clear Policy and Procedures					
Professionalism in my facility					
Professionalism throughout the organization					
Training opportunities					
Orientation for new employees					
My own comfort level with aggressive youth					
My ability and skills to remove aggression as a dynamic of the environment					
My capacity to have youth understand I am in charge as an adult					
	No (4)	Sometimes (3)	Often (2)	Always (1)	No Experience (0)
Do I worry about being hurt emotionally/physically while at work					
Do I worry that the team I work with will support my decisions					
Do I feel I will not be adequately debriefed after a difficult shift					

Safe Practice Capacity Tool

	No discomfort (4)	Mild discomfort (3)	Moderate discomfort (2)	Extreme discomfort (1)	No Experience (0)
Client behaviour			2		
Another YCW's unprofessional conduct	4				
Negative Team Dynamics	4				
Supervisor Conduct	4				
Lack of Management Support		3			
Lack of Intervention Plans					0
Lack of enforced program guidelines	4				
Access to reading material	4				
Clear Policy and Procedures		3			
Professionalism in my facility	4				
Professionalism throughout the organization	4				
Training opportunities	4				
Orientation for new employees	4				
My own comfort level with aggressive youth			2		
My ability and skills to remove aggression as a dynamic of the environment			2		
My capacity to have youth understand I am in charge as an adult				1	
	No (4)	Sometimes (3)	Often (2)	Always (1)	No Experience (0)
Do I worry about being hurt emotionally/physically while at work			2		
Do I worry that the team I work with will support my decisions		3			
Do I feel I will not be adequately debriefed after a difficult shift	4				



DISCUSSION BREAK



What topics and questions would you suggest for the SPCT?

What do you remember causing you discomfort as a new CYCW?

What worries are you seeing from CYCWs you supervise?



NET CHECKLIST

- Is given after orientation
 - Continuation of the orientation checklist
 - Includes some overlap
 - Focuses on less common tasks rather than the daily responsibilities
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NET CHECKLIST

	Task/Conversation	Taught By or Spoke With:	Date completed:	Reviewed by Supervisor:
	YCW Photo for HBYS File - sent to ES			
	What does it mean to have a global HomeBridge perspective?			
	Unionized environment and what that means			
	Review HBYS Organizational Flowchart PDF HomeBridge Organizational...			
	Evening Supervisors - who they are and what their role is			
	Familiar with Program Guidelines			
	How to use The Disney Circle for Wifi			
	Review Reports Reference Sheet			
	When to contact an On-Call Program Supervisor			
	When to Call Provincial After Hours Response Team (PART) or MCFS After Hours			

NET CHECKLIST

Task/Conversation	Taught By or Spoke With:	Date completed:	Reviewed by Supervisor:
YCW Photo for HBYS File - sent to ES	Joel	June 25, 2026	Jodi
What does it mean to have a global HomeBridge perspective?	Joel	June 25, 2026	Jodi
Unionized environment and what that means	Joel	June 25, 2026	Jodi
Review HBYS Organizational Flowchart  HomeBridge Organizational...	Joel	June 25, 2026	Jodi
Evening Supervisors - who they are and what their role is	Joel	June 25, 2026	Jodi
Familiar with Program Guidelines	Joel	June 25, 2026	Jodi
How to use The Disney Circle for Wifi	Joel	June 25, 2026	Jodi
Review Reports Reference Sheet	Joel	June 25, 2026	Jodi
When to contact an On-Call Program Supervisor	Joel	June 25, 2026	Jodi
When to Call Provincial After Hours Response Team (PART) or MCFS After Hours	Joel	June 25, 2026	Jodi
Review Emergency Procedures	Joel	June 25, 2026	Jodi



Opening Keynote Address: The Power of One Caring Adult

AAPexperience



Watch on  YouTube



Dr Dan Siegel's Hand Model Of The Brain

Teresa Lewis | Lewis Psychology

SIEGEL'S HAND MODEL OF THE BRAIN

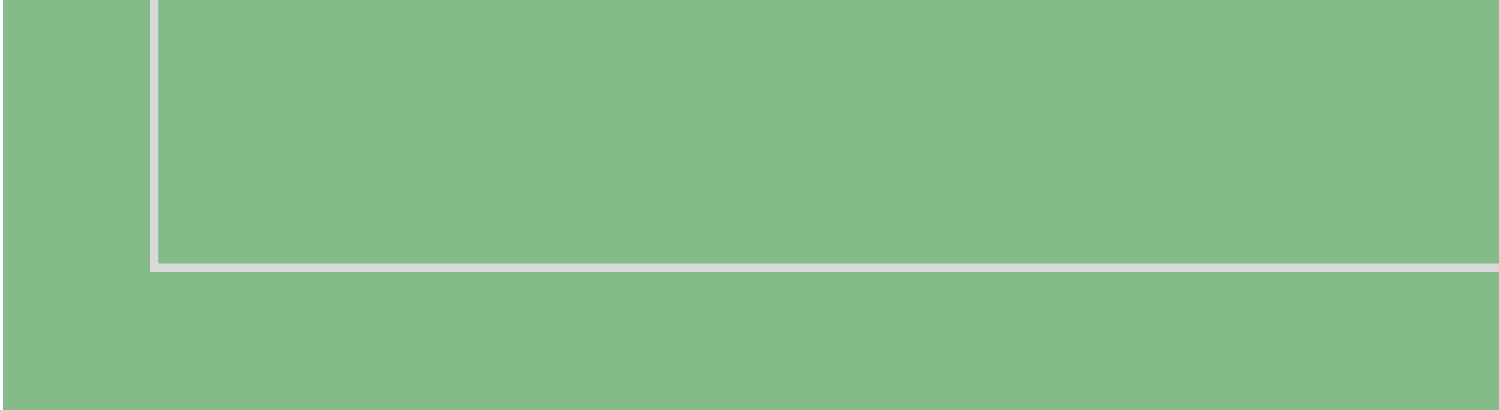


TERESA LEWIS



Watch on  YouTube

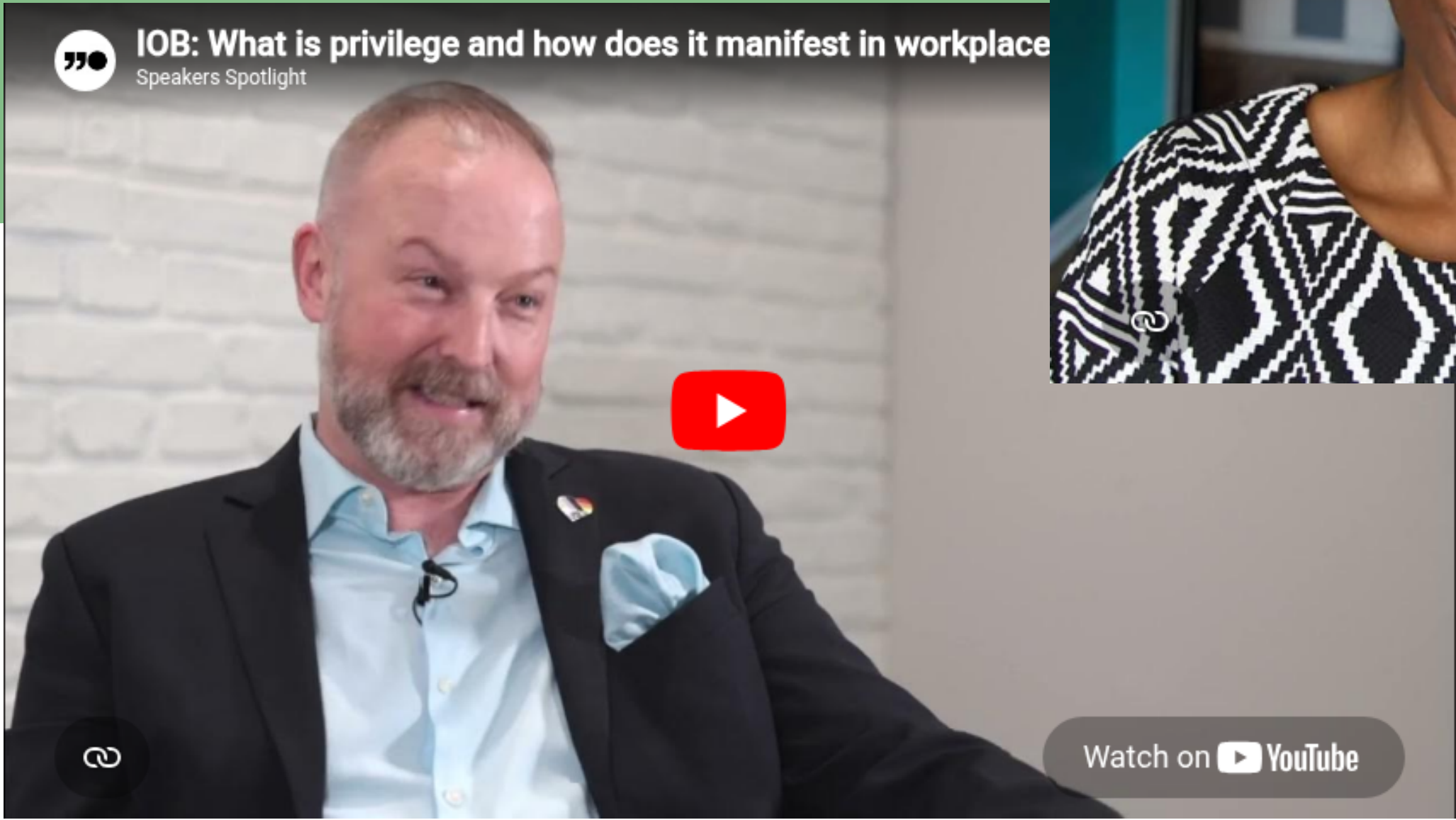
LEARNING PACKAGES



- Articles and/or videos sent from the Evening Supervisors to the CYCW, with discussion questions
- The progression of the Learning Packages is designed to align with the development and experience of the CYCW and provide appropriate support.

LEARNING PACKAGES INCLUDE:

- ***The Three Pillars of Trauma Informed Care*** - Dr Howard Bath
- ***Characteristics of a Relational Child and Youth Care Approach Revisited*** - Dr Thom Garfat, James Freeman, Dr Kiaras Gharabaghi and Dr Leon Fulcher
- ***Four Parts Magic: The Anatomy of a Child and Youth Care Intervention*** - Dr Thom Garfat
- ***Catastrophe of Compliance-*** Dr Lorraine Fox
- **CYC-Net**





Learning Packages are presented in 3 main topic areas:

- Organizational learning
 - Self-reflection and discovery
 - Child and Youth Care theory
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PURPOSE OF THE LEARNING PACKAGES



The learning packages serve two main purposes:

- The information and learning from the material and questions
- The learning that takes place in *how* the packages are completed





DISCUSSION BREAK



Are there any topics that you would suggest for the Learning Packages?

Are there any specific articles, lectures, videos or other resources you would suggest?

CHECK-INS

Unplanned

- Informal, in the moment
- Following a crisis

Planned

- More structured and deliberate
 - Due to a notice in practice from others, or their SPCT
 - A formal debrief following a crisis
 - A request from the CYCW
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FINAL NET MEETING

- How was NET helpful to you?
- Tell us something you learned or tell us about your favourite learning package
- Tell us something you would like to see us cover in NET
- Did you feel you had a good amount of time? Too much or too little?
- Is there anything more we could be doing to support YCWs in NET?

“We believe that Child and Youth Care practitioners are ideally situated to be among the most influential of healers and helpers in a person or family’s life.”

***-Dr Thom Garfat
& Dr Grant Charles***



THANK YOU!

JOEL ANDERSON, BA
ASSISTANT PROGRAM SUPERVISOR
janderson@homebridgeyouth.ca

JODI ANGUS, BA
EVENING SUPERVISOR
jangus@homebridgeyouth.ca



www.homebridgeyouth.ca

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