



The General Child
and Family Services
Authority

Building on Family Strengths

**2014/2015
Annual Report**



GENERAL AUTHORITY DIRECTORS' LEADERSHIP TABLE

COLLECTIVE LEADERSHIP VALUE STATEMENTS

The General Authority embraces a strengths based approach as the philosophical framework that will guide its work. Consistent with this perspective, the General Authority's Directors' Leadership Table adopts the following as core values:

THE DIRECTORS' LEADERSHIP TABLE

believes in promoting hope, optimism and capacity building through a strengths focus that cultivates, appreciates and enhances the talents, skills, assets and success of the individuals and groups that are part of the General Authority service system.

THE DIRECTORS' LEADERSHIP TABLE

believes in inclusiveness where diverse and unique opinions are welcomed; where staff, youth, families and stakeholders are empowered to have a "voice", invited to participate in the planning process and given the opportunity to influence decisions.

THE DIRECTORS' LEADERSHIP TABLE

believes in transparency where plans and decisions are communicated in a timely manner and in that communication, the rationale, expected results and connection to best practice principles are clearly evident.

THE DIRECTORS' LEADERSHIP TABLE

believes that plans and decisions should clearly reflect the best and most current available evidence derived from research, proven practice and other sources known to result in positive outcomes for children, youth and families.

THE DIRECTORS' LEADERSHIP TABLE

believes that outcomes for children, youth and families are more likely to be positive when staff feel engaged, valued, respected and supported in their work environment.



The General Child
and Family Services
Authority

Overview of the General Authority

With proclamation of *The Child and Family Services Authorities Act* in 2003, there was a significant shift of powers from the Director of Child Welfare to each of the four new child and family services authorities. Most powers directly related to the operation of child and family services agencies were transferred from the Director to the four authorities. The authorities are responsible for mandating, funding and overseeing the services provided by child and family services agencies throughout the Province of Manitoba. Within the General Authority, these services are provided by the following agencies:



Jewish Child and Family Services



Child and Family Services of Central Manitoba



Child and Family Services of Western Manitoba



The Department of Family Services provides services through Winnipeg Child and Family Services Branch and four Rural and Northern service regions (Interlake Region, Eastman Region, Parkland Region, and Northern Region)

General Authority Board of Directors for 2014/2015

Nicole Chammartin*, Laura Crookshanks,
Doreen Draffin, Cheryl Dyer-Vigier*,
Guy Jourdain, Karen Kost,
Mark Fleming, Leah Deane and
Jan Sanderson (Ex-Officio Member)

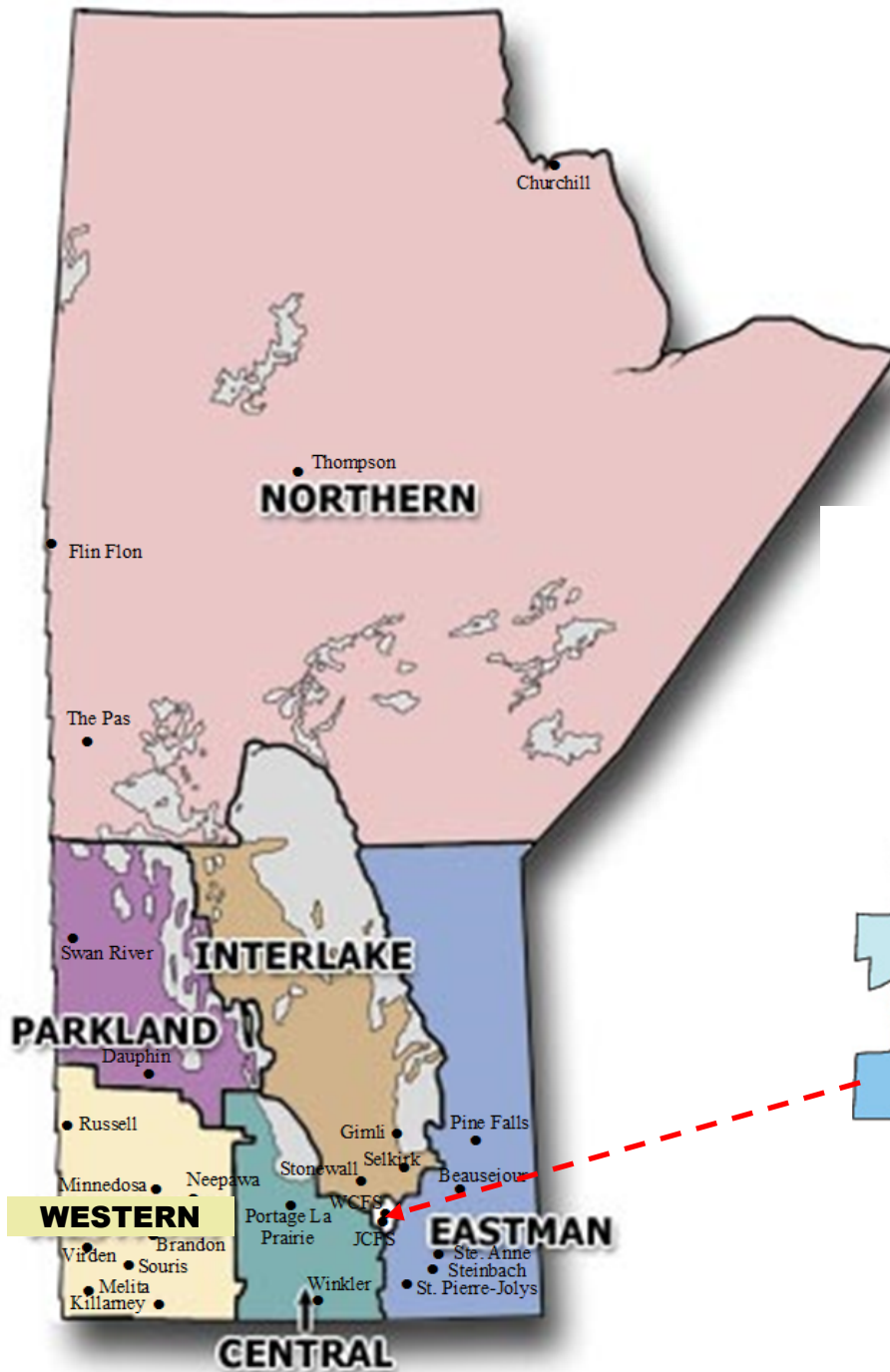
* Left the General Authority Board of Directors
during 2014/2015

General Authority Staff for 2014/2015

Kathleen Baxter, Del Bruneau, Patti Cox,
Jan Christianson-Wood, Thomas Ens*,
Jennifer Fallis, Jeanette Grennier,
Laurie Gulowaty**, Christy Holnbeck**,
Kathy Kristjanson, Janine LeGal,
Laura Morton, Janice Rees, Jay Rodgers***,
Lisa Schmidt, Careen Simoes, Kim Thomas,
Cathe Umlah, Patti Wawyn,
Laura Wilson, Erica Wood

* On secondment from Winnipeg Child and Family Services
** Reassignment to the Hotel Reduction Team
*** Left the employment of the General Authority during
2014/2015

General Authority Agencies and Service Regions



Winnipeg Child and Family Services Units



Focusing our work to support and build on strengths in families and our Agencies



Hello and welcome. This is the twelfth annual report from the General Authority. We continue our tradition from the previous year with a joint report from the Board Chairperson and the Chief Executive Officer.

The General Authority has continued its work focused on providing sound governance, quality assurance and support to our mandated agencies. The General Authority is responsible for administering and providing for the delivery of child and family services through our agencies to all persons not receiving services from the other three authorities (members of or persons who identify with northern and southern First Nations, Métis and Inuit peoples).

The General Authority's core principles provide for a partnership in Prevention and Permanency supported by the General Authority Practice Model. We do this in the spirit of building on the strengths of families, promoting hope and developing capacities for families and staff. We also do this by providing the foundational framework to the Directors' Leadership Table, staff, and families we serve; to create a positive partnership with all stakeholders impacted by the child welfare system.

The General Authority has placed much of its efforts and focus on Prevention: working at preventing children from coming into care, while at the same time building on family strengths to provide care and support in their own homes. More than 75 percent of children served by the General Authority agencies and service regions are in their own homes.

Adhering to the principle of prevention manifests in initiatives supported or led by the General Authority such as "Building Futures" where community agencies support youth leaving care with mental health, financial and employment supports to aid in preventing future generations from requiring child welfare services. "Tuition Waivers" provides secondary educational financial resources to youth preventing marginalized economic life limitations. "Extensions of Care" support youth in the care of agencies from the ages of 18 to 21 to facilitate continued education, employment supports and independent living life skills. The "New Canadian Initiative" has engaged newcomer communities with over 35 participating community members to raise awareness and share information regarding child welfare and positive parenting practices thereby breaking down myths and supporting community engagement and ownership of supporting their families.

In all of these prevention endeavors; engagement, building trust and communication are foundational building blocks for our preventative work with families and communities.

The principles of prevention and permanency are also supported through the ongoing implementation of the General Authority Practice Model that further develops workers skills in engaging and supporting families through a strength based focus, evidence based tools to enhance decision making, safety planning and development of community networks of supports for families. This enhances transparency for the often asked question of why is child welfare involved with their families and what needs to change thereby enhancing collaboration between agencies and families.

We would like to sincerely thank the Department of Family Services for their ongoing funding and support. We would like to thank the Dave Thomas Foundation for continued funding of a Wendy's Wonderful Kids Recruiter within the General Authority as well as the Royal Bank, Scotia Bank, Children's Aid Foundation and the Winnipeg Foundation all of whom support specific initiatives.

The General Authority wishes to thank and acknowledge the valued, respected work of our former Chief Executive Officer, Jay Rodgers. Jay was the guiding force and visionary behind the development of the General Authority Practice Model and many other significant initiatives.

Our new CEO, Debbie Besant joined us full-time in March of 2015. As the General Authority moves into the future our hope is that we work in a culture of continuous learning, that our environment is respectful of diversity, builds and engages partnership within our own worksites, our agencies, and the broader community all in support of strengthening families. We trust we have a culture of strengths and evidence based practice enhanced by the General Authority Practice Model.

We look forward to 2015/2016 and our continued focus on supporting our families, children through our mandated agencies.

Respectfully submitted

Debbie Besant and Doreen Draffin

Finance Report

I am pleased to present the report from the Finance Committee for the 2014/2015 fiscal year. The General Authority is a financially stable organization prepared to meet current requirements and future challenges. Our Auditors, Magnus Chartered Accountants LLP, have provided an opinion that the financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with the Canadian public sector accounting standards for government not-for-profit organizations.

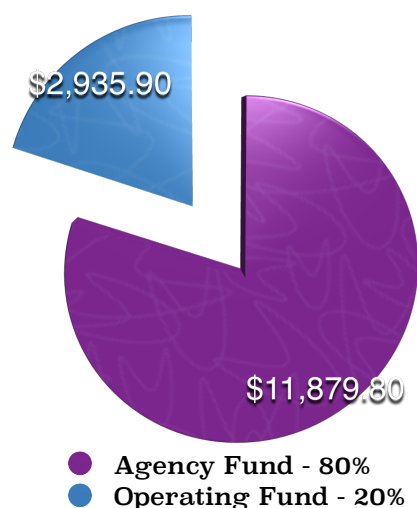
The General Authority has established two funds to manage its financial operations, namely the operating fund and the agency fund. The operating fund is used to support the staffing and operating requirements of the Authority, as well as initiatives and projects deemed appropriate for Authority support. The agency fund provides funding to child and family services agencies under the jurisdiction of the General Child and Family Services Authority to support the delivery of service including agency staffing, operating requirements and the delivery of support services.

FINANCIAL HIGHLIGHTS

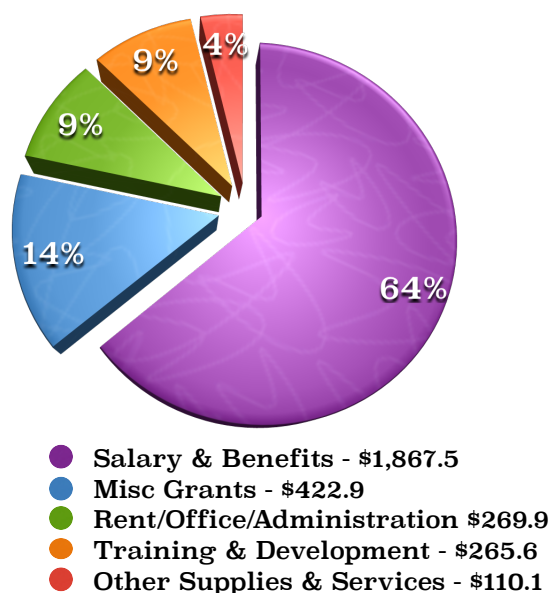
For the year ended March 31, 2015 – Expenditures by Fund

For the year ended March 31, 2015, a summary of expenses within the Operating Fund are as follows:

Fund Expenditures - \$14,815.7



Summary of Expenses - \$2,935.9



Thank you to the General Authority staff for their support.

Guy Jourdain
Finance Committee Chair

General Authority Practice Model

The General Authority is committed to providing training, mentoring, and support to assist agency staff so they may strengthen their work with families. As a result, in 2010, the General Authority embarked on the implementation of the General Authority Practice Model with its agencies and service regions.

The fundamental goal of the General Authority Practice Model is to work with families to keep children safe. The Practice Model uses research based Structured Decision Making tools. The Structured Decision Making (SDM) tools help to assess safety, risk, and families' strengths and needs. In conjunction with these assessments, the Practice Model uses solution focussed engagement strategies and skills. These include Mapping, Danger Statements, Safety Goal Statements and behaviourally based case plans that are measurable and achievable for the family. These tools and approaches help to increase the transparency about what the worries are, what is working well, and what needs to happen next.

A common definition of safety has been adopted by all General Authority agencies and service regions which incorporates all of the elements that need to be in place to ensure child safety. This definition is shared with families so they know what is expected of them and gives families and workers a common language.



Safety is:

Actions of protection taken by the caregiver that directly mitigate the danger,

Adapted from Boffa, J., & Podesta, H. (2004) Partnership and risk assessment in child protection practice, Protecting Children, 19(2): 36-48. Turnell, Andrew and Susie Essex *Working with Denied Child Abuse*, Open University Press, 2006.

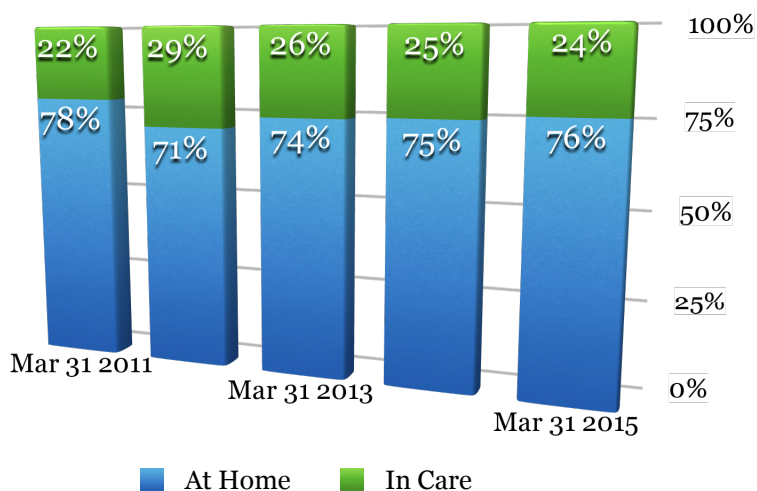
The General Authority's commitment is to focus on **Safety, Permanency, Belonging, and Well-Being** of children. The focus on **Safety** is always a primary concern, and includes the physical and psychological safety of children. The General Authority Practice Model ensures caregivers and children have an opportunity to engage with and participate in safety planning to ensure ongoing, sustainable safety. **Permanency and Belonging** is a focus on permanent, sustainable connections, whether that is to family and community, or to permanent placement outside the family home. This includes caregivers who are committed to helping children and supporting them in their transition to adulthood. **Well-Being** is a focus on helping children to maintain familiar connections including school and community.

The following charts and tables are reflective of some of the work the General Authority has begun in the area of evaluation.

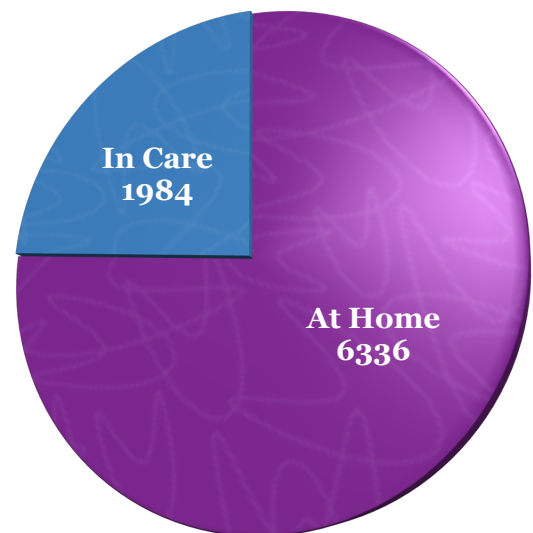
The goal of the General Authority is to serve children in the family home whenever possible, have workers engage with families to find ways to address concerns, work with whole families and their networks to come up with plans to assist in keeping all the children safe in the home. Data from across the General Authority agencies and service regions indicates success with this, with over 75% of children receiving services in their home, with their parents. The number of children being served in their homes with their parents is significantly higher than the number of children in care in General Authority agencies and service regions.

Supporting Children and Families:

Of all children receiving services, the percentage being supported at home (with their parents)



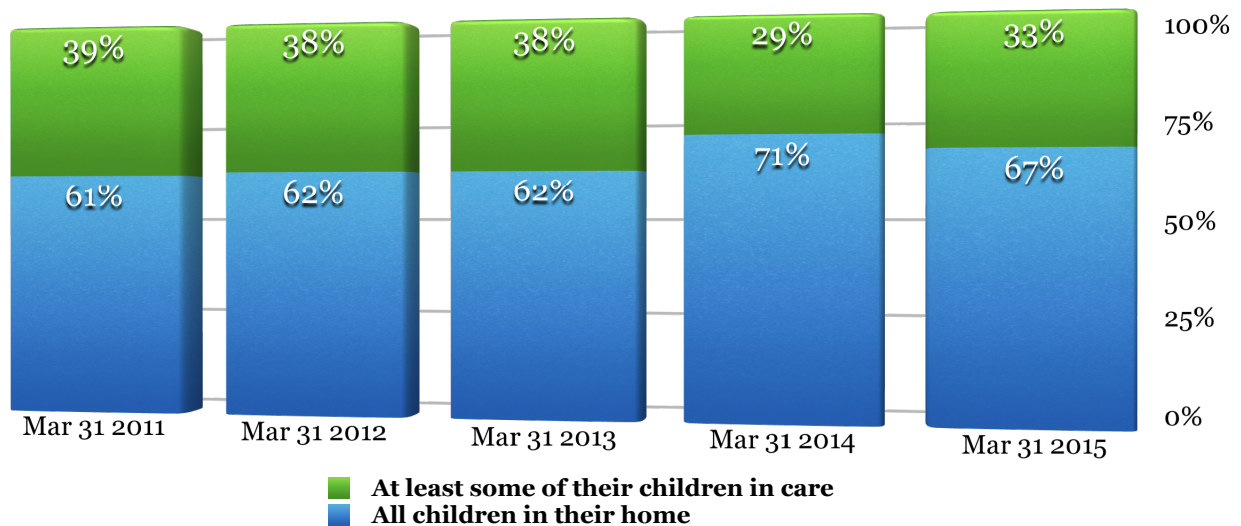
Of all children receiving services, the percentage being supported at home (with their parents)



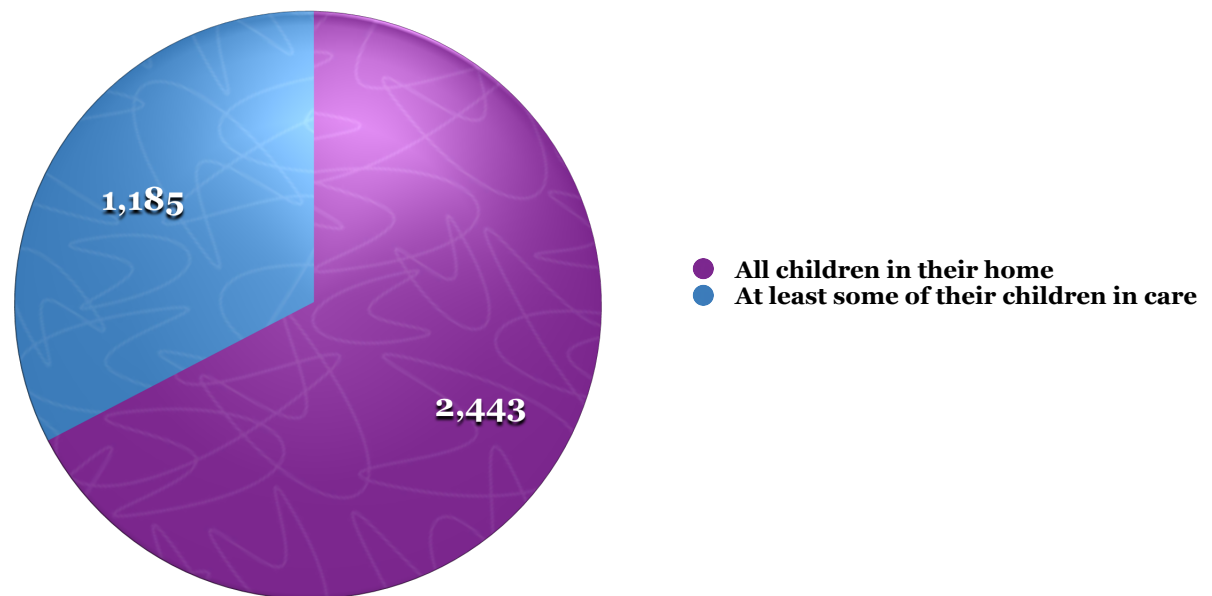
It is also important to look at the number of families working with General Authority agencies and service regions that have all of their children still living with them. This demonstrates a willingness and capacity on the part of the families to work collaboratively to address needs and maintain safety in the home. Approximately 67% of the families that are being served by General Authority agencies and service regions have all of their children in the home.

This focus on Safety in the family home shows the importance and the value of families participating in safety planning with child and family service workers. This also links with the concepts of *well-being* and *permanency* and *belonging*, as we are working with caregivers and networks to build sustainable safety in the home.

The Percentage of all families served where all children are in the home



The Number of all families served where all children are in the home

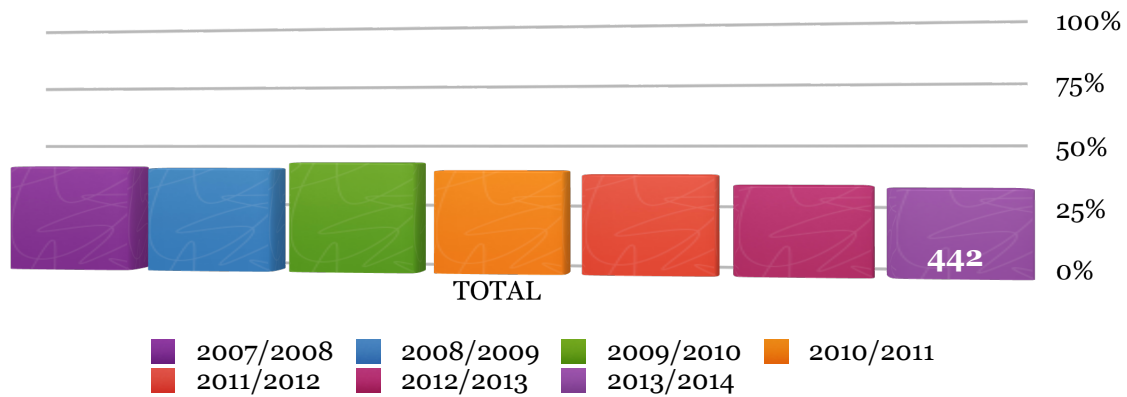


Children in Care (CIC)

Despite all our collaborative work with families and the goals of maintaining children safely in their own homes, there are times when it is not safe enough for children to remain at home. Safety is assessed using the SDM Safety Assessment, and this helps workers to make the determination if the children can be safe in their homes, or if an out-of-home placement intervention is the only way to ensure child safety.

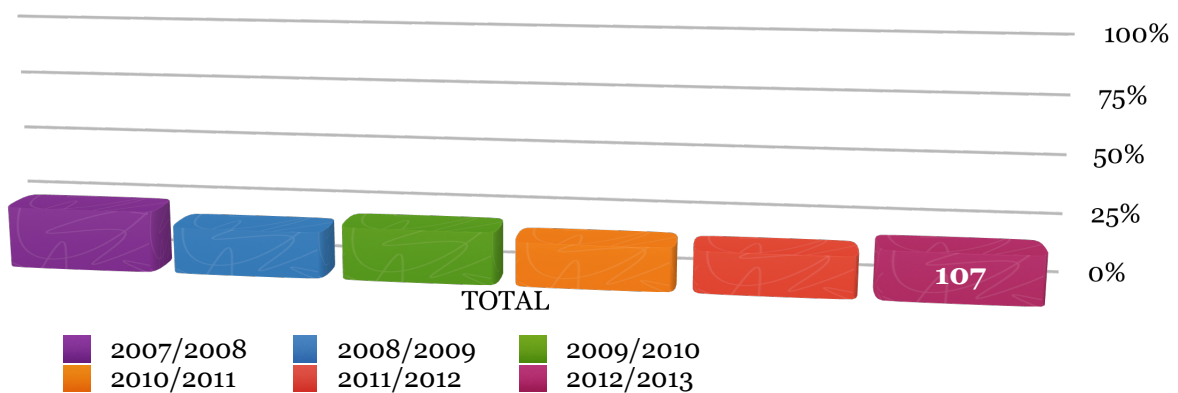
The goal of General Authority agencies and service regions is to reunify children with their families as quickly and safely as possible. In approximately 40% of cases across all General Authority agencies and service regions, children have been successfully reunified with their families within 12 months of coming into care.

Of Children coming into care, the percent of CIC openings that are reunified within 12 months



One of the goals of the General Authority Practice Model is to reduce the number of times that children return to care. In the majority of General Authority agencies and service regions, only 20% of the children that have been reunified with their families come back into care within the first year of reunification. These are promising trends which suggest that the General Authority Practice Model's rigorous and balanced evidence based assessments and collaborative family-centered approach to safety planning, helps to maintain many children in their home safely.

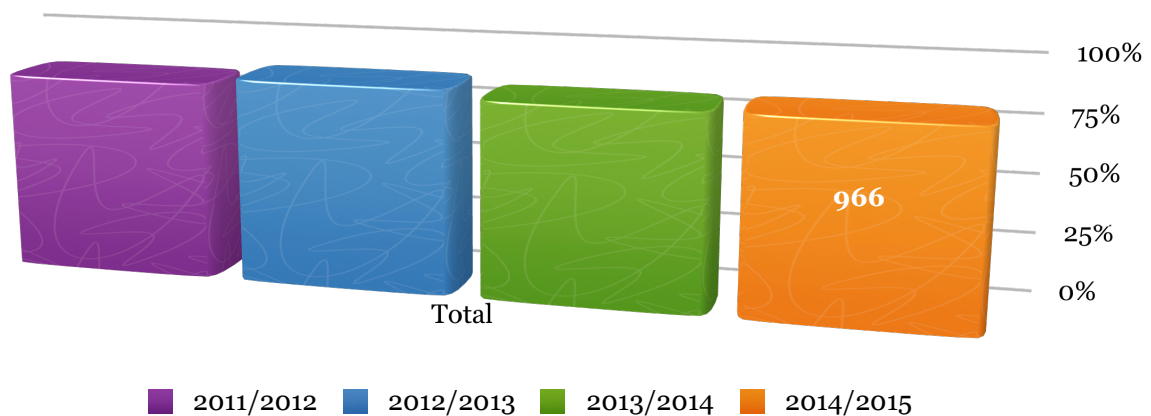
Of children reunified, the percentage that come back in care within 12 months



It is also extremely important that children do not experience multiple placements, as research has shown the adverse impact this can have on the ability to form and maintain healthy attachments and relationships, and can lead to poor outcomes down the road. While it is not always possible to avoid changes in placement, being proactive and planning for any changes helps to minimize the impact of those changes and lessen the trauma for children and youth, families and foster families.

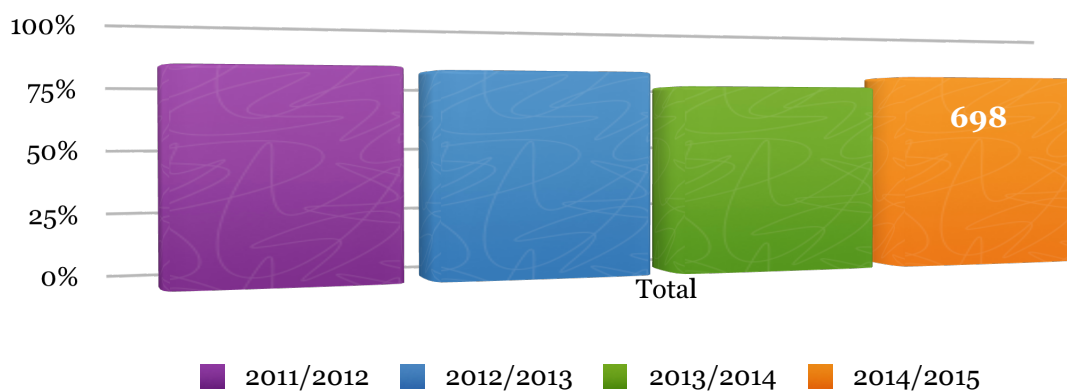
The Chart below indicates over 80% of children in care do not experience an unplanned disruption in placement.

The percentage of children in care who do not experience an unplanned disruption in placement



To reduce trauma, ensure continuity and improve educational outcomes, the General Authority strives to ensure children in care stay connected to their: community, schools, peers and extended family when possible. Children in care with the General Authority, even if their placement changes, still remain in a familiar school and community. The number of children who do not have to change schools is approximately 80%.

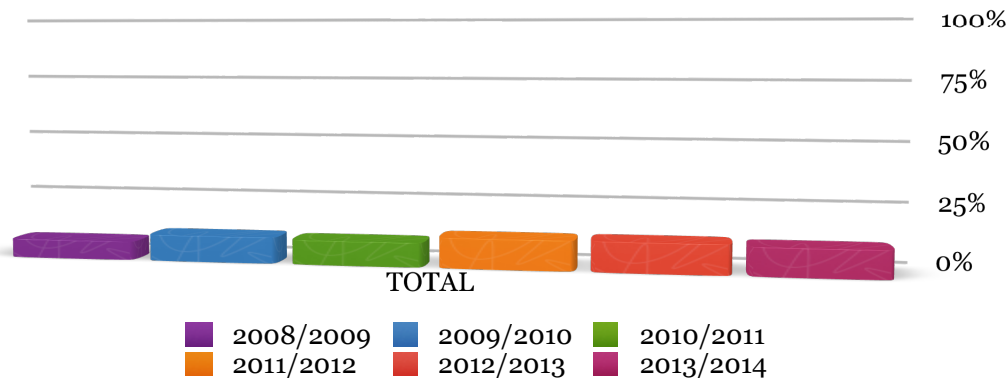
The percentage of school aged children in care who do not change schools as a result of a change in placement



Work with Families:

Part of the planning process with families includes the use of the Structured Decision Making Family Strengths and Needs Assessment, designed to help the child and family services worker and the caregivers focus on areas that will help to ensure long-term child safety. Acknowledging strengths with families can assist with engagement and open discussion on how to address any assessed needs.

Percent of family file closures that reopen as a family file within 12 months



The General Authority Practice Model highlights that relationships are the most significant factor in promoting child safety, permanency, and well-being. Relationships are difficult to measure and demonstrate in a bar chart. Nevertheless, recent statistics show that approximately 20% of the family files opened to General Authority agencies and service regions are open on a voluntary basis. Many of these voluntary files are reopenings, suggesting that families have a level of satisfaction with, and relationships developed with, General Authority agencies and service regions. This information provides encouragement to continue to strive to develop effective and collaborative relationships with the families served. In order to build and maintain relationships, consistency of worker is very important for families. Approximately 80% of families had the same primary child and family services worker for the first 12 months that they were receiving service from General Authority agencies and service regions.

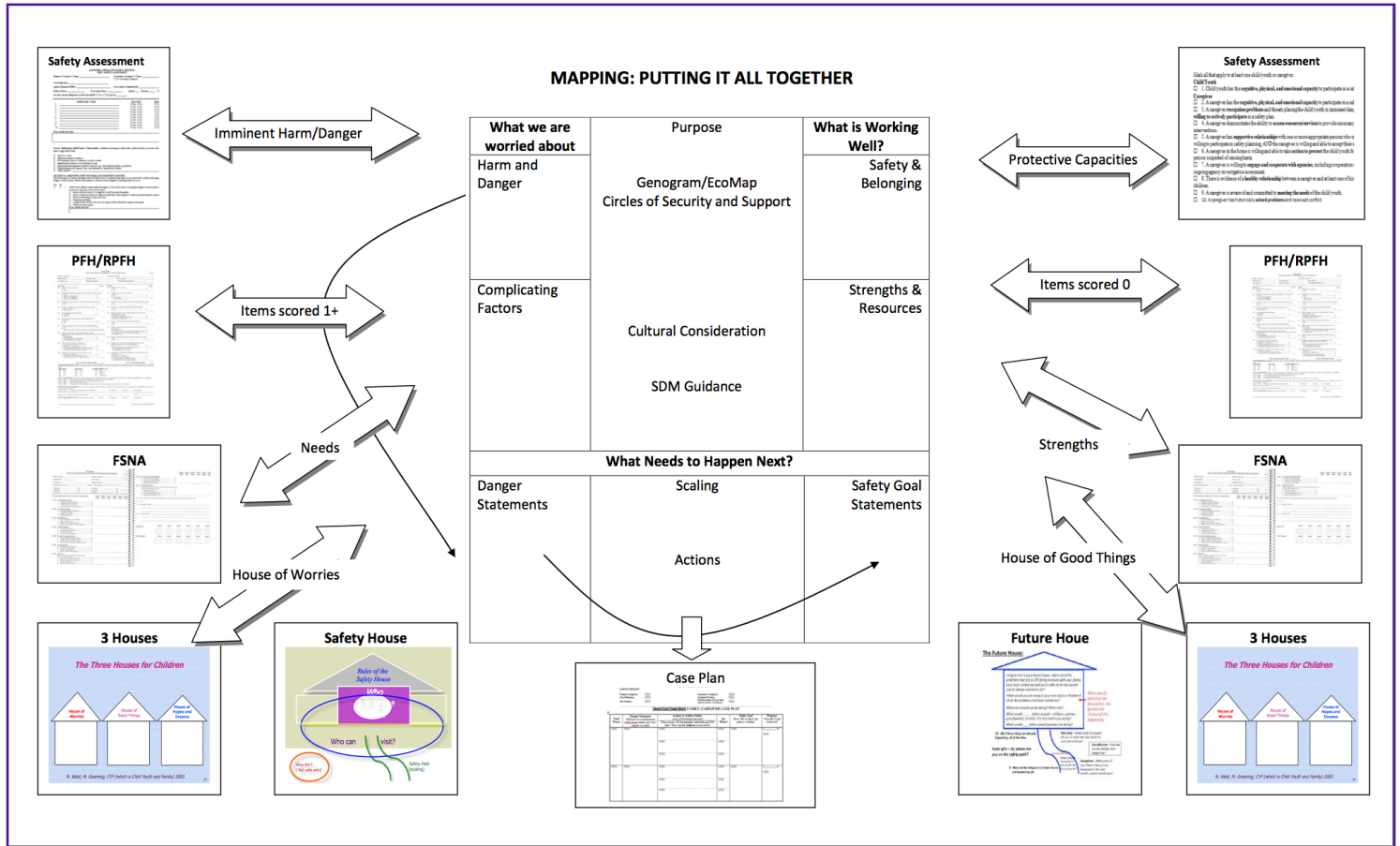
Using a solution-focused, strengths-based approach with families, with an emphasis on collaboration, engagement and transparency, including the family's network of people who care about the children and are invested in planning for their safety, helps child and family service workers build strong relationships with families. In this environment, parents may grow and feel secure in making some of the changes needed to parent their children on an ongoing basis.

Relationships matter

"The single most identified factor contributing to positive outcomes for children involves meaningful connections and lifelong relationships with family."

-Kevin Campbell, Family Finding

Mapping: Putting it all Together



At the Heart:

'Motivation for change may be linked to the degree of hope that change is possible'.

US National Clearinghouse on Child Abuse and Neglect

Five Types of Solution-focused Questions

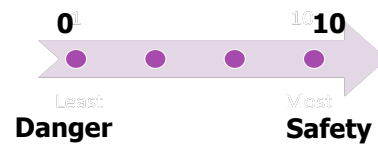
Exception Questions

Past History of
Safety



Scaling Questions

Sharing understanding,
steps to change



Coping Questions

Solutions even in the
face of difficulty



Preferred Future Questions

A vision for
what could be



Position Questions



The General Authority Outcomes Matrix

| Outcome Domain | Outcome Indicators | Outcome Domain | Outcome Indicator |
|----------------------------|---|------------------------------------|--|
| Family & Community Support | The percentage of children in care who do not experience community disruption as a result of a change in school. | Satisfaction/Service Effectiveness | The percentage of children who have only one social worker. |
| Family & Community Support | The percentage of children placed in care that live with extended family. | Satisfaction/Service Effectiveness | The level of satisfaction experienced by children/youth in care with the services they have received. |
| Family & Community Support | Of all children receiving service, the percentage being supported at home with their parents. | Satisfaction/Service Effectiveness | The number of families that choose the General Authority as their Authority of Service who have another Authority of Record. |
| Family & Community Support | The percentage of families where all children are in the home. | Satisfaction/Service Effectiveness | The level of satisfaction experienced by parents with the services they have received. |
| Permanency | Of children coming into care, the percentage of children reunified with their parents or guardians during specified time periods. | Well-Being | The number of children in care (excluding extensions) per 1000 children in Manitoba. |
| Permanency | Of children reunified the percentage that do not re-enter care during specified time periods. | Well-Being | The percentage of children in care who do not experience an unplanned disruption in placement. |
| Permanency | Of children legally free for adoption, the percentage whose adoption placement was finalized during specified time periods. | Well-Being | The percentage of children in care who receive regular and appropriate medical, dental and optical examinations and treatments. |
| Permanency | Children in care for whom reunification, adoption or legal guardianship is not the plan, the percentage of children who are living in what is considered to be their permanent placement. | Well-Being | The academic performance of children in care in an appropriate school setting. |
| Permanency | The percentage of children who re-enter care and the number of times children come into care during a specified time period. | Well-Being | The frequency and seriousness of behavioural and emotional problems and involvement with the youth justice system exhibited by children in care. |
| Safety | Of all children receiving services, the percentage that do not experience another incident of maltreatment. | Well-Being | The percentage of children in care who are involved in appropriate extracurricular activities. |
| Safety | Of children who are in care, the percentage who do not experience another incident of maltreatment. | | |
| Safety | Of children in care who experience a substantiated recurrence of maltreatment, the type and seriousness of the maltreatment. | | |
| Safety | Of the total number of openings and re-openings, the percentage that were opened for voluntary family services. | | |

Quality Assurance and Outcomes

Quality Assurance

In June 2008, the General Authority Board of Directors approved a Quality Assurance Framework following an extensive consultation process with the General Authority Board members, the Directors' Leadership Table (DLT), and agency staff. This Quality Assurance Framework is designed to assess outcomes and performance as well as ensuring accountability for service provision. The broad goal of the quality assurance program function at the General Authority is to achieve excellence in service delivery through the implementation of a formal set of activities that reviews and affects the quality of the service provided within the General Authority system. Updates on the broad range of the GA's quality assurance functions, activities and reviews are provided in the following section of the annual report.

The General Authority Outcomes Matrix

Following the approval of the Quality Assurance Framework, the General Authority conducted a review to identify key outcome domains, outcome-oriented objectives and standard performance measures used in other child welfare systems that could be adapted for use by General Authority agencies. Research, literature and leading practices related to outcome measurement were examined. Key sources included the Canadian National Outcomes Indicator Matrix (NOM), Looking After Children in Canada (CAN LAC), Casey Outcomes and Decision Making Project Outcome Model (Casey), and the Children's Bureau (U.S. Department of Health and Human Services).

The result of this extensive literature review and consultation process was the development of a comprehensive and evidence-based matrix for tracking outcomes in the General Authority Child and Family Service System.

Outcome Domains & Outcome Indicators

The General Authority Outcomes Matrix (see chart on page 17) identifies five outcome domains and twenty three outcome indicators. To enhance performance measurement, the Outcomes Matrix also identifies the desired trends over time. The Outcome Matrix guides the collection of information that will provide a qualitative response to determining the effectiveness of service delivery at the General Authority.

The General Authority Outcomes Matrix is comprised of these five outcome domains:

- Child Safety
- Child Well-Being
- Permanency
- Family and Community Support
- Satisfaction/Service Effectiveness

Each of the five outcome domains adopted in the Outcomes Matrix have several associated outcome indicators. The majority of the outcome indicators selected are those that are used in other child welfare jurisdictions to effectively measure performance. Choosing indicators that are in use by other child welfare systems allows for performance comparators. Some outcome indicators are Manitoba specific and were selected by the Directors' Leadership Table.

Highlights of outcomes and trends noted for 2014/2015 can be found within the General Authority Practice Model section of this annual report.

Standards and Program Reviews

The broad goal of the quality assurance program function at the General Authority is to achieve excellence in service delivery through the implementation of a formal set of activities that reviews and affects the quality of the service provided within the General Authority system. As one of the components of the quality assurance cycle, select standards and programs are reviewed each year.

In 2014/2015, the General Authority continued to conduct compliance audits on the status of foster home re-licensing, face to face contact with children in care and whether agency and regional staff have the required checks in place (criminal record, prior contact and child abuse registry).

During this fiscal year, the General Authority completed an extensive multi-agency case review to assess compliance with service standards and best practice.

A number of Program Reviews or Evaluations also occurred this year and we continued to develop tools and mechanisms to gather critical information to inform reviews:

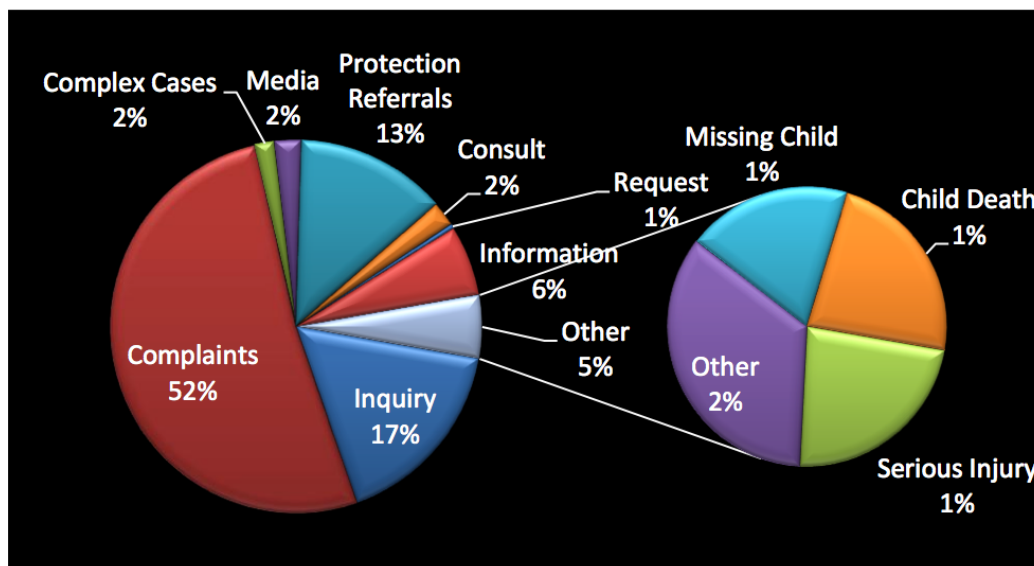
- An evaluation of the Parenting Resource Information Development Education (PRIDE) training for foster parents was completed
- The General Authority continued as an active participant in the cross-authority Designated Intake Review
- An evaluation form and tracking/data collection system to obtain information regarding the quality and impact of General Authority sponsored training was developed and implemented
- The General Authority collaborated with the Child Protection Branch in providing their staff with information on the General Authority Board as they conducted their Continuous Quality Assurance Reviews of each Authority

This year we have also begun a review of the specific Intake Services provided by select agencies under the General Authority. In addition, the initial framework for review of Adoption programming as well as the evaluation design and data collection for a review of the outcomes achieved through Extensions of Care and Maintenance for youth transitioning from agency care has already been completed.

Responding to Intakes

One of the key roles of the General Authority is to respond to concerns, complaints and inquiries (collectively referred to as “intakes”) regarding the services provided by its agencies and service regions. These referrals can come from the community, directly from families, from collateral organizations or through the Department of Family Services. During 2014/2015, the General Authority responded to 473 intakes. This volume reflects a slight decrease of 6% compared to the previous year.

The following chart demonstrates the nature of the intakes received at the General Authority.



During 2014/2015, the General Authority began implementation of a quality assurance assessment of the General Authority Practice Model and data completion requirements on intakes based on information obtained from the CFSIS/Intake Module. The use of the SDM tools, face-to-face contact, and case recordings were reviewed and notification of outstanding tasks was forwarded to supervisor/program managers. The plan is to improve this enhanced tracking system into the next fiscal year.

Complex Case Reviews

In 2008/2009, the General Authority joined the Community Service Delivery Branch, Winnipeg Child and Family Services Branch Senior Management, and the Director of Programs of the Manitoba Adolescent Treatment Centre as standing members of the committee to review complex case situations. This mechanism allows stakeholders to come together to discuss complex cases involving systemic issues, which present significant challenges for agencies and/or specialized services for children as needed. The committee functions as an inclusive, respectful and confidential forum in which to discuss these cases. Membership is fluid, allowing for the inclusion of individuals, internally and externally, with expertise that is relevant to the issues of the cases being reviewed. In 2014/2015, 10 new complex cases with systemic issues were heard by the Committee. The response from worker and supervisors who have accessed this process has been positive in determining next steps on a case.

Reviews of Service After a Death of a Child in Care

Under Subsection 8.2.3(1) of *The Child and Family Services Act*, the Office of the Children's Advocate (OCA) is required to conduct a review of services after the death of a child who had received services through the child welfare system within a year prior to their death. The purpose of the review, referred to as a Special Investigation, is to identify ways in which services may be enhanced to improve the safety and wellbeing of children receiving those services, and to reduce the likelihood of a death occurring in similar circumstances. Special Investigation reports may contain recommendations for changes to standards, policies or practices.

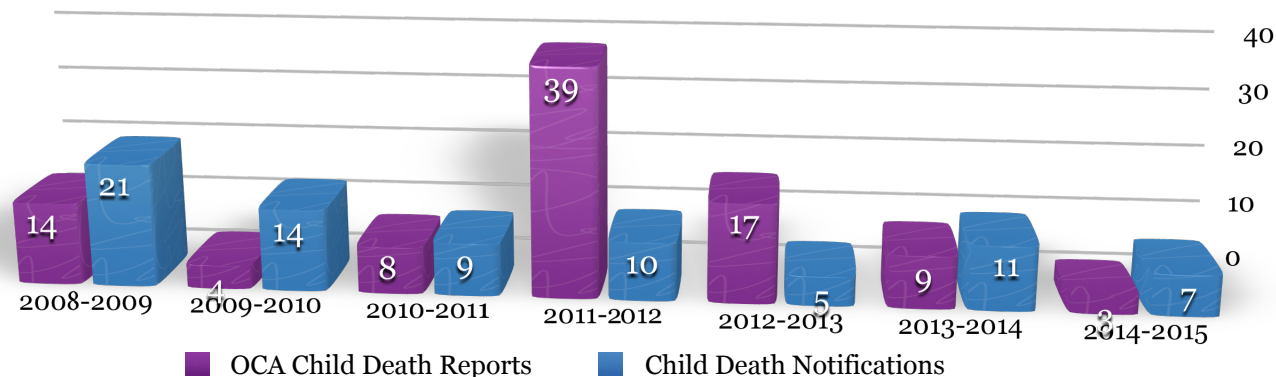
The General Authority received 3 review reports on deaths of children from the OCA in 2014/2015. None of these reports contained recommendations for the General Authority or any of its agencies or service regions.

During this same period, the General Authority received notice of 7 child deaths from its agencies and service regions, the OCA or the Child Protection Branch. Of these deaths, 5 occurred in open cases and 2 deaths occurred in closed cases. None of the children were in the care of a General Authority agency or service region at the time of their death. 4 of these deaths occurred as a result of an accident, 1 death occurred as a result of suicide, 1 death as a result of homicide and 1 occurred where the cause of death was undetermined or unexplained. The chart below provides the numbers of notifications of child death from the current and past years, as well as the number of special investigation reports/reviews received.

The General Authority and its agencies and service regions continue to work closely with the OCA on the review of Draft Special Investigation Reports, which allow the Authority or Agency to provide additional information on programs, Authority or Agency functions or quality improvement activities relevant to the OCA's draft report. Authority/Agency meetings with the OCA are also excellent forums to provide information to the OCA, when requested, to assist the formulation of Recommendations.

Following receipt of the finalized investigation report, the General Authority works closely with agencies and service regions to review any findings and/or recommendations made by the OCA. The reports may contain instructive comments on potential improvements to service delivery as well as acknowledge service excellence.

In instances where recommendations for service improvements have been made, in response the General Authority works collaboratively with agencies and service regions to develop and implement thorough and effective action plans.



**Volume of OCA Reviews received in 2011/2012 reflects a change in practice by the OCA and completion of a backlog of cases requiring review*

Mixed Facilities/Variance Statistics

In keeping with Section 8 of *The Foster Care Licensing Regulation*, the General Authority reviews and approves requests for mixed facilities, where foster families provide care for both children in care and adults. The following illustrates approvals granted this year:

Mixed Facilities/Variance Statistics

| AGENCY | Mixed Facilities | Variances | TOTALS |
|-----------|------------------|-----------|--------|
| Central | 1 | 2 | 3 |
| Churchill | 0 | 0 | 0 |
| Eastman | 7 | 0 | 7 |
| Interlake | 6 | 0 | 6 |
| JCFS | 0 | 0 | 0 |
| Northern | 0 | 0 | 0 |
| Parkland | 0 | 0 | 0 |
| Western | 0 | 0 | 0 |
| WCFS | 0 | 16 | 16 |
| TOTAL | 14 | 18 | 32 |

Transfers of Guardianship

Under Section 49(1) of *The Child and Family Services Act*, the Minister may transfer guardianship of a child from an agency having guardianship of a child to another agency. Such transfers typically occur when a family requests a change in their Authority of Service or when permanent wards are transferred to their Culturally Appropriate Authority.

When General Authority agencies or service regions are requesting transfers of guardianship, application packages are forwarded to the General Authority for processing and then forwarded to the Director of Child Welfare for approval. In 2014/2015, the General Authority received 21 Transfer of Guardianship applications, with the following breakdown:

| Guardianship Order | Metis Authority | Southern Authority | Northern Authority | General Authority (internal) | Total |
|--------------------|-----------------|--------------------|--------------------|---------------------------------|-----------|
| Temporary | 1 | 3 | 0 | 2 | 6 |
| Permanent | 8 | 6 | 0 | 1 | 15 |
| TOTAL | 9 | 9 | 0 | 3 | 21 |

Change of Authority Requests

The Authority Determination Process (ADP) is an important feature of Manitoba's child and family services system. As set out under *The Child and Family Services Authorities Regulation*, it is the process by which a family chooses which Authority will be responsible for oversight of the services provided to the family. Families complete an ADP form at the point of Intake. They may subsequently request a Change of Authority.

| <u>Change of Authority Requests to transfer out</u> | | | | | | |
|--|-----------|----------|-------------------|-----------|-----------------------------|-----------|
| Request to Transfer from: | Accepted | Declined | Awaiting Decision | Withdrawn | Other | Total |
| Metis Authority | 5 | 3 | 1 | 1 | 0 | 10 |
| Southern Authority | 7 | 2 | 2 | 0 | 2 (direct DIA transfers) | 13 |
| Northern Authority | 2 | 0 | 0 | 0 | 0 | 2 |
| TOTAL | 14 | 5 | 3 | 1 | 2 | 25 |

| <u>Change of Authority Requests to transfer in</u> | | | | | | |
|---|----------|----------|-------------------|-----------|----------|----------|
| Request to Transfer from: | Accepted | Declined | Awaiting Decision | Withdrawn | Other | Total |
| Metis Authority | 1 | 1 | 0 | 0 | 0 | 2 |
| Southern Authority | 0 | 0 | 1 | 0 | 0 | 1 |
| Northern Authority | 1 | 0 | 0 | 0 | 0 | 1 |
| TOTAL | 2 | 1 | 1 | 0 | 0 | 4 |

Individual Rate Adjustment Protocol

The General Authority has a responsibility to monitor the controls on child maintenance expenditures, part of which was the introduction of the Individual Rate Adjustment Protocol (IRAP), which came into effect on June 1, 2012. General Authority agencies and service regions determine an appropriate placement plan for children in care based on their level of need. At a specific funding threshold, these plans must be reviewed and approved at the Authority level and/or the Child Protection Branch. IRAP submissions are reviewed weekly both at the General Authority and, when the placement is for a child or youth in the Emergency Placement Resource system, fast-tracked to the Hotel Reduction Team.

Foster Home Appeals

Through Section 8 of *The Child and Family Services Act* and Section 14 of the *Child and Family Services Authorities Regulation*, Child and Family Services Authorities are responsible to hear appeals from foster parents on the removal of children from the foster home, the refusal of an agency to license the foster home, or a cancellation of a foster home licence.

Following receipt of a letter of appeal from a foster parent, the Authority takes the following actions:

- assesses the content of the request to determine whether an actual appeal is being made by the foster parent
- determines how the reconsideration of the agency decision will be conducted
- communicates with the agency and foster parents about the process of reconsideration
- reviews the information of all parties
- provides a written report of the Authority's findings to the foster parent and agency or service region.

In 2014/2015, the General Authority received one appeal in which the Authority subsequently upheld the original decision of the agency to cancel the license of a foster parent.

Services to Minor Parents

The General Authority receives a copy of the Notice of Live Birth or Notice of Maternity for any mother under the age of 18 being served by its agency and service regions. The General Authority checks the Child and Family Services Information System to ensure that services have been offered to the minor parent. If services have not been offered, the General Authority follows up with the agency or service region to ensure service expectations set out in legislation and standards are met.

| Agency/ Region | Number of Notice of Live Birth | | Total 2014/2015 |
|----------------|--------------------------------|-------------------------|--------------------|
| | Mothers under age 16 | Mothers age 16 to 18 | |
| Winnipeg | 5 | 31 | 36 |
| Western | 1 | 7 | 8 |
| Central | 0 | 5 | 5 |
| JCFS | 0 | 1 | 1 |
| Eastman | 0 | 3 | 3 |
| Interlake | 0 | 4 | 4 |
| Parkland | 0 | 0 | 0 |
| Northern | 0 | 0 | 0 |
| TOTAL | 6 | 51 | 57 |

In cases where the minor parent is under 16 years of age, the General Authority has contact with the agency or service region to ensure that the appropriate procedures have been followed to determine if an abuse investigation should be conducted.

In 2014/2015 the General Authority received 57 Notices (34% less than in 2013/2014) with 6 related to mothers under the age of 16 (24% less than in 2013/2014). Statistics are based on the number of Notices completed by hospitals and other medical facilities as referred to the Director of Child and Family Services.

Standards Training

The General Authority's commitment to the ongoing training in Child and Family Services Standards continued. The Place of Safety Standards and the Process for Moving a Child from a Foster Home frameworks and flow charts were completed and piloted, with continued roll out scheduled for 2015.

Child in Care Annual Review

Under Section 39 of *The Child and Family Services Authorities Regulation*, each Authority is responsible for reviewing the placement, care and treatment of, and the permanency plans for every child who has been in the care of agencies and service regions for twelve continuous months or more. To fulfill this requirement all General Authority agencies and service regions submit a Child in Care Annual Review form to the General Authority once a year for all children who meet these criteria.

The Child in Care Annual Review form is designed to collect information on the child well-being outcomes established by the Authority for children in care in the areas of Child Safety, Child Well-Being, Permanency, Family and Community Support and Service Effectiveness (please see the General Authority Outcomes Matrix). The information gathered then assists the Authority to track and understand the changing service needs of the children we serve and provides detailed information on which to base decisions about how best to use and target our resources. Analysis of this information is then shared with our agencies and service regions.

Analysis of the information collected over the 2014/2015 year can be found through out the General Authority Practice Model section of this report

In 2014/2015, the completion rate of the Child in Care Annual Review forms by GA agencies and service regions was 94%.

Permanence for Children and Youth

Wendy's Wonderful Kids

The Dave Thomas Foundation for Adoption (DTFA) awards grants to public and private agencies to hire Wendy's Wonderful Kids (WWK) adoption recruiters, who have a protected caseloads of children and youth who are considered less likely to be adopted (e.g. children over the age of 9 years, sibling groups, children with special needs). Caseloads are kept small to ensure that recruiters have the time and resources to give each child as much attention as they deserve. Recruiters are trained in the Child Focused Recruitment Model, using approaches and proven practices focused on finding the best home for a child through the starting points of familiar circles of family, friends, and neighbours, and then reaching out to the communities in which they live.

Wendy's Wonderful Kids has 204 recruiters working for children throughout the U.S. and Canada. The program has helped more than 4,500 children be adopted.

The General Authority is into the second year of partnership with the DTFA and children and youth in care of our agencies and regions are beginning to see the benefits. The following table provides a summary of the work of the General Authority WWK adoption recruiter:

| Wendy's Wonderful Kids Recruitment Work | | |
|---|---------------------|---------------------------------|
| Caseload | | 15 |
| Age Range | | 4 - 15 Years |
| Sibling Groups | | 3 (one of three and two of two) |
| Current Placement | Supervised Adoption | 4 |
| Placement | Foster Home | 10 |
| | Emergency Shelter | 1 |
| Adoption Matches | | 8 |



3-5-7 Model

Children and youth in care suffer numerous losses in their lives (e.g. family, home, friends, neighbourhood, foster families, etc.) and it is important that they are given sufficient time and support to grieve their losses. It is equally important that children and youth understand who they are, why they are in care or what their future holds. Until children and youth can reconcile the separations and trauma in their lives, they are not able to make a successful transition to permanency (reunification, legal guardianship or adoption).

To provide the supports necessary, workers need to have the necessary skills to assist the children and youth in this process.

The 3-5-7 Model© is a strength-based practice model that does this by providing workers with practical skills and tools to help children and youth understand:

- What happened to them (*loss*);
- Who they are (*identity*);
- Where they are going (*attachment*);
- How they will get there (*building relationships*); and
- How they will know when they belong (*claiming/safety*)

In November 2014, the General Authority brought Darla Henry, the developer of the model, to Winnipeg to train 48 agency and regional staff. Additional training was provided in March 2015. Ms. Henry also provides monthly coaching calls where workers discuss practice skills development.

Youth Speak Out

Youth Speak Out (YSO) is a youth led, adult-supported program in which youth in or from care or those who have been adopted are trained to advocate about the importance of permanency. In this process, they are empowered to make systemic changes in child welfare through panel presentations, artwork, poetry and a variety of other methods. The team also provides youth with an opportunity to connect with other youth with similar life experiences in a safe, supported and therapeutic environment.

The YSO program is supported by the Adoption Council of Canada, who has trained more than 50 youth across Canada. Teams are now developed in Fredericton, Ottawa, Toronto, Edmonton, and Winnipeg with a goal of establishing one in each province.

The Winnipeg YSO team received this training in July 2014. The team is currently supported by the General Authority and is open to youth in and from the care of all agencies. The team is available for speaking engagements and to date, have presented at Master of Social Work classes, conferences and agencies. Interested parties may contact the General Authority to arrange a presentation.

During their panel presentations, youth share their personal experiences of growing up in care or of being adopted and their recommendations for practice and policy. Feedback from those at the presentations has been positive and few have left without being impacted by the experiences that were shared.

Focus on Prevention: Services to New Canadians

Over the last ten years Manitoba has seen a steady and significant increase in the number of immigrants and refugees coming to the province. People from over 150 countries have chosen Manitoba as their destination and over the past decade, Manitoba has welcomed over 100,000 permanent residents to the province. With the growing number of new Canadians in Manitoba (some of the largest numbers arriving in the most recent years), and with the province's dedication and commitment to the successful settlement process; preventative measures to ensure the safety of children and wellbeing of new Canadian families is an essential responsibility.

New Canadian families requiring ongoing child welfare services most often receive these services from the General Authority. For a variety of reasons, some new Canadian families do come into contact with the child and family services system over parenting issues. A contributing factor for many is their lack of knowledge about Canadian laws and parenting practices in Canada. This is further compounded with misconceptions about "the system" and immense anxiety over any contact, including initial access for support, for fear of children being apprehended. The General Authority recognized the difficulties facing these families and the need for a preventative approach to raising awareness and providing accurate information about the child and family services system as part of the settlement process for new Canadians.

Based on the findings of an initial feasibility study, the **New Canadian Initiative** (previously referred to as the New Canadian Awareness and Education Initiative) was launched in 2009/2010 and a Steering Committee comprising the General Authority, Winnipeg Child and Family Services, Jewish Child and Family Services and the All Nations Coordinated Response Network (ANCR) was formed to provide expert advice to the Initiative. Healthy Child Manitoba became a formal partner in this initiative in 2011/2012. Subsequently, Manitoba Labour and Immigration and Manitoba Family Services (Child Protection Branch) also became active partners.

As described below, three distinct phases have occurred over the last several years:

Phase One

During this initial phase, the Initiative focused on two important activities: engaging with ethno-cultural communities and determining key principles and messages that would set the context for an open and productive relationship. The agreed to principles and key messages were: (1) a recognition and validation of the strengths regarding family and parenting that new Canadians bring with them; (2) the well-being of every child is a broad societal value and everyone's responsibility; and, (3) child safety is paramount and the child and family services system provides a range of supports to strengthen families to keep children safe.

Phase Two

Having developed three messages designed to overcome barriers and set a more positive context for discussion, the second phase of the Initiative began. An extensive process of engagement with key cultural community members and collaterals was undertaken, with a focus on increasing trust and understanding to allow for input into the three messages, encourage new ideas to be brought forward, and identify future opportunities for collaboration. This engagement approach applied a creative technique called Conversation Cafés. This model is based on a philosophy and practice of bringing people together in a safe space similar to a Café to actively speak and listen to each other with "open ears."

The process is designed to be informal and less intimidating than large group consultation, and to acknowledge that all participants come to the Café with valid experience and ideas – this is not about the experts at the front of the room. These Cafés successfully fostered mutual learning, opened up avenues to share ideas and opinions, validated and addressed concerns, and enabled the development of collaborative strategies to raise awareness about the child and family services system. As a result of these Café meetings and other stakeholder consultations, several important achievements were attained:

- Establishment of a community-based **Action Team**, comprised of representatives from the General Authority, Healthy Child Manitoba, the Child Protection Branch (Manitoba Family Services), the Immigrant Centre, Manitoba Interfaith Council Inc. (Welcome Place), Accueil francophone, ANCR, and Winnipeg Child and Family Services. The Team's purpose is to improve communication and increase sustainable consultation to improve services to children and families. This Action Team continues to serve as an important directional guide for the overall initiative.
- The formation of a **Cultural Community Reference Group** comprised of over 30 ethno-community leaders and community members who provide valuable feedback to the General Authority and its Board of Directors including specific input into presentation content and format, outreach strategies and Initiative activities.
- The co-creation of a **presentation** validating the experience and knowledge that new Canadians bring to Canada and providing information about the *Child and Family Services Act*, acceptable parenting practices in Canada and suggestions for positive parenting strategies. This presentation was created jointly with cultural community members and service providers and has been delivered successfully to many community and service agencies.

Phase Three

In late 2012, the General Authority hosted a “*Creating Possibilities*” *Symposium* to launch the next phase of the Initiative. Approximately 100 cultural community members, elders and leaders, professionals engaged in child and family service practice, settlement services, newcomer social services, and staff from Healthy Child Manitoba, Justice, Health and Education came together to strengthen the future direction of this Initiative. Participants were asked to contribute to a number of key strategic directions planned for the following year. Several examples include:

1. **The production of a culturally and linguistically sensitive DVD**, made possible through the generous support of the Children's Aid Foundation-RBC National Diversity Fund, Healthy Child Manitoba, and Manitoba Labour and Immigration. The DVD was designed to validate new Canadians' experience, strengths and settlement challenges, explain child abuse and neglect, and identify acceptable child rearing practices in Canada. The DVD has been translated into seven languages and is now being used by settlement and child and family service workers with new Canadian families.

- In addition to the production of the DVD itself, a **facilitator's discussion guide** was developed and **facilitator training** has now been offered to more than 100 community service providers and child and family service workers. The development of this facilitator's guide and training workshop has been under the direction of a small team comprised of representatives from the General Authority, Healthy Child Manitoba, Child Protection Branch, ANCR, and Mount Carmel Clinic. Those trained in this facilitated approach will now begin to host discussion groups within various ethno-cultural communities to foster further dialogue and relationship building.
- 2. The exploration and implementation of a model to strengthen the **policy and governance relationship** between cultural community elders and leaders, the General Authority Board of Directors and the General Authority. To that end, the General Authority Board of Directors recently **agreed to set aside two seats at the Board table for representatives from the General Authority Reference Group**.
- 3. The development of a **"Friendly Faces Initiative"**. This cross-sectoral initiative will serve to improve opportunities for selected child and family and newcomer service workers to connect with each other to provide updated information on their services and seek answers to questions that impact their clients.

In late 2014, the Immigrant Centre and the General Authority received funding from the Winnipeg Foundation to develop a new component of the Initiative titled: ***"Positive Parenting as told through Cultural Community Voices"***. In partnership with Healthy Child Manitoba, Manitoba Labour and Immigration, community settlement agencies, ethno-cultural community representatives, and the arts community in Winnipeg, the project aims to empower new Canadian communities to identify and celebrate their wealth of parenting knowledge and experience. Through video or audio, theatre, spoken word, or graphic illustration, new Canadians will be paired with a professional artist to craft their story of positive parenting and their journey from their homeland to Manitoba. This project will not only honour new Canadians for their parenting strengths but the stories will also be used for further training of child and family services staff in working with new Canadians.

Resource Development

The General Authority provides resource development assistance to its agencies and service regions in a number of areas:

Consultation

The General Authority is available to consult when an out-of-home placement is required for a child/youth whose behaviours put themselves and others at serious risk or where the needs are so complex that multi-disciplinary service is required. Consultation may include service navigation, discussion of appropriate care and care providers and/or assistance with developing proposals for placement including funding models. When made aware of more children and youth with challenging behaviours and complex diagnoses, the General Authority brings that information forward for discussion and recommendations to the larger system for future planning in recruitment and service response.

The General Authority participates on the Children and Youth with Complex Needs Committee. The purpose of this committee, which includes staff from Healthy Child Manitoba Office, MATC, and Manitoba Justice, is the development of a protocol, which will allow child and family services agencies across Manitoba to request a WrapAround approach when planning with a family for a complex needs child/youth. The COACH Expansion Project, expected to take fifteen youth in care with high/complex needs into a mentored school program, is a product of the committee. The COACH program has proven to be effective with younger children.

Foster Home Framework Training

The General Authority continues to offer Foster Home Framework Training to our agencies and service regions. Responding to requests from external agencies throughout 2014/2015, the training was also provided to Marymount, New Directions, Macdonald Youth Services, Knowles Treatment Centre and B&L Resources for Youth.

As most foster homes in these treatment programs are licensed by General Authority agencies and service regions, it is anticipated that the training will achieve more consistency in the licensing and managing of these important resources.

Structured Analysis Family Evaluation

During 2014/2015, the General Authority agencies and service regions continued to use the Structured Analysis Family Evaluation (SAFE) process for foster and adoption home studies and annual reviews (updates). While initial training of General Authority staff across the province has been completed, each year new workers and/or supervisors and program managers require the two-day Basic Training and Supervisor's Training. During the spring of 2015, New Directions held SAFE training with the Consortium for Children and General Authority staff requiring this training.

Alternative Care Sub Committee

The General Authority is an active participant on the Alternative Care Subcommittee (ACS) of the Child and Family Services Standing Committee. The CEO of the General Authority is currently the Standing Committee representative for ACS. This subcommittee is tasked with making recommendations to the Standing Committee on matters affecting children and youth in out-of-home care across the child and family services system. ACS has been focussed on research and the development of draft recommendation regarding permanency, kinship care and foster home licensing.

Hotel Reduction Team

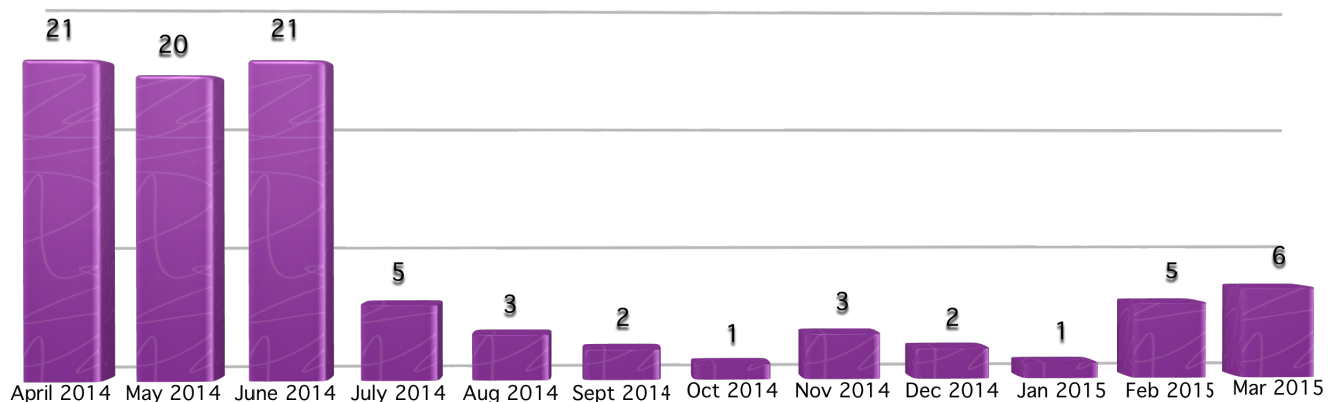
The Hotel Reduction Team (HRT) is comprised of staff reassigned from all four Authorities and the Child and Family Services Division. HRT was established in June 2014 to address the rising numbers of hotel placements for children in the Emergency Placement Resources Program (EPR) in Winnipeg. EPR provides placement resources for all Authorities through the combination of emergency foster homes and shelters. Hotels are accessed only as a last resort when no emergency foster homes or shelters are available.

The HRT developed a two-part strategy to reduce the reliance on hotel placements. A primary focus of the HRT is to work collaboratively with agencies and EPR to confirm placement plans for children in EPR and determine if assistance is required to secure an appropriate long-term resource. With over 400 children across Authorities in EPR, the team prioritizes their focus on the following groups: children and youth in hotels, infants, sibling groups, youth transitioning out of care and youth with complex needs. A second focus for the HRT is to consult and collaborate with agencies, Authorities, government, external service providers and potential residential care facility operators to create appropriate, sustainable emergency and long-term placement resources.

Various projects that the HRT has undertaken include: the creation of additional emergency bed capacity within EPR; work with St. Amant, the Child and Family Services Division, and EPR on the development of a clinical assessment service through St. Amant that will be available to children and youth with disabilities in EPR; the establishment of quarterly meetings with external service providers to assist in identifying potential placement options for children and youth in EPR with no identified placement resource; work with the Child and Family Services Division and the prospective residential care operators towards the creation of specialized long term residential facilities; and the development of the *Manitoba Placement Resource Guide* for agency staff which includes a comprehensive listing of all shared placement resources in Manitoba.

A future focus of the HRT will include the creation of a resource development plan to address the emergency and long term placement resource needs of agencies across the province.

**Average Daily Hotel Placements
April 2014 - March 2015
General Authority**



CURAM for Child Welfare Project

Cúram for Child Welfare is a project to replace the Child and Family Services Information System (CFSIS) and Intake Module. Cúram is an electronic case management software system for social services including child welfare.

The core project team is made up of child and family service professionals with a variety of skills from the four Child and Family Service Authorities, representatives from Manitoba Family Services and Manitoba's information technology department and, as necessary, external contractors with Cúram expertise. In addition to these core members, the project will require participation from experienced child welfare staff from agencies and the Authorities.

In 2014/2015, the General Authority assigned a representative to the Cúram Project Team. Throughout the past year the Project Team worked on the scoping phase of the project. The scoping phase described current and future casework, supervision, management, financial, quality assurance and other practices and procedures and compared them to the capabilities of Cúram. The objective was to understand the work necessary to adapt Cúram to Manitoba. It also identified processes that could be changed to improve service delivery and create the best possible fit and match with the capabilities of Cúram.

Persons with unique and extensive knowledge from the agencies and Authorities were invited to attend theme-based (such as adoption, case management, foster care, intake and financials) workshops. Depending on the theme, workshops varied from several hours to several days. Information was collected at these workshops to understand how Cúram will work for child welfare in Manitoba.

The General Authority representative acted as the service matter expert throughout this phase and as the primary liaison to the Authority and General Authority agencies and service regions.

It is anticipated that the next phase of the project will include the creation of a detailed design describing how Cúram will support child welfare in Manitoba. This will include significant additional consultation with agency management and staff to ensure that Cúram provides the best fit with Manitoba's child welfare services.

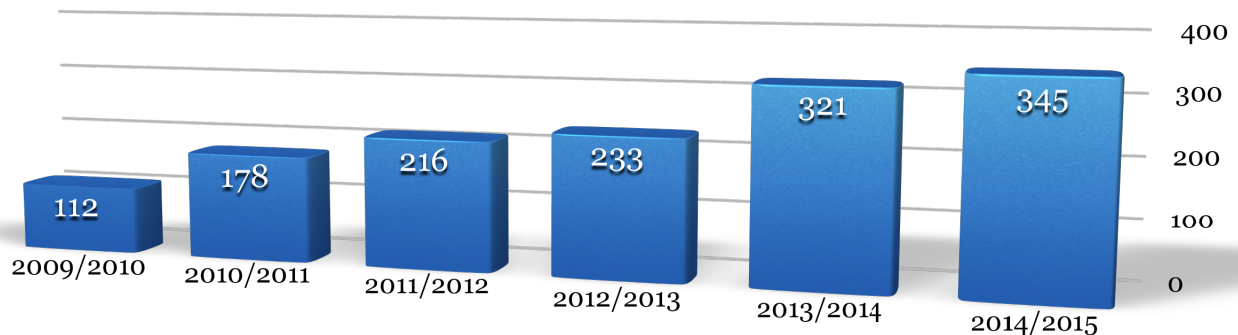
The General Authority will continue to participate on the project team providing expert representation, and liaison with General Authority agencies and service regions, based on extensive child welfare experience and practice.

Youth Transitioning to Adulthood

Extensions of Care and Maintenance

Under legislation, the General Authority is responsible for the review and approval of extensions of care and maintenance and continuations of care and maintenance for permanent wards who require support beyond the age of majority. Between April 1, 2014 and March 31, 2015, there were a total of 345 individual young adults supported by an extension of care or continuation of care and maintenance through the General Authority. This continues a steady increase of unique young adults, over the last several years, requesting support beyond the age of majority to realize goals as part of a successful transition to adulthood. To further examine the progression of extension of care requests, and to evaluate goals and outcomes being realized by young adults previously in the care of a General Authority agency, an Extension of Care Committee has recently been formed (March 2015). This committee brings together Directors and Supervisors from several General Authority agencies and service regions and an initial phase status report on committee activities is expected in the fall of 2015.

Number of Unique Young Adults on Extensions or Continuations at any point during each year



Building Futures

In April 2013, Building Futures was launched by the General Authority. Initially offered as a two year pilot project, this initiative brought together a network of community partners to provide a variety of services and resources for youth currently or previously in care. As of September 2014 Building Futures has seen more than 200 youth and young adults access this network to receive assistance related to money management, employment and education, counselling and emotional support, mentorship, and navigating complex service systems. This number also represents youth and young adults across all child and family services Agencies and Authorities in Manitoba, and, as a result, with the conclusion of the two year pilot this March, Building Futures has now become an initiative of the four child and family services Authorities and Department of Family Services. An evaluation of the two year pilot project is now underway to highlight the success of Building Futures, and determine further improvements to be made to ensure this supportive network is meeting the needs of all youth and young adults currently or previously in care.

Tuition Waivers and Financial Resources for Youth Currently or Formerly in Care

In February 2012, the University of Winnipeg announced the implementation of tuition waivers, or tuition free education, for youth currently or formerly in the care of a child and family service agency in Manitoba. This was a first of its kind announcement in Canada. In September of that year, six youth in the care of the General Authority as well as four former youth in care received a tuition waiver from the University of Winnipeg.

As of September 2014, there are now eight post-secondary institutions across Manitoba offering tuition waivers to youth in and from care. This includes: the University of Winnipeg, University of Manitoba, Brandon University, Red River College, Manitoba Institute of Trades and Technology, Assiniboine Community College, Université de Saint-Boniface, and Booth University College. Over this last fiscal year (2014/2015), 47 youth and young adults currently or previously in the care of a General Authority agency or service region were able to access or renew a tuition waiver at one of these 8 post-secondary institutions. With increasing numbers of students continuing their studies each year as part of the tuition waiver program, it is expected this number will continue to rise each year.

In March 2015, the second annual Tuition Waiver Information Evening was held at the University of Manitoba in partnership with the four child and family services Authorities and all post-secondary institutions offering tuition waivers in Manitoba. More than 140 students, caregivers and agency staff in attendance were informed of the application and selection process in addition to numerous program and supportive services offered by each post-secondary institution. Due to its ongoing success, another event is being planned for early 2016.

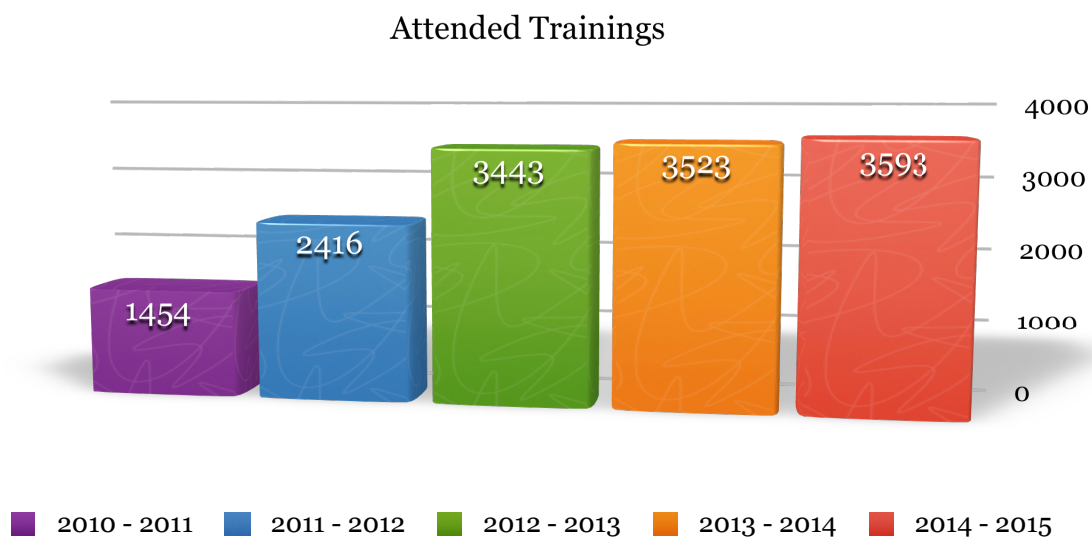
Building Capacity through Training

The General Authority recognizes the need to build capacity and develop competency through education and training. As such, the General Authority continues to offer a variety of training opportunities. Our goal continues to be the enhancement of services to the children and families that we serve.

The scope of training sponsored by the General Authority was designed to support the needs identified by its agencies and regions and by our wider CFS system. Many of the sessions offered are considered foundational training and are offered on a regular basis in each fiscal year. This included trainings in the areas of the General Authority Practice Model, Structured Decision Making, standards, suicide prevention, attachment, trauma, addictions, domestic violence, health and safety, child abuse and more. The sessions have been attended by social work staff, managers/supervisors, foster parents, respite workers, EPR staff, administrative staff, volunteers, community collaterals and other government departments.

The General Authority continues to value the partnerships of the other Authorities (Northern Authority, Metis Authority and the Southern First Nations Network of Care) and the Child Protection Branch in the ongoing work of developing joint training through cross authority initiatives.

A total of 3593 participants attended training in 2014/2015. The Chart on the following pages details the specifics.



| TYPE OF SPECIALIZED TRAINING | TOTAL OF ATTENDEES APRIL 2011 –MARCH 2012 |
|---|--|
| Addictions (i.e. Brief Intervention Addiction Training) | 74 |
| Administrative Support & Communications (e.g. Effective Proposal Writing, Excel) | 18 |
| Attachment Training for Social Workers | 110 |
| Board of Director's Development | 6 |
| Crisis Prevention/ Intervention/ Postvention (i.e. Mandt, Non Violent Crisis Intervention) | 155 |
| Critical Incident Stress Management (e.g. Vicarious Trauma) | 162 |
| Cultural Awareness (i.e. Working with New Canadians, Culture & Diversity, Sounds Through the Walls) | 109 |
| Competency-Based Training (Authority specific) | 15 |
| Child and Youth Support (e.g. Autism Awareness, Anxiety Disorders, Building Resilience, Art & Science of Transplanting Children) | 160 |
| Domestic Violence , Safe & Together | 31 |
| Fetal Alcohol Spectrum Disorder (FASD) (e.g. Generalist, Specialized and Advanced) | 177 |
| Foster Parenting Training exclusively for Foster Parents (e. g. Attachment, Circle of Security Foster Parent Orientation) | 49 |
| Foster Care/ Adoption exclusively for staff (e.g. S.A. F. E., 3-5-7 Training, Adoption Council Canada) | 117 |
| General Authority Practice Model / Structured Decision Making Assessment Tools (GA Summit) | 1023 |
| Health and Safety (i.e. Worker Personal Safety, First Aid, Mental Health First Aid, Water/Ice Safety) | 520 |
| Investigating Child Abuse (i.e. Child Abuse Coordinator's Conference, Missing & Exploited Children's Conference) | 100 |
| Leadership Development (e.g. Creating a Mindset for Uncommon Success, OSC Essentials of Supervision) | 21 |
| Legislation Training (e.g. Legislation Nuts and Bolts) | 19 |
| Orientation to the CFS System | 78 |
| Suicide Intervention/ Prevention (i.e. Applied Suicide Intervention Skills, Tattered Teddies, Straight Talk) | 100 |
| Standards (e.g. Case Management, Joint Protocol CFS/CYC, Foster Home Framework, FASD Standards, Process for Moving a Child from Home) | 214 |
| Street Gangs | 29 |
| Strengthening Relationships (i.e. Attachment, BPS Community Mobilization, Building Bridges, Motivational Interviewing) | 169 |
| Trauma (e.g. Making Sense of Trauma, Biology of Loss, Trauma, Recovery: When Love is Not Enough) | 127 |
| Other (i.e. Professional Development, Early Childhood Educator Workshop, PMH/CFS – Speaking of Women's Challenges) | 10 |
| TOTAL | 3593 |

Services to Families Affected by Fetal Alcohol Spectrum Disorder

The General Authority provides a range of support regarding Fetal Alcohol Spectrum Disorder (FASD) to all of its agencies and service regions. This includes program planning, development of FASD resources, assisting staff to access diagnostic and support services and training related to FASD. A key role of the Authority is to provide expert advice and consultation on case specific issues related to FASD.

The following table identifies that 28 FASD consultations were provided in the last fiscal year.

| | |
|-------------------------|-----------|
| Winnipeg CFS | 18 |
| CFS of Central Manitoba | 6 |
| CFS of Western Manitoba | 1 |
| Eastman Region | 2 |
| Interlake Region | 1 |
| TOTAL 2014/2015 | 28 |

Consultations include meetings with case workers, schools, adoptive, foster and birth families.

In addition to consultation, the General Authority has developed resources and information packages which continue to be distributed to foster parents, front line workers and support workers throughout General Authority agencies and service regions as requested.

Training on FASD, including FASD Generalist training as well as specialized topics on FASD continues to be delivered to case workers, caregivers and support workers as needed throughout the General Authority. General Authority agencies and service regions are required to ensure that new staff have been trained in FASD. From 2007/2009, the FASD Generalist Training was provided to all General Authority agencies and service regions with the intent to train all staff during this period. Since then, FASD Generalist Training has been offered in each agency and service region every one to two years to ensure that new staff are provided the opportunity for the training. In the last year, a new one-day training began under the topic *FASD Within Child and Family Services: Diagnosis and Strategies*.

The following table describes the FASD training topics as well as locations of training provided to the GA agencies and regions in the last year and numbers of people trained:

| FASD Training Topic | Location | # of Attended |
|---|-----------------------------------|----------------------|
| FASD Generalist Training | Dauphin, Carman, Beausejour | 57 |
| FASD within Child and Family Services - Diagnosis and Strategies | Winnipeg, Selkirk | 58 |
| Parents with FASD; The Challenge for Case Planning Within Child and Family Services | Winnipeg | 8 |
| FASD Standards Training | Winnipeg | 52 |
| FASD Advanced Team Leaders | Winnipeg | 30 |
| FASD Advanced - Living Well; FASD and Mental Health Conference | Winnipeg | 12 |
| Total # of Staff/Caregivers Trained in 2014/2015 | | 217 |

FASD Team Leaders are agency and regional staff members who have received additional training to provide on-site support to their colleagues. FASD Team Leaders have received 3-4 days of advanced training on FASD each year since 2007, for a total of 16 days of training. In addition, all of the FASD Team Leaders were funded by the General Authority to attend the FASD conference held in Winnipeg in November 2014. Over half of the FASD Agency Team Leaders trained since the inception of FASD Training have participated since the beginning.

During this fiscal year, the General Authority was actively involved in the FASD service community, with representation on the Manitoba Coalition on Alcohol and Pregnancy (MCAP) and the Spectrum Connections Intake Committee.

Scholarships and Awards

The General Authority, in partnership with the Children's Aid Foundation (CAF), provides funding via scholarships and bursaries for children and youth receiving services from General Authority agencies and service regions.

The Ted and Loretta Rogers Foster Care Transition Program

In 2014, the General Authority was selected to receive 200 backpacks to provide basic comfort for children and youth entering care and a \$39,000 grant through the Foster Care Transition Program initiative. The grant funds allowed agencies and service regions, individual workers and/or foster parents to personalize the Kits further by adding specific items for the child or youth. The funding purchased extras such as special items of clothing, games, books and toys.

The Kits have been well received, evidenced by thank you letters received at the General Authority from workers of the children as well as directly from the children who have received a Kit.

The ***Scotia Capital Fund*** is made possible through funding from Scotia Capital and is designed to support "at risk", disadvantaged children and youth across Canada in achieving academic success and through this funding, recognize their current educational efforts and achievements. The General Authority is the selected CAF partner to administer these funds in Manitoba to children and youth who are currently receiving services through its agency and service regions.

The following are the 3 types of awards available through the *Scotia Capital Fund*:

Stay in School Awards

The Stay in School Award program was established to recognize elementary and high school students who have overcome significant life challenges, are doing exceptionally well and have succeeded in school. This award encourages children and youth to remain in school and to continue on to post-secondary education.

Graduation Awards

The Graduation Awards were established to recognize at risk, disadvantaged students for meeting their immediate education goals and successfully graduating from Grade 8, 9, or 12. The awards are \$50 for graduation from Grade 8 or 9, and \$100 for graduation from Grade 12.

Leap to Learning Tutoring

This fund offers additional support to children who have identified academic struggles so that they may experience educational success.

| Scotia Capital Funds | | |
|--------------------------------|-------------------------|------------------------|
| Fund Name | Number of Awards Issued | Amount of Funds Issued |
| Grade 8/9 Graduation Award | 22 | \$1,100.00 |
| Grade 12 Graduation Award | 34 | \$3,400.00 |
| Stay in School Award | 64 | \$19,266.00 |
| Leap to Learning Tutoring Fund | 10 | \$12,006.50 |
| Total | 129 | \$34,406.50 |

The ***CIBC Miracle Fund*** was established to provide enrichment opportunities and supports for children and youth to enhance their physical, mental, social, and developmental well being. Funds are available for any child or youth who is currently receiving services from a General Authority agency or service region and may be provided for any number of activities including:

- arts and cultural events and school trips;
- music lessons;
- sports and recreational activities, and;
- travel costs to special events.

In 2013/2014, the General Authority approved 25 *CIBC Miracle Fund* applications for a total of **\$6,000.00**.

| CIBC Miracle Fund | | |
|-------------------|-------------------------|------------------------|
| | Number of Awards Issued | Amount of Funds Issued |
| Miracle Fund | 25 | \$6,000.00 |
| Total | 25 | \$6,000.00 |

The CAF continues to advocate for increased funds for these programs directly with donors. As well CAF regularly canvas the General Authority for feedback and ideas on areas of need to explore for further funding opportunities. It is the commitment of the CAF and their donors that make it possible to offer these opportunities to the children and youth served by the General Authority.



Staff Engagement

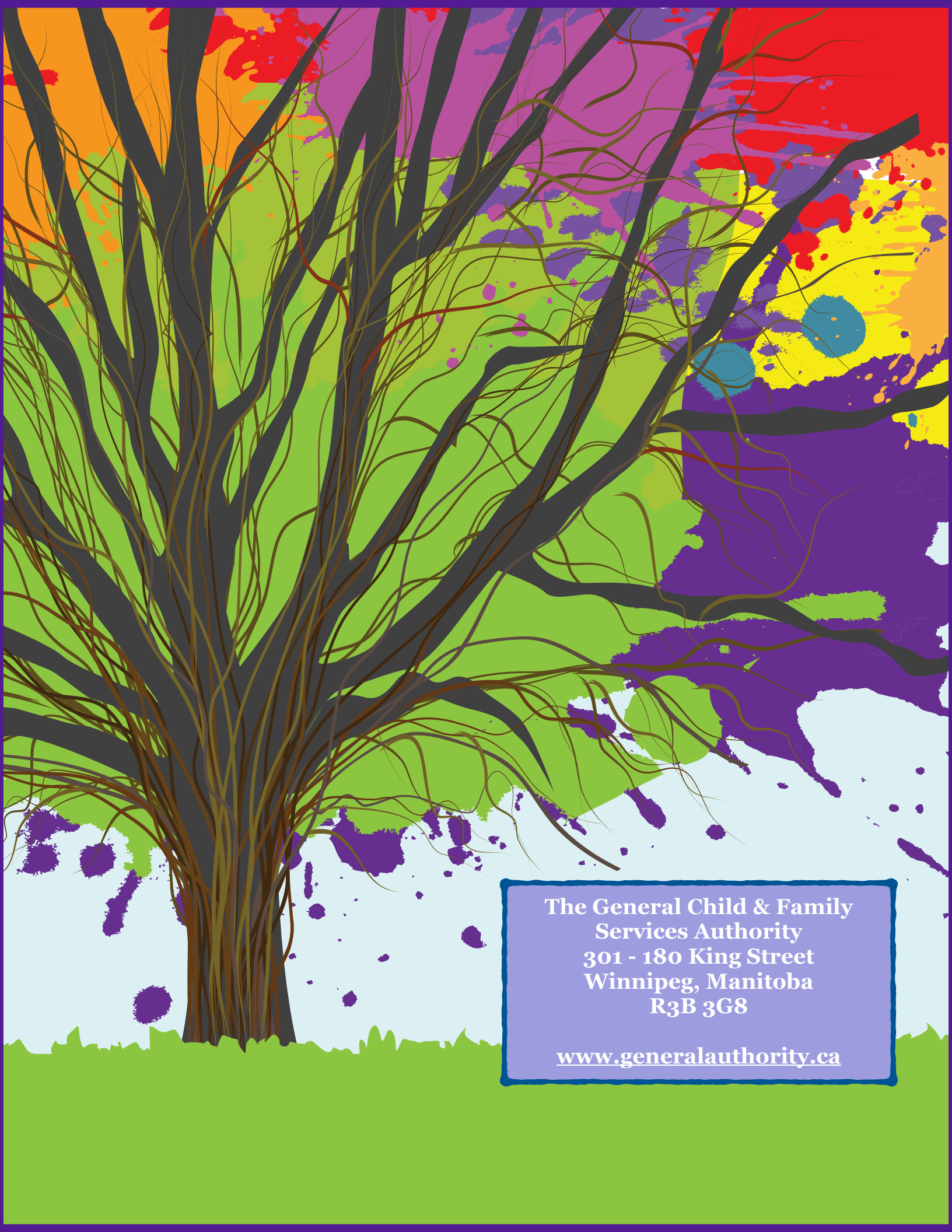
The General Authority authority-specific standard on Staff Engagement ensures that front line child and family service workers, supervisors and administrative staff have opportunities to influence the key policy and program decisions affecting service delivery, participate in initiatives designed to build morale and assist in developing strategies to improve the working environment. In 2014/2015, the General Authority continued the funding for the staff engagement activities held in each agency and service region.

- Staff engagement events at agencies and service regions brought staff together to discuss directives and policies with a focus on improving services to families and improving the workplace environment.
- Staff engagement events assisted in improving the lives of people served by local charities. These projects increased staff morale, requiring teamwork and cooperation to complete the assigned tasks.
- To increase staff engagement and bring forward issues affecting the workplace, an agency Board of Directors added a staff representative to the Board.
- A policy committee was developed which is directly involved with internal decision making on policies.
- A staff engagement committee conducted a workplace survey, assessed the results and submitted the report to their management for an upcoming strategic planning exercise. Similar events involved agency and regional staff providing information for strategic planning.
- A staff summit workshop provided feedback to agency and service region management on identified topics of importance.
- Agencies and service regions brought in speakers of interest for staff engagement events, welcomed new staff, acknowledged milestone anniversaries and increased communication across departments and between regional offices toward the goal of improving staff wellbeing.

Youth Engagement

The Youth Engagement Standard of the General Authority requires that its agencies and service regions implement programs designed to provide opportunities for young people currently or formerly in care to share their perspectives on services they receive. Services provided by the General Authority's agencies and service regions to youth and young adults are informed by our ongoing engagement with young people.

In 2014/2015, the General Authority continued the funding for youth engagement activities to be held in each agency and service regions. Agencies and regions report that their youth see value in building connections between themselves including being part of a child in care support network. The youth also expressed the importance of meaningful relationships with their workers.



The General Child & Family
Services Authority
301 - 180 King Street
Winnipeg, Manitoba
R3B 3G8

www.generalauthority.ca