



The General Child  
and Family Services  
Authority

# *Building Lifelong Connections*



*Annual Report*  
*2015/2016*



# 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 SERVICE  
Strengthening Lives in Keeping with Jewish Values

Jewish Child and Family Service



Child and Family Services of Central Manitoba



Child and Family Services of Western Manitoba



Winnipeg Child and Family Services Branch and four Rural and Northern service regions (Interlake Region, Eastman Region, Parkland Region, and Northern Region). These Departmental Agencies are mandated by the General Child and Family Services Authority.

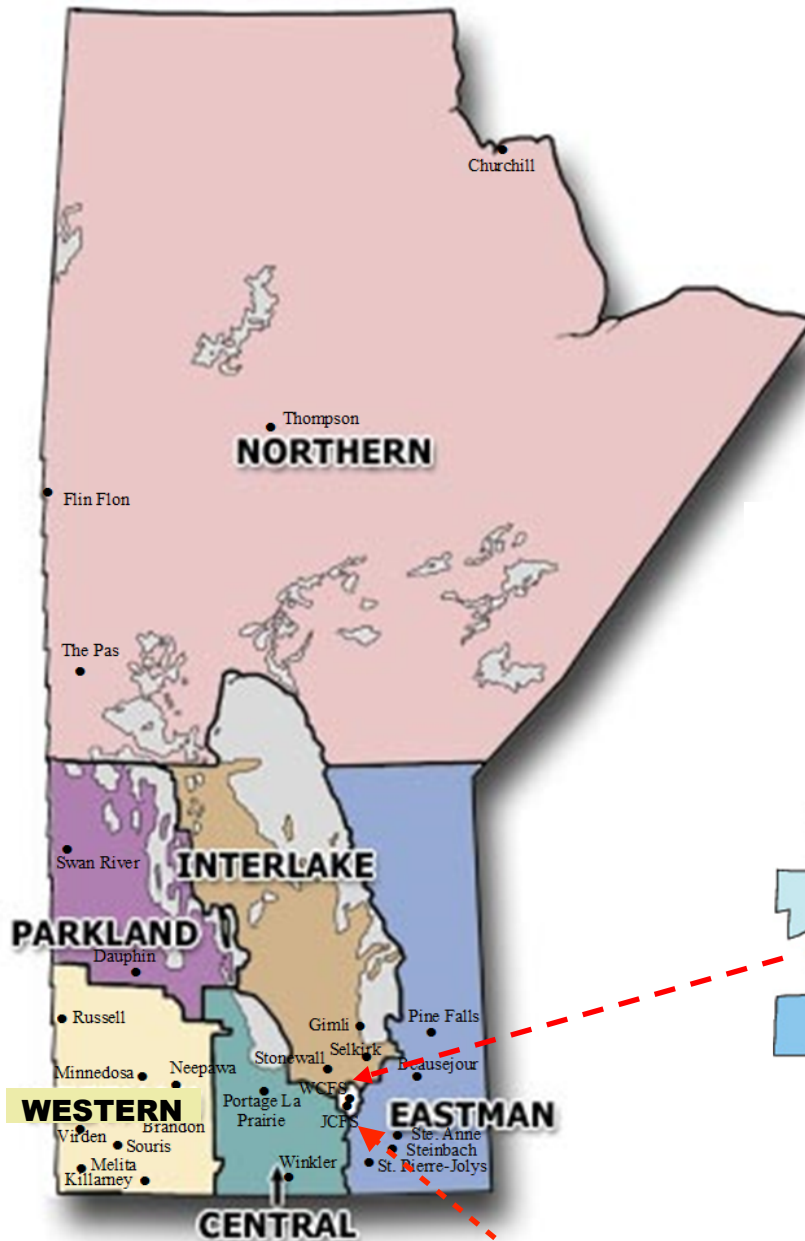
## General Authority Staff for 2015/2016

Kathleen Baxter, Debbie Besant, Del Bruneau, Patti Cox, Thomas Ens, Jennifer Fallis, Lynda Fulton, Jeanette Grennier, Laurie Gulowaty, Kathy Kristjanson\*, Janine LeGal\*, Laura Morton, Bev Pion, Janice Rees, Brian Ridd, Lisa Schmidt, Careen Simoes, Kim Thomas\*, Cathe Umlah\*, Patti Wawyn, Laura Wilson, Erica Wood

\* Left the employment of the General Authority during 2015/2016



# General Authority Agencies and Service Regions



## Winnipeg Child and Family Services Units



## Jewish Child and Family Service





# General Authority Board of Directors



Front Row (Left to Right): Catherine Biaya, Laura Crookshanks, David Sierhuis  
Back Row (Left to Right): Mark Fleming, Leah Deane, Laura Cogollo  
Missing: Karen Kost, Jan Sanderson

## General Authority Board of Directors for 2015/2016

Laura Crookshanks (Board Chair)  
Mark Fleming (Vice-Chair)  
David Sierhuis (Treasurer)  
Leah Deane (Secretary)  
Karen Kost  
Catherine Biaya  
Laura Cogollo,  
Doreen Draffin\*,  
Guy Jourdain\*  
Jan Sanderson (Ex-Officio Member)\*

\* Left the General Authority Board of Directors during 2015/2016



# Message from the CEO and Board



Hello and welcome. This is the 13<sup>th</sup> annual report from the General Authority. We continue our tradition with a joint report from the Board Chairperson and the Chief Executive Officer.

The General Authority's role and responsibility is to mandate, fund and oversee the services provided by our agencies and regional staff throughout the province. The Board plays an integral role in the governance of our authority and relationship with the boards of our private agencies. We acknowledge and thank our authority staff, agencies' and regions' leadership, and their staff. Without them, this work of supporting families and children would not be possible. Our success is their success.

Our focus in 2015/2016 has been to continue our work in assisting the agencies to further implement the Practice Model, which is focused on the principles of prevention and permanency for families and children. To that end, we have worked to guide practice in the areas of safety networks for families to enable children to remain safely at home, grief and loss work for children when they do enter care and the beginnings of a domestic violence intervention strategy.

The GA's efforts and focus on prevention include 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. 75 per cent of all children served by the GA are supported in their own family home. However, sometimes children must enter into the care of an agency; whether for a short time, through to age 18 or on an "extension of care" until 21. Permanency for children is paramount. The decision to have a child enter into care is never taken lightly, and maintaining family connectedness is always first and foremost. More than 74 per cent of children in care have contact with family and 35 per cent reside with extended family.

All children in care must know their own story and history, and have the supportive time to understand and reconcile past losses. Our role is to provide the supports that allow agencies to build a continuum of lifelong connections which give the child security beyond their time in care. It is our ultimate responsibility to provide this.

The continuum of services to families and children is focused first on in-home supports; and our continuum of care can include extended family kinship care, family foster care, adoption and when necessary, group care. We cannot underestimate the importance of our children in care having families and relationships that are permanent. As well, we strive to ensure our assistance to families and children is provided with a cultural lens, and we thank our New Canadian Reference Group for their continued input.



In addition, our work on continuous quality improvement and our collaborative work with our three partner authorities (Northern, Métis and Southern First Nations Network of Care) and the Department of Families can only continue to strengthen child welfare practice. We thank them for their continued support.

We would also like to sincerely thank the Department of Families for their ongoing funding and help. And, we would like to express our gratitude to 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, CIBC, and the Ted and Loretta Rogers Foundation — all of whom support specific initiatives.

Respectfully submitted,

Debbie Besant and Laura Crookshanks

**“Children heal in families. Safety is temporary without healing. Healing happens in the network or group, so does safety.” – Kevin Campbell, internationally renowned permanency expert.**



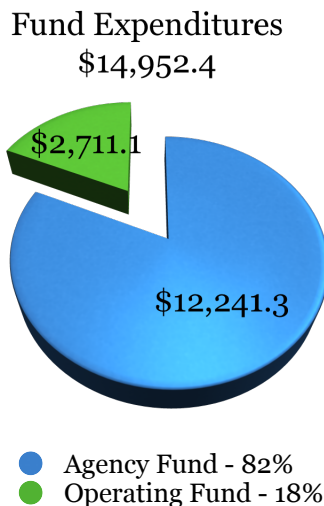
# Finance Report

I am pleased to present the report from the Finance Committee for the 2015/2016 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, 2016 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.

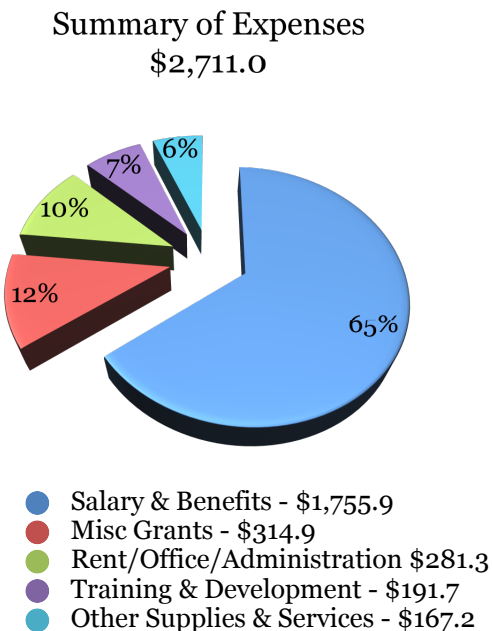
The General Authority has established two funds to manage its financial operations, namely the operating fund and the agency fund. The operating fund is used to support the staffing and operating requirements of the Authority, as well as initiatives and projects deemed appropriate for Authority support. 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, 2016 –  
Expenditures by Fund**



**For the year ended March 31, 2016, a  
summary of expenses within the  
Operating Fund are as follows**



Thank you to the General Authority staff for their support.

David Sierhuis, CPA, CA  
Finance Committee Chair

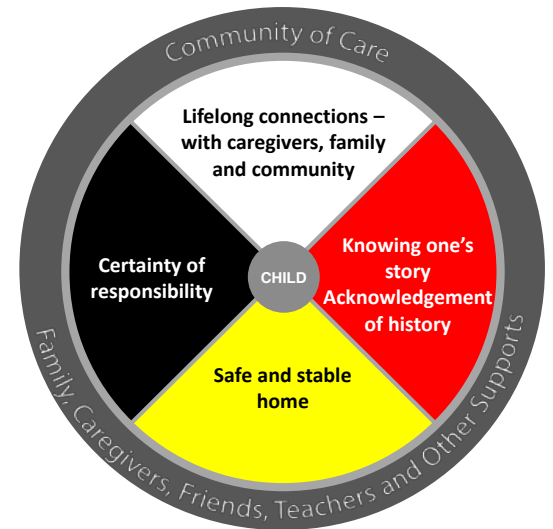




# Building Lifelong Connections - Permanency

## What is Manitoba's Definition of Permanency?

The following definition was developed and approved by Standing Committee. Children require safety and stability from childhood through to adulthood. Fundamental to the required safety and stability is “certainty of responsibility” – caregiver(s) who accept lifelong responsibility and commitment to care for the child and whom the child mutually understands and accepts to be a trusted support. Manitoba's definition of permanence recognizes that all children have natural certainty and belonging through their family and community of origin and that these connections are vital to maintain. The markers of permanency are intended to provide children the connections, supports and understanding they require to find ‘certainty of responsibility’ following CFS involvement with the child and their family. Each marker of permanency has specific and important intended outcomes:



**Knowing one's story and history** – Provides the child with a distinguishable sense of belonging, culture and identity. For children in care this is facilitated through helping the child understand and reconcile past losses, therefore assisting them with the transition to permanency.

**Safe and stable home** – Creates a safe, stable, reliable place for the child to learn life skills and healthy coping mechanisms.

**Certainty of responsibility** – Establishes trusted caregiver(s) in the child's life who will provide the supports and resources for the child into and throughout adulthood. Provides the child with the security of an ongoing connection with supportive caregiver(s).

**Lifelong connections** – Emphasizes the importance of making every effort to maintain connections with the child's natural network of support and extended family whenever possible. Creates the safety and security required to foster resilience and ensure the child has the connections and supports in place to pursue education, employment and any other aspirations into and throughout adulthood.

Although difficult to measure, each marker of permanency is also rooted in providing the opportunity for the child to love and feel loved. Love is an imperative part of a healthy and safe childhood, and a key aspect of a successful transition to adulthood.



## Permanency

*“Manipulative, disrespectful, defiant, rude, runaways, withdrawn, attachment disordered, liar, untrustworthy, OCD, ODD, PDD and ADHD.”* These are words often used to describe children and youth in care. Previously, such labels were accepted and treatment focused on the behaviour and fixing the child. Current thinking, however, recognizes the need to heal the root cause and understand the child’s behaviours as adaptive rather than “problems to be fixed.”

*“What if we viewed ‘acting out behaviours’ as expressions of unresolved grief.”*

*Darla Henry, Founder  
of the 3-5-7 Model©*

*“The number one most stressful event for a child is the death of a parent. Number two is being separated from a parent.”* – Norma Ginther, Master Trainer and Mentor, Centre for Child Welfare Policy.

Children in care experience primary trauma from events that resulted in their entry to care and secondary trauma as a result of being separated from their family, community and all things familiar. Children cannot tolerate continued losses, and that is why the work toward **permanence** (e.g. reunification, placement with extended family/community members, adoption, legal guardianship) is so critical. From the moment a child or youth comes into care, further trauma can be prevented by keeping as many of their connections intact as possible and reducing the number of moves they could experience. In working towards permanence in relationships and connections, children and youth need ongoing opportunities to grieve their losses. This does not only happen in the context of therapy. It can also be done by the child or youth’s worker.

As permanency moves to the forefront of our agency and service region practice, there is recognition of the importance of children and youth understanding who they are, and what has happened to them.

*“Achieving permanency is not just an **outcome** ... for children and youth, it is a **process**. Whatever their legal status may be, at all ages, they are most interested in the relational permanency that they can find, create, maintain or develop in the safety of a parent-child relationship. Ensuring that children and youth are ready for relational and/or legal permanency, in what has proven to them to be a world that offers little stability, is a critical step.”* – Child Welfare Information Gateway



In developing better practice models to guide this important work, the General Authority engages with and supports its agencies and service regions in the following initiatives:

### **The 3-5-7 Model©: Preparing Children for Permanency**

Children and youth in care have suffered 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 and what their future holds. One of the ways to help children and youth work through these life transitions is through the creation of a lifebook. Lifebooks allow for the creation of pages which reflect the child's experience and record memories and life events that occurred when they lived with family, as well as when the children were in placement. Lifebooks can help the child remember connections to people who have been important in their lives and may help heal past experiences with their present circumstances in a positive way. 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).

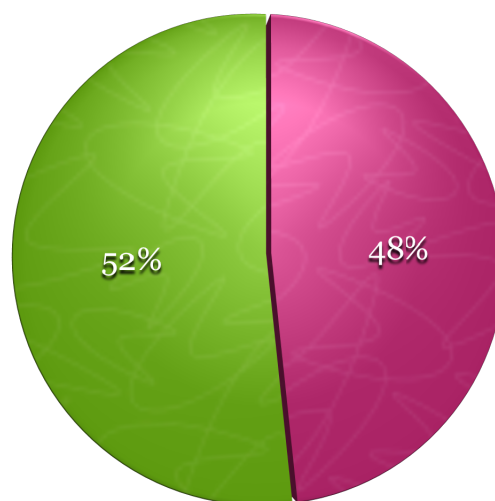
In 2015/2016, agencies and service regions helped over half of their children in care through the creation of a lifebook.

In addition to lifebooks, workers need to have a range of necessary skills to support the children and youth on their caseloads in this process.

The 3-5-7 Model©, developed by Darla Henry, a child welfare expert based at Temple University in Harrisburg, Pa., is a strength-based practice model that provides workers with practical skills and tools to do this work with children and youth, helping them 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*)

**Children in Care  
Creation of Lifebooks**



● No ● In Progress/Have Been Completed



In November 2014, the General Authority (GA) brought Henry to Winnipeg to train 48 agency/regional permanent ward and adoption staff, with a refresher trainer course provided in March 2015. To assist with implementation of the model, monthly coaching calls were offered, providing workers with an opportunity for case consultation with Henry.

As permanency moves to the forefront of our practice, the GA's Director's Leadership Table recognizes the importance of further training in the 3-5-7 Model©. On April 6 and 7, 2016, the GA brought Henry back to Winnipeg to present her training to an additional 41 agency and service region staff. Monthly coaching calls also continue to be available to staff.

Quotes from the April 2016 training:

*"Love this training and the concepts in it. We need to continue to support this training in our practice. Let's bring her out for foster parents. This should be mandatory training for all new social workers starting in child welfare. The 3-5-7 Model© should be a systems approach and universal language we all use with one another; a vital part of our training, orientation and expectation moving forward into our best practice in child welfare."*

*"Would recommend this training to anyone in the field of child welfare, regardless of how long they have worked in the field. This training is our integral part of the warm winds of renewal that are sweeping across the child welfare system."*





## 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, 2015 and March 31, 2016, there were a total of **383** individual young adults (ages 18 to 21) supported by an extension of care or continuation of care and maintenance through the General Authority. Consistent with previous reporting periods, this reflects a steady increase in the number of young adults requesting support beyond the age of majority to realize goals as part of a successful transition to adulthood. A growing body of research suggests that maintaining agency support for youth beyond the age of majority, and addressing key areas including education, housing, life skills and an ongoing support network, yields better outcomes in adulthood.

To further examine the progression of extension of care requests over the past few years, 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 was formed in March 2015. Comprised of directors and supervisors across General Authority agencies and service regions, the committee's first project included the development of an outcomes summary – examining key components that increase the likelihood of a successful transition to adulthood for young adults. Over the summer of 2015, outcome data was provided by agencies and service regions regarding young adults whose extension of care concluded during 2014/15. A preliminary analysis of the data suggested positive outcomes for many young adults, at the conclusion of their extension, in areas including housing, education, and the availability of a reliable support network beyond their transition from CFS involvement to adulthood.

Phase 2 of this research project is now underway, with additional outcome data being provided by agencies and service regions for young adults whose extension of care concluded during 2015/16. This next phase will also include a qualitative review, featuring interviews with young adults who have concluded an extension of care with the General Authority over the last two years. A final report on the *Extension of Care Outcomes Project* is expected in the fall of 2016.



## 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 implement proactive, child-focused recruitment programs geared exclusively toward preparing and placing North America's longest-waiting children in care (permanent wards) with adoptive families.

Caseloads are kept small to ensure that recruiters have the time and resources to help children work through their loss and grief in preparing them for adoption. Effort is also made with birth parents to help them grieve their losses and give them permission for their children to move into permanency. Recruiters are trained in the Child Focused Recruitment Model, using aggressive practices and proven tactics directed at finding the best home for a child through the starting points and familiar circles of family, friends, and neighbours; and then reaching out to the communities in which the children live.

Wendy's Wonderful Kids has 211 recruiters working for children throughout the U.S. and Canada. The program has helped more than 5,400 children get adopted.

The General Authority is in its third year of partnership with the DTFA. Children and youth in care of our agencies and service regions are beginning to see the benefits. The following table provides a summary of the work of the GA's WWK adoption recruiter, Laura Wilson:

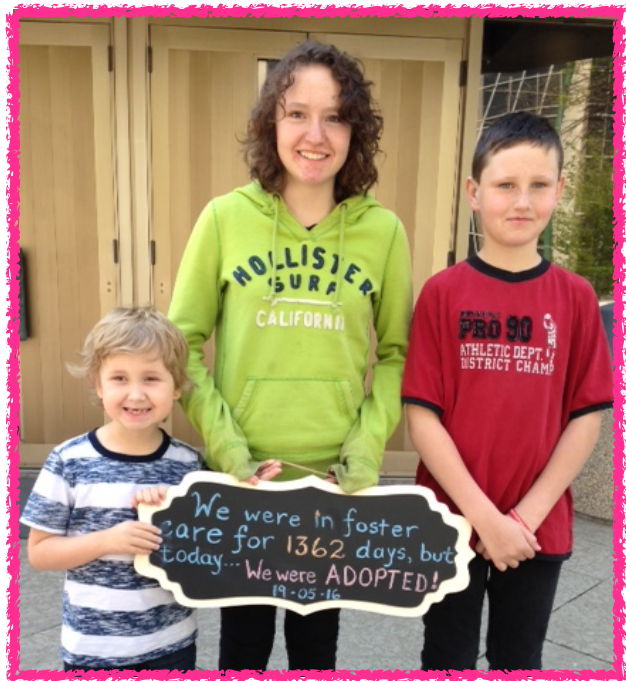
Total Number of Children Served to date	24
Age Range	4 – 18 years
Sibling Groups Served	6 <i>(one of three and five of two)</i>
Children Legally Adopted	4 <i>(a single child and a sibling group of 3)</i>
Children in Supervised Adoption Placement	5 <i>(a single child and 2 sibling groups of 2)</i>
Children Matched but caregiver unable to adopt due to inadequate adoption financial assistance subsidies	3 <i>(a single child and a sibling group of 2)</i>
Children withdrawn from program as Agency's permanency goal changed	1



The children served by the WWK program are amazing children from difficult places. Many come to the program with fear and uncertainty about adoption or even engaging with the recruiter. One 12-year-old boy agreed to spend time with the recruiter to just get to know her and possibly do a lifebook. Initially he did not want to leave his foster home, and certainly didn't want to be adopted. One year later, when he was placed for adoption with his grandmother, he said, "I agreed to do a lifebook and I got an adoption! I never have to be in foster care again."

Another 14-year-old girl came to the program wanting out of foster care and expressing her commitment to finding an adoptive home. At the first meeting with the recruiter she said, "Every kid deserves a family and to not be in foster care. I want to be adopted." She was adopted by the family who had adopted her biological brother five years previously.

A 13-year-old girl who was initially hesitant and fearful about the program, but who has since been adopted by a recruited family, was recently asked what she would tell other youth who might be afraid of adoption. She replied without hesitation, "I'd tell them to just do it!"



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

As of September 2015, eight post-secondary institutions across the province offered tuition-free education to youth and young adults currently or previously in the care of a Manitoba CFS agency. This expanding list now 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.

In 2015/16, 51 youth (ages 16 and 17) and young adults (ages 18 to 21) 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 eight post-secondary institutions. This number is again expected to rise in 2016/17, with a further increase in the number of college and university graduates who began their program as a tuition waiver recipient.

Congratulations to the tuition waiver students who completed programs at the University of Winnipeg, Assiniboine Community College, Manitoba Institute of Trades and Technology, and Red River College over the last year!



UNIVERSITY  
OF MANITOBA



Université de  
Saint-Boniface

Une éducation supérieure depuis 1818



THE UNIVERSITY OF  
WINNIPEG



RED RIVER  
COLLEGE

OF APPLIED ARTS, SCIENCE AND TECHNOLOGY



BRANDON  
UNIVERSITY

Founded 1899



MANITOBA INSTITUTE OF  
TRADES AND TECHNOLOGY



ASSINIBOINE  
COMMUNITY COLLEGE



BOOTH  
UNIVERSITY  
COLLEGE





# How the Practice Model Impacts Permanency

Permanence for children is fundamental to the Practice Model. Since 2008, the General Authority and its agencies and service regions have continued the commitment to strengths-based, solution-focused work that engages families, children and networks. Using Structured Decision Making® assessments, common goals of the practice are to 1) reduce subsequent harm to children and 2) facilitate timely and expeditious achievement of permanency, with the goal of keeping children and families together, whenever possible.

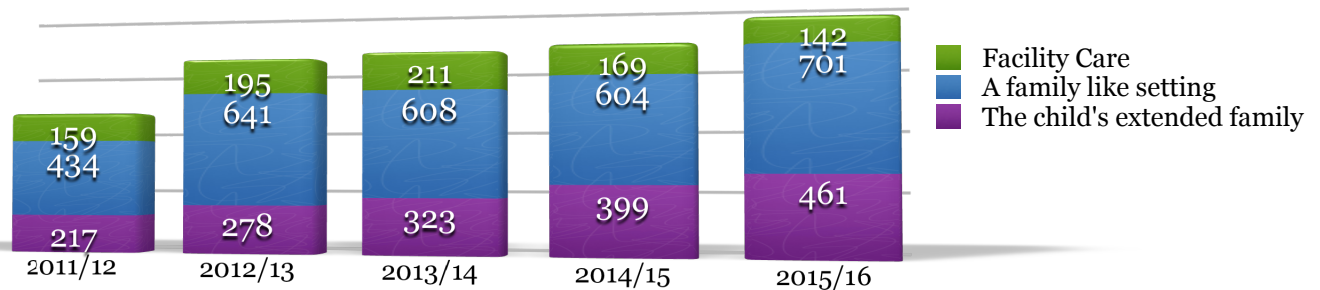
In order to ensure expedited permanence, discussions occur with a family to indicate who is or who can be in their safety network. No network, no plan. To be effective, a safety plan must include the entire network, not just the individuals with the identified concerns. The network includes individuals who:

- care about the child;
- understand the challenges the family is currently facing; and
- are able and willing to do something to support the family and help to keep the child safe.

From these conversations, potential kith or kin placement options may also be identified in situations where a child requires an out-of-home placement for the short or long term.

The determination should be made, as quickly as possible, whether children and parents can be reunified or whether other permanent options should be explored. Research shows that placing children with those familiar to them leads to better outcomes.

The chart below indicates the number of children in care of General Authority agencies and service regions placed with extended family or in family like settings. In 2015/2016, **90%** of children in care who required out-of-home care were placed in family based settings:



- **Facility Care** = 'Emergency shelter', 'Hotel', 'Correctional Facility', 'Hospital mental health facility', 'Residential care facility not locked', 'Residential care facility locked', 'Independent Living', 'Other'
- **A family like setting** = 'Emergency foster home', 'Foster home general', 'Foster home treatment specialized', 'POS general', 'Select Adoption Probation'
- **The child's extended family** = 'Foster home child specific extended family', 'POS extended family', 'Own home'



## Support and Mentorship

Since 2011, the General Authority (GA) has provided ongoing training and support to its agencies and service regions regarding the Practice Model. In 2015, collaboration with Phil Decter, Associate Director at the Children's Research Centre (CRC), continued to deepen and embed the practice. Involvement with CRC also provides GA agencies and service regions the opportunity to keep up with the most recent developments in child welfare research and best practices internationally.

Phil Decter attended Winnipeg on three occasions during 2015/2016:

- October 2015: conducted training with supervisors and program managers across GA agencies and service regions, deepening knowledge and confidence with Practice Model application.
- December 2015: worked with the Directors' Leadership Table and Leading Practice Specialists, planning next steps for strengthening the Practice Model infrastructure.
- February 2016: presented seminars to workers, supervisors and program managers across GA agencies and service regions to deepen and enhance practice—specifically, consistency and collaboration.
- In both December 2015 and February 2016, the GA co-ordinated meetings with representatives of the three other authorities, the CFS Division and Phil Decter. This provided an opportunity to ensure a common understanding of the application of SDM® and equity across cultures.

As a result of the work completed with the CRC in 2015/2016, GA staff have identified the need to enhance facilitation skills in their work with families and safety networks as a next step. This will be a focus of the work this coming fiscal year.



# 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

Traditionally, quality assurance (QA) in child welfare has focused on auditing case files and ensuring compliance with standards, often noting when specific standards have not been met. While this may provide some insight into basic accountability, the broader goal of quality assurance should always be the enhanced provision of excellent service to children and families through continuous learning, training in best practice approaches and measuring performance and the impact of Child and Family Services work on the lives of children and families based on outcomes.

This philosophy of continuous quality improvement is the basis of the Quality Assurance framework adopted by the Board of the General Authority and the Directors' Leadership Table in 2008, and remains the cornerstone of the Authority's work in this area. Highlights of the broad range of outcome measurement and quality assurance activities conducted this year are in the following sections:

## Measuring Outcomes

In 2009, the General Authority implemented a comprehensive matrix for reporting on system-wide service outcomes. The General Authority Outcomes Matrix has five outcome domains and 25 individual indicators. (See chart on page 19). To enhance performance measurement, the Outcomes Matrix also identifies the desired trends over time. The Outcomes Matrix guides the collection of information that provides a qualitative response to determining the effectiveness of service delivery by the agencies and service regions under the General Authority.

Sources of information for service outcomes include a yearly abstract of data from the Child and Family Service Information System (CFSIS) as well as from the completion of the Child in Care Annual Review.

## 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 12 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.

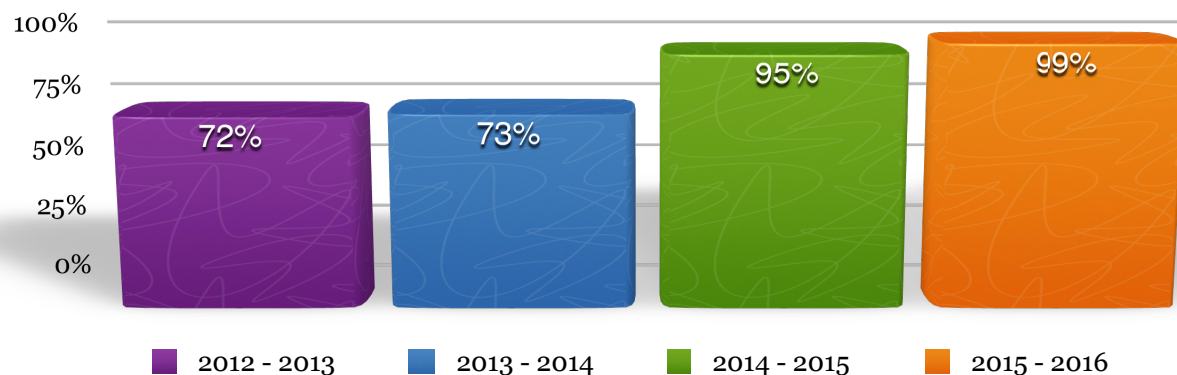
The Child in Care Annual Review form is designed to collect information on the child well-being outcomes established by the Authority for children in care in the areas of Child Safety, Child Well-Being, Permanency, Family and Community Support and Service Effectiveness (please see the General Authority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

In 2015/2016, the completion rate of the Child in Care Annual Review forms by GA agencies and service regions was **99%**.





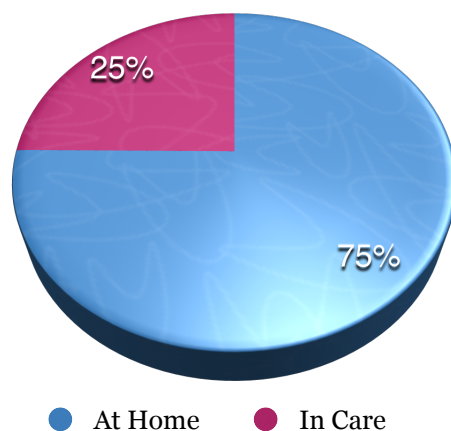
### Completion Rate of CIC Review Forms



The GA Board of Directors, the Directors' Leadership Table and agencies and service regions receive an "Outcomes" report annually, which provides information on service trends and results. These results reflect service provision and help to inform the General Authority network whether program goals and best practices in child welfare are being achieved. This information is critical to inform strategic, operational and program planning into the future. The data collected is analyzed and reveals service trends across the General Authority as a whole and within each agency or service region.

Highlights of outcomes and trends noted for 2015/2016 can be found within a number of sections of this annual report.

### Of all children receiving services, the percentage being supported at home (with their parents), March 2016



Source: CFSIS extracts

Includes all children attached to an open family file as well as all open Permanent Wards on the date provided. Number of children and percents displayed as value labels.



## Quality Assurance

Informed in part by the outcomes trends, and identified agency needs in 2015/2016, the General Authority continued our broad range of quality assurance activities.

Audits of compliance with standards and regulations occurred throughout the year in the following areas:

- Face-to-Face Contact with Children in Care
- CFSIS Recording
- Use of Structured Decision Making® Assessment Tools

In addition, among the strategies to reduce and eliminate the use of hotel placements for children in care, the authority collaborated with each agency and service region to compile and track information on pending foster care applications and place of safety homes to determine the number of homes requiring licensing. From these lists, the General Authority provided financial assistance to agencies with limited resources with the goal of increasing the number of placements for children.

During this fiscal year, the General Authority also commenced a case review spanning several agencies and involving multiple authorities, assessing compliance with standards, regulations, legislation, communication between agencies and best practice.

With a constant focus on promoting excellence in service delivery, the General Authority commenced and/or continued a number of program reviews and evaluations during this fiscal year:

- While continuing its participation in the cross-authority review of Designated Intake services, the General Authority also completed the first in a series of authority-specific operational and program reviews of the Designated Intake Agencies (DIA) under our jurisdiction. With the primary goal of determining service quality and best practice, the reviews will also examine operational challenges, caseload volumes and the scope of services provided today in view of little increase in funding since the establishment of DIAs following the Aboriginal Justice Inquiry-Child Welfare Initiative in 2003. Reviews of the remainder of the Designated Intake Agencies under the General Authority will continue over the coming year.
- Extensive data collection for the first phase of a joint agency/authority review of the Permanency Planning program of a service region was completed and an evaluation design well underway.
- This year saw the completion of Phase 1 of the Extension of Care and Maintenance Review. (See Extensions of Care and Maintenance on page 15 for further discussion of the Review.)
- This year marked the continued commitment of all of the agencies and service regions of the General Authority to the Practice Model which integrates the Structured Decision-Making assessment system with a series of strength-based and solution-focused practice approaches. The General Authority and Directors' Leadership Table, in consultation with the Children's Research Center, wanted to embark on a process for obtaining a "snapshot" of the extent of current use of practice model tools and processes within our authority network.



- Referred to as a Fidelity Assessment (FA), this first phase of information gathering involved a data collection audit tool designed to assist agencies and regions to sample a number of cases for review of the use of Structured Decision Making tools with families as well as evidence of tools and techniques of engagement with children and families, including mapping, Three Houses, Strength and Needs assessments, Probability of Future Harm, safety goals, danger statements, and so on.
- File reviews and data collection for the FA occurred in late 2015 and were completed in early 2016, providing confirmation that this engagement focused model of work with children and families is firmly embedded in the General Authority network of agencies and service regions. With this foundational information, the coming year will see the design and implementation of a further in-depth look at the scope of practice with children and families and a broader examination of service quality.

In addition to those reviews and audits described above, the following sections describe the other core functions of the General Authority and the quality assurance activities related to those functions.

**“Shouldn’t we get excited about things that have evidence showing they are effective, and be cautious about things that may appear to be good ideas - but are unproven?” - Raelene Freitag, Director of Social Service Practice**

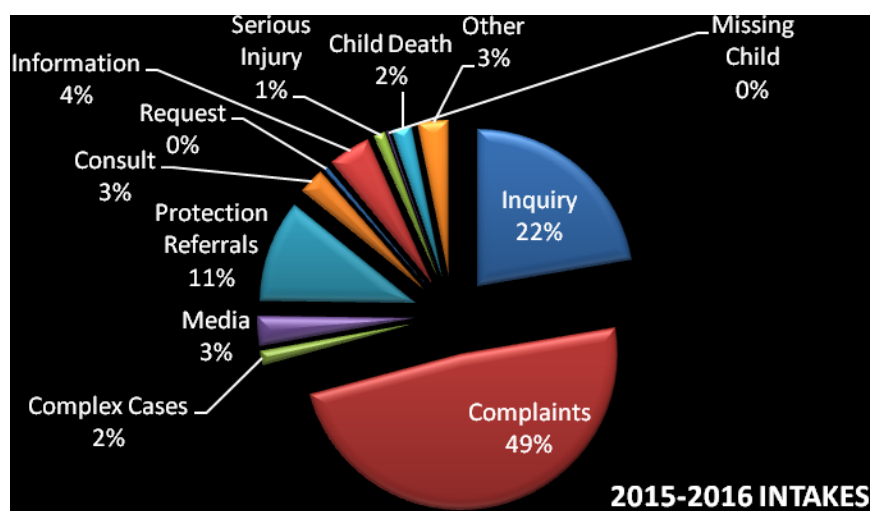


## Responding to Intakes

As an authority, one of the General Authority's key roles is to respond to concerns, complaints and inquiries (collectively referred to as "intakes") regarding the services provided by an agency/service region. Complaints and inquiries fall into several categories, including case management issues, timeliness of responses and service complaints. These referrals can come from the community, directly from families, from collateral organizations or through the Department of Family Services. The majority of complaints reach a satisfactory resolution prior to closure at the General Authority.

During 2015/2016, the General Authority responded to 480 intakes. This volume reflects a slight increase of 1.5% compared to the previous year.

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



During 2015/2016, the General Authority continued to implement a quality assurance assessment of the GA practice model and data completion requirements on intakes based on information obtained from the Child and Family Services Information System (CFSIS)/Intake Module. The use of the SDM tools, face-to-face contact, case recordings, and entry of digital pictures of children in care were reviewed and notification of outstanding tasks was forwarded to supervisor/program managers.



## Complex Case Reviews

The General Authority, Winnipeg Child and Family Services Branch Senior Management, and the Director of Programs of the Manitoba Adolescent Treatment Centre are standing members of a 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. Minutes, which include role responsibility and goal setting, are provided to the participants. Case Mapping is the process used to gather information and facilitate the case plan in order to achieve safety for children.

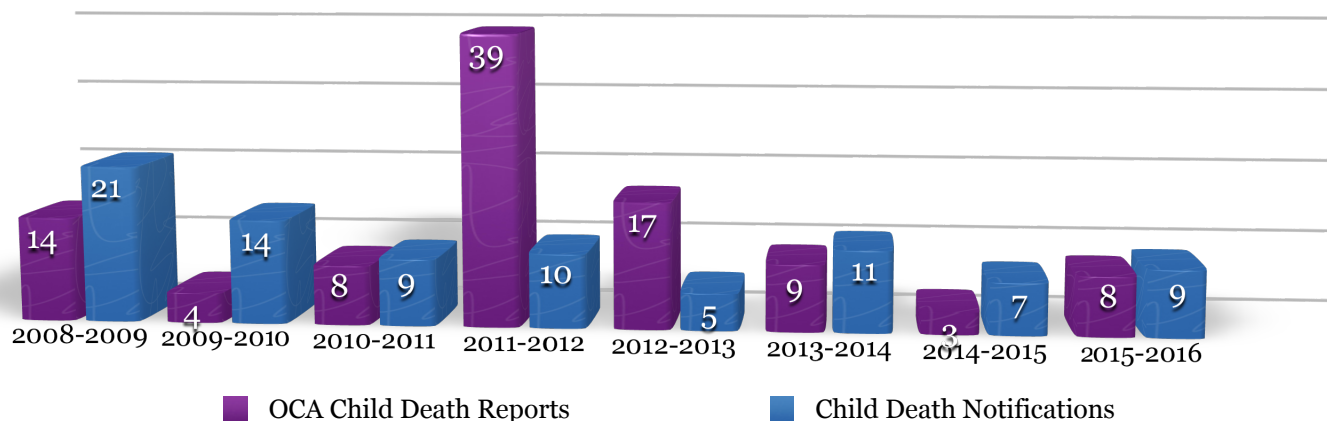
In 2015/2016, seven complex cases were heard by the Committee. The response from workers and supervisors who have accessed this process has been positive. Agency staff value the support and suggested direction offered by the membership.

## Review of Services After 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 eight review reports. Two of these reports contained a total of four recommendations for the GA and its agencies or service regions.

During this same period, the GA received notice of nine child deaths from our agencies, the OCA or the Child Protection Branch. Of these deaths, eight occurred in open cases and one death occurred on a case that had been closed to an agency. Two of the children were in the care of a General Authority agency or service region at the time of their death. One death occurred as a result of an accident, two deaths occurred as a result of suicide, three deaths were children with complex medical needs and three deaths were infants born medically fragile. The chart which follows provides the numbers of notifications of child deaths from the current and past years, as well as the number of Special Investigation reports received by the GA:



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 in the formulation of recommendations.

Following receipt of the finalized investigation report, the GA 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, the GA responds by working collaboratively with agencies/regions to develop and implement thorough and effective action plans.

### 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:

Agency	Mixed Facilities	Variances	TOTAL
Central	0	4	4
Churchill	0	0	0
Eastman	7	0	7
Interlake	7	0	7
JCFS	0	0	0
Northern	0	0	0
Parkland	0	0	0
Western	0	1	1
WCFS	3	11	14
<b>TOTAL</b>	<b>17</b>	<b>16</b>	<b>33</b>





### 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 2015/2016, the General Authority received 22 Transfer of Guardianship applications, with the following breakdown:

<b>Guardianship Order</b>	<b>Metis Authority</b>	<b>Southern First Nations Network of Care</b>	<b>Northern Authority</b>	<b>General Authority (internal)</b>	<b>Total</b>
Temporary	0	3	6	4	<b>13</b>
Permanent	2	3	0	4	<b>9</b>
<b>TOTAL</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>22</b>

### 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 (EPR) system, fast-tracked to the Collaborative Authority Resource Team (CART). In 2015/2016, the General Authority reviewed and approved 310 placement funding submissions.



## Services to Minor Parents

Agency/Service Region	Number of Notices		Total 2015/2016
	Mothers under Age 16	Mothers age 16 to 18	
Winnipeg CFS	16	15	31
CFS of Western MB	3	4	7
Central CFS	1	1	2
JCFS	0	0	0
Eastman Region	1	4	5
Interlake Region	0	2	2
Parkland Region	0	0	0
Northern Region	0	0	0
<b>TOTAL</b>	<b>21</b>	<b>26</b>	<b>47</b>

The General CFS Authority receives a copy of the Notice of Live Birth and/or the Notice of Maternity for any mother under the age of 18 from the Director of Child Welfare. The GA Program Specialist reviews the Child and Family Information System to ensure that services have been offered to the minor parent by the applicable mandated agency or service region. In the rare situation, that services have not been offered, the Program Specialist follows up with the agency/service region to ensure service expectations for the youth and families, as set out in legislation and standards, are met.

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

In 2015/2016, the General Authority received 47 Notices with 21 related to mothers under the age of 16. Statistics are based on the number of Notices completed by hospitals and other medical facilities and referred to the Director of Child and Family Services. The overall decline in the birth rate of underage mothers in Manitoba remains consistent with the provincial (Annual Statistics Manitoba Health, Seniors and Active Living) and national trends (Statistics Canada) for mothers ages 15 to 19 years.





## Changes of Authority

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.

### Change of Authority Requests to transfer out:

<b>Request to Transfer to:</b>	<b>Accepted</b>	<b>Declined</b>	<b>Awaiting Decision</b>	<b>Withdrawn</b>	<b>Other</b>	<b>Total</b>
MA	8	1	1	3	0	<b>13</b>
SFNNC	10	0	1	2	2	<b>15</b>
NA	3	0	1	0	0	<b>4</b>
<b>TOTAL</b>	<b>21</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>32</b>

### Change of Authority Requests to transfer in:

<b>Request to Transfer from:</b>	<b>Accepted</b>	<b>Declined</b>	<b>Awaiting Decision</b>	<b>Withdrawn</b>	<b>Other</b>	<b>Total</b>
MA	4	0	0	1	0	<b>5</b>
SFNNC	0	0	0	0	1	<b>1</b>
NA	1	0	0	0	0	<b>1</b>
<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>7</b>



## 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 the 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 2015/16, the General Authority received one appeal, with the number of appeals coming to the attention of this office remaining at only one for the second year in a row. The outcome of this appeal upheld the original decision of the agency to cancel the licence of a foster parent.

We believe that the limited number of appeals received by the General Authority reflects the diligent work at the agency and service region level in developing and maintaining positive working relationships and open communication with foster parents.

## Sexually Exploited Youth and High-Risk Victims

StreetReach teams are part of Tracia's Trust, the Manitoba government's strategy to prevent sexual exploitation of children and youth. These teams deal with children and youth who are at high risk of being violently victimized through the sex trade. The goals of the program are to stop youth from running away from their home or placement; prevent future abuse and exploitation; redirect runaway children to stop victimization; and to intervene with those who exploit young victims.

The logo for StreetReach, featuring the word "StreetReach" in a purple, sans-serif font, enclosed within a thin purple rectangular border.

A high-risk victim (HRV) is a child or young person who has been assessed by a team of professionals to be at an extremely high risk of being violently victimized through the sex trade. They are children who need immediate, intensive intervention. Once a child has been deemed a high-risk victim, a co-ordinated response plan is set up. The plan involves professionals from health systems, social service systems and justice systems. Their goal is to locate the child and return him or her to safety as quickly as possible.

The General Authority is an active participant and continues to represent our agencies and service regions at the **StreetReach Advisory Committee**, comprised of many community stakeholders. At the Committee, the General Authority representative advocates for the needs of these vulnerable youth, ensuring that feedback from agencies and service regions on the services provided is reported to the StreetReach staff and the Child and Family Services Division.



# Collaborative Work with CFS Partners

In the *Legacy of Phoenix Sinclair* Report following the Hughes Inquiry and the supplementary *Options for Actions* report, Commissioner Hughes and AMR Planning emphasized the importance of collaboration between the four Child and Family Services authorities in a number of related findings and recommendations:

*“That the Standing Committee discuss as a regular agenda item, the programs and policies being implemented by each authority to determine those that can be adapted more broadly, in a culturally appropriate manner.”*

*“That the four authorities share information about their training programs, and share materials so that successful training tools, techniques, and programs can be adapted and implemented more broadly.”*

*“More collaboration is also required within the child welfare system at the authority level (facilitated by the standing committee) and between agencies across all four authorities. CFS agencies have a lot to learn from each other and they need more opportunities to meet and share. Some interesting programs and policies implemented by individual agencies and other important child welfare issues can and should be shared system wide.”*

Since its inception following the devolution of the Child and Family Services system in Manitoba, the General Authority has been committed to collaboration with our partner authorities and the CFS Division. This collaboration is fundamental to our everyday work at the Authority and is reflected in our training activities, cross-authority working groups and committees and at the Child and Family Services Standing Committee.

- As noted in the Practice Model section of this report, the GA hosted meetings with representatives of the three other authorities, the CFS Division and Phil Decter in both December 2015 and February 2016. The GA also co-ordinated meetings with representatives of the three other authorities, the CFS Division and Phil Decter. This provided an opportunity to ensure a common understanding of the application of SDM® and equity across cultures.
- General Authority Program Specialists also provided training overviews of the Practice Model to the Southern Network of Care and their agency directors and senior staff in May 2015. More recently, Specialists from the General Authority and Winnipeg Child and Family Services assisted the Northern Authority by providing a one-day training of Case Management Standards, providing Northern Authority staff with copies of the *General Authority Case Management Standards Framework and Flowchart*.



The General Authority remains an active partner with our authority colleagues on many working groups and committees and we value these opportunities to share and receive information on training tools, techniques, programs, initiatives, and best practice approaches for our mutual learning. These forums are a significant part of our everyday work and the following list represents only a small sample of these work groups, along with a brief explanation of their role:

- ***Inter Authority Standards Working Group (IASWG)*** – cross-authority representatives, along with the CFS Division, review, develop and revise the foundational standards which guide Child and Family Services practice.
- ***Collaborative Authority Resource Team (CART)*** – The cross-authority team assigned to monitor and support placements of children and youth outside of the Emergency Placement Resource program. (See update in the CART section of this report).
- ***Alternate Care Sub-Committee (ACS)*** – The cross-authority team comprised of resource and foster care staff assigned to a range of projects and research into innovations in resource development, best practice approaches to out-of-home care and related amendments to licensing standards. Most recently, the ACS group has been central to the Foster Care Recruitment Campaign.
- ***Joint Training Team (JTT)*** – Comprised of an education and training representative from each of the four Child and Family Services Authorities as well as the CFS Division, the JTT reports to the Child and Family Services Standing Committee and is responsible for developing, co-ordinating, implementing and evaluating education and training activities for staff and caregivers in the child and family services system. Using a joint approach, the JTT continues to develop education and training activities based on the priorities and needs identified by the CFS system, as well as the recommendations of external reviews of the CFS system.
- ***Designated Intake Review Working Group*** – The cross-authority team comprised of representatives from each authority and the CFS Division reporting to the Child and Family Services Standing Committee commenced a review of the Designated Intake Services provided by all agencies in Manitoba since the enactment of *The Joint Intake and Emergency Services by Designated Agencies Regulation* in 2003.
- ***Extension of Care Working Group*** – Comprised of staff from the four CFS authorities who review and process requests from agencies for extensions of care and maintenance for their respective Chief Executive Officers, this group meets on a regular basis to discuss practice questions related to services to youth transitioning to adulthood. Group members also meet regularly in related working groups such as the *Tuition Waiver Planning Group* and *Building Futures Steering Committee*.
- ***Education Outcomes Committee (Task Force of Educational outcomes)*** – Commenced in 2015. Made up of representatives from the four CFS authorities as well a number of collaterals from the Department of Education and other stakeholders, the mandate of the Task Force was to provide the Minister of Education and Advanced Learning with recommendations regarding potential changes or improvements in response to the challenges described in the recent report of Education Outcomes for Children in Care (by the Manitoba Centre for Health Policy).
- ***Child Abuse Regulation Working Group*** – This cross-authority and CFS Division working group is assigned to review the issues surrounding cross-jurisdictional abuse investigations and the reporting on these investigations to regional child abuse committees.



In addition to these working groups and committees, General Authority specialists communicate on a daily basis with their authority partners in the course of their core authority responsibilities. Descriptions of this core work can be found in the Quality Assurance and other sections of this report.

In view of the recommendations from the Phoenix Sinclair Inquiry, perhaps the most intensive cross-authority collaboration to date has occurred over the last several years at the Phoenix Sinclair Inquiry Working Group.

### Phoenix Sinclair Inquiry Working Group

The General Authority has continued as an active member of the Phoenix Sinclair Inquiry Working Group. The group is comprised of representatives from each authority, the CFS Division and the Project Management Office. It began meeting in September 2015 to address:

- 62 recommendations outlined in *The Legacy of Phoenix Sinclair, Achieving the Best for All Our Children* report, written by the Honourable Ted Hughes, December 2013
- Associated options included in the *Options for Action Implementation Report for: The Legacy of Phoenix Sinclair, Achieving the Best for All Our Children*, completed by AMR Planning and Consulting, January 2015

While the General Authority had previously provided GA-specific responses to the Hughes recommendations, the focus for 2015/2016 has been on 25 practice-related recommendations/options prioritized collectively by the four CFS Authority CEOs. Work on a proposed **Manitoba CFS Practice Framework and Service Continuum**, which addresses these 25 recommendations made by Judge Hughes, is very much in line with the Practice Model utilized in GA agencies and service regions, where the focus is on collaborative family participation/engagement.

All other recommendations/options have been directed to the appropriate departments for follow-up and provision of regular updates to the working group. A four-step analysis and detailed implementation plan has been completed for each recommendation. The detailed implementation plans from the various departments and working groups are forwarded to the Minister for review and sharing with the Office of the Children's Advocate.





# Resource Development

## HRT/CART Annual Report Submission

The Hotel Reduction Team (HRT) was established in June 2014 to address the rising numbers of hotel placements within the Winnipeg-based Emergency Placement Resources (EPR) program. The HRT is comprised of authority staff reassigned from all four CFS authorities and the CFS Division.

In April 2015, the Family Services Minister announced that as of June 1, 2015, the practice of using hotels for emergency placements for children in agency care would no longer be permitted. This deadline was extended to December 1, 2015 for all other areas outside of Winnipeg. Both the June 1 and the December 1 deadline for non-placement of children in hotels was met, and the practice of placing children in hotels is no longer supported in practice as per a new provincial standard.

The HRT met with agencies in the Interlake, Eastman, Parkland, Westman, Central, and Northern (The Pas/Flin Flon and Thompson) regions to identify emergency and long-term placement resource development opportunities. Some of the identified resource development priorities included the development of: specialized residential childcare facilities and supported independent living programs in the Eastman and Interlake regions; emergency receiving facilities in the Parkland region; long-term specialized beds with clinical supports for sexually exploited youth in the Westman region; an emergency facility for high-needs teens with clinical supports in the The Pas/Flin Flon region and; new and re-purposed residential care resources for adolescents in Thompson.

In January 2016, the HRT was renamed the Collaborative Authority Resource Team (CART). CART's focus remains on working collaboratively with agencies to locate long-term placements for children and youth placed within the Winnipeg EPR system and to support the implementation of provincewide regional resource development plans to effectively decrease the length of stay in emergency resources.

The General Authority's authority-specific work plan included: working collaboratively with GA agencies in streamlining the referral process; monitoring the placement of children in the Winnipeg EPR system for 30+ days or children presenting with unique challenges (i.e. children with cognitive delays and extreme behaviours, sexually exploited youth, large sibling groups, etc); attending quarterly meetings with external service providers in both the children and adult programming stream to identify potential placement options for children currently placed within the Winnipeg EPR system who had no identified resource options, and the establishment of an efficient and responsive communication network amongst General Authority agencies and regions across the province through the General Authority Placement Network (GAPN).



In addition to CART, 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 makes 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 the Healthy Child Manitoba Office, the Manitoba Adolescent Treatment Centre, (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, adding 15 youth in care with high/complex needs to a mentored school program (January-June 2016), is a product of the committee. The COACH program has proven to be effective with younger children, providing individualized intensive support with the goal of integrating back into a specialized classroom.

### Structured Analysis Family Evaluation

During 2015/2016, 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. Training needs continue to be assessed throughout General Authority agencies and regions and the external agencies who utilize this approach.

### Alternative Care Subcommittee

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 focused on research and the development of draft recommendations regarding permanency, kinship and customary care, and foster home licensing.



# Building Capacity through Training and Staff Support

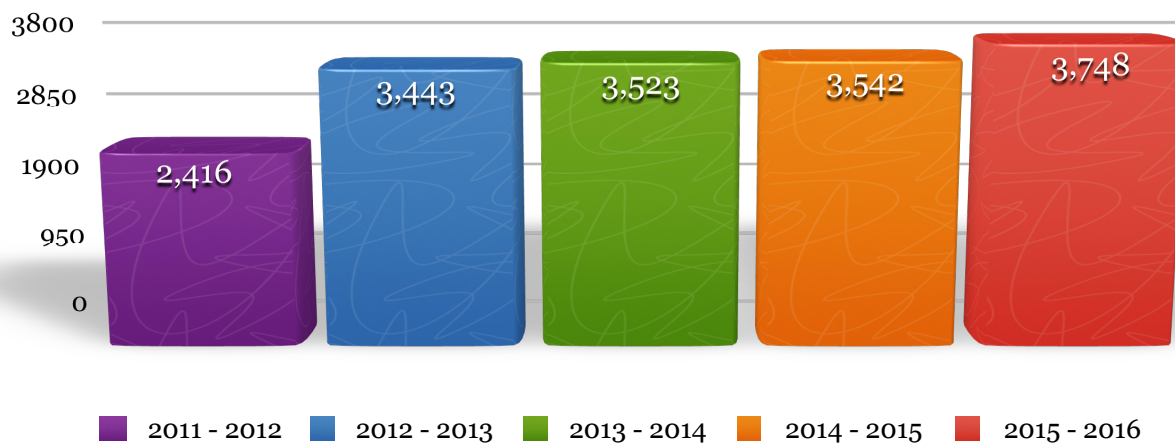
The General Authority recognizes the need to develop skills and competencies through education and training. As such, the General Authority, in collaboration with its agencies and service regions, is proud to continue to offer a variety of training opportunities. Our goal continues to be the enhancement and improvement 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 were considered foundational training and continue to be offered on a regular basis each fiscal year. This included trainings in the areas of the Practice Model (including 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, Métis Authority and the Southern First Nations Network of Care) and the Child and Family Services Division in the ongoing work of developing joint training through cross authority initiatives.

A total of 3,748 participants attended training that was offered in 2015/2016. Specifics of this overall number can be seen in the chart below, with some specific training examples being highlighted within each specialized training theme.

**Attended Trainings**





<b>TYPE OF SPECIALIZED TRAINING</b>	<b>TOTAL OF ATTENDEES APRIL 2015 –MARCH 2016</b>
Addictions (e.g. Brief Intervention Addiction Training, Meth Education)	35
Administrative Support & Communications (e.g. Front Desk Safety, Information Security Awareness)	29
Attachment Training for Social Workers (e.g. Assessment & Treatment of Maltreated Children, Understanding Access & Reunification)	37
Board of Director's Development (e.g. Roles & Responsibilities of the Board, Good Governance)	9
Crisis Prevention/ Intervention/ Postvention (e.g. Mandt, Non Violent Crisis Intervention)	325
Critical Incident Stress Management (e.g. CISM, Vicarious Trauma)	84
Cultural Awareness (e.g. Islamic Social Services, Eastman Immigrant Services, New Canadian Event, Sound Through the Walls)	182
Child and Youth Support (e.g. Autism Awareness Conference, National Child Day Forum, Relationships and Resiliency, Early Childhood Educators, Autism & Developmental Disabilities, APIN, Scattered Minds, Supporting Child & Youth Experiencing Anxiety & Depression, Transplanting Children)	131
Domestic Violence (e.g. Domestic Violence, Safe & Together)	178
Fetal Alcohol Spectrum Disorder (FASD)	23
Foster Parenting Training exclusively for Foster Parents (e. g. Attachment, Circle of Security, Foster Parent Orientation)	74
Foster Care/Adoption exclusively for staff (e.g. Family Finders Conference, S.A. F. E., National Adoption Council Canada)	7
General Authority Practice Model / Structured Decision Making Assessment Tools (e.g. Summit, GA Practice Model, SDM Training)	1,420
Health and Safety (e.g. CPR/First Aid, Mental Health First Aid, Water/Ice Safety)	459
Investigating Child Abuse (e.g. Advanced Forensic Interviewing, Child Abuse Co-ordinator's Conference, Missing & Exploited Children's Conference, Child Abuse Investigations)	91
Leadership Development (e.g. Media Relations Training, Policy Developers Network Conference, OSD)	14
Legislation Training (e.g. Legislation Nuts and Bolts, WCFS Legal Orientation)	28
Orientation to the CFS System (e.g. WCFS Orientation, CFS of Western Child Orientation)	243
Suicide Intervention/Prevention (e.g. Applied Suicide Intervention Skills, Tattered Teddies, Straight Talk)	90
Standards (e.g. Case Management, Sexually Exploited & Absent/Missing Children, Child Maintenance, Place of Safety, Process for Moving a Child from Home)	157
Street Gangs (e.g. Street Drugs/Radicalization)	3
Strengthening Relationships (e.g. My Dad Matters, Positive Discipline Parenting)	9
Trauma (e.g. Making Sense of Trauma, Trauma & Attachment)	105
Other (e.g. Professional Development)	15
<b>TOTAL</b>	<b>3,748</b>



## Staff Engagement

The General Authority's authority-specific standard on Staff Engagement, updated in September 2015, 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 2015/2016, the General Authority continued to make funds available to support staff engagement activities hosted by GA agencies and service regions. This year, there were many great events:

- Regional Days brought together staff to participate in a blend of i) training, ii) gathering ideas regarding policies and programs, and iii) fun activities that helped everyone get to know each other on a personal level.
- One area used the FISH Philosophy (*Caution: Low Flying Fish!*). This approach acknowledges the importance of every staff member, provides a positive avenue for their thoughts and talents, and promotes the importance of having fun together.
- Staff also had the chance to celebrate the work of their agencies to help balance some of the challenges of the work. This celebration was combined with the opportunity to create vision statements regarding engagement of families, staff, and community. These activities help to support the staff and while promoting positive connections.

## Youth Engagement

The Youth Engagement Standard of the General Authority, updated in September 2015, 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 2015/2016, the General Authority continued to make funds available to support youth engagement activities to be hosted by GA agencies and service regions.

The agencies and regions held a variety of creative engagement activities to ensure the voices of youth help guide their work.

- Youth shared general views on improvements to the child and family services system, for example, youth noted the benefits of having the same social worker for an extended time.
- Some engagement events focused on ensuring that youth are aware of their rights, such as learning how to access their medical information.
- One agency asked youth in care to contribute their ideas regarding "permanence". Youth noted the importance of remaining in contact with former caregivers.
- At another event, youth discussed things they would have found helpful when they first came into care, such as a "quick reference" sheet of information including their rights and important contact information.
- Youth also highlighted the value of learning independent living skills such as navigating public transportation systems, budgeting, and obtaining access to community resources.



## Tribute to Kim Thomas, lead of the New Canadian Awareness and Education Initiative



The General Authority would like to recognize the many contributions of our colleague and friend Kim Thomas, especially in the area of its New Canadian Awareness and Education Initiative. The Initiative was created to both raise awareness of and provide accurate information about Manitoba parenting laws and the child and family services system to newcomers. Kim led the Initiative for five years. She said of her work, "It's so exciting and gratifying to see an initiative that started out with a focus on raising awareness and education become so much more. It's about all of the relationships that have developed across communities and service providers and Child and Family Service staff." Kim passed away April 29, 2016, after a 30-year career in child welfare.

An award has been established in Kim's name by the Board of Directors. The inaugural Kim Thomas Award of Distinction in Community Engagement was presented to Dr. Steven Feldgaier, C. Psych., at the Newcomer Recognition and Appreciation Dinner on March 16, 2016.

"Her spirit will be remembered in the New Canadian Initiative, especially as we continue the work she was so committed to and instrumental in moving forward in the early days. Kim has left an amazing legacy, professionally and personally. It was a privilege to have known her and worked with her," said Doreen Draffin, former Board of Directors Chair, in a statement.



# New Canadian Initiatives

In 2009, the General Authority (GA) launched the New Canadian Initiative (NCI) in recognition of the challenges facing new Canadians and the need for a preventative approach to raising awareness and providing accurate information about the Child and Family Services system. The New Canadian Initiative sees itself as part of the primary settlement process for new Canadians in our province. Since that time, the NCI has become one of building trust, shared dignity, and fostering mutual learning between a number of cultural communities, settlement service providers and Child and Family Services with the shared goal of promoting better outcomes for children, families and communities.

The ongoing collaboration and success of this initiative has continued through 2015-16, with notable events and activities, including:

- The continued work of the **Cultural Community Reference Group** comprised of over 30 ethno-community members and General Authority board and staff members who provide valuable feedback. To further strengthen the policy and governance relationship between the **Reference Group** and child welfare services, an important step in the development of the initiative took place when **two representatives** from the Reference Group were appointed to the General Authority Board of Directors. This process started with the Reference Group itself identifying two members who agreed to have their names brought forward to the Minister for their appointments as GA board members.
- The ***“Positive Parenting as told through Cultural Community Voices”*** showcase event was held on **January 6, 2016**. Through video or audio, theatre, spoken word, or graphic illustration, cultural community storytellers were paired with professional artists to craft their stories of positive parenting and their journey from their homeland to Manitoba. The event was a great success, and stories shared will be used for future training and engagement of CFS staff in working with new Canadian families.
- The **Action Team** is a group of Winnipeg-based settlement service providers, who come together with the GA, Winnipeg Child and Family Services, All Nations Coordinated Response Network (ANCR) and the Child Protection Branch staff to meet, share and exchange information and build opportunities to collaborate. This team has been instrumental in helping to craft a range of initiatives within the NCI, including the *“Positive Parenting as told through Cultural Community Voices”* and the *“Sounds through the Wall”* video training.



The ***Train the Trainer team*** is an ongoing collaboration of settlement service providers, ANCR, the GA, the Child Protection Branch and Healthy Child Manitoba. Their role has been to engage cultural community members and settlement service workers to provide basic child welfare information. They continue to use the “***Sounds through the Wall***” video as one of their training tools.

- The ***Mutual Learning Events Steering Committee*** has formed over this past year (with representation from the General Authority, Winnipeg CFS, CFS of Central Manitoba, Eastman Region, Healthy Child Manitoba, settlement services and cultural communities) to plan engagement activities within Winnipeg, Central and Eastern Manitoba. These events will bring together front-line workers, settlement services and community members to understand perspectives and appreciate how each can contribute to better outcomes for families and children in their community. Following through on this idea, an engagement process has started to take form between the leadership of the Somali community and Winnipeg Child and Family Services front-line staff, including the Newcomer Unit.
- The ***Our Shared Journey*** event on **March 16, 2016** brought together all partners and stakeholders within the NCI to reflect on the successes of this initiative, bring forward hopes and goals for the future, and recognize those who have made outstanding contributions towards the objectives of the NCI including community engagement, mutual learning and promoting better outcomes for children and families. Congratulations to **Dr. Steven Feldgaier** who was awarded the first annual *Kim Thomas Award of Distinction in Community Engagement* during this event.

We wish to express our appreciation for all those who continue to play a strong leadership role within the New Canadian Initiative. We would like to share a special note of thanks to our Reference Group’s co-chairs, Alma de la Rosa Ramos and Eriqueson Tayo-Jones, who have spent countless hours helping to guide the development of our Reference Group and its planning for the future.

Also, to our committee chairs and members of all of our committees and working groups, thank you for your tireless commitment and provision of positive energy leading to the success of our New Canadian Initiative. It is important to note that many of you have been involved in the NCI from the very beginning in 2009. Congratulations.

Lastly, the General Authority wishes to acknowledge Martin Itzkow, the lead facilitator for the New Canadian Initiative Reference Group. Itzkow has played a pivotal role in engagement, community outreach, presentations at conferences and symposium, co-ordination and shared planning between cultural communities, settlement service providers and the child welfare system for many years. Many thanks go to Itzkow for his tireless work on our behalf.





## Supporting Staff – Critical Incident Stress Management Peer Support

Winnipeg Child and Family Services formed the first Critical Incident Stress Management (CISM) Peer Support team in 1998.

In 2006, the child welfare system in Manitoba underwent three external reviews, resulting in close to 300 recommendations to enhance and improve the system. One of the recommendations was to develop CISM Peer Support teams throughout the province, similar to those at Winnipeg Child and Family Service's.

The recommendation was a recognition of the importance of peer support to help staff who have been affected by a critical incident:

“There must be a timely and effective intervention available for staff affected by adverse events in the workplace. The importance of providing a supportive, caring and local opportunity to debrief at the individual, team or agency level is well understood in health and psychological care systems.”

Today, Critical Incident Stress Management (CISM) Peer Support Teams continue to operate in all General Authority agencies and service regions across the province:

- Child and Family Services of Central Manitoba (Audrey Armstrong, chair),
- Eastman Region (Dustin Dent, chair),
- Interlake Region (Serena Stier and Tracey McInerney, co-chairs),
- Jewish Child and Family Service (Judy Plotkin and Wade Bilodeau, co-chairs)
- Northern Region (Jeanette Kimball and Jeanette Campbell, co-chairs),
- Parkland Region (Donna-Jean Slack and Dorleen Sagert, co-chairs),
- Child and Family Services of Western Manitoba (Brandie Singh, chair)
- Winnipeg Child and Family Services (Cheryl Ellis and Brad Halstead, co-chairs).

The General Authority's CISM Steering Committee, which is made up of the chair and co-chairs of each team, met on October 21, 2015. The Steering Committee's function is to ensure the continuity of the teams, determine on-going training needs and gather province-wide statistics which may identify common themes. Since the services provided by the Peer Support Teams are voluntary, not all incidents that may have been critical incidents are reported.

There are currently 61 volunteer staff members who make up the eight teams offering CISM services in the General Authority's agencies and service regions. The General Authority currently has one staff member trained in CISM. The General Authority supports all of these teams, recognizing the importance of a Peer Support Model, and it is worth noting that membership consists of non-CFS staff as well, since many CFS staff are co-located with other departments, and often work with the same families.



Eight new team members were trained in November of 2015 by Jan Henley, who continues to provide training, consultation and support to the CISM teams on a contract basis. Staff from Marymount Inc. were also trained at that time, as they are starting their own CISM team for their residential staff.

<b>Critical Incident Stress Management Peer Support Statistics</b> <b>April 1, 2015 – March 31, 2016</b>		
<b>Agency/Region</b>	<b>Number of Incidents</b>	<b>Number of Staff Outreached to</b>
CFS of Central Manitoba	2	8
Eastman Region CFS	0	0
Interlake Region CFS	4	15
Jewish CFS	2	2
Northern Region CFS	4	4
Parkland Region CFS	14	14
CFS of Western Manitoba	0	0
Winnipeg CFS	31	45
<b>TOTAL</b>	<b>57</b>	<b>88</b>



## French Language Services

In 1989, the Province of Manitoba developed a policy statement regarding the provision of French Language Services (FLS). Revised in 1999, the policy stipulates that:

...the Government of Manitoba recognizes the fact that the French-speaking population of Manitoba is a constituent of one of the fundamental characteristics of Canada. The policy's purpose is to allow this community and the institutions serving it to access comparable government services in the language of the laws of Manitoba. The services provided by the Government of Manitoba are offered, to the extent possible, in both official languages in areas where the French-speaking population is concentrated.

In December 2005, the provincial cabinet passed the *French Language Services Regulation*, which requires each CFS authority to develop an annual French Language Services plan. In a document titled "Framework for the Development of French Language Services Plans by Child and Family Services Authorities" this was expanded to require each CFS authority to develop a Five-year Strategic Plan and Annual Operating Plans for French Language Services.

In 2009, the General Authority developed a Four-year Strategic Plan for FLS (2010-2014), intended to synchronize with the department's Strategic Plan. With the expiry of the 2010-2014 plan, development of a new Strategic Plan was required.

Based on the Framework document, a new Five-year Strategic Plan for FLS (2016-2021) is being drafted, along with an Annual Operating Plan for 2016/17. These plans will be reviewed by the Directors' Leadership Table, the GA Board of Directors, the Social Services Round Table of the Santé en français, and the Board of Directors of Santé en français. The last step in the approval process is to obtain final sign-off from the General Authority, Santé en français, the Minister of Families, and the Minister responsible for Francophone Affairs.

Although the approval process is demanding and the full document will be lengthy, efforts are being made to ensure that both the Strategic and Operating plans are reasonable and achievable.



The 2016-2021 Strategic Plan and the 2016-17 Operating Plan will focus on three priorities:

- Active Offer – the process of greeting the public so that they are aware they can receive services in French, if requested
- Co-operation with the Francophone Community – strengthening the connections with the Francophone community through regular meetings and other communication, as needed
- Promotional and Awareness Activities – ensuring that FLS is taken into consideration with all communication and publication initiatives

Once final approval is obtained, the three priorities will be put into action within the GA. Work will also be done to implement the three priorities in collaboration with the GA agencies and regional offices. Activities are expected to include:

- Active Offer training
- Regular meetings between the senior management of the GA and the Santé en français
- Identification of FLS Co-ordinators at the GA and its agencies and regional offices
- Creation of an inventory of staff with French language fluency
- Approval of a GA French Language Service policy
- Development of a protocol for the delivery of services in French, when requested
- French translation of documents and web pages



# Financial Support to Children and Families

The General Authority, in partnership and collaboration with the Children's Aid Foundation (CAF), provides money, given by generous donors, to children and youth served by General Authority agencies and service regions. There has been tremendous support for and interest in this initiative from workers again this past year, and the GA and the CAF have been able to provide funds and awards to a large number of children and youth across GA agencies and service regions.

## Children's Aid Foundation - The Ted and Loretta Rogers Foster Care Transition Program

Thanks to continued commitment from the Rogers family in 2015, the General Authority was once again selected to receive comfort kit backpacks to provide basic comfort for children and youth entering care. In 2015, the GA received **209** backpacks along with a **\$40,000** grant through the Foster Care Transition Program initiative. The grant 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 helped purchase extras such as special items of clothing, games, books and toys.

The comfort 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.

## Scotia Capital Fund

The *Scotia Capital Fund* is made possible through funding from Scotia Capital and is designed to support "at risk," disadvantaged children and youth Canada-wide to support them in achieving academic success and recognize their current educational efforts and achievements. The General Authority is the selected Children's Aid Foundation partner to administer these funds in Manitoba. These funds are available to children/youth who are currently receiving services through a General Authority Agency or Service Region.

The awards offered through the Scotia Capital Fund are the Graduation Awards, Stay in School Awards, and Leap to Learning Tutoring.

## Stay in School Award

The Stay in School Award program was established to recognize elementary and high school students who are doing exceptionally well in school and who have overcome significant life challenges to succeed in school. It also encourages them to continue going to school and to move 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. In 2014/15, a Combined Award was also offered. The Combined Award allowed children and youth to win a Graduation Award and a Stay in School Award at the same time as a further incentive toward continuing their academic success.

## Leap to Learning Tutoring

This fund helps children who have identified struggles academically to give them some additional support so that they can experience educational success.

SCOTIA CAPITAL FUND		
FUND NAME	NUMBER OF AWARDS ISSUED	AMOUNT OF FUNDS ISSUED
Graduation Awards	44	\$3,370
Stay in School Awards	33	\$9,900
Leap to Learning Tutoring Fund	10	\$13,149
<b>TOTAL</b>	<b>87</b>	<b>\$26,419</b>



## CIBC Miracle Fund

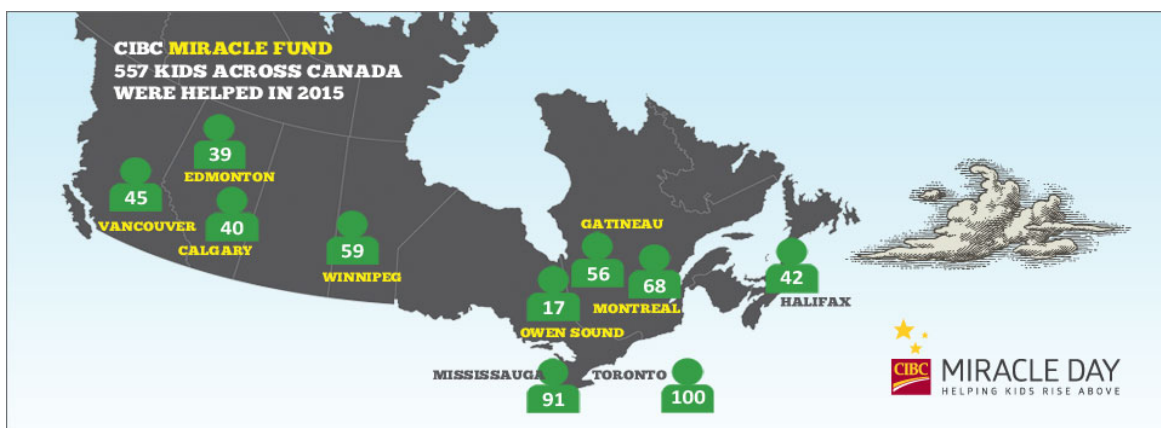
The CIBC Miracle Fund was established to provide enrichment opportunities and supports for children and youth to enhance their physical, mental, social, and developmental well-being. Funds are available for any child or youth who is currently receiving services from a GA Agency or Service Region. Funds 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.

CIBC MIRACLE FUND		
	NUMBER OF AWARDS ISSUED	AMOUNT OF FUNDS ISSUED
Miracle Fund	73	\$22,379

The Children's Aid Foundation continues to advocate for ongoing and increased funds for these programs directly with the donors. The CAF also regularly canvases the General Authority for feedback and ideas on areas of need to explore for further funding opportunities. The commitment of the Children's Aid Foundation, and that of generous donors, makes it possible to offer these opportunities to the children and youth who are served by the General Authority.

It is a pleasure to assist social workers to recognize and provide some small reward to the children and youth that they work with.



## Vision Catcher's Fund

The Vision Catcher's Fund was established to assist youth in care to develop their strengths, maximize their potential and pursue their career aspirations. In the General Authority, funding is available to support youth ages 16 to 21 who are currently in care or on extension of care to enhance their special talent/skill and further their career goals. Funding can be used for: specialized study in high school, purchasing supplies needed to pursue a career, job search assistance, accessing post-secondary education, attending technical training or an apprenticeship program. In 2015/2016, the General Authority provided Vision Catcher's funding totalling \$33,000 to support eight youth with tuition assistance (\$16,854) and 25 youth with other grants in support of developing their talents and skills (\$16,145). The Authority appreciates the continued support of the Department of Families in support of this funding.

## Building Futures

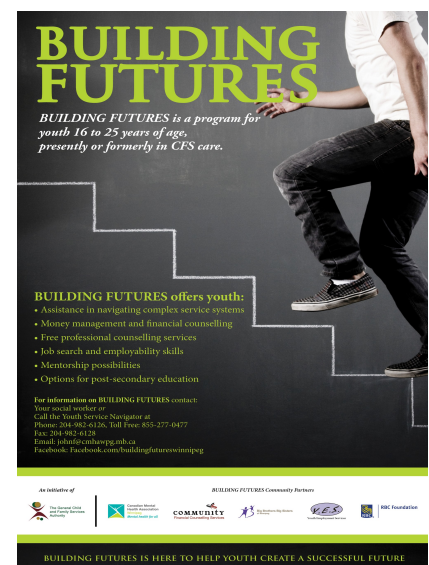
Supported by the four CFS Authorities and the Department of Families, the Building Futures program brings together a network of community partners to provide assistance to youth and young adults (ages 16 to 25) preparing for, or continuing their transition from, the CFS system to independence and adulthood. With the goal of improving outcomes for young adults previously in care, Building Futures provides a number of supports and services related to money management, employment and education, counselling and emotional support, mentorship, and navigating complex service systems.

Since its launch in 2013, Building Futures has provided assistance to more than **430** youth and young adults currently or previously in the care of a CFS agency in Manitoba.

On behalf of our CFS partners, thank you to the Canadian Mental Health Association (Manitoba and Winnipeg), Youth Employment Services, Community Financial Counselling Services, Big Brothers Big Sisters Winnipeg and VOICES, Manitoba's Youth in Care Network, for their continued involvement and dedication to the success of Building Futures.

For more information regarding Building Futures, please contact:

John Finkbeiner  
Youth Service Navigator  
Building Futures  
Canadian Mental Health Association, Manitoba and Winnipeg  
930 Portage Avenue, Winnipeg MB R3G 0P8  
Ph. 204-982-6126, Fax. 204-982-6128



# General Authority Achievements

## **2003 - 2004**

- “Inaugural Year”
- Getting established

## **2005 - 2006**

- “Resolution Year”
- Case transitions complete
- Licensing variations, mixed facility approvals, extensions of care, reviews of child deaths

## **2007 - 2008**

- Development begun on Differential Response pilot projects
- Development of new Risk Assessment and Strength-based Assessment tools for use in pilot sites
- Development of new draft framework for Quality Assurance Reviews
- Staff Engagement Strategy launched
- Hired FASD Specialist
- Hired Training Co-ordinator
- Identified increasing number of funding opportunities for youth (e.g., Keith Cooper Scholarship, Miracle Fund, Scotia Stay in School fund)

## **2004 - 2005**

- “Transitional Year”
- Agencies transitioning cases
- Taking up the mantle of the Authority (e.g., reviewing CIC cases) (e.g., first steps of evaluation of agencies)

## **2006 - 2007**

- Added foster care recruitment component and hotel reduction
- Completed SPAs with agencies and regional offices
- Created Directors’ Common Table
- Review of adoption services
- Review of agencies’ CIC policies
- “GA Joint Child Abuse Committee Best Practices Statement” issued
- 33 case reviews
- Review of the Churchill CFS program
- Launched Youth Engagement Strategy in fall of 2007

## **2008 - 2009**

- Hosted “The Summit” (in 2008 – theme was Conversations That Matter)—working towards a strengths-based approach, strategic planning session including all GA agencies/offices
- Beginning steps towards Signs of Safety
- Youth Engagement Strategy work continued
- Creation of an Authority Staff Engagement Strategy
- Staff and foster parent training increased (after the hiring of the Training Co-ordinator)
- Began to formalize work with GA (and WCFS and JCFS) regarding Newcomers
- New QA Framework approved for implementation in 2009/10
- Development of the Outcomes Matrix
- Redesign of the CIC Annual Review form and creation of electronic version
- Movement toward SDM assessments



**2009 - 2010**

- Summit 2010 (From Values to Action)
- The General Authority Board of Directors Strategic Framework Statements
- Directors' Leadership Table Core Values
- Development of critical incident stress management peer support teams in eight agencies and service regions
- Additional training regarding Solution Focused Inquiry and the SDM tools
- GA Case Management Standards, Framework and flow chart completed
- Adopted the Structured Analysis Family Evaluation (SAFE) tool and provided training across the agencies/offices
- Established Steering Committee for Newcomers and CFS
- Westman Safer Families Project (DR) highlighted in the GA Annual Report
- Two demonstration projects: Empowering SWs in the Workplace (Westman repeat of a 2006 WCFS initiative) and Skills for Life Training
- Outcomes Matrix formally approved by the GA Board of Directors
- Development of GA French Language Services Four-year Strategic Plan

**2011 - 2012**

- Development and launch of the Youth In Care Tuition Waiver program (with U of W, then Winnipeg Technical College)
- GA established Post-Secondary Education and Training Support Fund for purchase of educational supplies, including laptops
- Development of partnerships that would become Building Futures "After Care" Project (CMHA, YES, Big Bro Big Sis, CFCS)
- Positive evaluation of the GA DR pilots
- Development of training modules for the Practice Model
- Evaluation of the WCFS/MYS Purple Martin foster care program
- Development of plan to pilot the PRIDE foster care training program
- Review of agencies' progress based on the goals set out in their business plans
- Received a one-time grant from the Johnny Reid Campaign
- Received funding from the RBC National Diversity Program

**2013 - 2014**

- Université de Saint-Boniface first mentioned in the Annual Report to be part of the Tuition Waiver program
- U of Manitoba and Booth College announced to start providing tuition waivers in 2014/15
- A Facilitator's Training Curriculum was developed using the video "*Sounds through the Wall: A Resource for New Canadians about the Child and Family Service System*" available in Spanish, Swahili, French, Somali, Arabic, Low German and English
- Received grant funding from Wendy's Wonderful Kids and hired WWK Recruiter

**2010 - 2011**

- Creation of Leading Practice Specialists (LPS)
- Development of the Integrated Practice Model (Solution Focused Inquiry and SDM)
- Hired Age of Majority Specialist
- Worked with the agencies/offices to develop five-year business plans
- Hosted Differential Response Forum
- Hired a Program Specialist to work on education issues for children in care
- Three core messages created for working with Newcomers, then discussed at Conversation Cafés
- Developed a comprehensive curriculum for the Integrated Practice Model
- Begin to analyze outcome data (related to the Outcomes Matrix)
- Through DLT designed process for applying for Canada Learning Bonds

**2012 - 2013**

- Launch of Building Futures "After Care" Project
- Red River entered the Tuition Waiver program. Assiniboine Community College and Brandon University announce plans to participate in 2013/14.
- Critical Incident Stress Management team assisted during Phoenix Sinclair Inquiry
- Initial exploration of Wendy's Wonderful Kids program
- Development of "Foster Care Standards and Legislation Framework Training", including a Foster Home Flow Chart
- GA has the lead for the EPR Revitalization Project (working with the Department and the other authorities)
- Initial delivery of the Practice Model training modules

**2014 - 2015**

- Began implementation of a quality assurance assessment of the GA Practice Model
- Place of Safety Standards and Process for Moving a Child from a Foster Home frameworks and flow charts completed and piloted
- WWK Recruiter in action: caseload of 15, plus 8 matches
- 3-5-7 Model© (recognizing children's losses and providing adequate time for grieving) - training provided to 48 agency and regional staff
- GA and the Immigrant Centre received funding from the Winnipeg Foundation to develop "Positive Parenting as told through Cultural Community Voices"—new Canadians and professional artists paired to create stories (spoken, graphic, video, etc.) of parenting and family journeys
- Foster Home Framework Training provided to external agencies—Marymount, New Directions, MYS, Knowles Centre, and B & L—in addition to GA agencies and regions
- GA selected by the Ted and Loretta Rogers Foster Care Transition Program to receive 200 backpacks and \$39,000 to create comfort kits for children and youth entering care







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