

# ANNUAL REPORT 2018/2019

GENERAL CHILD  
AND FAMILY  
SERVICES  
AUTHORITY



## CHANGE AND EVOLUTION

[www.generalauthority.ca](http://www.generalauthority.ca)







# WELCOME TO OUR 2018/2019 ANNUAL REPORT!

This year marks the General Child and Family Services Authority's 16th annual report! The theme of the 2018/19 report is *Change and Evolution*. This past year has been an exciting time filled with new innovations and opportunity. We hope as you read the following pages you'll learn more about some of the change and renewal that has been happening at the General Authority, with the strong support of all eight of our agencies and service regions.

*'Change will not come if we wait for some other person or some other time.*

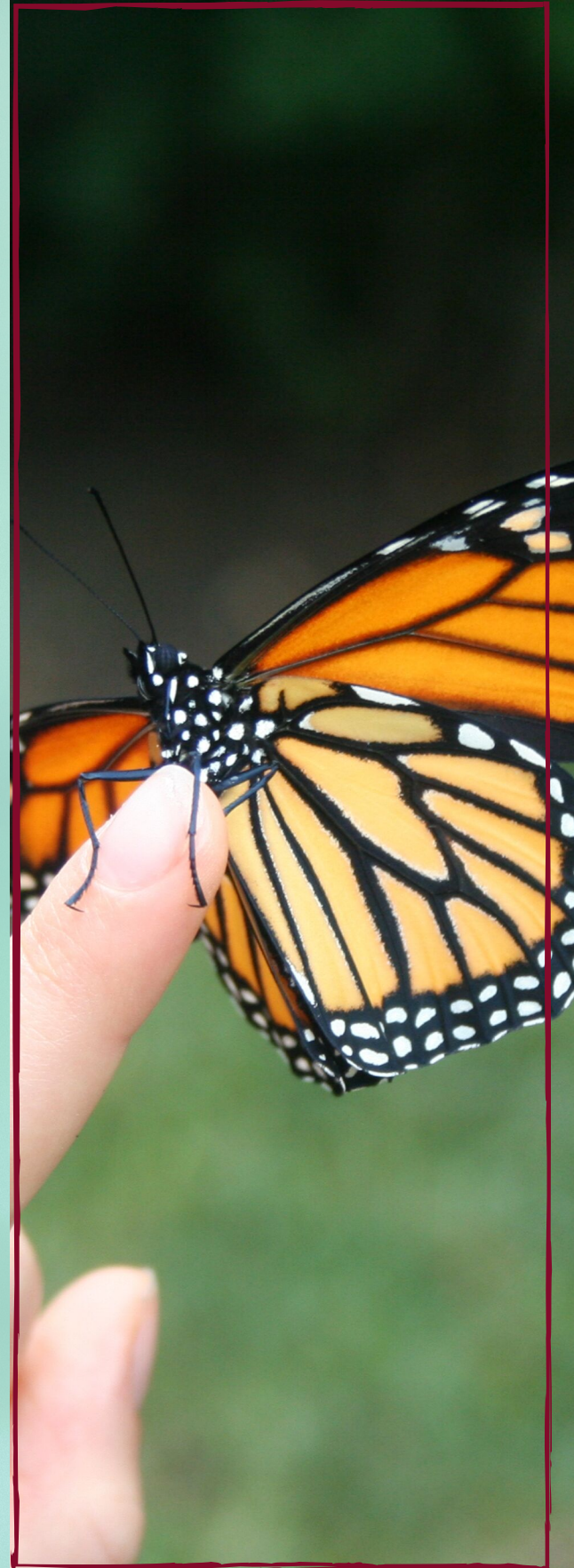
*We are the ones we have been waiting for.*

*We are the change that we seek.'*

*~Barack Obama*



General Child  
and Family Services  
Authority







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# MESSAGE FROM CEO AND BOARD CHAIR

Hello and welcome. We continue our tradition with a joint message 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 regions throughout the province.

The General Authority Board plays an integral role in the governance of our Authority and our relationship with the boards of our private agencies. We acknowledge and thank Authority staff, agencies' and service regions' leadership and their boards and staff. Our success is their success.

The past year has continued with positive change and evolution to further our work in building on strengths to support families. We have also seen collaborative work continue with the Province of Manitoba to further the delegation and funding to the four authorities. Standing Committee remains as a key vehicle to further the work of child welfare in Manitoba. We have continued to focus on the evolution and refinement of the Practice Model. Last year saw the Authority and representatives from our agencies invited to present at an international conference for our work with families affected by domestic violence (intimate partner violence) and its effects on children. We acknowledge our agencies as leaders and innovators. The successful change and evolution of our Practice Model is evidenced in our declining numbers of children in care, our number of days care and the continued growth of successful work with families and children served in their own home.

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

We would also like to sincerely thank the Department of Families for their ongoing funding and assistance. And, we would like to express our gratitude to the Dave Thomas Foundation for funding a Wendy's Wonderful Kids Recruiter within the General Authority, as well as the Children's Aid Foundation, CIBC and Scotiabank —all of whom support specific initiatives.

Respectfully submitted,

Debbie Besant and Mark Fleming



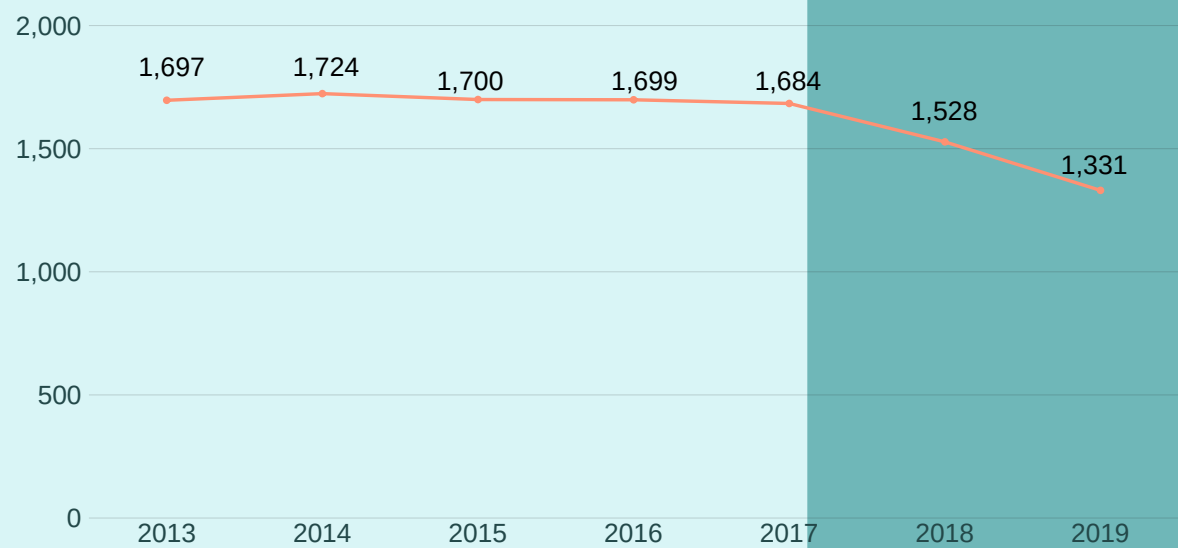
General Authority CEO Debbie Besant  
& Board Chair Mark Fleming



# MESSAGE FROM CEO AND BOARD CHAIR CONT'D

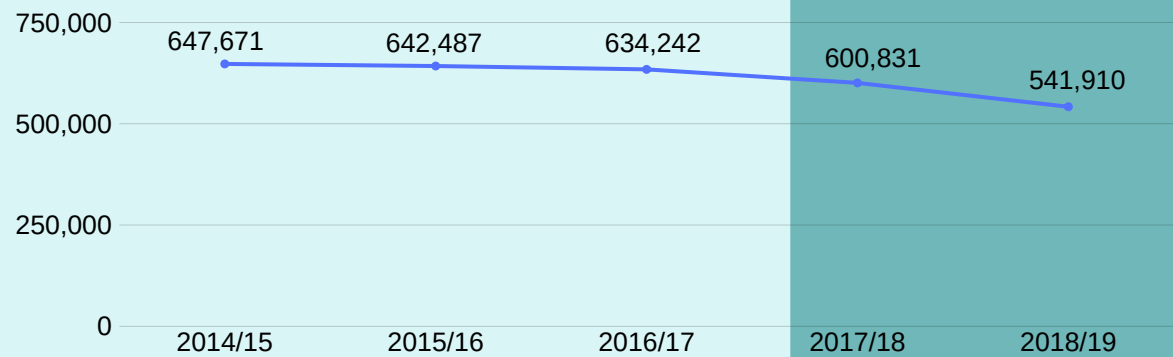
## Our work with children & families

**\*Number of General Authority Children in Care at March 31, 2019**



\*This includes all legal status, supervised adoption placements, own home/relative placements.

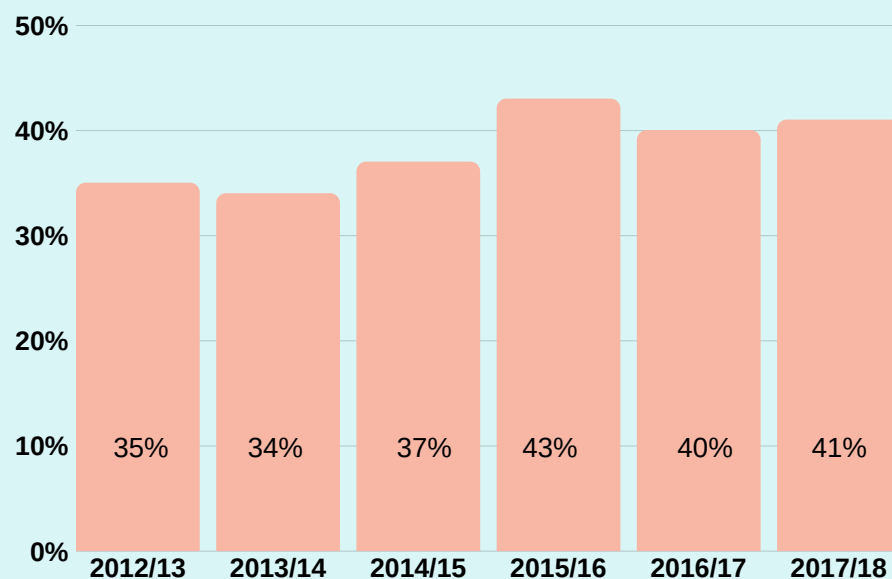
**Days care by year**



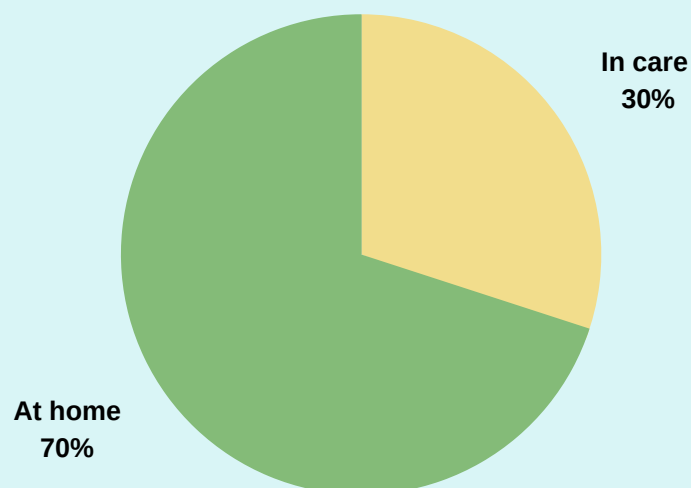


# MESSAGE FROM CEO AND BOARD CHAIR CONT'D

Of children coming into care, the per cent of Child in Care openings that are reunified within 12 months, by year



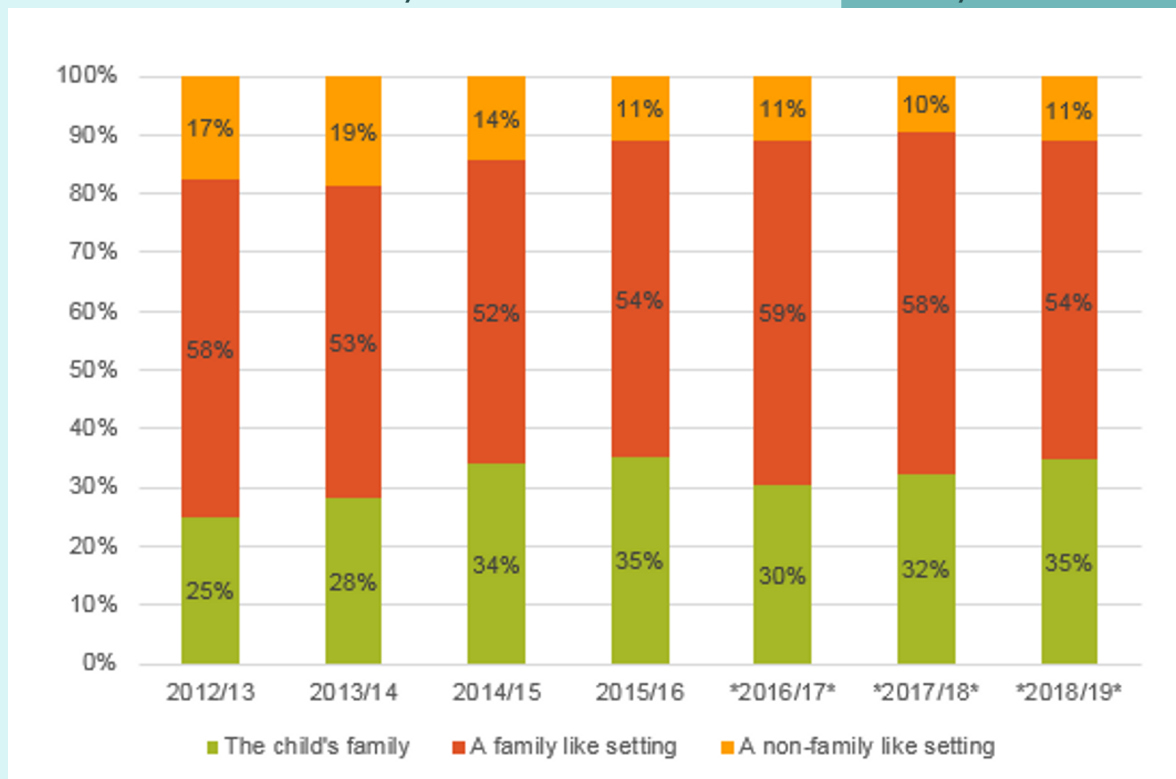
Of all children receiving services, the percentage being supported at home (with their parents) at March 2019





# Placement arrangement for Children in Care

How many Children in Care live with extended family?



- **A non-family like setting:** emergency shelter, correctional facility, hospital, mental health facility, group care facility, independent living, other
- **A family like setting:** emergency foster home, foster home general, foster home treatment specialized, Place of Safety (POS) general, select adoption probation
- **The child's family:** foster home child specific extended family, POS extended family, own home

**In 2018/19, 89 % of all General Authority children in care resided with family or in a family like setting.**

**\*Family Files Data for the General Authority in 2018, 2019**

General Authority	Total at March 31, 2018	Total at March 31, 2019
Family Files	2,635	2,822

\*Family files are comprised of Family Enhancement, Voluntary Family Services and Protection files.



## General Authority Staff in 2018/19

Debbie Besant – Chief Executive Officer  
Del Bruneau – Administrative Assistant/Resources  
\*Patti Cox – Associate Chief Executive Officer  
Allison Dunfield – Media Specialist  
Thomas Ens – Program and Leading Practice Specialist  
Jennifer Fallis, Program Specialist  
\*Lynda Fulton – Program Specialist, Resources  
Kerri-Lynn Greeley – Program Specialist  
Jeanette Grennier – Program Specialist  
Laurie Gulowaty – Program Specialist, Resources  
\*Bryan Hart – Chief Financial Officer  
Andrew Lajeunesse – Acting Chief Financial Officer  
Monica Mazur – Executive Assistant/Office Manager  
Angela McGloan – Program Specialist, Resources  
Laura Morton – Program Specialist, Resources  
\*Dana Reid – Administrative Assistant – Clerk  
Brian Ridd – Program Specialist – Intake and Inquiries  
Lisa Schmidt – Program and Leading Practice Specialist  
\*Careen Simoes – Administrative Assistant – Training  
Laura Wilson – Wendy's Wonderful Kids Recruiter

*\*Left employment of the General Authority in 2018/19*

**'The art of life is a constant readjustment to our  
surroundings.' ~ Kakuzo Okakura**





## General Authority Board 2018/19

Debbie Besant - CEO of the General Authority

Mark Fleming – Board Chair

Craig Johnson – Treasurer & Finance Committee Chair, effective Feb. 2019

James Lowry – Secretary

Catherine Biaya – Ex-officio

Leah Deane – Ex-officio

Jordan Friesen – Ex-officio

David Sierhuis, Finance Chair from 2018-Feb. 2019



From left: Debbie Besant, Leah Deane, Craig Johnson, Mark Fleming, James Lowry, Catherine Biaya. Missing: David Sierhuis, Jordan Friesen



# FINANCE REPORT

I am pleased to present the 2018/2019 finance report and audited financial statements. The General Authority continues to be a financially stable organization. Our auditors, Magnus LLP, have again provided an opinion that the financial statements “present fairly, in all material respects, the financial position of the Authority as at March 31, 2019 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 reports using three separate funds: the Operating Fund, Agency Fund and Special Projects Fund.

- **The Operating Fund** is used to support the staffing and operating requirements of the Authority, including training initiatives as well as other programs and projects such as the Wendy’s Wonderful Kids program, Children’s Aid Foundation Awards programs, etc.
- **The Agency Fund** provides funding to CFS agencies/regions under the jurisdiction of the General Authority to support the delivery of service including agency staffing, operating requirements and the delivery of support services. Annual operating funding for private agencies is provided by the Department of Families to the General Authority, which then provides this funding to the three private agencies (CFS of Western Manitoba, CFS of Central Manitoba and Jewish Child and Family Service).
- **The Special Projects Fund** is used for special projects as approved by the Board of Directors including the Bringing Families Together Pilot Project (a project entered into by the Province of Manitoba, First Nations of Northern Manitoba Child and Family Services Authority, Southern First Nations Network of Care, Metis Child and Family Services Authority, the General Authority and the project’s private funder - Until The Last Child©). The General Authority was responsible for the financial administration of this two-year project from October 2016 to September 2018. The Special Projects Fund reports the revenues and expenditures as well as the assets, liabilities and net assets.

The General Authority continues to be active in supporting its agencies/service regions in a number of programs and initiatives, including providing targeted resources in the following key areas:

- Family facilitation support
- Youth engagement
- Foster parent engagement
- Adoptions (via Wendy’s Wonderful Kids program)
- Coalition of Manitoba Cultural Communities for Families support

## Block Funding

In 2018/19, a full fiscal year was completed for those agencies who participated in the Block Funding Pilot Project. The project’s goal was to generate savings to be reallocated to reunification and prevention activities as well as services to families. The General Authority agencies/regions who participated in the pilot were all able to successfully implement Block Funding and use the funding flexibility to create surpluses in Child Maintenance, which enabled the agencies/regions to create programs designed and focused on prevention and reunification.

## Sharing Circle Analytics

2018/19 also marked the launch of the Sharing Circle Financial Analytics system. This data analytics tool was created in collaboration with all four authorities and Redmane Technologies and is entirely Authority owned. This tool provides the Authority with much-needed data analytics to provide accurate information quicker, resulting in better decision-making. This tool will help the authorities to better understand child maintenance costs, and in turn enable better fiscal management for the agencies.

# FINANCE REPORT CONT'D

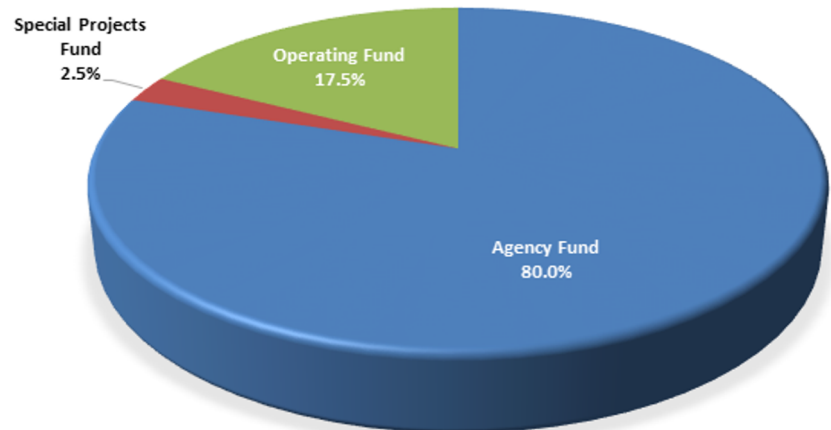
The CFS system in Manitoba relies on numerous entities to do their part in order for the system to function, which results in a need for ongoing collaboration, partnership and engagement. Finance plays a major role in the ongoing success of the system. The General Authority holds regular finance-related discussions including the following:

- Bi-weekly finance meetings with senior representatives from authorities, Department of Families
- Quarterly finance meetings with agencies
- Regular finance meetings between authority CFOs
- Participation in committees and working groups with the Division and other authorities

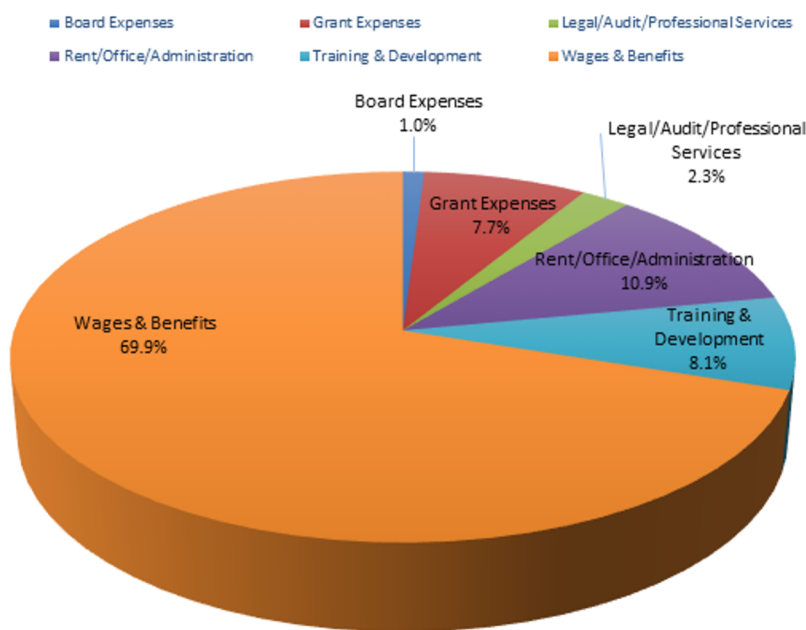
On behalf of the entire organization, thank you to all of our funders and other partners, as well as management and staff for their commitment to making 2018-2019 a successful year.

**Craig Johnson,**  
**Treasurer & Finance Committee Chair**

**2018-2019 TOTAL EXPENDITURES BY FUND**



**2018-2019 Total Expenditures - Operating Fund**



A copy of the 2018/19 audited financial statements can be found on our website, along with statements from years' past.  
Please visit  
[www.generalauthority.ca/annual-reports](http://www.generalauthority.ca/annual-reports).



# DIRECTORS' LEADERSHIP TABLE

The Directors' Leadership Table (DLT) determines, implements and monitors the strategic direction for the Authority's service network in a manner that promotes collaborative decision-making and enhances consistency in service delivery. Comprised of agency and regional directors, as well as General Authority senior management, DLT promotes best practice approaches and operates as a collective voice to address service delivery gaps and issues, and to influence change across and beyond the child welfare system.

Any achievements in reducing the number of children in care in General Authority agencies and service regions, reducing days care and helping families to care for their children safely at home, can be attributed to the collaboration between our agency and service region directors, the tireless efforts of all agency and regional staff and the General Authority.

**We believe the strength of this partnership has been a key factor in establishing and entrenching our practice transformation.**



# DLT CORE VALUES

**A core set of Directors' Leadership Table values reflect the collective identity, culture and service philosophy endorsed by the General Authority.**

- Believes in inclusiveness where diverse and unique opinions are welcomed: Where staff, youth, families and stakeholders are empowered to have a "voice," invited to participate in the planning process and given the opportunity to influence decisions.
- Believes in transparency where plans and decisions are communicated in a timely manner and in that communication, the rationale, expected results and connection to best practice principles are clearly evident.
- Believes that plans and decisions should clearly reflect the best and most current available evidence derived from research, proven practice and other sources known to result in positive outcomes for children, youth and families.
- Believes that outcomes for children, youth and families are more likely to be positive when staff feel engaged, valued, respected and supported in their work environment.

# A TRIBUTE TO OUR AGENCIES AND SERVICE REGIONS

The General Authority is responsible for mandating, funding and overseeing the services provided by our CFS agencies throughout the Province of Manitoba. Within the General Authority, these services are provided by eight agencies/regions. These eight entities provide exceptional service to the families, children and youth served by the General Authority, and on the following pages we would like to salute their excellence and highlight some of their practice innovations.



## HIGHLIGHTS

- **Numbers of children in care have continued to decrease.**
- **Significantly greater proportion of families served, in comparison to children in care.**
- **Significantly greater proportion of children served safely in their own homes compared to the total number of children in care.**
- **An increase in the number of children who return home to family within 12 months.**



# AGENCIES AND SERVICE REGIONS – BLOCK FUNDING

An exciting and significant initiative for the General Authority has been the introduction of Block Funding. The role of the General Authority has been to encourage our agencies and service regions to pilot the program, and lead them successfully through the process. We brought the agencies to the table to look at the tremendous opportunity to participate in the pilot and viewed it as an exciting change that would lead us forward in our child welfare practice.

The General Authority, through consultation and collaboration, agreed to pilot Block Funding for Child Maintenance with seven out of eight of our agencies/service regions, beginning in 2017. Block Funding has helped provide agencies with increased flexibility in funding, while at the same time decreased numbers of children in care, time spent in care and has helped keep families together. This pilot has proved to be successful in supporting families and children. Block Funding has enhanced the provision of consistent and equitable funding across the General Authority agencies and service regions.





**History:** Child and Family Services (CFS) of Western Manitoba dates back 120 years. It was created/incorporated in 1899 and has operated as a private, non-profit, community-based organization throughout this time.

**Location/Clientele:** Western serves the south Westman region—approximately 31,000 square kilometres. There are approximately 180,000 people in the region, including 32,000 children. The region is rural, with a major population centre (Brandon) and many smaller communities. Western acts as the Designated Intake Area (DIA) for the region, and thus provides intake services on behalf of the four authorities, representing eight child welfare agencies operating in this area.

## PRACTICE INNOVATIONS/INITIATIVES

**Trauma Informed Care**—incorporating an understanding of trauma throughout service delivery to vulnerable children, youth and families. Shifting practice in a manner that supports healing and growth, builds helping relationships and avoids practices and decisions which can lead to further traumatizing the people served by the agency.

- Based upon the principles of partnering with clients; being welcoming; respecting human rights; being strength-based; promoting safety; being person centered; earning trust; offering a helping hand; and sharing power.
- Re-developing group care model to incorporate Trauma-Informed Care principles.
  - Safety Organized Practice model, including the use of Structured Decision Making®
  - Domestic Violence-Informed Practice (Safe and Together™)
- Caring Dads™ Program
  - Structured Family Engagement Facilitation
- Based upon the practices of being family centered; well-being focused; child and family safety focused; strengths-based; culturally relevant; community based; and trauma informed.

**Differential Response Programs**—(community based prevention programs and services)

- Providing a continuum of services and supports to strengthen families, including: early childhood programs for vulnerable families; voluntary family services to strengthen and support parents; parenting education and support through accessible, community based-and-led resource centres; and community engagement initiatives and collations to address family and community vulnerabilities.

**Intensive Permanency Services—IPS** is an approach to working with youth in care to promote healing of relational trauma so that they are able to re-connect; to find family and extended kin who may have lost contact with the youth, and to build and support lifelong connections.

- Youth Engagement
- Staff Engagement
- Community Engagement

## BLOCK FUNDING

Child and Family Services of Western Manitoba was the first of the eight agencies to sign up for the Block Funding Pilot Project. Block Funding provides agencies with increased funding flexibility, and allows them to provide more innovative and creative services to children and families, with a forward-looking view to reduce the number of children in care and time spent in care, and a goal of keeping families together. It has been a positive experience for CFS of Western.



# CFS OF WESTERN MANITOBA CONT'D.

## High level outcomes (2018/19):

- 1,763 families participated in agency community prevention programs and services (Differential Response).
- Days Care/CIC (Children in Care): Able to decrease days care last year by 9% from the year before. The number of CIC on March 31, 2019 (point in time) decreased by 11% from the year before.
- Kinship care rate: Kinship care increased to 49% of placements, from 37% the previous year.
- 90% of the children served by the agency in family services are living in their homes.
- Reunification rate: 66% of the children who left the care of the agency were reunited with their parents; 24% were transferred to their appropriate authority; 9% aged out of agency care, and 2% were placed for adoption.
- Placement stability rate: 81% of children who left agency care had one placement; 14% experienced two placements, and 5% had three or more placements.

## Facilitated Family Engagement outcomes:

- 96 families have participated in facilitated family engagement process:
  - 217 children in those families, 91 were in agency care at time of referral
  - 74 children able to leave care with a family plan in place
  - 126 children averted care with a family plan in place
- Of those, 8 came into care as a result of the safety network working.
  - 25 children in care after the facilitated family engagement process. Of those:
- 13 were placed with extended family members, while 12 were in "stranger care"

[cfswestern.mb.ca](http://cfswestern.mb.ca)





**History:** CFS of Central Manitoba began as a child welfare agency called The Children's Aid Society of Central Manitoba in May 1934. The early days saw an emphasis on adoption, child neglect and foster care. Today, the agency continues to be a non-profit corporation, with its head office in Portage la Prairie. Staff work out of Portage and Winkler. The agency contracts with the Province of Manitoba through the General Authority to perform all services under *The Child and Family Services Act* in the Central Region. Staff provide the full range of child welfare services. While committed to the protection of children, staff use a family centred approach to empower and strengthen families. Funding raised by the CFS of Central Manitoba Foundation allows children to access recreational, social and educational programs. Central serves as the DIA for an area of central Manitoba that includes 20 municipalities and one local government district, excluding First Nation communities, and provides this intake service on behalf of the authorities.

**Location/Clientele:** The geographical boundaries of Central encompass a very large territory, extending north to the Alonsa region, south to the border with the United States, west to the municipalities of North Norfolk, Victoria and Lorne and east to the Red River and the western boundaries of Winnipeg. The region has a population of approximately 109,000; 29,000 of whom are children. The largest communities served are Portage la Prairie and Winkler. The population includes Mennonite and francophone communities, 30 Hutterite colonies and a large First Nation population.

## PRACTICE INNOVATIONS/INITIATIVES

- **Support Network Facilitator:** Central has one full-time support network facilitator for the region as part of a two-year pilot project, and is in the process of recruiting a second facilitator due to the resounding success of the project. Central has been pleased by the remarkable success experienced by families who have been involved in the network process.
- **Safe and Together:** Central has two Safe and Together mentors who have trained all staff on the model and who continue to provide consultation to workers as needed.
- **Caring Dads:** The agency has been running the Caring Dads program for a year. Two in-home support workers are trained facilitators and two male community members run groups in Portage and Winkler.
- **Family Finder:** In keeping with *Manitoba's Definition of Permanency for Children*, Central is hoping to hire a family finder in the near future. This agency believes that every child has the right to be connected to caring, supportive family, even if it is necessary to seek people out and build the relationship.
- **Coach:** The agency is currently contemplating hiring and training a coach to build and enhance the skills of the social workers in further embedding the Practice Model.

## BLOCK FUNDING

CFS of Central began Block Funding in November 2017. Block Funding allowed Central to create a support network position (as noted above), funded out of the Block Funding surplus. A second position was also able to be created out of the surplus. Block Funding has also allowed for the above-noted family finder position to be created, and the hope is to fill that position in fall 2019. The funding pilot also enabled the agency to run three Caring Dads groups in 2018/19 and increase the agency's in-home support program. Central continues to look at providing more groups for families served.



# JEWISH CHILD AND FAMILY SERVICE



**History:** The Jewish community of Winnipeg has had an established social service agency in one form or another since 1903. Jewish Child and Family Service (JCFS) was incorporated in 1952 and has operated as the social service agency, serving the Jewish community since then. JCFS provides holistic support to the Jewish community—from the youngest and newest members to the oldest and longest-standing. Child welfare is an integral part of the agency, and JCFS places a high value on the services provided, with the support of the General Authority.

**Location/Clientele:** JCFS has a mandate to serve the Jewish community throughout Manitoba, though cases are primarily in the Jewish community in the Winnipeg area. JCFS also works to be a community partner and takes on cases from the general community through other agencies under the General Authority.

## PRACTICE INNOVATIONS/INITIATIVES

- JCFS has adopted a Safety-Organized approach to domestic violence through perpetrator engagement and accountability. Two employees have recently been trained/certified in the Caring Dads Model. They will use their training to offer Caring Dads programming and facilitate individual and group intervention programming.
- JCFS continues to engage families by utilizing the Practice Model, which establishes a framework for practice that provides a consistent and predictable approach to case practice and decision-making to families working with JCFS. JCFS prides itself on a model that is collaborative and engaging, which in turn provides better outcomes for our children and families.
- In 2018/19, JCFS served 237 children and families through its child welfare programs.

## Settlement Services

- The Settlement Services program assists and supports newcomer families in their settlement to Canada and to the Winnipeg Jewish community. The program provides integration and support for those planning on moving to Winnipeg and helps support and integrate them once they arrive in the community. JCFS also helps those who arrive in Winnipeg with job seeking information and resources.
- JCFS has a re-settlement mandate which provides support for the needs of refugees, both privately sponsored through Jewish community efforts and via government assistance.
- Operation Ezra was launched in Winnipeg in March 2015 with two objectives - to increase general awareness about the plight of the Yazidi people in the Middle East, and to raise funds to help sponsor Yazidi families to re-settle in Canada. To date, this effort has provided homes to dozens of Yazidi refugees. JCFS continues to work with the federal government and Operation Ezra to support Yazidi families to resettle in Winnipeg.

## BLOCK FUNDING

The pilot funding project gave JCFS the opportunity to manage the needs of the program, and respond in the way that works best with its client-centered approach. JCFS was able to support families to prevent children from coming into care, or to return home sooner.

[jcfswinnipeg.org/](http://jcfswinnipeg.org/)

# WINNIPEG CHILD AND FAMILY SERVICES



**History:** In 1985, the Children's Aid Society of Manitoba (CAS) was dissolved and six community based agencies were formed, with the intent to provide community based programming and services to families and children. All were private agencies with boards. In 1991, the six agencies became four and Winnipeg Child and Family Services (WCFS) was formed. The four community based agencies were situated under the umbrella of WCFS and had geographical boundaries and their own executive directors. WCFS had a CEO and board that provided oversight. In 1999, the geographical division changed to a program division and the four specific areas were dissolved. WCFS became one agency with one CEO, and program managers responsible for specific programs within all of WCFS's jurisdiction. This was a large change for the agency. In 2004, WCFS became a government branch.

**Location/Clientele:** Winnipeg Child and Family Services (WCFS) remains one of the largest child welfare agencies and is a service delivery branch under the governance of the Province. WCFS receives its mandate through the General Authority. The agency continues to operate stand-alone service sites, along with sites located at WRHA (Winnipeg Regional Health Authority) Access Centres. WCFS serves children and families throughout the City of Winnipeg, some of whom are from a diverse background.

## PRACTICE INNOVATIONS/INITIATIVES

**Goals and transformation:** The agency's goals for the 2019/2020 fiscal year are a reflection of its commitment toward transformation—both within the organization and the child welfare field. Transformation must make a positive difference in the quality of services delivered, and the day-to-day work. The WCFS transformation stems from innovation and systemic shifts. The agency works to understand what it has in place to meet the identified need, pinpoint the outcome it wishes to achieve and always monitors and measures successes. The continued evolution of the Practice Model is an excellent example of how WCFS has applied this view. The identified need was to improve the manner in which WCFS strengthened families' and communities' abilities to care for their children, and when children required long-term care, to improve its capacity to grow children's identities and ensure they have safe homes, permanency and meaningful connections with their families and support networks. Part of the agency's success in this regard can be measured by the continuation of declining numbers of children in WCFS care. The agency also acknowledges the commitment and resilience of staff as it continues its transformation. This past year has seen a mindful shift in the ability to understand and embrace this transformative process in many areas of the organization, illustrated by the following achievements:

### Service Delivery:

- WCFS has delivered and participated in nine Practice Model training events, which has ensured that all staff have received standard and enhanced training.
- WCFS has partnered with Willow Place and hosted two Caring Dads sessions for men.
- The agency has doubled referrals from the previous year to the Safety Network Facilitator, which reinforces its use of network meetings to move children and families closer to reunification and, in some cases, prevents children from coming into care.
- WCFS experienced a 16% reduction in children in care and a 24% reduction in young people with an Agreement with Young Adults (AYA) in place. These reductions total an overall reduction of 17% of children and youth in care, which is over and above the 16% reduction in 2017/18.



# WINNIPEG CHILD AND FAMILY SERVICES CONT'D

## PRACTICE INNOVATIONS/INITIATIVES CONT'D.

### Service Delivery:

- With respect to Protection and Voluntary Family Service files open to WCFS, on March 31, 2018 WCFS had a combined 1,294 open files. As of March 31, 2019, WCFS had a total of 1,078 for a 13% reduction over the year prior.
- Collaborative planning within WCFS and the General Authority has successfully and significantly reduced reliance on emergency placements with the Emergency Placement Resources (EPR) program.

### Continuous Quality Improvement

- WCFS has conducted thorough reviews of its Independent Living and Volunteer Connections programs, which has informed planning in both areas.
- WCFS has moved through an extensive foster care review completed by the Office of the Auditor General, which will inform future program development.
- The agency has refreshed its practices and planning with respect to entering into AYAs.
- The agency has reviewed and refreshed its supervision practice with accompanying tools such as a common performance appraisal template and leadership training for all WCFS supervisors and managers.

### Emergency Placement Resources Program:

EPR provides emergency placement to children and youth across all four authorities. WCFS has continued our focus on EPR transformation. A strengthened placement desk process, in conjunction with focused and collaborative efforts, have improved timely discharge planning. This has created tremendous efficiencies in planning and decision-making for children and youth requiring urgent care. Because of CFS agencies' collective commitment to collaborative planning to avoid emergency placement or to identify achievable discharge planning, a reduction in days care for children and youth placed in EPR have been actualized. **As there has been a marked reduction in need for shelter placement, nine shelters were permanently closed as of March 31, 2019.**

### Complex case reviews:

Complex case reviews are an important process for the General Authority and its collaterals. Reviews are held by committee to analyze cases that require a co-ordinated, multi-systemic response. The reviews allow relevant stakeholders, including family and network members as well as the professionals involved with the family, to come together to discuss cases involving systemic issues and to plan for next steps. Standing members are from the General Authority, Winnipeg CFS senior management and the director of programs for the Manitoba Adolescent Treatment Centre. Other professional collateral service providers also attend meetings as needed. The collaborative nature of the reviews ensures that comprehensive case mapping and goal setting are completed at each meeting in order to ensure the safety of the children involved and to clarify roles going forward. In 2018/19, the committee held seven complex case meetings. The response from workers and supervisors who accessed this process over the past fiscal year has been positive. Agency staff value the support and suggested direction offered by the membership. Families who have been part of the complex case review process have expressed their appreciation of having all the major service providers who work with their family at the table at the same time to set clear goals and tasks to work toward.



# RURAL AND NORTHERN SERVICES (RNS) –EASTMAN



**History:** Eastman region encompasses a large geographic area which is bordered by the Red River to the west, the U.S. border to the south, the Manitoba/Ontario border to the east and a northern boundary loosely described as an eastward line from the Winnipeg River to Lake Winnipeg. Prior to 2005, when the CFS authorities were established, CFS services in the region were provided by two agencies; old Eastman region and Winnipeg CFS. In 2005, Eastman came into being as one agency under the General CFS Authority, responsible for the entire geographic area including being a Designated Intake Agency (DIA). Other non-General Authority agencies may also provide ongoing CFS services within Eastman. As the DIA, Eastman receives all new child welfare-related reports, and investigates and provides emergency response as required for all those residing in the region, outside of First Nations Reserve areas. This includes providing 24/7 emergency services. When a matter is not resolved at intake and ongoing services will be provided, families have the choice of who to work with, however, approximately 85 per cent of clients choose to continue working with an Eastman agency.

**Location/Clientele:** Eastman's large geographic area includes distinct service communities with different cultural experiences and needs; the northern areas have more Indigenous residents, the central area is agricultural and includes bedroom communities close to Winnipeg, while the southern part has a large and fast-growing population of newcomers particularly from Mennonite backgrounds. Providing culturally appropriate services and meeting service needs with fewer resources in rural areas presents unique challenges and opportunities.

## PRACTICE INNOVATIONS/INITIATIVES

- Established a Permanency Planning Committee to review plans with workers and help remove barriers to planning for permanency and lifetime networks.
- Continued to train staff in the Practice Model via an intensive week-long “Pathway” training program, plus continued mentorship from managers and program specialists. Pathway to Practice is a new Practice Model training program for the regions. In the training, staff are guided through the pathway of practice from the point of intake to closure. Training includes working with families, children and networks to help them achieve their goals.
- Continued to embed Domestic Violence-Informed Practice across the agency and train new workers in the Safe and Together model.
- With other RNS agencies, Eastman worked to develop shared child maintenance policies and practice guidelines, to increase consistency in practice across RNS.
- RNS undertook a Continuous Quality Improvements (CQI) process to review the use of safety networks in practice, with positive findings. (see page 25).

## BLOCK FUNDING

Eastman began the Block Funding Pilot for the 2018/19 fiscal year. Eastman Region, in concert with the rest of Rural and Northern Services and Winnipeg CFS, are developing more robust accounting tools. RNS has developed child maintenance policies which will increase consistency of spending across regions. Eastman was able to manage its Child Maintenance block effectively and stay within the 18/19 allocation.





**History:** History/Location: Interlake region is located north of the Assiniboine River and Winnipeg. On the east, the region is bordered by Lake Winnipeg and on the west by Lakes Manitoba, Winnipegosis and Cedar. The region extends over approximately 33,000 square kilometres. Manitoba's Interlake is comprised of 14 rural municipalities, the city of Selkirk, five towns (Arborg, Gimli, Stonewall, Teulon and Winnipeg Beach) and two villages. There are also a number of Indigenous communities.

**Location/Cientele:** Interlake has a diverse population and a wide variety of cultures, including Indigenous, Ukrainian, Polish, Icelandic, Anglo-Saxon, German and French. As evidenced, the Interlake covers a vast geographical area, which requires staff to be creative when it comes to providing services and resources. Interlake acts as the DIA for the region, and thus provide intake services on behalf of the four authorities.

## PRACTICE INNOVATIONS/INITIATIVES

- Interlake has a well functioning DIA committee that not only considers intake management but also works to solve inter-authority issues.
- The region is an active member of the intake committees for Southwest Teens At Risk (STAR), Selkirk Team for At-Risk Teens (START) and Family and Youth Regional Support Team (FYRST).
- These programs offer community resource services to children and youth at risk, and their families. They are multi-disciplinary committees made up of Health, Education, Justice and Families. Ongoing involvement and funding of these programs by the region continues to allow for referrals and supports for children and youth who require intensive supports in the community.
- Interlake region is home to an emergency shelter facility that will become a multi-purpose facility. The region is finalizing plans to utilize the facility for Specialized Independent Living (SIL) skill development and family visits to ensure children and families have an opportunity to build skills in a home-like environment, increasing the likelihood of a successful transition away from CFS services.
- All staff are trained and working toward implementing the strategies of Safe and Together and Structured Decision Making. Front-line workers are embedding these tools into their practice. In their Safe and Together work, workers are learning the importance of working together with victims and holding perpetrators accountable for their behaviours.

## BLOCK FUNDING

The Interlake Region began the Block Funding Pilot in April 2018. Block Funding and Single-Envelope Funding provides accountability and consistency for all children coming into care. Block Funding has enabled Rural and Northern Services to align all the regions in trying to provide consistent, fair and equitable services for children in care, whether they come into care in the Interlake, Parkland, Eastman or the Northern Region.

**'I really believe in the goodness of Canadians. The idea that everyone should be given an equal opportunity to succeed in this country and particularly, children.'**

**~ Cindy Blackstock**



**Background:** Parkland is based in two office locations (Dauphin and Swan River). Two workers are based in Dauphin, one in the north office. Additionally, there is a half-time worker who provides adoption/post-adoption services. Foster care services are provided through a full-time foster care and residential licensing case manager in the south and a half-time position in the south.

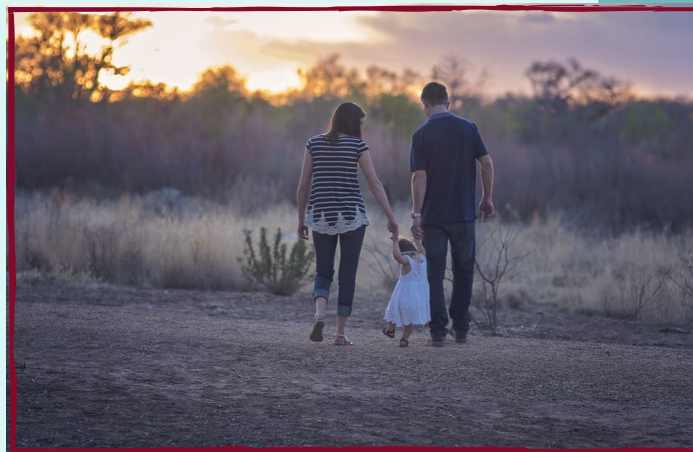
**Location/Clientele:** The geographical area served through Parkland region is bound by the 53rd parallel on the North, the Saskatchewan border on the west, the Riding Mountain Park boundary in the south, and the lakes on the eastern side. Clientele are those who have chosen to receive services through the Authority Determination Process, or have applied to foster and/or adopt through the office.

## PRACTICE INNOVATIONS/INITIATIVES

- The Practice Model is alive and well in Parkland, along with Structured Decision Making tools as a way of answering critical decisions, and in engaging with families and children to facilitate safety networks and develop case plans.
- Over the past year, workers have been involved in facilitating, through the use of the 3-5-7 Model®, lifebook groups with children in care. These groups have not only included children in agency care but also children with whom the agency is involved with, as a way of strengthening relationships.
- Safe and Together practices are also used as a way of mapping perpetrators' behaviors and viewing survivors' behaviors within the context of responding to coercive control.

## BLOCK FUNDING

Parkland began the Block Funding Pilot Project in April 2018. The shift to Block Funding highlighted the need for the agency to become more fiscally accountable. To do this, management and finance were able to work together to create additional reports that have helped in the review of children in care from a financial standpoint, and provide valuable information to all staff in order to have a better understanding of overall agency spending. Parkland was also an active participant in the region's policy working group that has been designed to provide consistent policy and practices across all regions to provide fair and equitable services for the children in care. Parkland was able to manage its allocation, and effectively provide the right service to the right child while staying within budget. The shift to Single-Envelope Funding will continue to highlight the agency's financial position and the need to be fiscally responsible, as well as continue to provide insight to the overall spending of the agency.







**History:** Northern Region spans a large geographic area. The region's service area has been operating for many years, with Flin Flon and The Pas known as Norman Region and Thompson referred to as Thompson Region. The three communities were subsequently amalgamated and became known as Northern Region. Since 2005, Northern has been responsible for the range of CFS programs as an entity under the General Authority. In 2012, the Winnipeg Rural and Northern mandate was amended to include service provision/oversight to the Town of Churchill by way of a Service Agreement.

**Location/Clientele:** Northern Region has four main offices: Thompson, Flin Flon, The Pas and Churchill (Thompson is the largest). Flin Flon and Churchill are the DIAs, and all four locations provide ongoing services to families who have chosen Northern as their agency of service. Services are also provided itinerantly in many other communities within the span of the service area. This is a vast geographic area which lends itself to a number of challenges.

## PRACTICE INITIATIVES/INNOVATIONS

Working in the North often provides challenges in staffing, however; Northern prides itself on having strong relationships with its partner agencies in the north. Northern has formed joint committees with a focus on resource development and information sharing with a goal of sharing resources to meet the needs of families. (Recently, Northern became a part of a joint agency committee focused on children and youth who are at risk in the community).

- Work continues with 3-5-7 initiatives and supporting permanency planning for children in care. Additionally, efforts are focused on the Practice Model and supporting staff to improve and focus their practice. The region is currently working on ways to strengthen areas around safety networks and reunification with families.
- Over the course of the last year, Northern has been improving and honing its skills as it relates to Domestic Violence-Informed Practice with families. Focusing efforts with parents on the impact of violence on their children has been a meaningful component, as Northern shifts its practice in working with families. In particular, changing the approach with mothers who have been victims from “failing to protect” and focusing work with dads on their patterns of control and how that is impacting the family system has had positive results.
- In Thompson, the Caring Dads program began with Marymount (youth services provider) as the facilitator, as they were supported by the General Authority. This was a way to offer support to all agencies in the area with a resource that could be accessed by all. Two fathers successfully completed the program and the region will continue the program in fall 2019.
- Northern has furthered its journey within the world of Structured Decision Making and the Practice Model. The region has embraced the use of safety networks in engaging everyone who cares for the child/children to become a part of the team in addressing safety/needs of the children involved.
- Northern had a continued reduction in the amount of children in care in the last year.

## BLOCK FUNDING

Northern Region began Block Funding in May 2018. Over the past year, there has been greater emphasis on closely reviewing expenditures and ensuring they fit a child's and family's needs in a more purposeful way. Northern Region was an active member of the policy working group looking at consistent policy/practice across RNS to guide us going forward within the single envelope environment. Moving forward with Single-Envelope Funding, the region looks to implement and be creative in its approach to preventative activities.

# RNS – QUALITY ASSURANCE:

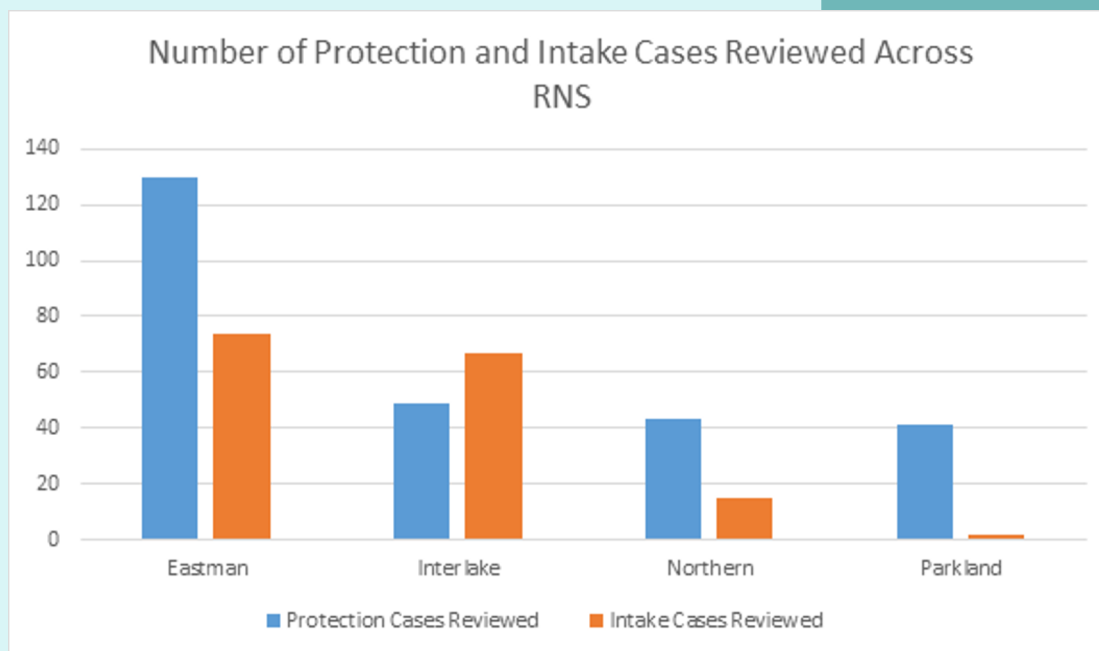
## CQI Review of Safety Networks

From June 2018 to late 2018, Rural and Northern Services completed a review of safety networking with families at intake and ongoing services. Broadly defined, the purpose of this CQI (Continuous Quality Improvement) strategy was to identify and work toward:

- Identification of where RNS is now, where to go forward.
- Better service for families (inclusion and transparency) and children (reduction of number of days in care and development of permanency plans).
- To support the CQI cycles from the General Authority and strategic planning direction from the Directors' Leadership Table.
- To target training and supports to regions for ongoing staff development.

The review evaluated families who have informal support networks, know agency worries and have identified tasks to meet goals such as children being reunified, permanency planning, parenting and appropriate file closure.

**Methodology:** Commencing in June 2018, Rural and Northern Services program and leading practice specialists interviewed intake and ongoing service workers, reviewing a random sample of 15-25 intakes and/or protection or expectant parent service files of each worker.



# RNS – QUALITY ASSURANCE:

## CQI Review of Safety Networks

The data analysis reviewed seven indicators across both quantitative and qualitative parameters. These were reported out for each regional team as well as aggregate data for all RNS. Some of the indicators are as follows:

### Safety Networks

1. **Did the family have a network?**
  - Yes - 64%
  - No - 33%
  - Unknown - 3%
2. **If no network was identified, was there an opportunity?**
  - Yes - 21%
  - No - 69%
  - Unknown - 9%
3. **If a network was identified, who identified the network?**
  - Family - 57%
  - Worker - 26%
  - Child - 7%
  - Other - 5%
4. **If a network was identified, was the goal achieved?**
  - Yes - 63%
  - No - 10%
  - Pending - 25%
  - Ongoing - 2%
5. **Was there a Safety Network meeting?**
  - Yes - 41%
  - No - 36%
  - Unknown - 2%
  - Pending - 1%
  - N/A - 20%

There is strong evidence that the family was the entity to identify the informal network members. More often than not, when networks were in place, the family had a voice as to who was part of the network over the worker. There is strong evidence that parents utilize their parents as part of their network. Consistently, the network members' roles were transportation, respite, visit support, financial support and Place of Safety.



# PARTNERSHIPS – WORKING GROUPS & COMMITTEES

## Collaborative Work with CFS Partners

The General Authority is committed to ongoing collaboration with all of its partner authorities and the CFS Division. This collaboration allows us to share information and work with our partner colleagues on best practice, initiatives, programs and training. We greatly value these partnerships on our committees and working groups.

- **The CFS Standing Committee**—made up of representatives from all authorities and CFS Division.  
**Purpose:** Actively sets the overall direction and ensures resilience for child welfare in Manitoba. Provides leadership, guidance and support in development of strategies to inform and influence services and policies. Also serves as an advisory body to authorities and government and facilitates co-ordination in provision of services under *The CFS Act*. The General Authority continues as chair of the Standing Committee.
- **Inter-Authority Standards Working Group (IASWG)**—subcommittee of the CFS Standing Committee.  
**Purpose:** Members, made up of the CFS Division and cross-authority representatives, develop, revise and review the foundational standards that make up the *CFS Standards Manual*, which in turn guides CFS practice.
- **Joint Training Team (JTT)**—made up of an education and training representative from CFS Division and all authorities. **Purpose:** Reports to the CFS Standing Committee and is responsible for developing, implementing and evaluating training activities for caregivers and staff in the CFS system. Training is developed based on current priorities identified by the CFS system, along with external reviews of the system.
- **Child Abuse Regulation Working Group**—comprised of CFS Division and cross-authority representatives. **Purpose:** Reviews issues surrounding cross-jurisdictional abuse investigations and the reporting on these investigations to regional child abuse committees.
- **Leading Practice Specialist Group**—made up of representatives from all of the General Authority's agencies/regions. **Purpose:** Provides training and support to staff and supervisors in a variety of practice-related skills, including Structured Decision Making and Safety-Organized Practice, along with a Quality Assurance function and support to practice.

## CFS LEGISLATION REFORM

In September 2018, the *Opportunities to Improve Outcomes for Children and Youth* document was released. This was a report of findings of the lengthy review undertaken by the Legislative Review Committee appointed by the Minister of Families in 2017. There were 10 themed areas of recommendations, with a total of 58 recommendations. Work on these began immediately, with the CFS Division taking the lead. There were six key areas of focus identified for this work: early supports, intensive supports, child protection, planning, legal matters and support providers. Working groups comprised of representatives from the four authorities and the Division have been created to implement the recommendations. The General Authority is pleased to be a part of this ongoing work to improve the CFS system.

## PARTNERSHIPS – WORKING GROUPS AND COMMITTEES CONT'D.

### The Authority Child Maintenance Advisory Committee (ACMAC)



The Authority Child Maintenance Advisory Committee (ACMAC) has been formed as a preparedness measure to implement Single-Envelope Funding, including the shift to CFS authority management of child maintenance monies, along with associated accountability and responsibility. ACMAC is premised on an integrated approach of collaboration between the Department of Families and the four CFS authorities. This committee considers and advises on matters related to finance, program policy and service delivery as it pertains to the implementation and ongoing operations of the Single-Envelope Funding approach to service delivery. This cohesive approach is needed to ensure implementation is as smooth as possible, while having the least impact on service delivery. ACMAC consists of five working groups that have been tasked to provide specific implementation processes, policies and procedures. These groups consist of finance and service staff from each of the authorities and the CFS Division:

**Finance Working Group (FWG):** The FWG's role is to identify and discuss financial processing, auditing and reporting issues along with reviewing and making recommendations related to agency/authority funding and finance issues.

**Policy Working Group (PWG):** The purpose of the PWG is to advise on development or amendment of policy related to implementation of Single-Envelope Funding.

**Agreements Working Group (AWG):** This group will discuss issues associated with draft Service Purchase Agreements (SPAs) for the authorities/agencies with respect to Single-Envelope Funding, and make recommendations related to authority/agency funding to ACMAC.

**Service Issues Committee (SIC):** The SIC will identify/discuss service issues that are related to child maintenance, with a specific focus on implementing policies and procedures so that CFS agencies have necessary supports to best meet the needs of children, youth, families and communities.

**Information Technology Working Group (ITWG):** This group will make recommendations focused on development, implementation and maintenance of IT systems with related policies and best practices, in order to facilitate the implementation of single-envelope funding. The ITWG will also address major hardware/software issues as they arise.

**\*All work from ACMAC committees is approved at the Assistant Deputy Minister and CEO table. In addition, the results are recorded through Standing Committee records.**



# WENDY'S WONDERFUL KIDS (WWK)

The General Authority is in its **sixth** year of a partnership with the Dave Thomas Foundation for Adoption (DTFA). The DTFA provides grants to public and private agencies in Canada and the United States to hire Wendy's Wonderful Kids adoption recruiters. Children in the permanent care of General Authority agencies and service regions are served by our WWK adoption recruiter. Our recruiter has enabled numerous children and siblings who are in care to be matched with permanent, loving families.

WWK recruiters implement proactive, child-focused recruitment programs geared exclusively toward preparing and placing the longest-waiting children in care (permanent wards) with adoptive families, using proven tactics to find the best home for the child, using the familiar circles of family, friends and neighbours; then reaching out to the communities in which the children live.

Caseloads are purposely kept small to ensure that recruiters have the time and resources to help children work through loss and grief to prepare them for adoption.

Work also occurs with birth parents, helping them to grieve their losses and give their children permission to move into permanency.

To learn more about Wendy's Wonderful Kids and the DTFA, please visit [generalauthority.ca/adoption-resources/](http://generalauthority.ca/adoption-resources/).

**'Every child deserves a home  
and love.'**  
**~Dave Thomas**



**TOTAL NUMBER OF CHILDREN  
SERVED:**



**Age range:**



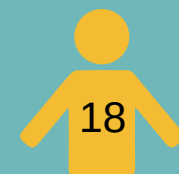
**Children legally adopted:**



**Children in supervised adoption  
placements:**



**Children currently being served  
by program:**



# LAURA WILSON, WWK RECRUITER

## Winner of Recruiter of the Year Award

The General Authority is proud to salute Laura Wilson, who was one of three recruiters chosen from across North America to be recognized at the 2019 WWK Summit as “Recruiter of the Year” for her life-changing service on behalf of children waiting in foster care.

She was recognized for her work that began in 2014 with two brothers who had been in foster care for many years. Laura wanted to ensure the boys had a permanent family so found a paternal grandmother in New Brunswick. She arranged for the brothers to meet their grandmother and they began discovering their roots. In 2018, the boys were adopted by their grandmother.

Laura has been with the General Authority as a recruiter since 2014, working with a total of **37 children** during that time. We honour her skill and passion, and her commitment to ensuring that children have permanent connections.





# AGREEMENTS WITH YOUNG ADULTS (AYAS)

The General Authority is committed to assisting young adults who request support beyond the age of majority to realize their goals as part of a successful transition to young adulthood. Under legislation, the General Authority is responsible for the review and approval of Agreements with Young Adults for youth in the permanent care of an agency/service region who require support beyond the age of majority.

Between April 1, 2018 and March 31, 2019, there were **338** young adults (ages 18 to 21) supported by an AYA through the General Authority. This is a slight decrease from the previous fiscal year. Over the past year, there has been a focus on ensuring young adults receive the right services and programs at the right time – in order to achieve the most successful transition to independence. The General Authority has been working collaboratively with service providers and the Child & Family Services Division to identify the challenges, barriers and needs of young adults and has been working toward improved service and opportunities for those transitioning to independence. The support of many systems— Health, Education, Justice, Housing etc., in addition to CFS, is required to support this transition. The CFS Division is working with the other departments to develop and enhance services across systems, which offer the supports young adults require for the most successful transition to adulthood and independence.

In the past fiscal year, the General Authority also completed and distributed new *Leading Practice Guidelines* for AYAs to our agencies and service regions. This resource was developed to offer support and direction to agencies/regions when considering whether to provide, continue, or terminate an AYA. Some of our agencies have also been doing work on reviewing their independent living programs and supports to meet the changing needs of youth transitioning to adulthood and independence.

## TUITION WAIVERS

The General Authority continues to partner with nine post-secondary institutions across Manitoba, including in the north, to offer tuition waivers to youth in and from care. In the 2018/19 school year, **24 young adults** supported by an AYA and **49 young adults** who had at one time been in the care of a General Authority agency received a tuition waiver. The 2018/19 figures represent an increase from the number of tuition waivers granted in the 2017/18 year. The upsurge is due to a number of factors, including the fact that more youths are aware of the tuition waiver program, and that some schools are awarding more waiver spots. Additionally, increasing numbers of AYAs are applying each year. These waivers allow youths to either begin their post-secondary studies or continue on their educational paths, and enable young people to reach success in their academic goals without the financial barriers that otherwise would have made it challenging to obtain a post-secondary education.

This past year, one of the nine partner institutions, the U of M, introduced an education grant of \$10,000 to cover tuition, textbooks, supplies and daily living costs. Seven of the 10 recipients were General Authority young adults. Four grants were awarded to students currently supported by an AYA, while three were awarded to students who were previously in care. The education grant was made possible through a private donor. Thank you to the colleges and universities who participate!

Applications to the tuition waiver program as well as support for pursuing post-secondary studies for youth are provided through the Futures Forward Program which can be found at [www.futuresforward.ca](http://www.futuresforward.ca).

# QUALITY ASSURANCE & OUTCOMES



The General Authority is committed to the use of data to provide enhanced services to children and families through our agencies and service regions. The Authority continues a strong focus on outcomes for children and families through both data gathering and analysis of a number of indicators – which is critical to ensure safety, well-being and permanence for children and youth and to meet both General Authority and provincial policies. By monitoring and auditing compliance with standards, policy and legislation, better outcomes for children and solution-focused approaches to family engagement can be achieved.

Highlights of the range of CQI (Continuous Quality Improvements) systems and processes used by the General Authority and its agencies/service regions in 2018/19 are as follows:

## **Audits:**

Audits of compliance with standards and regulations occurred throughout the year and included:

- Face-to-face contact with children in care
- CFSIS (Child and Family Services Information System) recording
- Foster home licence renewal review
- Child in care legal/cultural status
- Caseload number reviews

## **Office of the Auditor General (OAG) Foster Care Review (In progress)**

The OAG commenced a Foster Care Review across all four authorities in January 2017. Its objectives were to examine the adequacy of the systems/processes for funding for foster homes and to ensure compliance with foster home regulations and standards. A draft report from the OAG was received by the authorities in March 2018, and authorities were asked to review the recommendations and provide feedback. The General Authority looks forward to the final OAG report and the recommendations, expected in fall 2019.

## **Service Reviews:**

Reviews of case management and services to children and families were conducted in 2018/19 including:

- Completion of a special case review of family service in an agency, assessing compliance with standards, regulations, legislation and best practice.
- Review of services provided by B & L Resources for Children, Youth and Families. The General Authority took part in a joint review of B & L with the province, including global, face-to-face interviews and an audit of the licensing standards and regulations for B & L.

## **Designated Intake Agency Review**

In 2018/19, the General Authority completed the fourth in a series of five authority specific Operational and Program Reviews of the Designated Intake Agencies (DIAs) under our jurisdiction. The fifth and final DIA review was conducted and completed in June 2019. A summary analysis of the five reviews will be completed in 2019/20.

## **Outcomes Matrix**

Since 2009, the General Authority has used a comprehensive matrix to report on system-wide service outcomes. The matrix includes five income domains and 25 individual indicators. It guides the collection of information that provides a guide to determining the effectiveness of service delivery by General Authority agencies and service regions. (see next page).



# Outcomes Matrix

Outcome Domain	Outcome Indicators	Outcome Domain	Outcome Indicators
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 in care that live with extended family.	Satisfaction/Service Effectiveness	The level of satisfaction experienced by children/youth in the 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 frequency and seriousness of behavioral and emotional problems and involvement with the youth justice system exhibited by children in care.
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 percentage of children in care who are involved in appropriate extracurricular activities.
Safety	Of all children receiving services, the percentage that do not experience another incident of maltreatment	Well-Being	
Safety	Of all 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.		

# Child in Care Annual Reviews

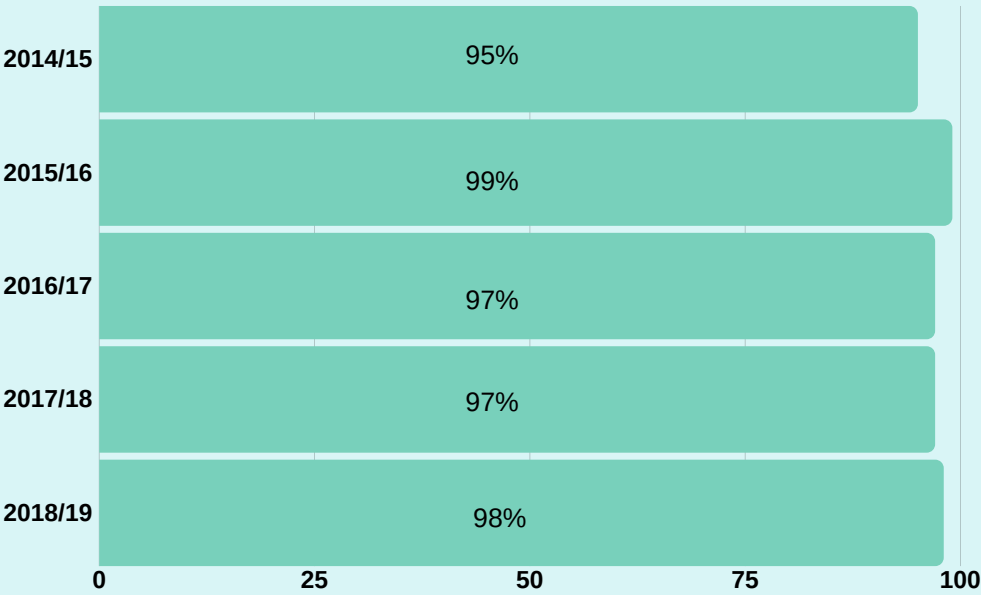
Each of the four authorities, under Section 39 of *The Child and Family Services Authorities Regulation*, is responsible for reviewing the placement, care and treatment of and permanency plans for every child who has been in the care of agencies or service regions for 12 continuous months or more. All agencies and service regions are required to submit a Child in Care (CIC) Annual Review form annually for children who meet this criteria.

The CIC form is designed to collect information on five children’s well-being outcomes established by the authority. These outcomes and descriptions are found in the General Authority Outcomes Matrix on page 33. Information from CIC Annual Reviews helps the Authority track the service needs of children and young people and helps determine how best to use/target resources.

**The completion rate of CIC Annual Review forms by the Authority’s agencies and service regions was 98% in 2018/19. We see the consistently high completion rate of the forms each year as a positive indicator of the solid collaboration and co-operation between the General Authority and its agencies/service regions.**

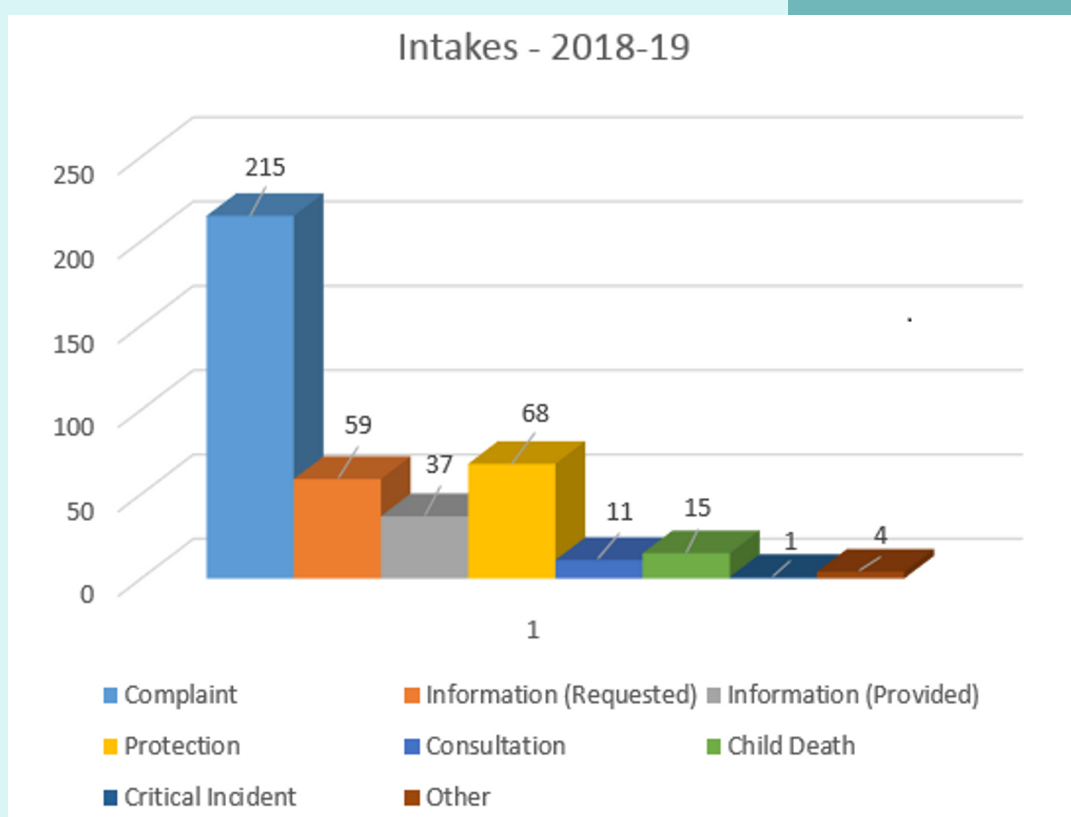


Completion rate of CIC Review Forms



# Responding to Intakes

One of the General Authority's key mandates is to respond to communication from youth, parents, foster parents, community members and others (collectively referred to as intakes) regarding the services provided by an agency/service region. In 2018/19, the General Authority responded to **410** intakes.



'To improve is to change; to be perfect is to change often.'

~Winston Churchill

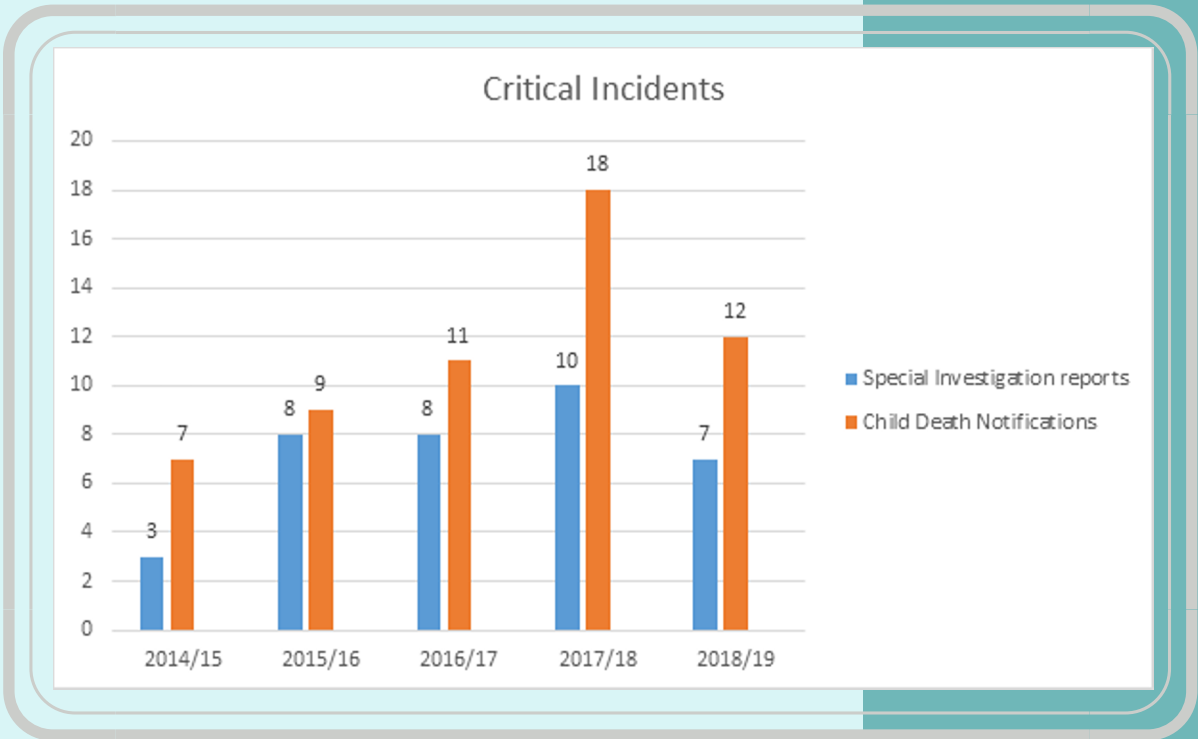


# Critical Incident Reporting

Under subsection 8.2.3 (1) of *The Child and Family Services Act*, the Manitoba Advocate for Children and Youth is required to undertake a review of services after the death of a child who had received services from the child welfare system within the 12 months prior to their death. Referred to as a Special Investigation, this review helps identify ways in which services might be improved in order to better the safety and well-being of children receiving these services, and to reduce the likelihood of a death from occurring in similar circumstances. Under the new *Advocate for Children and Youth Act*, which came into effect in 2018, the Manitoba Advocate can now advocate for all children and families who are seeking services through the government system, not just those in the care of CFS.

Special Investigation reports may contain recommendations for changes to standards, policies or practices. In 2018/19, the General Authority received seven Special Investigation Reports. One of these reports contained five recommendations. Responses to this investigation and report has now been completed and provided to the Manitoba Advocate.

During this same time period, the General Authority received notice of 12 child deaths. Of these, nine occurred on open family service files and three occurred on family service files that had been closed. Two deaths occurred as a result of an accident, two occurred as a result of suicide, five were due to natural causes, one was the result of a homicide and in two deaths, the cause was undetermined. The General Authority, its agencies and service regions continue to provide supportive services to families parenting medically compromised young children whose life expectancy is, sadly, all too short. Agencies and service regions persist in advocacy with mental health service providers to identify supports for children dealing with issues impacting their mental health.



# Change of Authority

All families served by one of the four authorities have the right under *The Child and Family Services Authorities Regulation* to choose which authority will be responsible for oversight of the services provided to the family. Known as the Authority Determination Process, it is an important aspect of Manitoba's CFS system. Families may also request a change of authority.

## Change of Authority Transfers Out, 2018/19

Requests for Transfer To	Accepted	Declined	Awaiting Decision	Withdrawn	TOTAL
MA	5	1	-	1	7
SFNNC	15	7	-	1	23
NA	3	2	1	2	8
TOTAL	23	10	1	4	38

## Change of Authority Transfers In, 2018/19

Requests for Transfer From	Accepted	Declined	Awaiting Decision	Withdrawn	TOTAL
MA	1	-	-	-	1
SFNNC	0	-	-	-	0
NA	1	-	-	-	1
TOTAL	2	-	-	-	2

### Key:

**MA:** Metis Authority

**SFNNC:** Southern First Nations Network of Care

**NA:** Northern Authority

# Transfers of Guardianship

Transfers of guardianship can occur under Section 42 or Section 49(1) of *The Child and Family Services Act*. Section 42 of *The Child and Family Services Act* allows the court to grant an order of guardianship to the agency making application, or to another agency, with that agency's consent. The majority of Section 42 transfers occur when an agency is seeking a permanent order of guardianship on a child whose culturally appropriate authority is different from the Authority of Service. For example, where a General Authority agency decides to seek a permanent order on a child who is Métis, they engage with a Metis Authority agency to discuss the possibility of a Section 42 transfer, which allows for culturally appropriate permanency planning for the child.

Under Section 49(1) of *The Child and Family Services Act*, the Minister of Families may transfer guardianship of a child from an agency having guardianship of a child to another agency. These types of transfers typically occur when a family requests a change in their Authority of Service or when a Section 42 transfer did not occur and permanent wards require transfer to their Culturally Appropriate Authority.

## General Authority Agency/Service Region: CIC Transfers Out 2018/19

Agency/Service Region	SFNNC		NA		MA		GA		TOTAL Transfer Type			TOTAL Transferred Out
	s42	s49	s42	s49	s42	s49	Internal (W,R&N)*	s49	s42	s49	Internal (W,R&N)*	
Central	-	1	-	-	-	-	-	4	-	5	-	5
Eastman	-	8	-	-	12	-	7	-	20		7	27
Interlake	12	-	5	-	-	-			17			17
Northern	-	-	-	1	-	4			-	5		5
WCFS	35	7	14	6	20	5	7	5	69	23	7	99
<b>TOTAL</b>	<b>47</b>	<b>16</b>	<b>19</b>	<b>7</b>	<b>32</b>	<b>9</b>	<b>14</b>	<b>9</b>	<b>106</b>	<b>33</b>	<b>14</b>	<b>153</b>

### Key:

**S42:** Section 42

**S49:** Section 49

**Internal (W, R&N):** Winnipeg, Rural and North

Over the previous two years, the General Authority has enhanced its reporting on transfers.

### 2017-18

Type of Transfer	SFNNC	NA	MA	GA	TOTAL
S42	82	33	11	9	135
S49	5	5	7	0	17
VPA	1	-	-	-	1
Internal W,R&N	-	-	-	8	8
<b>TOTAL</b>	<b>88</b>	<b>38</b>	<b>18</b>	<b>17</b>	<b>162</b>

### 2016-17

Type of Transfer	SFNNC	NA	MA	GA	TOTAL
S42	71	21	18	7	117
S49	5	1	17	6	29
VPA		3			3
Internal W,R&N				8	8
<b>TOTAL</b>	<b>76</b>	<b>25</b>	<b>35</b>	<b>21</b>	<b>157</b>



# Mixed Facilities/Variance Statistics

Under Sections 7 and 8 of *The Foster Care Licensing Regulation*, The General Authority is required to review/approve requests to: vary the numbers of children in care under age five; and the number of dependent persons in the home. The Authority also reviews/approves requests for mixed facilities (foster families providing care for children and adults in care).

**Appeals/Approvals granted in 2018/19**

**Mixed Facilities: 17**

**Variances: 10**

## Services to Minor Parents

The General Authority receives a copy of the Notice of Live Birth and/or Notice of Maternity for any mother under 18 being served by one of our agencies/service regions. Our program specialist ensures that service expectations set out in legislation have been offered to the minor parent by the agency/service region. If services haven't been offered, the program specialist follows up with the agency/service region to ensure service expectations for the young person and families, as set out in legislation and standards, are met. If the minor parent is under 16, the Authority connects with the agency/service region to ensure appropriate standards/procedures have been followed.

In 2018/19, the General Authority received 17 Notices of Maternity or Live Birth from the CFS Director. Upon review, service was provided to the minor parent by a General Authority agency/service region in 14 of those cases, and three minor parents were provided service from another CFS agency. Of the mothers provided service from our Authority's agency/service region, four were under 16. Statistics are based on the number of Notices completed by hospitals and referred to the Director of CFS.

### BIRTH ALERTS

In January 2018, the Office of the Standing Committee commenced reviewing and improving the use of agency Birth Alerts for expectant mothers in the province. A working group, consisting of representation from the four authorities and the CFS Division, was created and quickly began work to change the Birth Alert form, along with improving the overall process by which a Birth Alert is issued. A new form was created and approved, and discussion is underway with the Office of the Standing Committee on how to best utilize the form. The General Authority looks forward to continued positive work in this area with a goal of improving service to expectant mothers and their newborn infants.

# Children & Families Involved with a Disability

In response to trends identified by agencies and service regions that indicated a need to provide broader support to children and youth with disabilities and their families, the General Authority expanded its Fetal Alcohol Spectrum Disorder (FASD) work to include a more inclusive base of disability support and training throughout General Authority agencies/service regions. This disability support includes training in various disability needs, program planning and resource development; along with assisting staff to access diagnostic, placement resource, support services and case consultations related to specific disabilities as identified by the agency/region.

## **Other FASD initiatives:**

- The General Authority continues to maintain an active membership on the Manitoba FASD Coalition.
- Continued funding and service review of the Stepping Out on Saturdays (SOS) program offered in the Westman and Interlake areas. SOS is a day camp which allows children to socialize with others who have FASD and offers respite for parents and caregivers.
- Participation in *Canada-Northwest FASD Partnership National Symposium* held February 2019.

## **Autism Spectrum Disorder:**

- In 2018/19, the General Authority continued to offer training in partnership with experts to inform social workers, supervisors/managers, foster parents, support workers, volunteers, EPR and respite workers on new perspectives in Autism Spectrum Disorder (ASD). The General Authority maintains ongoing commitment to training in this area.
- The Authority also maintains collaborative relationships with community care providers around supports and services for children in care who have ASD, along with support for families who are raising children with ASD. We are committed to continuing to assist our agencies/service regions in supporting these families, and linking them with various supports to keep these families connected and together.



# Sexually Exploited Youth & High-Risk Victims

Tracia's Trust is Manitoba's strategy to help children, youth and adults who are at risk of, or are survivors of sexual exploitation and human trafficking. The StreetReach (STR) Program is a key initiative under the strategy. StreetReach, led by the CFS Division, links mandated child welfare agencies with non-government partners and law enforcement to provide a rapid, co-ordinated response to address the safety of Manitoba's most vulnerable; along with high-risk, missing and exploited youth in Winnipeg.

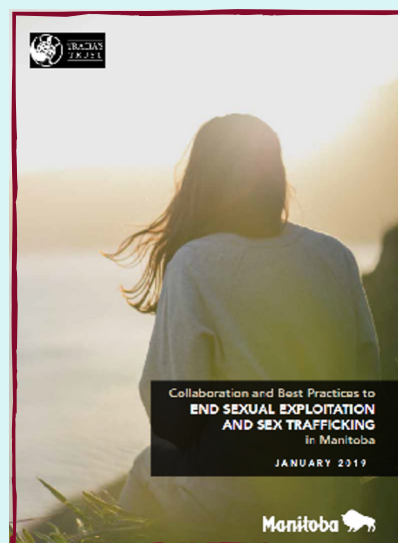
## Goals:

- stop youth from running away from home/placement
- prevent future abuse/exploitation
- redirect runaway children to stop victimization
- intervene with those who exploit young victims

The General Authority is an active participant in the STR program and in 2018/19, continued to represent our agencies and service regions at the STR Advisory Committee. At the committee, the General Authority advocates for the needs of these vulnerable youth and ensures that feedback from agencies and service regions on the services provided is reported to STR staff and the CFS Division. The General Authority also screens and forwards referrals to Sexually Exploited Youth (SEY) placement resources managed by the CFS Division. Additionally, Winnipeg CFS has a dedicated worker for SEY.

In 2017/18, there was a call for a third-party evaluation of the STR program, which is still ongoing. In January 2019, the provincial government released a report containing 48 recommendations called *Tracia's Trust: Collaboration and Best Practices to End Sexual Exploitation and Sex Trafficking in Manitoba*. The report's recommendations came from a variety of stakeholders including law enforcement, victims of exploitation and elders, and proposed the reform of specialized placements for sexually exploited youth and the expansion of StreetReach services. Its findings included a robust strategy to address online exploitation and trafficking, additional supports for at-risk young adults who have aged out of the system, a substance abuse treatment model and a reform of specialized placements and resources to better support exploited youth, including addressing addictions and mental health issues.

The General Authority maintains a knowledge of the key resource needs of children in this population, and continues to support planning for and working with SEY through facilitating referrals for SEY placements and child-specific consultations for agencies/service regions.





# Collaborative Authority Resource Team

The focus of CART (Collaborative Authority Resource Team), made up of one representative from each of the four authorities, remains working collectively with agencies to locate long-term placements for children and youth placed within the Winnipeg EPR (Emergency Placement Resource) system. Efforts to enhance this relationship between the agencies, authorities and the EPR system resulted in new business rules for EPR, which came into effect in January 2018.

CART activities include:

- Monitoring agency EPR usage
- Meeting weekly with EPR staff
- Meeting monthly with B&L and Ma Mawi Wi Chi Itata Resources to review placement plans

In September 2018, CART, in conjunction with the CFS Division, updated and circulated the second version of the *Manitoba Placement Resource Guide*. This guide provides agencies with a comprehensive listing of all shared placement resources available for children, youth and young adults in Manitoba.

In November/December 2018, CART participated in an analysis of needs clusters for children and youth placed in lone Winnipeg EPR shelters. The result of this analysis was a working document, which outlined specific cluster groups that presented with complex needs typically requiring placement with no other children or youth, plus a consensus overview of the broader Winnipeg EPR population.

## **Provincial Placement Desk**

In an effort to streamline and collaborate on the placement of children and youth to provincially approved Level IV and V group and foster care resources, the referral process for the Provincial Placement Desk (PPD) now requires referrals to be sent directly to the agency's respective authority. The authority CART representative will then:

- Screen incoming PPD referrals and either forward the referral to PPD or offer suggestions for alternative placement resources if required (i.e. direct referral resources)
- Attend weekly meetings between CART and the PPD to review resource vacancies and track referral status
- Attend quarterly PPD panel meetings between CART, the CFSD and community care providers (Knowles, MYS, New Directions, Marymound, Project Neecheewam, St. Amant, DASCH etc.)
- Attend placement planning conferences as requested

"It's easy to say, 'It's not my child, not my community, not my world, not my problem. Then there are those who see the need and respond. I consider those people my heroes.'"  
~ Fred Rogers

# RESOURCE SUPPORT FOR CHILDREN & YOUTH



The General Authority provides consultation and support to agencies and service regions in resource development and placement planning for children and youth through the Resource Program Specialist Team.

On April 1, 2018, the General Authority Resource Team took on new responsibilities. All Exceptional Circumstances Funding Requests are now sent to the General Authority for review and recommendation prior to approval by the CFS Division.

The team also continues to assist the agencies/regions with the follow-up process related to the previous referral to the Provincial Placement Desk (PPD) external service providers, applications for Level V funding, processing of PPD referrals, Exceptional Circumstances Funding Requests and Individual Rate Adjustment Protocol (IRAP) requests.

As well, the team continues to participate in complex case/mapping meetings to discuss placement planning issues and next steps.

## Statistics for 2018/19:

- number of Exceptional Circumstance funding including Level V and One-Time Only: **212**
- PPD requests **124**
- IRAPs **243**

## Individual Rate Adjustment Protocol (IRAP)

The General Authority is responsible for monitoring controls on child maintenance expenditures, part of which was the introduction of the Individual Rate Adjustment Protocol (IRAP) in 2012. Our agencies/service regions determine an appropriate placement plan for children in care based on their level of need.

In December 2018, a significant policy change was introduced by government that required CFS Division approval for all respite and support payments in existing foster placements and disallowed any fee for service increases beyond the initial special rate.

The CFS Division and authorities have been diligently working toward the establishment of a more autonomous funding structure. We are seeing more flexibility at both the agency and authority level while we all continue to manage costs.

## Foster Home Appeals

Under Section 8 of *The Child and Family Services Act* and Section 14 of *The Child and Family Services Authorities Act*, CFS authorities are responsible for hearing appeals from foster parents on the removal of children from a 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, an authority:

- Assesses the content of the request
- 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/service region

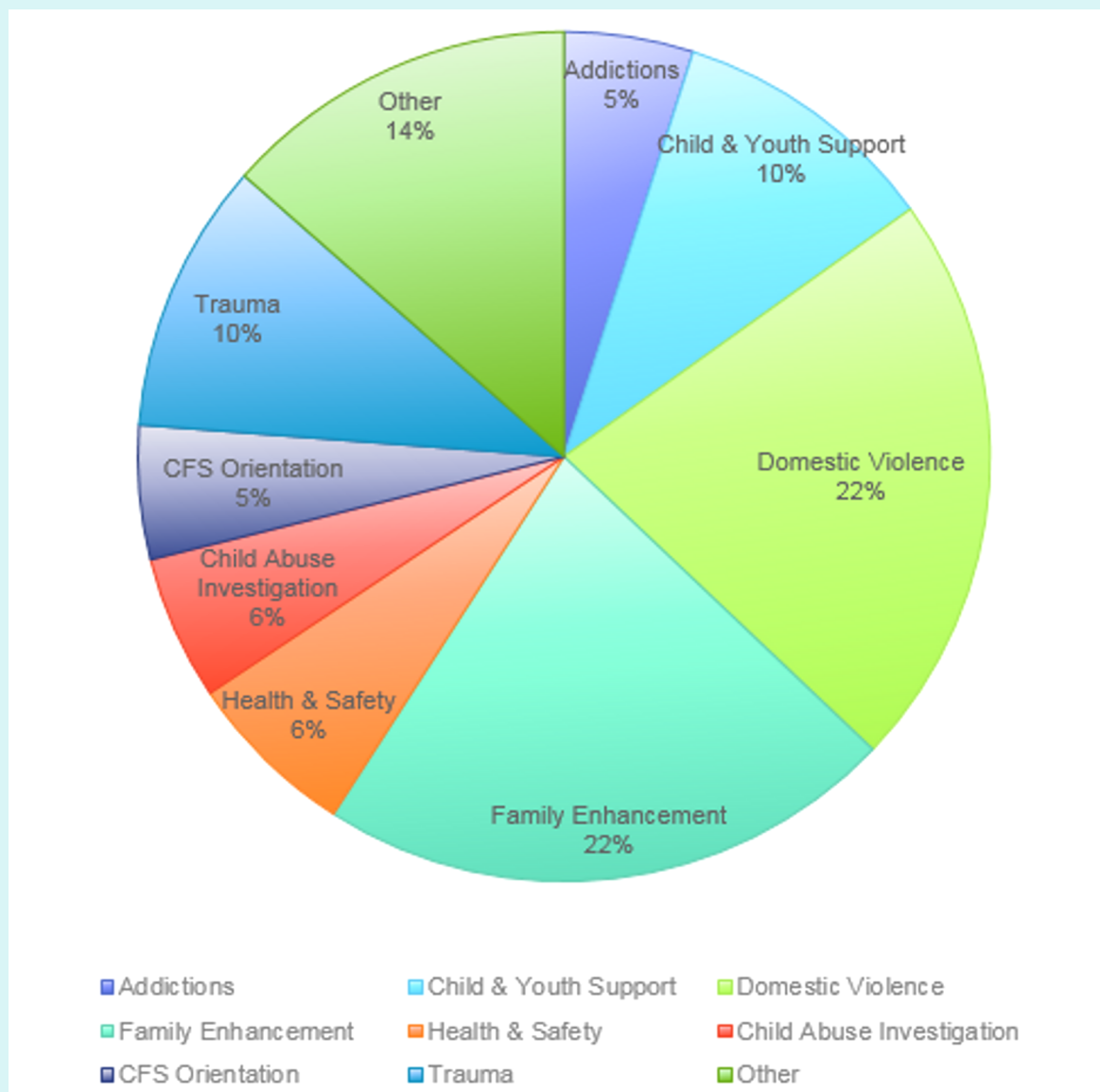
## 2018/19 General Authority appeal requests: 3.

**Outcome:** Upheld original decision of agency to remove a child or cancel foster parent licence.

# EDUCATION & TRAINING

The General Authority recognizes that education and training is a meaningful and necessary investment to work toward continuous improvements to services for our families. In 2018/19, **2,921** participants attended training.

Type of specialized training

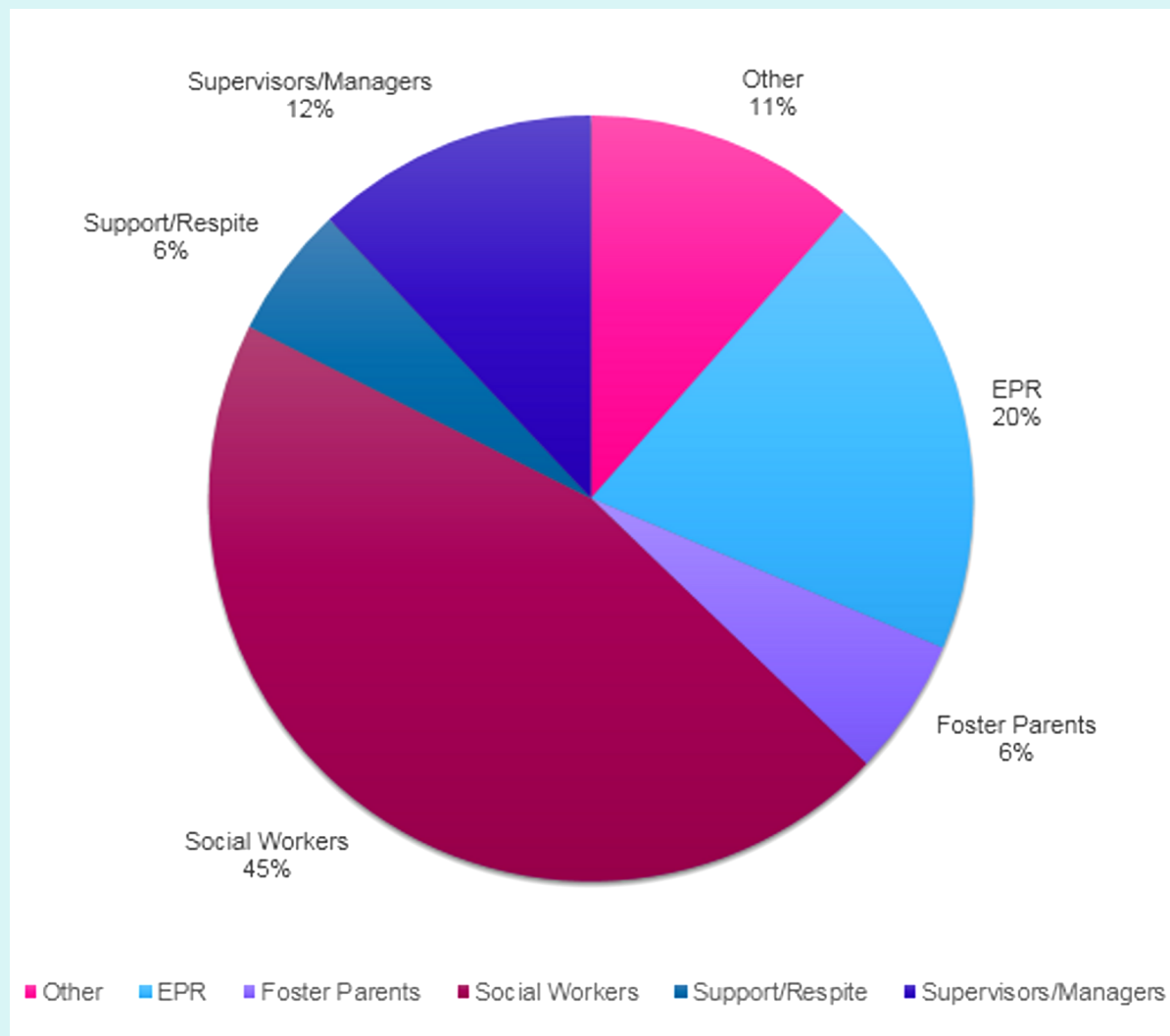


\*Other: Includes training in areas of: e.g. Crisis Prevention, Cultural Awareness, Gang Awareness, Suicide Intervention, Leadership Development, Standards, Strengthening Relationships & Legislation.



# EDUCATION & TRAINING CONT'D

Breakdown of attendees



\*Other: Includes Administrators, Social Work Students, Volunteers & Service Assistants

# CRITICAL INCIDENT STRESS MANAGEMENT

**Critical Incident** – Critical incidents are defined as traumatic situations that are sudden, overwhelming and sometimes dangerous to individuals and/or significant others. They can cause strong emotional reactions, with the potential to interfere with an individual's ability to function at the time of the incident, or at a later stage. In child welfare, workers may encounter highly stressful events almost daily. Workers also have to deal with the effects of vicarious (or secondary) trauma, cumulative trauma, or compassion fatigue.

**Peer Support** – Peer support programs offer emotional, social, and informational support to people who share similar experiences.

The General Authority supports Peer Support/Critical Incident Stress Management (CISM) teams throughout the province. Team members are available to their peers to assist with the impact of critical incidents. They provide a safe, non-judgmental environment to allow an opportunity to provide support and information. Each team also ensures that, following a critical incident, staff are supported and assisted to help reduce the intensity and duration of the stress experienced by offering formal, structured debriefings.

In 2018/2019, teams were expanded to include other departments under the Department of Families umbrella. Approximately **60** volunteer staff make up a total of **10 teams**. These teams provide support to each other in offices where programs are not co-located.

The General Authority continues to provide training and support to staff from the Department of Families along with CFS staff so that teams can effectively respond to an incident in the regions and service areas.

**'If we don't change, we don't grow. If we don't grow, we aren't really living.' -Gail Sheehy**

# STAFF ENGAGEMENT

In 2018/19, General Authority agencies/service regions participated in a wide variety of activities to foster and promote staff engagement. A consistent theme across organizations was the use of staff meetings—ranging from short meetings for small groups to full-day sessions for all staff. For example, the monthly “all staff” meetings at the General Authority offered a great opportunity for sharing valuable information related to our work, while allowing employees to suggest agenda items, pose questions, contribute to the discussion and provide feedback. Several organizations also used regular mass emails from management to staff as a means of communicating new information, while encouraging staff comments and suggestions. Others, including the General Authority, sent out regular newsletters to ensure information was widely received.

Several organizations hosted events featuring opportunities for staff to provide feedback on new initiatives—for example, working as a group to review updated policies, discussing new benefits packages, exploring Vision and Mission Statements, etc. Some events incorporated social activities that offered staff a chance to get to know each other. These opportunities help develop the sense of team that is important when working in a challenging profession. One organization chose to bring employees to a local food bank, which provided them with both a learning experience and a chance to give back to the community in a tangible, hands-on way.

Another organization concluded an extensive, multi-year staff survey regarding the Practice Model. The final report has been presented to senior management for consideration and incorporation as they move forward. Team meetings have also included focused discussion on the CFS response to legislative reform. Working groups comprised of representatives from the General Authority as well as the other three authorities and the CFS Division have been created to move forward in implementing the recommendations.





# YOUTH ENGAGEMENT

Over the past year, General Authority agencies and service regions placed significant emphasis on activities that provided an enriching experience for youth, combined with the opportunity to talk about their experience with the CFS system. Youth engagement is a balance between building relationships through social activities that help youth see agency staff as people empathetic to their needs, and ensuring staff have an opportunity to listen to youth, allowing them to guide the agency's decisions moving forward.

Another activity with youth in our agencies/service regions this past year was the creation of lifebooks for children in care, which provide young people the opportunity to record memories, to learn more about their connections to family/others who have been important in their lives, and to have meaningful contact with workers.

Face-to-face meetings between caseworkers and youth can often provide the best opportunity for sharing ideas and feedback. Some agencies and regions were also able to host more formal processes through which youth contributed to agency planning and development. For example, the Youth Engagement Specialist from CFS of Western spent time extensively interviewing their young people. The ideas gathered from those interviews led to the development of "The DEC" (The Development and Engagement Centre)—a place where youth and staff can have private meetings, and participate in various programs and activities.

The General Authority also supports agencies in their Age of Majority Celebrations, in which all children in care who have turned 18 are recognized and celebrated. The General Authority attended several celebrations in 2018/19, and it was recognized that a tremendous effort was made by staff to ensure the events were a success. These celebrations place a great focus on family connections and creating lifelong support networks. It is inspiring to see the courage and confidence shown by our young adults.

## **Other Youth Engagement Activities in 2018/19:**

- Voices (Manitoba's Youth in Care Network) offers support, encouragement and advocacy to young people who are in care in Manitoba and as they transition to independence. This past year, the General Authority had the opportunity to attend Voices strategic planning, along with two young adults who had transitioned out of care. A need to reach and engage more youth throughout Manitoba, specifically in the rural and northern parts of the province, was a common theme. It will be exciting to see how Voices works towards enhancing its programs and services to meet the changing needs of youth and young adults.
- Within the new *Leading Practice Guidelines* for Agreements with Young Adults (AYAs), the General Authority requires that a closing summary be completed for each young adult supported by an AYA. The summary identifies the young adult's goals, placement, level of education, support network, financial supports, and life skills development prior to the AYA and at the conclusion of the AYA. This will be valuable as we strive to provide the right services, for the right young adult, at the right time.



# COALITION OF MANITOBA CULTURAL COMMUNITIES FOR FAMILIES

The Coalition of Manitoba Cultural Communities for Families (CMCCF) is a community organization which functions as a resource to bring together new Canadian cultural communities to build their shared interest and collective preventative capacities. The intention of the CMCCF is to strengthen and enhance the physical, mental, emotional and cultural health and safety of their families and children.

The CMCCF's goals include promoting the safety and security of cultural communities and their families, children and youth; to continue developing an open learning platform with diverse health and human service providers to share and exchange information, wisdom and experiences; to continue to educate and build awareness of the challenges and strengths within cultural communities by building bridges between cultural communities, CFS and diverse health and human services; and to continue to promote the coalition's vision and expand its opportunities to grow. The CMCCF emerged as one of numerous networks established following the launch of the General Authority's New Canadian Initiative (NCI) in 2009. That year, the Authority launched the 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 CFS system in Manitoba. The General Authority looks forward to continued collaboration with the CMCCF. As noted in the 2017/18 report, the CMCCF is now working closely with General Authority agencies and service regions along with other collaterals to create future opportunities for learning, community development and strategies with the shared goal of promoting better outcomes for children, families and communities.

## Kim Thomas Award

Each year, the Kim Thomas Award is presented to one community member or CFS staff member who works diligently within the newcomer and refugee community, in the area of community engagement and creating connections with CFS.

The award is named after former General Authority practice specialist Kim Thomas, who worked on the New Canadian Awareness and Education Initiative, which was created to raise awareness and provide accurate information about Manitoba's parenting laws and the CFS system to newcomers.

The 2018/19 award goes to Joy Escalera, Manager, Settlement Services, Westman Immigrant Services. Joy and her family immigrated to Canada in 2010 from the Philippines, where she worked as a clinician in various mental health facilities. She was also working toward her master of science in clinical psychology. When she arrived in Brandon, she began working casually for Westman Immigrant Services, but soon moved to a part-time settlement assistant position, then became the Family Program Facilitator. With her colleagues, and other settlement agencies across the country, Joy works tirelessly to support refugees and newcomers as they begin to settle in Canada, and to provide supportive connections within their new community. The organization is currently working to forge partnerships with settlement and language offices throughout the region to provide flexible, responsive settlement services with an enhanced focus on employment for newcomers.



Joy Escalera

# FRENCH LANGUAGE SERVICES



The General Authority has completed year three of our five-year French Language Services (FLS) plan, which runs until 2021. Our 2018/19 Annual Operating Plan continued the process of ensuring that the General Authority is able to deliver services to the public in both official languages. Our priorities include Active Offer (greeting the public so they are aware they can receive services in French, if requested), collaborating with the Francophone community and promotion and awareness activities (ensuring FLS is taken into consideration with all publication/communication initiatives).

In 2018/19, the General Authority met with the new French Services Coordinator for Santé en français (SEF), and work has begun to translate some of our website pages into French, and to provide Active Offer information on [www.generalauthority.ca](http://www.generalauthority.ca). Translation work will continue in 2019/20. We look forward to continuing to work with SEF.

Additionally, a third Annual Operating Plan was put into place in 2018/19. This plan's focus includes 1) ensuring the public is aware of the opportunity to receive services in French and 2) ensuring the Authority and its agencies/service regions have the capacity to deliver services in French.

**'Be the change you wish to see in the world.'**  
**~Mahatma Gandhi**





# SCHOLARSHIPS & AWARDS

## **General Authority and the Children's Aid Foundation of Canada**

The General Authority partners with the Children's Aid Foundation of Canada (CAF), which provides funding for programming and awards for children and youth across Canada. The General Authority, in partnership with the CAF, assists children and youth receiving services from agencies/service regions with funds to support school-related expenses, enrichment activities and to assist children coming into care. Funding to the General Authority is generously provided by donations from CIBC, Scotiabank and the Ted and Loretta Rogers Foundation. More information is available on the CAF website ([www.cafdn.org](http://www.cafdn.org)).

## **Ted and Loretta Rogers Comfort Care Transition Program**

The Comfort Care program helps children and youth who are coming into care by providing them with backpacks containing foundational, age-appropriate essentials. All children and youths receive a teddy bear and a blanket. Additional funding is available in order to personalize the "comfort kits" depending on need for each child or youth.

**\*In 2018/19, more than 350 backpacks distributed, \$59,468.28 disbursed**

## **CIBC Miracle Fund**

This fund assists children and youth with exploring enrichment activities to enhance their physical, mental, social and developmental well-being. Activities include arts/cultural lessons, music lessons, summer camp, including camps for children with disabilities, sports/recreation activities and travel costs associated with events such as band or school trips.

**\*In 2018/19, 76 awards were handed out, \$22,736.69 disbursed**

## **Vision Catcher's Fund**

This fund was established to help youth in care develop their strengths, potential and pursue career goals. Funding is available at the General Authority for youths ages 16-21 who are either in care or on an Agreement with Young Adults (AYA) to enhance their skills/talents or further their career goals. Funds can be used for: accessing post-secondary education, job search assistance, taking on an apprenticeship program or other studies/training.

**\*In 2018/19, 43 awards were handed out, \$26,612.66 disbursed**

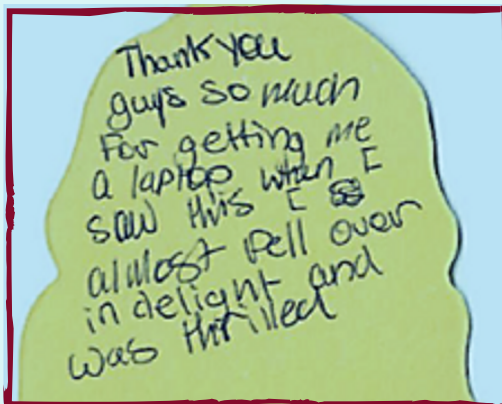
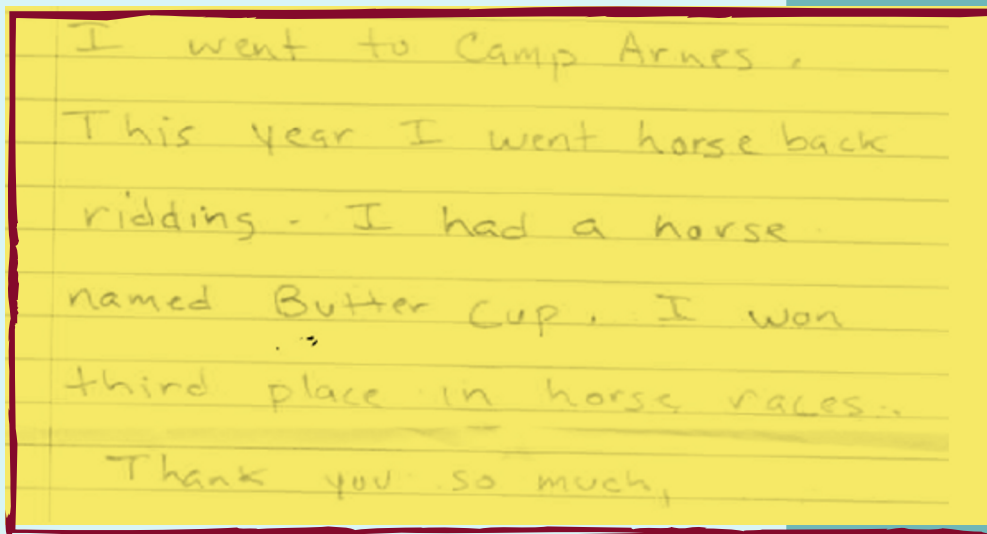
# SCHOLARSHIPS & AWARDS CONT'D

## Scotia Capital Fund

Made possible through funding from Scotia Capital, this fund is specifically designed to support “at risk” and disadvantaged children and youth across Canada. These funds help children achieve academic success and encourages them by recognizing educational efforts. The awards offered include Gradation Awards for students graduating from Grades 8, 9 or 12; the Stay in School Awards for elementary/high school students who have overcome significant challenges and are doing well in school; and Leap to Learning tutoring which helps children in the care of, or receiving services from CFS to receive additional educational support to achieve their educational goals.

**\*In 2018/19, 44 Scotia Capital Fund awards were handed out, \$37,470.70 disbursed**

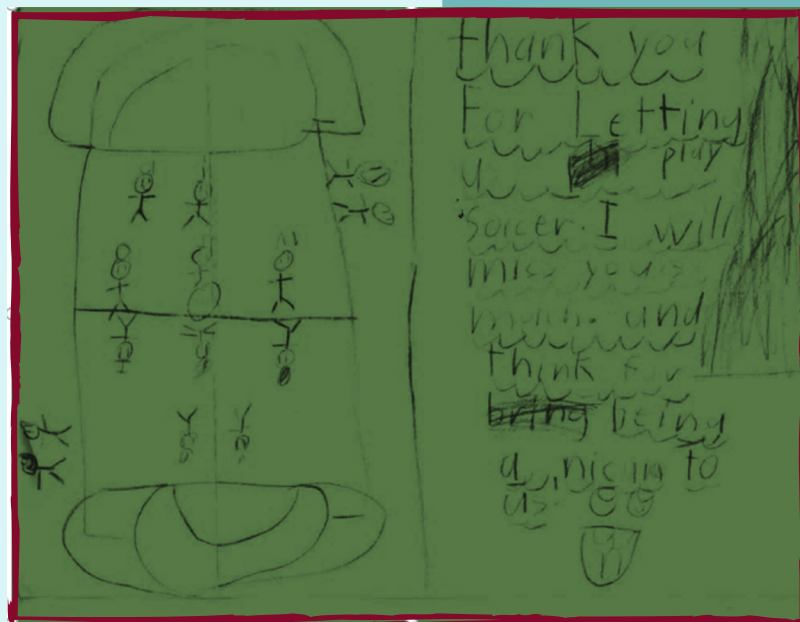
The General Authority recognizes the ongoing and significant contribution by the Children's Aid Foundation to children and youth. The notable commitment of the CAF and its generous donors make it possible to offer these opportunities to the children and youth served by the General Authority.



I can't thank you enough for being able to pay off for my trip. I made so many new friends and I now have lifetime memories. It's hard to believe that me, [redacted], has gone to Ecuador and helped build a school there. I planted two trees in a local farm, put my hand in the Napo River and even eaten jungle meat! This trip changed my life and all thanks to you. I will most likely never get this kind of trip again but I'm so grateful that I went so thank you so much!

thank you for these 2 awards because they r really going to help me put money towards university to become a high school phys ed teacher, this really does help relive some stress for starters. and i would like to say thank you for helping me out through out the years, along with my teachers and so on so fourth, i admit it was actually really hard to to get through high school more so my first year was definitely the hardest year for me, also i appreciate you guys for what you have presented me with, it reminds me of how far i have come and how much further i can go, i thank you for the awards you have presented to me and i thank you guys for what you do and it makes me feel better knowing all of the other kids and teens and adults that you have all helped and hope that they appreciate for what you have done as much as i have.

Thank you Thank you  
Thank you Thank you  
Thank you Thank you  
Thank you Thank you  
Thank you Thank you







## Definitions/Glossary

**ADP: Authority Determination Process**—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 that are provided to them. Families complete an ADP form at the point of intake. They may subsequently request a Change of Authority.

**AYA: Agreements with Young Adults**—Formerly known as Extensions of Care, these agreements provide a means of supporting young adults on a short-term basis while they transition out of the care of the CFS system.

**Caring Dads™**—An intervention program for fathers (including biological, step, common-law) who have physically abused, emotionally abused or neglected their children, or have exposed their children to domestic violence, or who are deemed to be at high risk for these behaviours.

**DIA: Designated Intake Agency**—agency that has been designated by the authorities to provide joint intake and emergency services to people in a specific geographic region of the province.

**Domestic Violence-Informed Practice**—A DV-Informed Practice is based on the principles and concepts of the Safe and Together™ Model. It focuses on the perpetrator's patterns of coercive control, the survivor's acts of protection and the impact on the child and family functioning.

**EPR: Emergency Placement Resources**—Provides emergency placement for children and youth across all four authorities.

**Family Finder**—The Family Finding model, developed by Kevin Campbell, internationally known youth permanency expert, offers methods and strategies to locate and engage relatives of children currently living in out-of-home care. The goal is to connect each child with a family, so that every child may benefit from the lifelong connections that only a family provides. For more, please visit [familyfinding.org](http://familyfinding.org).

**Kinship Care**—Refers to the care of children by relatives or close family friends. Relatives are the preferred resource for children who are being cared for outside their family home and away from their birth parents because it maintains the children's connections with their families.

**3-5-7 Model®**—The 3-5-7 Model is an evidence-based practice that supports the work of children, youth and families in grieving their losses and rebuilding their relationships towards the goals of well-being, safety and permanency. The 3-5-7 Model is the core of child welfare practice, incorporating theoretical underpinnings from child development, attachment, separation and loss, trauma, family systems and relationship development. For more information, visit [darlahenry.org/model-overview](http://darlahenry.org/model-overview).

**Manitoba Definition of Permanency**—This definition was developed by the four CFS authorities and is inclusive of each of the authorities' unique perspectives on permanency. It is based on the fact that children require safety and stability from childhood through to adulthood. Fundamental to this safety are caregivers 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 Permanency recognizes that all children have natural certainty and belonging through their family and community of origin and that these connections are vital to maintain. Please see [generalauthority.ca/general-authority-priorities/](http://generalauthority.ca/general-authority-priorities/).





## Definitions/Glossary cont'd

**Practice Model**—The Practice Model is a combination of the Structured Decision Making® model and a solution-focused, safety organized, child-and-family-centred approach.

**POS: Place of Safety**—any place used for emergency temporary care and protection of a child as may be required under *The Child and Family Services Act*.

**Safety Networks**—Safety Networks are made up of people who the child, youth or family care about; they are also people who care about the child, youth or family, and who are physically and psychologically safe. They are those who understand the challenges faced by the family, and who can/are willing to do something to support the family and keep the child safe.

**Safe and Together™**—A field-tested approach to help make good decisions for the safety of children affected by domestic violence. It is a perpetrator pattern-based, child centered, survivor strength-based approach to the intersection of domestic violence and child maltreatment.

**Single-Envelope Funding**—Single-Envelope Funding is the new funding model launched and implemented by the Authority as of April 2019. The goal of Single-Envelope Funding is to provide flexibility to agencies/service regions in their funding to create new initiatives in prevention and reunification. Single-Envelope funds include Child Maintenance funding as well as Core and Operating funding, and flow from the province to the Authority where they are then distributed to the agencies/service regions. As per legislation, this allows the Authority to have more flexibility in how it funds agencies/regions. Single-Envelope Funding is a set funding amount for three years that the Authority will be required to report on regularly to the province. Single-Envelope funding focuses on fiscal accountability at the Authority level as well as in its agencies/service regions.

**Structured Decision Making®**—The Structured Decision Making (SDM) model for child protection assists agencies and workers in meeting their goals to promote the ongoing safety and well-being of children. This evidence-and research-based system identifies the key points in the life of a child welfare case and uses structured assessments to improve the consistency and validity of each decision.

**Structured Family Engagement Facilitation**—The purpose of case consultation is to help everyone within an agency organize the facts, think critically through key decisions and next steps, and agree on how best to support the family moving forward. The purpose of family meetings of any type is to build agreements between Child and Family Services, families and safety network members.

**VPA: Voluntary Placement Agreement**—allows for a parent or guardian to place a child in the care of an agency temporarily, without transfer of guardianship, under circumstances where the parent or guardian is unable to provide care themselves.





# Notes





# Notes





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