



The General Child
and Family Services
Authority

Annual Report

April 1, 2009 to March 31, 2010

**SEVENTH ANNUAL
GENERAL MEETING**



October 14, 2010

Norwood Hotel
112 Marion Street
Winnipeg, MB

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In November 2009, it was my pleasure to accept the role of Chairperson of the General Authority Board of Directors. I took over this position from the very capable hands of Jean Ayre who served as Chair for the entire six years since November 2003 when the Board became official with proclamation of the *Child and Family Services Authorities Act*. As an original Board member, I have been privy to the journey we have taken.

We began in 2003 by looking at our role in a new governance and service structure and setting the long term goals we hoped to achieve as an Authority. We have been able to lay the groundwork and structures needed to guide the actions necessary in our future course.

This has been another incredibly busy "action" year as you will see in the report from our Chief Executive Officer and as described in the rest of this report.

The Board hosted the Authority's first ever Summit gathering which gave us valuable information to chart our course and commit us to further action. The second Summit took place in March 2010 and was specifically intended to build on the success and learnings that emerged from the first gathering in 2008. As a participating board member, this Summit was clearly one of the highlights of this last year. Given the nature of child welfare work, I was struck by the commitment and enthusiasm in that room the day.

It is heartening to know there is such dedication at work benefitting children and families in this province.

One of the highest priorities this year was to connect with the Boards of Directors of our private agencies. Throughout the last year, members of our Board have attended agency Board of Directors meetings and their annual general meetings. This is being done to "better foster and strengthen relations and communication with all of the agencies" (Alan Schroeder, Board President, Child and Family Services of Central Manitoba).

This has been another incredibly busy "action" year as you will see in the report from our Chief Executive Officer and as described in the rest of this report. I personally want to convey how grateful I am to have participated in much of these activities – sharing in group discussions at our Summits, road trips to meet other Boards, attending the Kids in Care Picnic (paying particular attention to the dunk tank) and meeting personally with young adults to learn about their experiences while in care.

As a Board of Directors, we acknowledge that none of this can be done alone. We have benefitted by the leadership and enthusiasm of our Chief Executive Officer, Jay Rodgers who continues to keep us well informed and up to date and always challenges us with new ideas to consider. Special thanks to the other members of the management team for your support during 2009/10: Chief Financial Officer Janice Rees, Senior Manager Christy Holnbeck, Senior Manager Rick Manteuffel and Senior Administrative Assistant Anne Pratt. All of you bring expertise and enthusiasm to your positions.

Thank you to Karyn Glass, a new member of the Board this past year who due to personal reasons is unable to continue. We will miss your contributions, especially on the Finance Committee.

On behalf of our Board, I would also like to express our appreciation to the staff of the General Authority who maintain a high degree of professionalism, coupled with a strong commitment to excellence.

Our Board would also like acknowledge the contribution of our main funder: the Department of Family Services and Consumer Affairs. We look forward to continuing with our collaborative and supportive relationship. We also appreciate the very positive working relationship we have established with our colleague Authorities and how important this is, as we collectively move forward as a service system.

Thank you for all the support received this year, it helped to lay a good solid foundation to build on. Our Board believes that the General Authority is showing great leadership and, with our planned initiatives, is on the cutting edge of child welfare practice. Individuals, families and communities in Manitoba will benefit and we will have been an important part of it.

Respectfully Submitted

Doreen Draffin, BA, MSW, RSW
Board Chair



The General Child
and Family Services
Authority

Message from the Chief Executive Officer

Once again it is my pleasure to write this message for the 2009/10 Annual Report from the General Child and Family Services Authority. This is my third report since assuming the position of Chief Executive Officer and it seems every year that I convey how busy and rewarding the last twelve months have been. This year is no exception.

I am extremely proud of the work done by our Authority and our agencies/service regions throughout 2009/10. We have remained true to our service philosophy and our Directors have continued to show great leadership as we move forward with our service initiatives.

One of the highlights again this year was our Summit meeting held in early March 2010. This event was organized and facilitated by Authority and agency/service region staff. This truly was a day designed by staff for staff. This was our opportunity to show how the ideas, suggestions and advice that came from the first Summit have influenced the decisions, plans and initiatives that have been put in place since.

One of the strongest messages that came from the first Summit in June 2008 was that the General Authority, as a service system should articulate a set of values to guide our work. Later on in this report you'll read about the core values that have been unanimously and enthusiastically accepted by our Directors based on suggestions that came directly from front line staff. These values clearly shaped the strategic statements approved by the General Authority Board of Directors during this last year. Just as important, these values have been used as a lens for developing our annual opera-

tional plan and making decisions about service initiatives.

You'll see these values come to life through the various activities and highlights that are described in this report. Together with our agencies and service regions, we really have made great progress in achieving our vision of being a value driven service system.

When I read the final version of this report, I was simply awe-struck by the sheer volume of great work and accomplishments over the last year. At the end of the day however, the question that matters most is whether or not we are helping strengthen families and improving the lives of children and youth that we serve. We are starting to see some very positive trends and outcomes from all of our hard work together. In 2009/10, the number of children in our care age 17 or younger has remained virtually the same as the year before. This follows a year when the number of children in care of General Authority agencies and service regions actually dropped. This is a remarkable trend and is a tribute to the tremendous ability of our front line workers to engage with families and assess risk to children.

In the last year, when compared with 2007/08, the number of extensions of care approved for youth turning 18 has increased almost 150% (from 47 to 117). We believe that extensions of care can greatly increase the likelihood that these youth will have a successful transition to adulthood with supports and opportunities in place. We know that more of our youth than ever before are going on to attend a post secondary education. We can and will continue to do better to support the

youth who turn 18 while in our care and I look forward to reporting on this next year.

We have evidence to show that as a system, educational outcomes for children in our care are improving and children in care are being successfully reunified with their families more often. We are also hearing very positive feedback from staff and families who have been involved with our differential response approach. Again, these types of outcomes simply reflect the excellent service provided by our agencies and service regions. I can't help but wonder why these types of stories don't seem to make it into the media.

At the General Authority, we continue to be very proud of the work done by Jainna Cabral and Shimon Segal, the two members of our Youth Engagement Strategy Team. These two amazing young people work incredibly hard to advocate and animate the voice of our youth. They remind us of why we do this work and hold our system accountable to the people that matter most: the children and youth that we serve.

In closing, I would like to express my appreciation to the staff of the General Authority. It is impossible to adequately express the deep respect, admiration and gratitude that I have for our staff team. You amaze me every day. Special thanks to our Board of Directors and our new Chairperson, Doreen Draffin for your collective wisdom, guidance and vision.

Respectfully Submitted

Jay Rodgers

Chief Executive Officer

Finance Committee Report

I am pleased to provide the report from the Finance Committee for the 2009/2010 fiscal year. The General Authority continued to be a financially stable organization prepared to meet current requirements and future challenges. Our Auditor has provided an opinion that the financial statements for the period ending March 31, 2010 present fairly, in all material aspects, the financial position of the General Child and Family Services Authority. The results of its operations and cash flow for the year have been prepared in accordance with Canadian generally accepted accounting principles. The Authority has a positive cash flow; there is a current year operating surplus and cumulative surplus as noted in the audited financial statements.

The General Authority uses three funds to manage its financial operations. These include the operating fund, the transition fund and the agency fund. The operating fund is used to support the staffing and operating requirements of the Authority, as well as new initiatives and one-time only expenditures.

In 2009/2010 additional funds were received in support for the following activities or special initiatives:

- age of majority initiatives;
- differential response phase 2 project development and start up.

In 2009/2010 the Board approved the following initiatives to be supported from surplus funds of the General Authority Operating Fund:

- development of critical incident stress management teams at each agency/service region
- support for system wide planning events involving staff from all agencies/service regions

- development of a curriculum for training staff and foster parents in preparing life books for children in care
- development of an Authority wide French Language Services policy as required by regulation
- support of a two year pilot project to provide supports for youth transitioning from the care of agencies/service regions
- support for an appreciative inquiry research project with children in care and foster parents
- support for recruitment and retention and worker safety strategies
- support to establish and develop on site capacity in agencies/service regions to deliver training and mentoring services on behalf of the Authority - two year project.

The transition fund was established to provide for authority development and agency support related to the restructuring of the child and family services system. The General Authority uses this fund to support the expansion and amortization of its office and agency staff requirements respecting the restructuring of the child and family services system.

The agency fund provides funding to child and family services agencies under the jurisdiction of the General Child and Family Services Authority to support the delivery of service including agency staffing, operating requirements and the delivery of family support services.

Thank you to the General Authority staff for their support.

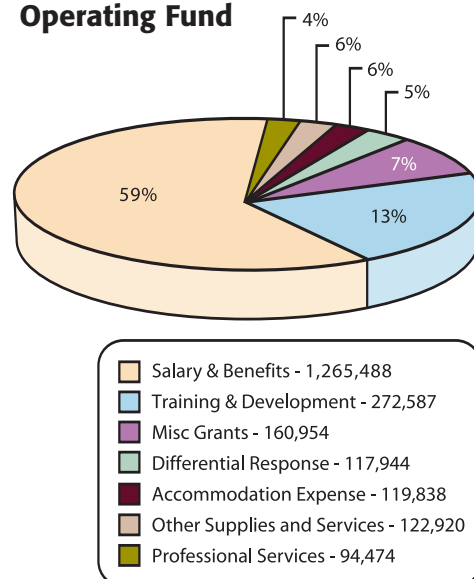
Karyn Glass, CA

Finance Committee Chair

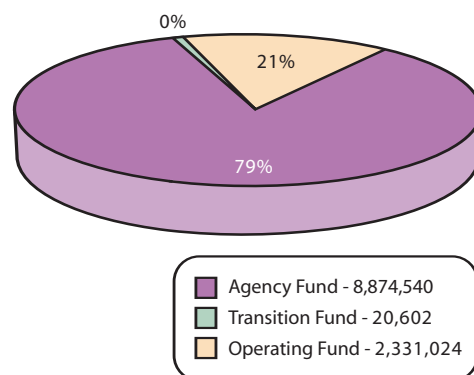
FINANCIAL HIGHLIGHTS

For the year ended March 31, 2010

Summary of Expenses - Operating Fund



Fund Revenue 2009/2010



Overview of the General Child and Family Services Authority

With proclamation of The Child and Family Services Authorities Act in 2003, there was a significant shift of powers from the Director of Child Welfare to each of the four new child and family services authorities. Most powers directly related to the operation of child and family services agencies were transferred from the Director to the four authorities. The authorities are responsible for mandating, funding and overseeing the services provided by child family services agencies through the province of Manitoba. Within the General Authority, these services are provided by three private not for profit agencies (Jewish Child and Family Services, Child and Family Services of Western Manitoba, Child and Family Services of Central Manitoba) and by the Department of Family Services and Housing through Winnipeg Child and Family Services and four rural and northern service regions (Interlake Region, Eastman Region, Parkland Region, Northern Region). In Churchill, General Authority child and family services are delivered through the Regional Health Authority.

Following a strategic planning session in 2004, the Board approved the following Vision, Mission and Principles statements.

Board of Directors

Jean Ayre, Chair (Retired)

Beth Beaupre

Doreen Draffin, Chair

Karyn Glass, Treasurer

Jan Sanderson, Vice Chairperson

Nicole Chammartin

Guy Jourdain, Secretary

Laura Crookshanks

Ellen Fleishman (Retired)

General Authority Staff

During the 2009/10 year the General Authority welcomed a new Training Co-ordinator and a Program Specialist to work with agencies to create agency specific Critical Incident Stress Management Teams. The following are the General Authority Staff for the 2009/10 year:

Jay Rodgers, Chief Executive Officer

Janice Rees, Chief Financial Officer

Christy Holnbeck,
Senior Manager

Anne Pratt, Administrative Officer

Pat Wawyn,
Program Specialist -
Community Inquiry

Jeanette Grennier,
Program Specialist – Alternative Care

Jan Christianson-Wood,
Differential Response Co-ordinator

Cathe Umlah, FASD Specialist

Laura Morton,
Resource Development Team

Laurie Gulowaty,
Resource Development Team

Maria Agusti,
Resource Development Team
Administrative Assistant

Rick Manteuffel, Senior Manager

Chris Chimuk,
Standing Committee Policy Analyst

Lori Desrochers,
Policy Analyst Administrative Assistant

Patti Cox,
Quality Assurance Specialist*

Kathy Jones,
Standing Committee Policy Analyst*

Shimon Segal,
Youth Engagement Team

Jainna Cabral,
Youth Engagement Team

Jan Henley, Program Specialist

Lisa Schmidt,
Training Co-ordinator

* Left the employment of the
General Authority during 2009/10

Vision

**Healthy, Safe Children • Responsible, Nurturing
Families • Caring Communities**

Mission

The General Child and Family Services Authority is a non-profit organization responsible for the administration and provision of child and family services by the agencies under its jurisdiction.

The Authority is governed by a Board of Directors responsible for the management of fiscal resources, the development of policies and the establishment and monitoring of standards.

We are committed to the protection and care of children by building on the strengths of individuals, families and communities.

Principles

In conducting our business, the General Authority will apply and promote the following principles:

1) CHILD/FAMILY – CENTERED PRACTICE

- The best interest of the child is paramount.
- A child functions best within a supportive family and community. To the greatest extent possible, families will be supported to provide a healthy, safe environment.
- Policies and practices are strength-based, asset-focused and promote family and community-based systems of care and mutual support.

2) EFFECTIVE AND RESPONSIBLE SERVICES

- Quality services are designed to meet the needs of those we support.
- Services are evidence based, comprehensive, responsive and recognize and respect diversity.
- The delivery of quality service is best achieved through promotion and support of a well qualified workforce.
- Public accountability and fiscal responsibility are fundamental to the work of the Authority.

3) PARTNERSHIPS

- We value and promote partnerships with all stakeholders in the area of services to children and families

Setting a New Strategic Direction for the General Child and Family Services System

The Board of Directors of the General Child and Family Services Authority (the General Authority) has been actively engaged in strategic planning since the inception of the organization. At its inaugural strategic planning session, the Board developed an approved vision, mission and statement of principles.

In June 2008, the General Authority hosted the first ever Summit planning session with attendees from all levels of all agencies. Based on the key findings, values and recommendations from the June 2008 Summit, the General Authority Board of Directors embarked on a process to update their strategic plan for the 2009/10 year. Through this process the Board re-affirmed its strong commitment and support for the Aboriginal-Justice Inquiry – Child Welfare Initiative vision and mission statements and the working partnership that has been established through Standing Committee. This planning process culminated in June 2009 when the Board approved a new high-level strategic framework. This framework is inclusive of the following eight statements which sets the longer term direction for the Authority and provides strategic context for the Authority and agencies to develop annual operational plans.

The strategic framework set by the Board of Directors clearly sets out the long term direction, vision and desired service outcomes for the Authority as a service system.

The General Authority Board of Directors Strategic Framework Statements

- Consistent with the fundamental intent of the AJI-CWI, the General Authority will establish a service philosophy and service models based on known best practice evidence, the capacity of its workforce and the needs of its communities.
- The General Authority and its agencies will continually demonstrate a strengths based perspective in governance, planning and service initiatives.
- While respecting agency autonomy, the Authority will create a collective identity by embracing a common set of values, which will then guide the development of an annual consolidated operational plan with system-wide goals and deliverables.
- The General Authority will establish a planning and decision-making environment that is inclusive and empowering of agencies, staff, youth and stakeholders.
- The General Authority will demonstrate a balance in fulfilling its core functions of providing support to build agency capacity and providing oversight to ensure controls and processes are in place to monitor financial accountability and service quality.
- The General Authority will demonstrate fairness and equity when allocating resources to agencies.
- The General Authority's plans will encourage innovation; demonstrate

consistency with approaches known to contribute to improved outcomes and reflect sensitivity to the diverse and unique needs of the children, youth, families and communities being served.

- The Authority will objectively, accurately and thoroughly demonstrate that desirable outcomes are being achieved.



Collective Leadership and Value Driven Planning

In March 2005, the General Authority created the Directors' Common Table (DCT) as a forum for the senior administrators from each mandated agency and service region to jointly discuss issues and concerns of mutual interest. During 2009/10 the role and working relationship of the DCT evolved in a way that may not have been contemplated in the original terms of reference.

In the collective interest of the General Authority service delivery system, the DCT has taken on a leadership role and together, the membership has clearly articulated a desire to work more collaboratively and in a way that is more engaging and empowering. This required that the Committee approve new terms of reference to reflect this evolving role. With the new terms of reference in place, the committee became known as the Directors' Leadership Table (DLT).

Based on a document developed by staff after the 2008 Summit, the Directors approved the following five core values which together, serve to articulate the collective identity, culture and service philosophy endorsed by the General Authority leadership.

The General Authority collective leadership believes in the following core values:

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

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

The strategic framework set by the Board of Directors clearly defines the long term direction, vision and desired service outcomes for the Authority as a service system. The values serve as a guide and lens for the collective leadership to develop plans for achieving the vision. It is through these value driven plans that the Authority service system is accountable for showing how our work will help strengthen families and ensure that children are safe.

The next section of this report describes the activities and summarizes the highlights of the Authority’s work during 2009/10. The information shows how the Authority improved our services during 2009/10 through specific



initiatives that are clearly consistent with the strategic direction set by the Board and implemented in a way that respects the Authority’s core values.

It is through these value driven plans that the Authority service system is accountable for showing how our work will help strengthen families and ensure that children are safe.



MOBILIZING OUR STRENGTHS – BUILDING CAPACITY THROUGH ENGAGEMENT

Strategic Direction

The General Authority will establish a planning and decision-making environment that is inclusive and empowering of agencies, staff, youth and stakeholders.

Value Statement

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.

Inclusive Planning - The Second Summit

Following the strong success of the General Authority inaugural Summit “Conversations that Matter” which was held in Winnipeg in June 2008, planning commenced shortly after to continue on with the spirit of our collective values of collaboration, engagement and appreciative inquiry. On March 4, 2010, a second Summit was held - “Conversations that Matter: From Values to Action” with participants representing all of the General Authority agencies and regions, as well as foster parents, board members, support workers and collaterals. This Summit built on the themes identified in 2008, with participation from staff at the agency level, as well as the General Authority staff and agency Directors.

There was a great spirit at the event.

The mix of information and participation was about right.

The morning presentations from Jay Rodgers, CEO of the General Authority and the agency Directors included a review of the values and priority areas developed at Summit 1 in 2008, as well as the actions that have occurred since the first Summit. The General Authority, with the joint leadership of the Directors has undertaken significant steps since 2008 to operationalize this feedback and implement resources at the agency/service region level. This is evidenced by the creation of the General Authority Operational Plan that was presented at this Summit. The feedback from the presentations indicated that this information was extremely valuable and meaningful for participants. Overall, participants felt engaged, informed, validated and hopeful about the plans that are underway within the Authority.

*(We) felt that what staff said
(at Summit 1) has impacted on
values and is being heard*

The strengths exercise solidified the General Authority's strengths as a collective and emphasized the importance of using a strength based approach in our work. The afternoon focussed on gathering feedback from participants regarding

future directions for the General Authority, as well as ways to improve and strengthen service delivery and support for staff. The following themes were identified by participants as significant in terms of planning for the future: communication, resources/support for foster parents, resources for workers, training, youth transitioning, workload, resources for children in care, newcomers, resources for support workers. A more extensive report on the findings from Summit 2 will be available and distributed late this fall. Planning for Summit 3 has already started, targeted for the spring of 2011.



Empowering Staff Through Engagement

In 2008/09, the General Authority implemented a staff engagement standard that sets out expectations for each agency/service region to ensure there are opportunities for staff at all levels to influence key policy and program decisions, participate in activities designed to improve morale and develop strategies to improve retention and recruitment. During 2009/10, the General Authority provided funding to each agency and service region to support these staff engagement activities. Many agencies/service regions have established staff engagement or staff empowerment committees to plan and organize these events each year. Examples of some of the events and activities that occurred during 2009/10 include:

- All staff meetings to develop strategies for enhancing peer support and a healthier work environment.
- Staff led sessions focused on generating ideas to improve morale, job satisfaction and communication in the workplace.
- Team building and staff surveys to collect opinions about how to strengthen services, respond to organizational needs and build relationships with community partners.
- Developing a new orientation pack-age for agency staff.
- Agency specific summit meetings to include staff in the annual planning process.
- A variety of different staff appreciation events and gatherings.

Listening to Our Youth

In the latter part of 2007/08, the General Authority established a Youth Engagement Strategy (YES) Team led by two former youth in care. The primary purpose was to provide opportunities for current and former youth in care to share their experiences and perspectives about the services they received while in care and to listen to ideas from these youth about how to create ongoing and effective engagement strategies.

After extensive consultations with youth through interviews and focus groups, hearing from key stakeholders such as the Office of the Children's Advocate and the Office of the Ombudsman and meeting with staff from all General Authority agencies, the YES Team completed their final Phase I report in December 2009.

The report was widely distributed across the child and family services system and was extremely well received by agencies and stakeholders. The YES Team followed-up on the release of the report by making presentations at numerous agencies/ service regions. The YES Team also presented at two national conferences.

The "final report" is a great example of how Authorities and agencies can engage youth and identify what is needed to ensure their voices are not lost.

(The Office of the Children's Advocate)

One of the highlights of the last year was a General Authority youth retreat held in Gimli during August 2009. Ten former youth in care attended this two day event which was organized and facilitated by the YES Team. These youth shared their stories and experiences about being in care and developed a list of ideas about how services could be improved. These ideas were then shared at a "Youth Speak" session attended by the Chief Executive Officer and a Senior Manager from the General Authority. These ideas were included in a report from the retreat which was distributed to all agencies/service regions. The youth participants agreed to meet again during 2010/ 11 so that the General Authority could report on the progress made implementing their recommendations.

A similar youth retreat was also held in Brandon in February 2010 with twenty-eight current and former youth in care participating. This event was hosted by Child and Family Services of Western Manitoba and attended by the YES Team members. Opinions and ideas from the youth participants were included in a report prepared by the YES Team.

During 2009/10, the YES Team completed their work on revising the PRIMER training curriculum. PRIMER is best described as training to encourage professionals working with children and youth to be more sensitive to the realities of what it is like to grow up in care. This training, developed by the National Youth In Care Network, is interactive and uses different forms of media to tell stories from youth about their in care experiences. With the support of the National Youth in Care Network, the YES Team revised the curriculum to include Manitoba specific stories, videos and content. In 2009/10, over 85 agency staff attended PRIMER training. Representatives from VOICES (Manitoba's Youth in Care Network) participated in many of these training sessions.

Also during 2009/10, the YES Team:

- held focus groups with youth and agency staff to obtain ideas for preparing life books for children in care. The YES Team is a member of the Winnipeg Child and Family Services life book committee;
- continued to research leading practices in other jurisdictions on mentorship programs for youth transitioning from the care of the child welfare system;
- developed a proposal for "welcome to care kits" and a survey for conducting interviews with youth who are transitioning from care; and
- provided advice with a youth perspective on various General Authority initiatives.

Engaging With Citizen Boards

Consistent with the intent of the inclusiveness value statement, the Board of Directors of the General Authority initiated meetings with the Board of Directors of two private agencies and with the General Authority Citizen Advisory Council of Winnipeg. These were the first of what will be regular meetings to conduct a collaborative planning process with these citizen boards.



SUPPORTING OUR AGENCIES

Strategic Direction

The General Authority will demonstrate a balance in fulfilling its core functions of providing support to build agency capacity and providing oversight to ensure controls and processes are in place to monitor financial accountability and service quality.

Value Statement

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

One of the single most important roles of the General Authority is to assist our agencies and service regions in building their capacity to support staff and enhance the services provided for children, youth and families. To this end, the Authority has the lead role in implementing a system-wide training program, developing new programs/ supports for families affected by FASD, creating new placement resources and providing expert advice/consultation on individual cases. New for this year, with the support of the Directors' Leadership Table, the Authority has also helped create critical incident stress management peer support teams in eight agencies and service regions.

Building Capacity Through Training

As in prior years, the General Authority prepared a detailed training plan for 2009/10 in consultation with all agencies and service regions. From this plan, the General Authority distributed a 2009/10 training calendar that was updated regularly throughout the year to include new opportunities as these were identified. Much of this is the continuation of training that is considered essential for child and family services staff and is offered each fiscal year. The following table shows the number of individuals participating in this type of training in the last two years.

Type of Training Delivered

Total # of Attendees April 2008 to March 2010 (two year trend)

Suicide intervention and prevention	202 staff, foster parents and other caregiver participants
Child and Family Services case management core competency training	222 front line participants
Introduction and basic training on Fetal Alcohol Spectrum Disorder (FASD)	394 agency participants
Advanced FASD training to create peer expertise to provide support and consultation for front line staff within each agency/service region	33 team leaders across the GA system
Child and Family Services supervisory core competency training	62 participants
Non Violent Crisis Intervention/ De-Escalating Potentially Violent Situations	220 front line staff participants
CPR/First Aid	286 staff, foster parents and other caregiver participants
Relationship Based Strengths Approach to Discipline and Strengths Based Counselling With At-Risk Children and Families	302 staff, foster parents and other caregiver participants
Workshops on strategies for dealing with vicarious trauma and compassion fatigue	84 staff participants
Gang and drug awareness workshops	139 staff participants
Child and Family Services Program Standards	210 staff trained

In addition to the above, over 300 staff attended other training that was sponsored by the General Authority during 2009/10. This included training that was specific to a particular agency or service region, as well as training that was made available across the General Authority service system. Examples include workshops on: strategic planning for foster care; new modular skill development for youth transitioning from care; respect in the workplace; domestic violence; strategies for dealing with explosive behavior and gender and sexual identity.

Initiatives for Families Affected by Fetal Alcohol Spectrum Disorder

The FASD Specialist provides support to all General Authority agencies and service regions. This includes program planning, resource development assisting staff to access diagnostic and support services and training related to FASD. A key role of the FASD Specialist is to provide expert advice on case specific issues related



to FASD. This is an ongoing responsibility and feedback from agencies/service regions has been very positive. A more formal evaluation tool is being developed to collect ongoing feedback from front line staff on the value of these consultations.

The FASD Specialist has provided training to nearly 400 staff in the last two years and assisted every agency/service region to establish team leaders to provide peer expertise and consultation on issues related to FASD. Also during 2009/10, the FASD Specialist distributed a survey to collect information on the number of children and youth involved with General Authority agencies who are either diagnosed or suspected of having FASD. A statistical report was prepared and distributed to all agencies/service regions. A new FASD Resource Package for front line case managers was also made available to all agencies and service regions. This builds on the work completed in 2008/09 when an FASD information package was sent to all foster parents. A similar information package is being developed for support workers and should be available early in 2010/11.

The FASD Specialist represents the General Authority on the FASD Strategy Implementation Team (SIT). This Team is comprised of the FASD specialists from each authority, Healthy Child Manitoba, the Child Protection Branch and the Office of the Child and Family Services Standing Committee. SIT is responsible for the development of programs and resources for children and youth affected by FASD in the child welfare system. The following new

programs and initiatives were put in place during 2009/10 through the work of this committee:

- Funding was provided to establish FASD Coalitions in two new communities.
- New resources were made available for the Manitoba FASD Network to hire coordinators in six regional health authorities throughout Manitoba. These coordinators work with the Manitoba FASD Centre to help increase the availability of pre and post diagnostic services in their communities.
- The Visions and Voices program was launched which assists adults with FASD to prepare presentations to educate the community and service providers about the impact of living with FASD.
- Funding was provided in three sites to offer a new respite camp for children ages 3 to 12 with FASD who are involved with the child welfare system.

Also during 2009/10, the General Authority FASD Specialist participated on an inter-authority committee responsible for developing best practice models and service standards for working with children, youth and families affected by FASD. This work will be completed during 2010/11.

Assisting Agencies to Develop New Placement Resources for Children and Youth.

During 2009/10, the Authority's Resource Development Team continued to implement a coordinated strategy to address both immediate and long term placement needs of children in care. During much of 2009/10, the work of the Resource Development Team was focused on creating new placement resources in Winnipeg for high needs children who had been in the emergency shelter system for some time. To facilitate this process, the Team completed an analysis of the demographics and needs of children and youth who tend to experience extended placements in the shelter system. The analysis was then distributed to potential service providers with a request for them to consider developing new placement resources for these children.

Through this work, Winnipeg Child and Family Services entered into a partnership with MacDonald Youth Services to create 40 new specialized treatment foster home beds. Known as the "Purple Martin Project", foster parents receive training and support that is specific to meeting the needs of the children and youth coming from the emergency shelter system. As of the end of March 2010, 50% of the new beds (20) were in place. When fully operational, this initiative will result in appropriate placements for 40 high needs youth while reducing reliance on the emergency shelter system.



The Resource Development Team is also working in a partnership with Knowles Centre to establish up to 12 treatment foster care beds and two three bed group care resources:

also intended for high needs youth currently in other placements with General Authority agencies. It is expected that these resources will be in place during 2010/11. Building on the success that was achieved in Winnipeg during 2009/10, the Resource Team has initiated a similar needs analysis process in Interlake and Eastman Regions. The Team is working with external providers on proposals for these service regions.

Also during 2009/10, members of the Authority's Resource Development Team were active participants with Winnipeg Child and Family Services representatives to enhance current strategies for recruiting and retaining foster parents.

Supporting Staff - Developing Critical Incident Stress Management Teams

Critical incidents are defined as traumatic situations or events that are sudden, overwhelming and sometimes dangerous to ourselves and/or significant others. In the field of child welfare staff can encounter highly stressful events almost daily. Sometimes an event or series of events is traumatic or overwhelming and staff experience a stress reaction. This is a critical incident. There are many examples of events that child welfare staff may encounter in their work that could result in a critical incident. In 2006, the child welfare system in Manitoba underwent three external reviews resulting in close to 300 recommendations to enhance and better the system in place at that time. One of the recommendations was to develop Critical Incident Stress Management Peer Support Teams throughout the Province similar to the one that had been functioning at Winnipeg Child and Family Services for eight years.

The creation of a Critical Incident Stress Management (CISM) Peer Support Team is predicated on the belief that a peer debriefing model offers a unique contribution to the spectrum of support that staff should experience and broadens the support mechanisms available within the organization. It is more readily available to co-workers and has credibility because they understand the job. Assisting to establish this important support for staff was one of the highest priorities for the General Authority in 2009/10. The General Authority seconded the Chair of Winnipeg's

CISM Team in September 2009 to aid in the development of the teams and see them become fully operational.

A peer debriefing model offers a unique contribution to the spectrum of support that staff should experience and broadens the support mechanisms available within the organization.

From the fall of 2009 to April 2010, staff in all agency/service regions responded to a request to participate on the teams. During this time, three separate two day training sessions were held in Critical Incident Stress Management Response (Brandon, The Pas and Winnipeg). Including Winnipeg's team, there are now 75 staff members trained across the Province and teams in place in eight agency/service regions.

It is the responsibility of each team to develop a local policy, a mechanism for receiving and responding to referrals, a communication strategy to inform all staff of the team's existence and a mechanism for keeping statistical information on critical incidents in their agency/service region. Each team has elected a chair or co-chairs and together, these individuals form the General Authority Steering Committee. The Steering Committee will meet twice a year to ensure continuity of the teams, determine ongoing training needs and gather province wide statistics which could identify common themes throughout the Province. The first meeting of the Steering Committee will occur in May 2010.



EVIDENCE-BASED INNOVATIVE NEW SERVICE INITIATIVES

Strategic Direction

The General Authority's plans will encourage innovation, demonstrate consistency with approaches known to contribute to improved outcomes and reflect sensitivity to the diverse and unique needs of the children, youth, families and communities being served.

Value Statement

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.

In 2009/10 the General Authority Directors' Leadership developed a comprehensive operational plan based on the Board of Director's strategic statements. This document sets out the major service initiatives to be undertaken with the specific deliverables, timelines and expected outcomes. These new initiatives in 2009/10 clearly reflect leading practice approaches derived from research and experiences in other jurisdictions.

Implementing a Differential Response Model of Service Delivery

The single largest financial commitment in the Changes for Children agenda is to create a differential response capacity in the child and family services system. These models focus on intervening early with at-risk families to prevent the need for more intrusive child welfare services later on. Differential response has been introduced in many jurisdictions around the world and has proven to achieve positive outcomes for children, youth and families. This model is being introduced in a phased in approach over a three year period in Manitoba.

Following an extensive consultation and education phase in 2007/08, the Authority worked with its agencies and service regions to develop pilot projects during 2008/09. During 2009/10, the Authority provided funding to support the implementation of differential response pilot projects at five different agencies/service regions around the Province. One project, at Child and Family Services of Central Manitoba, involves a partnership arrangement between an existing resource centre to offer families a service alternative at intake. The purpose of family enhancement is to work in a collaborative manner with those families where there is no imminent risk of harm to children, but supports are needed to ensure that children remain safe in at home.

To facilitate implementation of the pilot sites, the Authority led a process to develop a new assessment tool to identify those families most appropriate for a differential response

model of intervention. Building on the achievements during 2008/09, the Authority worked with the Children's Research Centre (CRC) based in Wisconsin to complete the work required to implement the Structured Decision Making (SDM) system elements chosen for differential response in Manitoba. The CRC is an internationally recognized centre of excellence for child welfare practice and the world leader in development of the SDM tools. The CRC has worked with jurisdictions throughout the world to assist in the implementation of SDM in child welfare systems.

With the assistance of the CRC, staff from each agency/service region qualified as trainers in order to train their colleagues on the use of the new SDM assessment tools. These include a risk assessment tool (the Probability of Future Harm tool), caregiver and child assessment tools and a risk re-assessment tool to assist in determining if a case should remain open or can be closed safely. A risk assessment matrix was then developed to enable staff to use Manitoba's own risk classification standards in conjunction with the CRC tools.

After receiving its license from the CRC authorizing use of the SDM tools, the General Authority proceeded to train supervisors and staff who would be providing service in the differential response pilot sites. All four SDM assessments are being tested in the Authority's differential response pilot projects. With training and support in place, the first project began offering service in the fall of 2009 with the others in place by the end of the fiscal year.

The pilot projects will be evaluated to inform the broader implementation of differential response planned for 2011/12. To assist in this process, the General Authority has developed a comprehensive set of standards to set out the practice expectations for the differential response sites. The Authority has also contracted with the CRC to undertake a review to ensure the new SDM tools are being used effectively.

Evidence-Based Practice for Engaging With Families

In 2008/09, the General Authority provided resources for front line staff to attend training to assess the potential of a new strength-based approach to child welfare practice. Known as "Signs of Safety" (SoS), this model expands on the investigation of risk to encompass safety strategies that are developed in collaboration with families, children and youth. Signs of Safety was developed by Dr. Andrew Turnell and has now been adopted in numerous child welfare systems around the world with very promising results.

The Signs of Safety approach has been adopted in numerous child welfare systems around the world with very promising results.

During 2009/10, based on the very positive feedback from staff who attended this training, the Authority continued to explore the potential of introducing SoS in Manitoba. This included:

- An orientation to the Signs of Safety approach for senior and middle managers in November 2009.
- On January 22, 2010, the General and Métis Authorities hosted a one day workshop with presentations and discussions with child welfare practitioners from Minnesota who have been working with both the SDM tools and the SoS approach.
- Further SoS training was provided during February 2010 in a 2-day training to increase the knowledge and skill of staff using the strengths-based perspective of the SoS.
- In March 2010, the General Authority again sponsored front line staff to attend a conference at which Dr. Turnell and Minnesota child welfare supervisors and staff spoke about the day to day work of using the SoS in practice. After the conference, the General and Métis Authorities participated by invitation in an international seminar with Dr. Park of the Children's Research Centre and Dr. Turnell to explore the use of these two approaches in child protection practice.

Introducing the S.A.F.E. Model for Home Assessments

During 2009/10, acting on the advice of an inter-agency staff committee, the Directors' Leadership Table endorsed the S.A.F.E. tool to assist social workers in assessing prospective foster and adoptive families. S.A.F.E., which stands for Structured Analysis Family Evaluation, was developed by the Consortium for Children in California and is widely recognized and supported through research

as a leading practice approach. When fully implemented, evaluations have proven that the following benefits can be expected.

- Increased uniformity and consistency across the service system in identifying and thoroughly exploring critical issues in the home study assessment.
- An analysis of family functioning that recognizes family strengths and addresses issues of concern.
- The use of research based information gathering tools that minimize bias and provide an objective analysis of factors relevant to parental suitability.
- Home studies that are complete and contain information relevant to good placement decision-making.

The S.A.F.E. assessment is widely recognized and supported through research as a leading practice approach

In September 2009, 88 foster care and adoption staff from every General Authority agency and service region received training in the use of the S.A.F.E. assessment. The General Authority has also arranged for the Consortium for Children to conduct regular quality assurance reviews on home study assessments completed using the new tool.

Promoting Preventive Services for New Canadians

New immigrants and refugee families have and will continue to represent a significant source of population growth in Manitoba. These families can arrive with little understanding of parenting expectations and child welfare law. During 2008/09, the General Authority initiated a project to improve the education and awareness training about the child and family services system that new Canadians receive as part of the settlement process. A feasibility study was completed in consultation with the Department of Immigration and Settlement, settlement organizations and community stakeholders. This report indicates that there is broad support for this initiative.

Building on this success, in 2009/10 the Authority established a Steering Committee to oversee and provide expert advice to assist in developing the new educational materials. The Steering Committee is comprised of representatives from the General Authority, settlement organizations and community associations. The new materials are being drafted based on a framework and outline endorsed by the Steering Committee. These should be available for delivery and distribution by the fall of 2010.

Developing New Service Models for Families Affected by Family Violence

As part of a differential response model, many jurisdictions have developed a specialized stream of service for families where domestic violence is considered a child protection concern. This is usually done through a community partnership model involving stakeholders and collateral service providers. The General Authority is funding the Westman Safer Families Project at Child and Family Services of Western Manitoba to assess the feasibility of developing a similar service model for these families. This was funded as a one year capacity building project to look at working with families where relationship abuse and child maltreatment intersect. The purpose of the project is to identify alternative ways that the child welfare system could support mothers in abusive relationships while ensuring child safety.

In 2009/10, a staff person from Child and Family Services of Western Manitoba was hired to lead this project. Key accomplishments over the last year include: developing and engaging a Steering Committee of community stakeholders and partners to direct and guide the process; conducting extensive research to identify what the literature and practitioners indicate is the current evidence based practice; conducting community based surveys on needs and services; completing personal interviews with as many client/consumers as possible; and preparing a draft report with findings and recommendations.

During the past year there was significant participation by the community partners who work in the areas of domestic violence and child maltreatment. There was considerable interest and support in the community for addressing some of the long standing systemic challenges of providing services at the interface of relationship abuse and child maltreatment. Many consumers of both child welfare and relationship abuse services shared their experiences and suggestions for alternative approaches and services. Themes identified from the feedback include the need for: concrete/tangible supports; education and prevention; expansion of the range of services; an inclusive, collaborative approach for affected persons; and greater depth and insight into counselling services and supports. When finalized, the report will highlight the lessons learned and offer suggestions for next steps in enhancing services in this specific area of child welfare practice.

New Innovative Demonstration Projects

In 2009/10, the General Authority sponsored two new and innovative demonstration projects. Both projects are unique to the General Authority and are being evaluated. One project is being implemented in Child and Family Services of Western Manitoba and the other in Winnipeg Child and Family Services.

Based on the evaluation results, the Directors' Leadership Table will consider a broader roll out either across all other agencies/service regions or in some select sites. These two projects are:

- **Empowering Social Workers in the Workplace** – this project was done in partnership with the Canadian Association of Social Workers (CASW). First offered at Winnipeg Child and Family Services in 2006, a second pilot project at Child and Family Services of Western Manitoba concluded in December 2009. The main purpose of this project is to develop a training curriculum based on the realities of working in child welfare and more specifically, enabling front line teams to develop peer support strategies for improving their work environment. Managers and supervisors participated in the pilot project at Child and Family Services of Western Manitoba. The General Authority has contracted with Dr. Brad McKenzie from the Faculty of Social Work at the University of Manitoba to conduct an evaluation of this project. A final report is expected early in 2010/11.
- **Skills For Life Training** - This is a demonstration project hosted by Winnipeg Child and Family Services. The purpose is to test a modular program for assisting youth to develop the skills required to transition from the care of child and family services. This training includes independent living workers, case managers, foster parents and youth. Dr. McKenzie has agreed to complete evaluation of this project in 2010/11.



Strategic Direction

The General Authority will demonstrate a balance in fulfilling its core functions of providing support to build agency capacity and providing oversight to ensure controls and processes are in place to monitor financial accountability and service quality.

Value Statement

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

With the proclamation of The Child and Family Services Authorities Act in November 2003, a number of powers and duties were transferred from the Director of Child Welfare to the four authorities. The authorities now have the legislated responsibility for monitoring the quality of services delivered by mandated agencies. In 2008/09, the Board of Directors approved a new quality assurance framework that emphasizes support, learning and constructive feedback for agencies. Each year, the General Authority undertakes quality assurance activities to gather information that can be used to learn ways of strengthening our service delivery. These activities range in scope and include case specific work (responding to complaints, conducting case reviews, media inquiries); assessing consistency with standards; and ensuring compliance with legislation for certain agency responsibilities. A summary of these activities is provided in this section.

The Authority's quality assurance framework emphasizes support, learning and constructive feedback as the foundation for improving our services.

Responding to Issues and Inquiries

This section focuses on the duties and responsibilities of the General Authority associated with case related and service delivery matters of its mandated agencies/service regions.

The General Authority is mandated for ensuring its agencies/service regions provide services and follow the practices and procedures in accordance with legislation and provincial standards. Concerns and inquiries from the community and organizations regarding service provision, agencies, and staff are received by the Authority.

The General Authority is also mandated to advise the Minister about child and family services matters with respect to concerns from the community and agency/service region recipients, as well as issues reported in the media. The General Authority investigates these matters and advises the Child Protection Branch (CPB) who coordinates this function on behalf of the Minister.

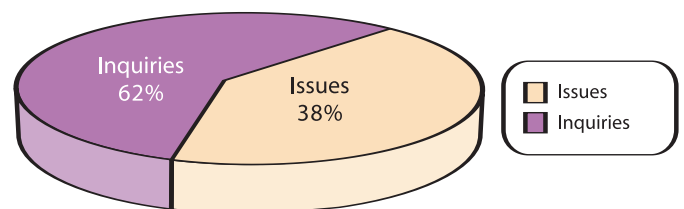
While inquiries received at the GA are largely from the CPB, referrals are also received from the community, agency/service region recipients, and external sources such as the Office of the Children's Advocate and Office of the Provincial Ombudsman.

The Authority has continued to develop collaborative working relationships with its agency/service regions. Both the authority and its agency/service regions have mutually benefitted from this increasingly supportive and consultative relationship.

This past year there were 440 referrals, a decrease of 4% from the previous year's total of 456.

Referrals are defined as either an inquiry or an issue. An issue is where an individual raises concerns with the provision of services as stipulated under The Child and Family Services Act. An inquiry is viewed as a response to a specific request for information from the Department, media or community. The Authority recorded 165 issues versus 275 inquiries.

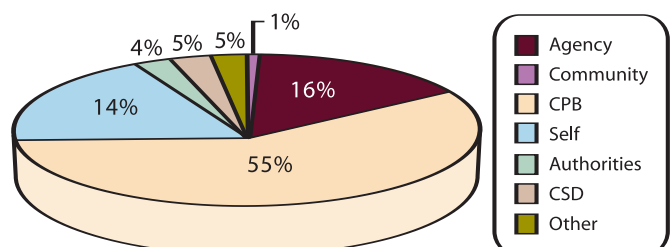
GA 2009/10 Intake Issues/Inquiries



Source of Referral

Consistent with previous years, the largest percentage of referrals was received from the Child Protection Branch.

GA 2009/10 Source of Referrals



Conducting Case Reviews

In 2009/10, the General Authority conducted a detailed review on 71 individual cases, an increase of 58% from the previous years total of 45 cases. The purpose of each review is to monitor the quality of services in comparison with legislation, provincial standards, policies and best known practices approaches. The conclusions of each review are shared with the agency/service region and used as an opportunity to learn and strengthen service delivery. Often, the review conclusions support the agency/service region's case decision. The General Authority will make recommendations to ensure the highest quality of service is provided to our children and families.

The General Authority, along with Community Service Delivery Branch, Winnipeg Child and Family Services Senior Management, and the Director of Programs of the Manitoba Adolescent Treatment Centre are standing members of the complex case review committee established to review complex case situations. These cases often cannot be resolved to the satisfaction of all parties and/or where the course of action is not clear. This mechanism allows stakeholders to come together to discuss complex/conflictual situations in an inclusive, respectful and confidential forum. Membership is fluid allowing for the inclusion of individuals, internally and externally, with expertise that is relevant to the issues of the cases being reviewed. Minutes, which include role responsibility and goal setting, are provided to the participants.

In 2009/10, twelve new complex cases that were defined as high risk or presented with systemic issues were heard by the Committee. Due to the complexity of these cases, the Committee has met on more than one occasion to review the progress and to establish new goals. The response from workers and supervisors who have accessed this process has been positive. WCFS staff value the support and suggested direction offered by the membership.

Quality Assurance Reviews

Reviews of agency/service region performance in relation to standards and legislation are a cornerstone of the General Authority's responsibility in quality assurance. In 2009/10 the General Authority Directors Leadership Table approved a schedule of quality assurance assessments. Consistent with this schedule, the Authority worked closely with its agencies and service regions to complete system wide assessments of the following standards at two separate times during 2009/10:

- face to face contact standard for children in care;
- status of foster home license renewals;
- status of agency/service region staff checks.

During 2009/10, the Authority completed a quality assurance review on agency/service region level standards. These standards set out the written policies, procedures and

plans that each agency/service region is expected to have in place. The Authority also continued its work with the Churchill Regional Health Authority to monitor implementation of recommendations from program reviews that were completed in 2007/08 and 2008/09.

In February 2010, the Children's Research Centre completed the first round of quality assurance reviews on the General Authority's use of the four Structured Decision-Making (SDM) tools in its differential response pilot sites. A report was provided to the General Authority.

Child in Care Annual Reviews

Under legislation, each authority is responsible for ensuring that all agency/service regions submit a child in care form once a year for every child that has been in care at least twelve continuous months. This quality assurance work occurs throughout the year. The Authority has established procedures to inform agencies/service regions when forms are required for specific children. The Authority continuously tracks compliance with this legislated requirement. This form is also used to collect information on child well-being outcomes for children in care.

Case Management Standards Manual and Training

During the standards training that was done in 2008/09, front line staff frequently asked if the current case management standards could be presented in a more user friendly format to assist in training and to provide a more effective way of informing day to day practice. In response, the General Authority developed a case management flow chart and new case management standards handbook. The flow chart clearly articulates which standards apply to each step in the case management process (from first contact to intake through to closure). The case management handbook then provides an overview of the expectations of each standard and practice hints to assist staff in providing service consistent with these expectations. Preliminary feedback from staff has been very positive in that the combination of the flow chart and handbook is seen as a very useful aid in training new staff, supervision and practice situations.

Mixed Facility Licenses

The General Authority reviews and approves requests for mixed facilities, where foster families provide care for both children in care and adults. The following illustrates approvals granted this year, which remain the same as in the previous year.

AGENCY	TOTALS	AGENCY	TOTALS
Winnipeg	4	Northern	0
Interlake	2	Parkland	0
Eastman	3	Jewish	0
Central	0	Churchill	0
Western	2	TOTAL	11

Foster Home License Variances

Under the Foster Home Licensing Regulation, provisions are made whereby certain regulations may be varied with the approval of the Authority. This includes:

Regulation 7(5)

Of the children cared for "no more than two can be infants and no more than three can be under the age of five years".

Regulation 7(4)

"Licensee shall not provide care and supervision in the foster home for more than a total of seven persons."

The General Authority approved 12 variances this year in comparison to 5 last fiscal year. The following chart outlines these requests by agency/service region and the type of variance requested.

Agency	Regulation 7(5)	Regulation 7(4)	Total
Winnipeg	5	0	5
Interlake	4	0	4
Central	0	0	0
Eastman	2	0	2
Western	1	0	1
Northern	0	0	0
Parkland	0	0	0
Jewish	0	0	0
Churchill	0	0	0
TOTAL	12	0	12

Services to Minor Parents

The General Authority receives copies of all "Notice of Live Birth" to a mother under age 18. The Program Specialist checks the Child and Family Information System to ensure that services have been offered to the minor parent. If services have not been offered, the Program Specialist follows up with the agency/service region.

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

Agency	Number of Notices of Live Birth to a Mother Age 16 to 18	Number of Notices of Live Birth to a Mother Under Age 16	Total
	09/10	09/10	
Winnipeg	83	22	105
Western	13	9	22
Central	16	3	19
Parkland	3	1	4
Northern	2	0	2
Interlake	14	2	16
Eastman	13	4	17
JCFS	0	0	0
Churchill	1	0	1
TOTAL	145	41	186

Voluntary Placement Agreements

Under Section 14(1) of *The Child and Family Services Act*, an agency/service region may enter into an agreement with a parent, guardian or other person who has actual care and control of a child, for placing the child without transfer of guardianship in any place which provides child care where that person is unable to make adequate provision for the care of that child.

The Program Special reviews and approves all Voluntary Placement Agreements entered into by the General Authority. The Program Specialist provides all mandated agency/service region with a Voluntary Placement Agreement Quality Assurance Report on a regular basis.

AGENCY	NEW		RENEWALS		TERMINATIONS	
	08/09	09/10	08/09	09/10	08/09	09/10
Winnipeg	269	253	259	246	101	98
Western	12	2	6	7	8	2
Interlake	11	17	15	11	3	4
Central	42	34	39	39	12	19
Parkland	4	0	1	1	2	0
JCFS	2	4	1	1	0	0
Northern	20	8	2	6	1	1
Eastman	58	50	54	58	5	12
Churchill	0	0	0	0	0	0
TOTAL	418	368	376	369	132	136

Office of the Children's Advocate Reviews:

Review of Services after death of child in care

Under Subsection 8.2.3(1) of the Child and Family Services Act (the Act), the Office of the Children's Advocate (OCA) is empowered and required to review

the services provided a child when the child was in the care of, or received services from, an agency under this Act within one year before the death, or whose parent or guardian received services from an agency under this Act within one year before the death.



The Children's Advocate "must review the standards and quality of care and services provided under this Act to the child or the child's parent or guardian and any circumstances surrounding the death that relate to the standards or quality of the care and services". The

OCA may also recommend changes to standards, policies or practices.

During 2009/10, the General Authority received a total of 4 reports prepared by the Office of the Children's Advocate. This compares to 14 reports received in 2008/09. One report had no recommendations; one report had recommendations to all Authorities; and two reports had a total of three recommendations for General Authority agency/service region. The General Authority reviewed the recommendations with the specific agency/service region involved and provided responses to all the reports received.

During 2009/10, the General Authority completed all outstanding reports from previous years comprised of recommendations from the Office of the Chief Medical Examiner and the Office of the Children's Advocate. Reports are considered "completed" when the Authority has reviewed the recommendations with its agency/service regions and provided a response to the Child Protection Branch.

During 2009/10, the General Authority received notice of 14 child deaths (compared to 9 in 2007/08 and 21 in 2008/09). In 6 of these cases, the family had received service within the previous 12 months (2 were children in care and four were open cases to a General Authority agency). In these 6 cases, four deaths were due to natural causes, one was accidental, and one was a suicide.

Of the remaining eight cases where there was no agency/service involvement in the last twelve months, two deaths were undetermined, two deaths were due to suicide, one was due to natural causes, one was accidental and two were from homicide.



ENSURING ACCOUNTABILITY BY MEASURING OUTCOMES

Strategic Direction

The Authority will objectively, accurately and thoroughly demonstrate that desirable outcomes are being achieved.

The General Authority recognizes the importance of linking quality assessment reviews with desirable outcomes for children, youth and families. This is critical to determine whether (collectively), the new initiatives, service enhancements, training and support for staff that have been implemented are producing the desired results. To this end, the General Authority has developed an outcomes matrix based on known research, literature and leading practices in other jurisdictions. The matrix was derived from leading research on outcomes in child welfare and is comprised of measures adapted from the Canadian National Outcomes Measures, the Casey Foundation Outcomes Framework and the Children's Bureau in the United States Federal Government.

The General Authority Outcomes Matrix includes five domains. These are: family and community support, safety, permanency, service effectiveness and child well-being. There are twenty individual outcome indicators within these five domains. Some of these are Manitoba specific outcomes specifically selected by the Directors' Leadership Table. For performance measurement, the matrix also shows the desirable trend that should be seen over time. The matrix was endorsed by the Directors' Leadership Table and formally approved by the Board of Directors in June 2009.

Value Statement

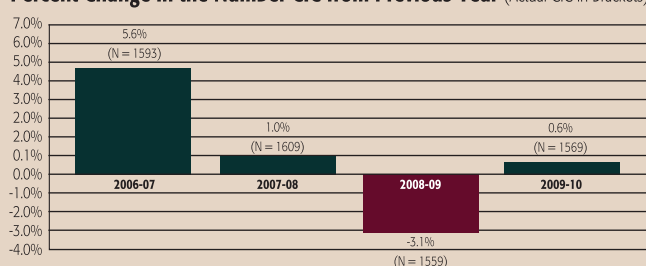
Outcomes for children, youth and families are more likely to be positive when staff feels engaged, valued, respected and supported in their work environment.

Since June 2009, the General Authority has been identifying the data sources that will need to be accessed to compile ongoing outcome data.

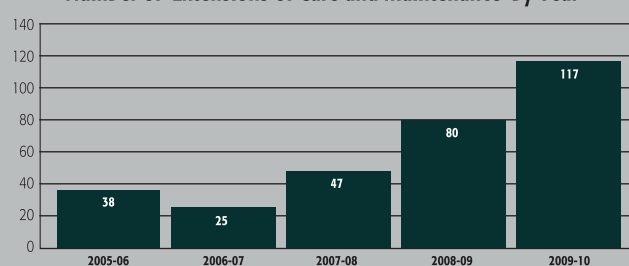
These are quite diversified and will include: the Department of Family Services and Housing Annual Report, a specific data set downloaded from the Child and Family Services Information System, surveys, an analysis of the information in the annual child in care form and a review of performance measures in other jurisdictions to establish comparative baseline measures.

In 2009/10, the Authority focused on a multi-year analysis of outcome trends. Examples include trends for the number of children in care, the number of total cases being served, families being served where children are living at home, extensions of care for permanent wards turning eighteen years of age and school performance for children in care. The following tables show the trend for children in care (age 0 to 17). After a substantial increase in 2006/07, there has been a 1% or lower increase in each of the last three years. In 2008/09 there was a 3.1 decrease in the number of children in care of General Authority agencies/ service regions.

Percent Change in the Number CIC from Previous Year (Actual CIC in brackets)



Number of 'Extensions of Care and Maintenance' by Year



Extensions of Care

Under legislation, the General Authority is responsible for the review and approval of extensions of care and maintenance and continuations of care and maintenance for permanent wards that require care beyond the age of majority. The initial request by an agency/service region is referred to as an extension of care while requests for further extension(s) are referred to as continuations of care. In the 2009/10 fiscal year, there were a total of 117 extension of care and continuation of care requests submitted for 93 individual youth between April 1, 2009 and March 31, 2010. This represents an approximate 46% increase when compared with the number of requests approved in 2008/09. The following chart illustrates the number of extension and continuation approvals granted for each agency/service region and reasons for the extension request.

*NOTE: Each request may include more than one reason for extension.

AGENCY	REASONS FOR REQUEST*			TOTAL # of Individuals
	Completion of Education	Transition to Adult Services	Independent Living Skills Development	
Winnipeg	28	7	28	52
Interlake	1	0	1	1
Eastman	11	0	12	15
Central	3	0	1	3
Western	13	0	9	15
Northern	3	0	3	5
Parkland	0	0	0	0
Jewish	1	0	1	1
Churchill	1	0	0	1
TOTAL				93

Scholarships and Awards For Children and Youth

Vision Catchers Fund:

In 2007/08, each authority was provided with resources to establish a new program called "Vision Catchers". The Vision Catchers Fund was established to assist youth in care to develop their strengths, maximize their potential and pursue their career aspirations. In the General Authority, funding is available to support youth ages 16 to 21 who are currently in care to enhance their special talent/skill and further their career goals. Funding can be used for: specialized study in high school, purchasing supplies needed to pursue a career, job search assistance, accessing post secondary education, attending technical training or an apprenticeship program. In 2009/10, General Authority provided Vision Catchers funding totaling \$25,694.29 to support 21 youth pursuing their talent or career goal.

Keith Cooper Scholarships:

The Keith Cooper Scholarship Com-mittee, comprised of representatives from each authority, awarded a total of 13 scholarships to the following youth:

- April Anderson
- Michael Beaulieu
- Andrea Berg
- Emma Cloney
- Jessica Cook
- Dylan Fehr
- Angelina Goertzen
- Mike Hart
- Susan Kroker
- Kaitlyn Nernberg
- Matthew Ricard
- Tara Steliga
- Kerry-Ann Thompson

Scotia Stay in School Awards:

The Scotia Stay in School Award program was established in Ontario with the Children's Aid Foundation in 2001. Scotia Canada began to expand this program across Canada

in 2007 and partnered with the General Authority in December 2007.

Under this program, three types of awards are available, including:

• Stay in School Awards

The Stay in School Award program was established to recognize elementary and high school students who are doing exceptionally well in school given their personal circumstances and to encourage them to complete high school and move on to post-secondary. The award itself is a combination of \$50 cash and a \$200 Canada Savings Bond.

• Graduation Awards

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

• Leap to Learning Tutoring

To support educationally at risk children and youth to meet their academic goals and reach their learning potential.

In 2009/10, the General Authority approved Scotia Stay in School Awards for seven children or youth for a total of \$4,587.00.

Miracle Fund:

The CIBC World Markets Children's Miracle Fund was established at the Children's Aid Foundation in Toronto in 1999 to provide opportunities and supports to children, youth and families served by child and family services which enhance their physical, mental, social and developmental well being. The General Authority partnered with the Children's Aid Foundation in December 2007 to administer this fund in Manitoba.

Funds up to \$250 may be provided for any number of activities including:

- basic necessities, such as: safety gates, strollers, glasses, cribs, mattresses and winter clothing;
- cultural events and school trips;
- health and well being items/activities;
- music lessons;
- sports and recreational activities, and;
- travel costs to special events with extended family members

Over the past fiscal year, the General Authority approved applications for a total of \$10,907.07 in funding support for 45 individual children and youth.

Notes



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