

# **THE GENERAL CHILD AND FAMILY SERVICES AUTHORITY**



**November 2, 2011  
Norwood Hotel  
112 Marion Street  
Winnipeg MB**

**ANNUAL REPORT  
April 1, 2010 to March 31, 2011  
Eighth Annual General Meeting**



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# Message from the Chair

In November 2003 the Board became official with proclamation of *The Child and Family Services Authorities Act*. As an official Board member and new Chair, I have been privy to the journey of the General Child and Family Authority over the last eight years.

Developing our role in a new governance and service structure led to setting goals for the Authority, which in turn evolved into a value-based service system that has shaped strategic statements guiding an operational plan and service initiatives.

As a Board of Directors, we continue to be enthused about this direction we are headed and believe that the General Authority is showing great leadership and innovation in the field of child welfare.

Individuals, families and communities in Manitoba will reap the benefits as a result of the hard work and commitment at all levels.

As a Board of Directors we acknowledge the contribution of our Chief Executive Officer, Jay Rodgers, who continues to bring experience and expertise to his job, and support to the Board.

Special thanks to the other members of the management team:

- ◆ Chief Financial Officer, Janice Rees;
- ◆ Senior Managers, Jan Christianson-Wood & Christy Holnbeck;
- ◆ Senior Manager, Kathy Kristjanson; and
- ◆ Administrative Officer, Anne Pratt.

Over the eight years our staff has changed and grown. What has not changed is the energy and professionalism of each member of our staff team.

The Board of Directors has welcomed new members this year:

- ◆ Karen Kost, and
- ◆ Cheryl Dyer-Vigier

I personally want to add special thanks to the remaining Board members, some of them original members, who continue to contribute and commit to Board efforts.

Our Board acknowledges the collaborative supportive relationship of our main funder: the Department of Family Services and Consumer Affairs. We also appreciate the positive working relationship established with our colleague Authorities. We also make note of the cooperative engagement we have with the Agencies and Service Regions in the General Authority service system.

Thank you all for the support received this year; it has helped to lay a sound foundation for the future. All of our efforts are required to realize our vision.

Respectfully Submitted

*Doreen Draffin*

## 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.

## Board of Directors

**Doreen Draffin, Chair**

**Guy Jourdain, Treasurer**

**Beth Beaupre**

**Nicole Chammartin, Secretary**

**Laura Crookshanks**

**Jan Sanderson – Ex-Officio**

**Karen Kost – Ex-Officio**

**Cheryl Dyer-Vigier – Ex-Officio**

# Message from the Chief Executive Officer

It is with great pleasure that I write this message for the 2010/11 Annual Report from the General Child and Family Services Authority. When I became the Chief Executive Officer in May 2007 I couldn't have possibly imagined how much we, as a service system, would accomplish over the next four years. I am extremely proud of the work done by our Authority and in particular, the support for children, youth and families provided by our agencies and service regions. Throughout 2010/11 we continued to build our capacity to engage with families and keep children safe while always respecting the core values we have embraced as a service system. As a collective, the Directors of our agencies and service regions continue to show innovation and great leadership.

One of the most significant accomplishments this year is the advancements we've been able to make in securing additional staff resources for our agencies and service regions. It is well documented that excessive workload is the single biggest barrier to effective child welfare practice. While we have made progress over the last few years first through a workload relief allocation and then adding new positions as part of our differential response pilot projects, during 2010/11 we were able to begin implementing a new funding model. This new model uses a standardized formula so agencies of similar size are funded consistently across the province. In addition, the model is case sensitive and includes additional resources in support of an early intervention response with families at risk. As you'll read about in this report, when fully implemented, General Authority agencies will be able to increase their staff resources by over 13% as a result of the new funding model. This is enormously significant as we know how important it is that workers have the time to engage in a meaningful way with families. On behalf of our service system, I would like to congratulate the Provincial Government for taking this innovative step and successfully lobbying the Federal Government to establish comparable funding for on reserve child welfare agencies.

Another important accomplishment is the consolidation of work from prior years into a new standardized system-wide planning model. During 2010/11, building on the results of our first two Summit meetings, the General Authority led a process whereby every agency and service region prepared a comprehensive business plan. These plans identify the major service initiatives, specific deliverables, milestones and expected outcomes to be achieved in each of the next five years. Consistent with our values, these plans were developed through an inclusive process where the General Authority and each agency/service region worked collaboratively. Our agency and regional directors again displayed strong leadership as we embarked on this task together. While an enormous amount of work was required, we now have an even more cohesive system-wide blueprint to guide the future of the General Authority service system.

Of all the responsibilities we have as an Authority, none is more important than supporting our agencies to strengthen the practice elements of child welfare. Providing access to practical and relevant skill development opportunities, using evidence-based tools for assessments and providing practice driven training in case management are just a few ways the Authority has tried to do this in the last few years. In 2010/11 we have gone further

and I believe, taken steps that position the General Authority as a leading jurisdiction for innovative child welfare practice.

In September 2010, by redirecting internal resources, our Board of Directors approved funding to create new positions called "Leading Practice Specialists". These positions are a dedicated resource to provide continuous training and mentoring for staff and supervisors. There is a Leading Practice Specialist identified to work specifically with every individual General Authority agency and service region across the Province. While working as a team on behalf of the Authority, most are located on site at their agencies or service region. These are highly experienced individuals with extensive expertise in the practice of child welfare. We know that this type of ongoing support is extremely important for supervisors and especially new staff entering the field of child welfare.

The Leading Practice specialists have also been an integral part of another very exciting initiative undertaken by the General Authority in 2010/11. Working in collaboration with international experts from the Children's Research Centre based in Wisconsin, the General Authority has developed a new service approach that combines Structured Decision Making assessment tools with practice techniques from Signs of Safety into one seamless case management model. This is called the Integrated Practice Model or IPM. While many jurisdictions have been working on ways of integrating these two models, the General Authority is the most advanced given that we now have most of a comprehensive training curriculum in place.

The General Authority has also followed through on our commitment to provide more supports for youth transitioning from care due to age and to establish a peer support team at every agency/service region for staff affected by a critical incident in the workplace.

These are just the highlights of some of the many activities undertaken this year to strengthen our services and support our agencies/service regions. I encourage you to read the remainder of this report which provides more information about these initiatives and other 2010/11 accomplishments through our differential response approach, comprehensive training program, as well as the work of our FASD Specialist, Resource Development Team and Quality Assurance Specialists. We are again very proud of the work done by our Youth Engagement Team to animate the voice of youth and assist our agencies/service regions to host their own local engagement events.

We have a remarkable staff team here at the General Authority and I can't possibly express how much I appreciate your support and the work we do together. Special thanks to our agency/service region Directors and the General Authority Board of Directors for your guidance and collective leadership. Together, we have experienced another extremely busy but rewarding year.

*Jay Rodgers*

Chief Executive Officer

# Finance Committee Report

I am pleased to provide the report from the Finance Committee for the 2010/2011 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, 2011 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; and the cumulative surplus is unchanged from the previous year, as noted in the audited financial statements.

The General Authority currently 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 2010/2011 the Board of Directors of the Authority approved the following initiatives from surplus funds of the General Authority Operating fund through 2014:

- Support for the continuation of critical incident stress management teams at each agency/service region – two years.
- Support for the implementation of an Authority wide French Language Services Policy as required by regulation – two years.
- Support for two system wide planning events involving staff from all agencies/service regions
- Support for the continuation of the project to promote preventative services for new Canadians to the end of 2013.
- Development of a curriculum for training staff and foster parents in preparing life books for children in care – two years.
- Support for the continuation of a pilot project to provide support for youth transitioning from the care of agencies/service regions - two year project.
- Continued support for agencies/service regions to provide opportunities for youth engagement in order to gain feedback on the services they have been receiving or would like to receive – two years.
- Continued support for agencies and service regions to support age of majority celebrations for youth in their care – two years.
- Support for agency based recruitment and retention and worker safety strategies.
- Continued support for on-site capacity in agencies/service regions to deliver training and mentoring services on behalf of the Authority - two year project.
- ◆ Quality Assurance Specialist at the General Authority (two year term).

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

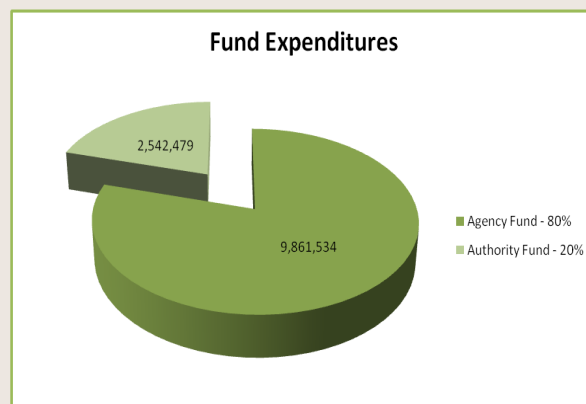
services. Funding through the Agency fund increased 11.2% from the previous year due to the implementation of the new funding formula effective October 1, 2010. This increased funding allowed for the creation of a number of new positions within General Authority agencies and service regions.

The transition fund was initially established to provide for Authority development related to the restructuring of the child and family services system. This fund has been essentially depleted and has little relevance at this time.

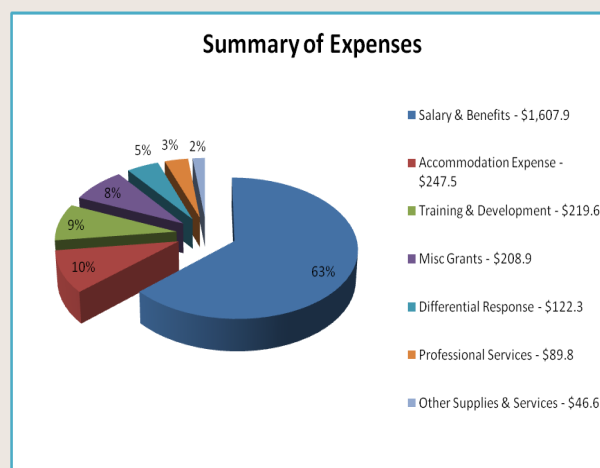
Thank you to the General Authority staff for their support.

*Guy Jourdain,*  
Finance Committee Chair

## For the year ended March 31, 2011–Expenditures by Fund



## For the year ended March 31, 2011, summary of expenses within the Operating and Transition Fund.



# 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 throughout 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 Consumer Affairs 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.

During the 2010/11 year the General Authority welcomed a new team of Leading Practice Specialists, a Program Specialist focusing on Educational Outcomes and a Specialist to work with agencies to plan for youth who are transitioning out of care.

The following are the General Authority Staff for the 2010/11 year:

## General Authority Staff Team

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, Standing Committee Policy Analyst

Jan Christianson-Wood, Differential Response Co-ordinator/  
A-Senior Manager

Cathe Umlah, FASD Specialist

Laura Morton, Resource Development Team

Laurie Gulowaty, Resource Development Team

Maria Agusti, Resource Development Team Administrative Assistant\*

Kathleen Baxter, Administrative Assistant

Lori Desrochers, Administrative Assistant

Careen Simoes, Administrative Assistant

Rick Manteuffel, Quality Assurance Specialist

Shimon Segal, Youth Engagement Team\*

Jainna Cabral, Youth Engagement Team

Jan Henley, Program Specialist

Lisa Schmidt, Training Co-ordinator

Kathy Kristjanson, Senior Manager

Duncan Michie, Age of Majority Specialist

Chris Chimuk, Leading Practice Specialist

Karen MacDonald, Leading Practice Specialist

Cindy Audette, Leading Practice Specialist

Cathie Hamm, Leading Practice Specialist

Nancy Hunter, Leading Practice Specialist

Thomas Ens, Differential Response Co-ordinator

**\*Left the employment of the General Authority during 2010/11**

## *CONTINUING the STRATEGIC DIRECTION of the GENERAL CHILD AND FAMILY SERVICES AUTHORITY*

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. Through this process the Board reaffirmed 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. Through this planning process the Board approved a new high-level strategic framework. This framework is inclusive of the following eight statements which set the longer term direction 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 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 this Committee approved new terms of reference to better reflect the collective leadership role of the Directors and their desire to work more collaborative and in a

way that is more engaging and empowering. Now known as the Directors' Leadership Table, the Committee approved five core values based on a document endorsed by front line staff following the Summit held in June 2008. The following values statement, articulates that collective identity, culture and service philosophy endorsed by the General Authority leadership.

### *The Director's Leadership Table 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*

The next section of this report describes the activities and summarizes the highlights of the Authority's work during 2010/2011. The information shows how the Authority improved our services



during 2010/2011 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.



## Board Activities and Priorities

The Board of Directors of the General Authority has processes in place to monitor fiscal performance of the Authority and its agencies (quarterly review of expenditures) and twice a year receives a report on system-wide achievement of outcomes. New members receive an informational binder and attend a four module orientation delivered through presentations. The Board conducts an annual performance review with the Chief Executive Officer. As part of this process, the Chief Executive Officer provides regular updates on the Authority's initiatives and how these further the strategic direction set by the Board.

The Board of the General Authority approves an annual work plan which sets out action steps and timelines for specific deliverables to be achieved throughout the fiscal year. The General Authority Board will continue to meet regularly with the Boards of the private agencies and with the Citizen Advisory Council in Winnipeg.

### 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.*

## Empowering Staff Through Engagement

The General Child and Family Services Authority has endorsed a set of values to guide planning, governance and service improvements. "Inclusiveness" is one of these values. Consistent with this value, the General Authority has implemented an authority-specific standard on staff engagement. The purpose of this standard is to ensure that front line child and family service workers, supervisors and administrative staff have the opportunity to influence the key policy and program decisions that affect service delivery, participate in initiatives designed to build morale and assist in developing strategies to improve the working environment. The General Authority Board of Directors has approved annual funding for these staff engagement activities to be held in each agency and service region.

**Some General Authority agencies and service regions have established formal staff engagement or staff empowerment committees that meet regularly with management.**

## Engaging with Citizen Boards

Consistent with the inclusiveness value statement, the General Authority Board of Directors meets with the Board of Directors of the private agencies mandated by the General Authority at least annually. Representatives from the General Authority Board of Directors also meet with the General Authority Citizen Advisory Council of Winnipeg at least once each fiscal year. This provides a regular opportunity for members of these citizen boards to influence system-wide planning, share information about achievements and discuss issues of mutual interest.

Examples of staff engagement events and activities that have taken place since the standard was put in place include:

- Enhance staff stress management skills by sharing of information and strategies for self care.
- Enhance staff relationships and morale through team building exercises, bi-annual newsletters and staff appreciation get-togethers.
- Provide new staff with orientations and welcoming packages.
- Active living and wellness activities throughout the year.
- Staff satisfaction surveys.
- Annual planning meetings and events to help shape organizational priorities and service delivery needs.



Since its inception in the latter part of 2007/2008, the Youth Engagement Strategy Team (YES Team) has continued to obtain the opinions and stories of young people that were or are currently under the care of child and family services, so that the services can be improved to better meet the needs of young people in care. As per the YES Team terms of reference another main focus was to create ongoing opportunities for current and former youth to be engaged with the authority, service region, agency and/or other youth in care.

After many in depth interviews and focus groups with youth, key stakeholders, and workers the YES Team completed the Phase 1 report. The Phase 1 report chronicles the voices of youth, using a qualitative methodology. The recommendations written by the YES Team in the phase 1 report was so well received that the General Authority Board of Directors with the support from the Directors Leadership Table, initiated an action plan for immediate implementation of the recommendations.

The General Authority has funded and supported the development of the age of majority celebrations to recognize and honour youth aging out of care throughout the year. Funds are available to support events in each agency service region.

The YES Team stays connected with youth in and from care with the YES Team Facebook group, and youth are now better able to access the team on the youth friendly link on the General Authority website.

The YES Team continues to raise awareness and educate the community on youth engagement and current issues of youth in and from care in Manitoba. The YES Team presented at three conferences, various graduating youth care and social work classes. The YES Team also continues to provide updates to agencies and key stakeholders.

The YES Team has been active in supporting improved services for youth transitioning from care by participating on various committees with a youth from care perspective. With the support of the Age of Majority Specialist, the YES Team continues to network and research leading practice models related to youth engagement, rights booklets and resource guides for youth in and from care.

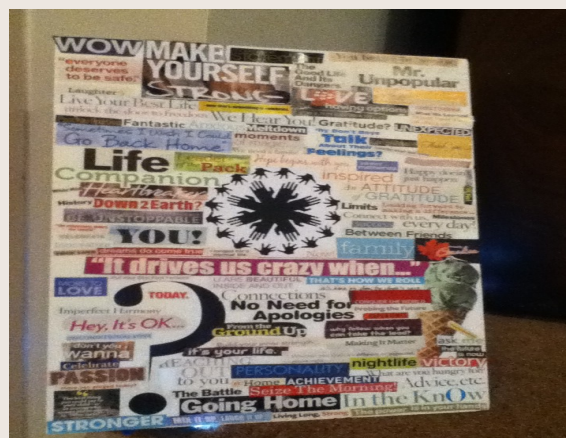
The YES Team continues to partner with VOICES (Manitoba Youth in Care Network) by helping facilitate their events such as the youth leadership retreat and annual Christmas party. With a youth engagement standard in place each agency and service region was provided funding by the General Authority to regularly engage with their youth. The YES Team helps to facilitate these events to build meaningful connections, networking opportunities and open lines of communication between youth and their workers. The youth engagement activities provide

youth in and from care with an opportunity to share their stories in a safe environment with staff and management in order to provide feedback and advice on how to improve existing services and new projects that are in place to better meet the needs of youth transitioning from care.

In June of this year DLT implemented a youth engagement standard.

*Each child and family services agency under the jurisdiction of the General Child and Family Services Authority will develop and implement an engagement strategy that ensures current and former youth who have received services have ongoing opportunity to provide advice and share their perspectives on the services provided. Each agency and service region will submit a status report on their youth engagement strategy at least once in each fiscal year in a format and within deadlines set by the General Authority.*

Child and Family  
Services of Western Manitoba Age of  
Majority Celebration



*The Age of Majority event marks a very important time in the lives of the young people who have come a long way in a world that hasn't always been easy or kind for them. The efforts by Child and Family Services staff to make this a special evening for the young people and for their family and friends will be remembered and cherished by all who were in attendance.*

(Janine Legal)

Winnipeg Child  
and Family Services Age of Majority  
Celebration



## Better Outcomes for Youth Transitioning to Adulthood

In September 2010, with funding approval by the Board of Directors, the General Authority hired an Age of Majority specialist to oversee the YES initiative and to develop and maintain partnerships with other youth focused stakeholders. The goal was to establish an informed awareness of what currently exists, as well as to identify the gaps in services and programs.

Transitioning to adulthood is an ongoing process. Based on the literature reviews and experiences of youth in care, a number of key components were identified that would best support youth in transition. These include safe and affordable housing, relationship development and maintenance, establishment and discovery of personal identity, competency in living skills, emotional healing, youth engagement, education and employment, and financial support.

Under the leadership of the Age of Majority Specialist the following activities were initiated in 2010/2011:

- Partnerships with Manitoba Housing and Winnipeg Rehabilitation Housing Services.
- Funding made available to General Authority Agencies for Age of Majority celebrations.
- Collaboration with a number of external resources to provide mentorship opportunities.
- Literature review of youth transition programs.
- Participation in an inter-authority working group to develop a Skills for Living training program.
- Participation in the MYTeam initiative and MB Youth project, two youth employment readiness programs.

It is anticipated that with ongoing case planning to assist in gradual development of personal competencies, youth will achieve better outcomes and experience a successful transition into adulthood.

## Business Planning

This year the General Authority entered into a new business planning process with agencies and service regions. The Authority worked collaboratively with its agencies and service regions to develop individual comprehensive five-year business plans. The plans comprised Authority-wide shared objectives as developed by the Directors Leadership Table, as well as individual agency/region objectives under core management development, designated intake service development (if applicable), protection and investigation services development, services to children in care, alternative care and family enhancement/prevention services. Each agency and service region objective includes specific actions, deliverables, timelines and expected results. General Authority agencies and regions developed a business plan and organizational structure that met the objectives

of the Authority to maintain sufficient staff ratios and quality assurance expectations. This model requires strategic and business planning on a five-year cycle, which outlines agency goals, outcomes and expectations. Progress toward goals and objectives will be evaluated each year against performance measures. The new funding framework is conditional on agencies meeting the accountability requirements and agencies and service regions will provide annual reports on these to access the new funding.

These comprehensive plans also include detailed information on the agency or service region, including information on caseloads, infrastructure and staffing inventories, vision/mission statements, community demographics and resources, as well as a five-year budget consistent with the five-year business plan.

All business plans submitted by General Authority agencies and regions in 2010/2011 provided a consistent framework and timelines related to the authority-wide objectives. This process was both collaborative and informative and the Authority was very impressed with the plans submitted. All business plans were approved by the Authority in 2010/2011 and resulted in full rollout of a new funding framework effective October 1, 2010 for agencies and April 1<sup>st</sup>, 2011 for service regions.

The new funding framework was introduced to assist in decreasing the number of children in care and support families to stay together. This model is based on the Aboriginal Affairs and Northern Development Canada (AADNC) Model with enhanced positions. The new funding framework supports a prevention-focused approach to service delivery, which allows for responsive adjustments in funding in order to provide a seamless range of services. The model does not dictate how an agency will operate – it does however, indicate how an agency will be funded.

The model has three main funding components:

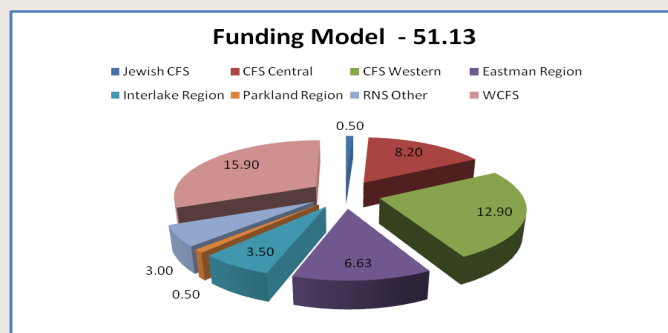
- ◆ Agency core management funding based on agency size
- ◆ Agency protective service funding based on case counts
- ◆ Agency prevention service funding based on case counts

Included in both protective and prevention services is funding for support services based on \$1,300 per family case.

## STAFFING IMPLICATIONS:

Based on the approved business plans, Authority funding under the new funding model will result in 51.13 full time equivalent positions being added to General Authority Agencies and Service Regions.

**\*RNS Other - 3 Executive Core Positions**



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. The Authority has also helped create critical incident stress management peer support teams in eight agencies and service regions.

## Resource Development

During 2010/11, the Authority's Resource Development Team (RDT) continued to implement a coordinated strategy to address both immediate and long term placement needs of children in care. Based on the completion of demographic and needs analyses in Winnipeg, Eastman, and Interlake area, the RDT has engaged in working discussions with several external service providers to develop both short-term/assessment group care resources and treatment foster care resources in these areas.

Through an earlier established partnership between Winnipeg Child and Family Services and MacDonald Youth Services, the "Purple Martin Project" continues to address the placement needs of some of the Level 3 & 4 youth in the emergency placement resource shelter system. As of the end of March 2011, 26 new beds were in place. When fully operational, this initiative will result in appropriate placements for 40 higher needs children and youth while reducing reliance on the emergency shelter system.

Over this past year, the RDT spent considerable time providing individual consultation with agencies and service regions regarding resource planning for children and youth with complex placement needs. This includes individual consultation(s) and attendance at systems meetings in the community.

Also during 2010/11, the Authority's Resource Development Team actively participated with Winnipeg Child and Family Services representatives to enhance current strategies for recruiting and retaining foster parents.

## Supporting Staff – Critical Incident Stress Management Peer Support

Critical Incident Stress Management (CISM) Peer Support Teams are now in place in eight agencies/service regions: Child and Family Services of Central Manitoba, Eastman Region, Interlake Region, Jewish Child and Family Service, Northern Region, Parkland Region, Child and Family Services of Western Manitoba and Winnipeg Child and Family Services. Churchill Child and Family Services have one social worker who, by contract, is supervised by the Churchill Regional Health Authority (CRHA). If a critical incident occurs,

the worker would be supported by a Critical Incident Stress Management team member through the Northern Region, the General Authority or through the CRHA's local CISM team. Seventy-five team members from across the Province have been certified in Critical Incident Stress Management through the Manitoba Emergency Services College.

Each agency/service region has developed a Critical Incident Stress Management Policy or Terms of Reference and a number of agencies/regions have developed information sheets, pamphlets, posters and power point presentations for delivery at management and staff meetings.

The General Child and Family Services Authority has developed a Critical Incident Stress Management Peer Support Team Steering Committee which is made up of the chair or co-chairs of the teams from across the Province along with the four members trained in critical incident stress management response at the General Authority (15 in total). The Committee

meets twice a year to ensure continuity of the teams, determine ongoing training needs and gather province wide statistics which identify common themes throughout the Province. To date the Steering Committee has met twice (May 31, 2010 and October 19, 2010). Statistics gathered during this time frame show that 80 incidents were reported and 126 staff members were outreached to across the Province.

In addition to the training given CISM peer support team members, the Chief Executive Officer of the General Authority and his Program Managers, the Executive Director of Rural and Northern Services and her Area Directors and Program Managers, the Executive Director of Winnipeg Child and Family Services and her Program Managers, the Executive Director of Child and Family Services of Western Manitoba and his Program Managers, the Executive Director of Jewish Child and Family Services and her Clinical Director along with the Executive Director of Child and Family Services of Central Manitoba completed a two day workshop in Vicarious Trauma on October 21 and 22, 2010 to better understand the impact working in child welfare can have on themselves and their employees. The Vicarious Trauma Workshop has been offered to all staff across the Province on three other occasions. In total 81 employees have attended and completed the two day Vicarious Trauma Workshop which is now part of regular training offered by the General Authority.

## 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 and consultation on case specific issues related to FASD. This is an ongoing responsibility and feedback from agencies/service regions has been very positive.

Since the start of the FASD Specialist role in 2008, a number of key outcomes have been achieved. Resources and Information packages have been distributed to all foster parents, front line workers and support workers within the General Authority agencies and service regions. Distribution of these resources continues on an ongoing basis. Training on FASD, including FASD Generalist training as well as specialized topics on FASD has been delivered to nearly 600 front line workers, foster parents and support workers. Ten days of advanced training has been delivered to the 19 FASD Team Leaders within the General Authority, representing all agencies and service regions. The FASD Team Leaders provide peer expertise and consultation on issues related to FASD at the agency level and is facilitated by the FASD Specialist.

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. This team has been in operation since 2008 at the onset of the FASD Specialist roles within each Child and Family Services Authority. A number of new programs and initiatives have been developed in the last three years with the goal of providing services and support to children, youth and families affected by FASD within Child and Family Services in Manitoba as follows:

- Funding was provided to each Authority for the development of resources for the FASD Information Packages which were distributed from 2008 – 2010.
- Funding was provided to establish FASD Coalitions in six new communities in Manitoba in 2009/2010.
- One time grants were provided to each FASD Coalition in Manitoba in 2009.
- 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 in 2009 which assists adults with FASD to prepare presentations to educate the community and service providers about the impact of living with FASD.
- A Coordinator was hired for the Manitoba Coalition on Alcohol and Pregnancy (MCAP) in 2009. MCAP is a province wide coalition of service providers involved in addressing FASD in their communities.
- Funding was provided for a research project in 2009/2010 evaluating the benefits of the Tele-diagnostic centers in Manitoba for diagnostic services.
- An Elders Gathering was funded and facilitated by SIT in The Pas in 2010 to engage elders from all communities that provide child welfare services in Manitoba. The purpose of the gathering was to learn from the perspective of the elders as well as provide them with basic information regarding FASD and how they can contribute to service in their communities.
- Funding was provided in four sites (Winnipeg, Brandon, Thompson, Little Grand Rapids) in 2010 to offer a new respite camp for children ages 3 to 12 with FASD who are involved with the child welfare system, entitled "Stepping Out on Saturdays" (SOS).

There have been a number of new developments and activities related to FASD within the last year. The FASD Specialist participated in the inter-authority working group to develop best practice models and service standards for working with children, youth and families affected by FASD. The FASD Standards were developed and approved by Standing Committee. In addition General Authority specific FASD Standards were developed and approved by the Director's Leadership Table. The FASD Standards address FASD prevention, diagnosis, case planning and training. An FASD Training Module for Support Workers and an information package on FASD was developed and delivered to support workers within Winnipeg Child and Family Services and Child and Family Services of Western Manitoba. The FASD Specialist continue to provide consultation to workers and foster parents in agencies and service regions. The number of requests for consultation has increased in the last year.

The FASD Specialist is actively involved in the FASD service community, acting as Co-Chair of the Manitoba Coalition on Alcohol and Pregnancy and participating as a member of the Spectrum Connections Intake Committee.

Plans for the upcoming 2011/2012 year include ongoing training and launching of the Specialized Training on FASD, training and implementation of the FASD Standards, ongoing development of the FASD Team Leaders, and continued work with the Strategy Implementation Team.

As in prior years, the General Authority prepared a detailed training plan for 2010/11 in consultation with all agencies and service regions. From this plan, the General Authority distributed a 2010/11 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 2010/2011 fiscal year:



In addition, over 350 staff and foster parents attended other training that was sponsored by the General Authority during 2010/11. 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: Child Abuse Investigations, PRIMER, Critical Incident Stress Management, Mental Health First Aid, Collaborative Healing, Solution Focussed Brief Therapy, Understanding Islams and Muslims, School Aged Autism, Learning Disabilities and more.

Type of Training Delivered	Total # of Attendees April 2010 to March 2011
<b>Suicide intervention and prevention</b>	65 staff, foster parents and other caregiver participants
<b>Child and Family Services case management core competency training</b>	131 front line participants
<b>Introduction and basic training on Fetal Alcohol Spectrum Disorder (FASD)</b>	241 agency participants
<b>Advanced FASD training to create peer expertise to provide support and consultation for front line staff within each agency/ service region</b>	50 team leaders across the General Authority system
<b>Child and Family Services supervisory core competency training</b>	25 participants
<b>Non Violent Crisis Intervention/De-Escalating Potentially Violent Situations</b>	70 front line staff participants
<b>CPR/First Aid</b>	150 staff, foster parents and other caregiver participants
<b>Relationship Based Strengths Approach to Discipline and Strengths Based Counselling With At-Risk Children and Families</b>	59 staff, foster parents and other caregiver participants
<b>Workshops on strategies for dealing with vicarious trauma and compassion fatigue</b>	67 staff participants
<b>Gang and drug awareness workshops</b>	35 staff participants
<b>Child and Family Services Case Management Standards</b>	249 staff trained
<b>Structured Decision Making</b>	137 staff trained
<b>Attachment Training</b>	128 staff and foster parents
<b>Domestic Violence Training</b>	47 staff trained



## Differential Response

During 2010/11, the General Authority continued to fund Differential Response family enhancement pilot projects at five agencies/service regions across the Province. Through these projects, the General Authority has introduced the Structured Decision Making (SDM) assessment tools in conjunction with the Signs of Safety approach to effectively engage with families to provide a service that focuses on strengths and child safety.

Staff have reported that the use of Signs of Safety practice techniques has been very successful in engaging with families. The Structured Decision Making tools assist the workers with proper identification of needs and strengths in order to build an effective case plan. The approach of combining the actuarial and structured assessment tools developed by the Children's Research Centre with the engagement and family centered approach of Signs of Safety, has informed the development of the General Authority's new Integrated Practice Model.

The General Authority has established a relationship with other jurisdictions where child welfare practice is evolving with the integration of SDM with Signs of Safety.

By participating in these Learning and Evaluation Collaborative webinars, the General Authority is learning about the challenges encountered by other jurisdictions. This information will be of great value as the General Authority finalizes the content and training for the new Integrated Practice Model implementation.

Further training by the Children's Research Centre took place in February 2010 as post-implementation support of the adoption of the Structured Decision Making tools. Each pilot project participated in case reviews with the Children's Research Centre Director of Research to ensure that the tools were being used appropriately. The results were positive and the family enhancement supervisors were trained in conducting ongoing case reviews for quality assurance and data collection.

One of the highlights of 2010/11 occurred in October when the General Authority hosted a Differential Response forum. The Métis Child and Family Services Authority was also invited to attend this forum to share their experiences with workers from the General Authority. This day long

event was requested by the workers and supported by the Directors' Leadership Table.

Approximately forty people attended this Differential Response forum with representatives from Interlake and Eastman service regions, Child and Family Services of Western Manitoba, Child and Family Services of Central Manitoba and Winnipeg Child and Family Services in attendance. In addition to family enhancement workers and supervisors, administrative support staff, support workers and case assistants also participated in the forum as did program managers from three agencies/service regions. There was a great variety of experience in the room. Everyone reported that they valued the opportunity to connect and to have a chance to talk about successes and challenges that they had in common. All the staff were very engaged with this process and the discussions were lively and ended up covering a variety of topics. The intent of this forum was to get people together who are doing the same work, often in isolation of each other, to give them an opportunity to share their successes and challenges.

The supervisors from the various Differential Response pilot sites in General Authority agencies and service regions continue to meet on a regular basis to provide support to each other and to discuss successes and challenges as the General Authority moves to full implementation during 2011/12. During 2010/11 the General Authority contracted with Professor Brad McKenzie to lead an evaluation of the Differential Response pilot projects. The final report will be available in the fall of 2011/12.

### 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.*



## SDM Safety Assessment

Safety is the core mission of child welfare agencies everywhere. Workers assess child safety when families first come to the attention of an agency to ensure that the child in question is safe in the present and the immediate future. Assessing safety differs from assessing risk as the decisions about risk are made with the focus on the child's safety into the future.

The General Authority has contracted with the Children's Research Centre, a division of the National Council on Crime and Delinquency, to implement the use of a suite of research-based tools, the Structured Decision Making® (SDM) System, to improve workers' ability to assess safety and risk for children and families, and to assess families' strengths and needs. Consistent and knowledgeable application of these tools will promote greater reliability and accuracy in decision making across the General Authority, leading to better outcomes for children and families.

Initially, the General Authority piloted four of the tools in the Structured Decision Making System. These tools were introduced in 2009 into the General Authority's Differential Response Family Enhancement sites throughout the province. The pilot sites used the Assessment of Probability of Future Harm, the Reassessment of the Probability of Future Harm and the Family Strength and Needs Assessment, comprised of the Caregiver Strength and Needs and the Child Strength and Needs tools. As Differential Response moved into the third phase of rollout across the child welfare system, the General Authority began evaluating an additional SDM tool, the Safety Assessment.

The Safety Assessment has been approved by the General Authority Directors' Leadership Table as the next SDM tool to be piloted. The Safety Assessment will enable agencies and service regions to increase the consistency and accuracy of decisions concerning child safety within their Intake service units in addition to supporting decision making on continuing service or closing cases.

The Safety Assessment aids workers at the point of intake in making an immediate assessment of whether a child will be safe at home, can remain at home with a safety plan or, if danger cannot be mitigated, must stay elsewhere. The Safety Assessment also can be used by ongoing case managers in making a determination about

the immediate safety of children when there is an incident on an open file.

Staff and supervisors from General Authority Designated Intake Agencies, as well as staff and supervisors with previous intake experience, met to decide how best to adapt the SDM Safety Assessment to comply with Manitoba's legislation and standards. The Children's Research Centre has agreed to the General Authority using the Safety Assessment to be followed by an evaluation of the tool's application by staff and its effectiveness. This pilot will take place in 2011-2012.

## S.A.F.E. Model for Home Assessments

In the spring of 2009, acting on the recommendation of an inter-agency staff committee, the Director's Leadership Table endorsed the S.A.F.E. (Structured Analysis Family Evaluation) tool to assist social workers in assessing prospective foster and adoptive families. S.A.F.E. is strength-based in approach while recognizing that the paramount duty of the agency is to protect the best interest of the child. It is also sensitive to the family's expectations for open, transparent and fair treatment. It was developed by the Consortium for Children in California and is widely recognized and supported through research as a leading practice approach, with a number of jurisdictions throughout United States and Canada now using S.A.F.E.

The S.A.F.E. values of a strength-based perspective, transparency and best practice mirrored the core values of the General Authority. Implementation began in September 2009 with the training of 88 foster care and adoption staff from every General Authority agency and service region in the use of the S.A.F.E. assessment.

Follow-up training occurred in October 2010 when 82 staff received supervisory, initial and refresher S.A.F.E. training. At this time, all General Authority agencies and service regions are using S.A.F.E. to assess new foster home and adoptive applicants.

In addition, the Consortium for Children has conducted quality assurance reviews on the homestudy assessments completed using the tool, as well as provided ongoing consultation and support.



## Education Outcomes

October of 2010 the General Authority hired a Program Specialist to oversee the implementation of a new initiative that prioritizes education for children in care.

The Program Specialist acts as a liaison between the child and family services system and the provincial education system to develop better protocols for supporting children and youth in care involved with the school system.

Key Responsibilities include:

- ♦ **Support Children Moving in the School System** by being the liaison between the Authority and the education system.

- ♦ **Communication and Consultation** by consulting with and supporting child and family services agencies and service regions, working with internal and external committees, working groups and projects related to education and by developing and maintaining contact with educational institutions and their representatives.

- ♦ **Developing local outcome measures** for children and youth in care involved in the school system by exploring local and national models of schooling or school programs that would improve attendance in the school system and by developing measures related to school attendance and school performance for children in care.

## The New Canadian Awareness and Education Initiative

New Canadian families have and will continue to represent a significant source of population growth in Manitoba. Some new Canadian families arrive with little understanding of the Canadian child welfare system or child welfare legislation.

To a large degree, when new Canadian families require child welfare services they receive these services from the General Child and Family Services Authority. The General Authority system recognizes the difficulties facing these families and the need for a preventative approach through a process of raising awareness and providing accurate information about the child and family services system as part of the settlement process for New Canadians.

With this in mind, the General Authority initiated a project aimed at promoting preventative services for New Canadians. The project was co-sponsored by Winnipeg Child and Family Services (WCFS) and Jewish Child and Family Services (JCFS) in 2008-2009. During this phase of the project a Feasibility Study was completed which indicated broad support for a project focused on raising awareness and knowledge among new Canadians regarding child welfare services. Building on this success, the New Canadian Awareness and Education Initiative was launched in 2009/10 and a Steering Committee was formed to oversee and provide expert advice to the Initiative. Over the last year the Initiative has focused on two important activities: contextualizing the content of the information to be delivered and engaging with ethno-cultural communities.

Those working on the initiative were able to identify through consultation that in order for the informational materials to be delivered effectively, it is important to establish the right conditions or context in order for the information to be received fully and to be seen as valuable. This acknowledgment led to the development of three core messages, thought to be of critical importance for placing information about child welfare into the right context: a recognition and validation of the strengths regarding family and parenting that New Canadians bring with them; that the well-being of the child is a broad societal value and everyone's responsibility; and the safety of the child is paramount and the child and family services system provides a range of supports to strengthen families to keep children safe.

Having developed the three messages designed to overcome barriers and place information in the right context, the second phase of the Initiative began. An extensive process of engagement with key cultural community members and collat-

erals was embarked upon, with a focus on breaking through barriers in order to set the stage for an open discussion that would increase trust, allow for input into the three messages, encourage new ideas to be brought forward and for identification of future opportunities for collaboration.

This engagement approach applied a creative technique called a Conversation Café. This model is based on a philosophy and practice of bringing people together in a safe space similar to a Café to actively speak and listen to each other with open "ears". This engagement process is focused on mutual learning and building context and content on what is best about the topic area.

These Cafés successfully fostered mutual learning, opening up avenues to share ideas and opinions, validate concerns, and enabled the development of strategies to collaborate with communities to raise awareness about the child and family services system.

Planning for the next phase of the Initiative, to be launched in 2011/2012 is currently underway and will incorporate the information and the learning's that emerged from the Community Café engagement process and from stakeholder input.



## Integrated Practice Model

The General Authority is committed to helping workers obtain the best information needed to make very difficult decisions regarding the safety of children and the well-being of families. The work of child protection is becoming ever more challenging and complicated. There is increasing pressure for child welfare agencies to concentrate resources where they can have the greatest impact on reducing the risk of future harm to children, and to ensuring their ongoing safety.

In order to meet the need for gathering good information, making well-informed and relevant assessments, and continuing to ensure the safety of children, the General Authority has introduced tools from the Structured Decision Making system, developed by the Children's Research Centre. The Probability of Future Harm tool, an actuarial based assessment of risk to children, has also been introduced. These tools will help to make better and more informed decisions to ensure ongoing child safety. In order to continue to support the use of this tool, the General Authority has committed to training all staff, and providing ongoing support and mentoring in the use of all Structured Decision Making tools. The General Authority has also introduced assessments of caregiver and child strengths and needs.

The Probability of Future Harm tool measures the probability that a child could be harmed over the next 18 to 24 months due to abuse or neglect. It measures a number of items on the abuse or neglect scale. The score generated by this tool helps workers and supervisors make informed decisions about opening or closing files, and contact levels.

**The fact that this tool has been researched and is actuarial based gives workers confidence in the results they obtain, and provides consistency in decisions that are being made.**

In 2010, the General Authority's continued interest in the Signs of Safety approach, originally developed by Andrew Turnell and Steve Edwards, led the General Authority to explore ways in which the strengths of the Structured Decision Making tools, particularly the Probability of Future Harm tool, could be complemented by the use of a solution focused approach to ensuring ongoing child safety. In June 2010, this resulted in a commitment by the General Authority to developing a unique practice approach, the Integrated Practice Model, or IPM. A partnership with Massachusetts and the Children's Research Centre, in combination with membership in a peer support and consultation group hosted by the Casey Foundation, has resulted in the General Authority moving into the development of an Integrated Practice Model (IPM), combining the strengths of both approaches in a design unique to the General Authority. SDM tools and Signs of Safety practice strategies are used in a seamless model over the life of a case, providing workers and families with the "anchor" of the evidence based SDM tools guiding the inclusive, solution focused approach of the Signs of

Safety. Together, these culminate in a family and agency collaboration to openly acknowledge current danger (assessing safety) and the potential for harm (assessing risk) to create a safety map and safety plans based on Signs of Safety principles.

One of the major initiatives undertaken during this time period was the introduction of the concept of the "Leading Practice Specialists". The Director's Leadership Table (DLT) and the Board of Directors of the General Authority approved a plan to create new positions at the Authority whose major responsibility is to help build the capacity of the agencies/service regions by making available an experienced staff person dedicated to train and support the piloting of the new practice model.

Beginning in September, 2010, the General Authority staff and the Leading Practice Specialists worked with the Children's Research Centre to develop a comprehensive curriculum for this new practice model to provide the General Authority agency/service regions with the knowledge, skills and support to proceed with plans for using the SDM tools and piloting elements of Signs of Safety.

While some other jurisdictions have attempted a similar approach to integration of these two models, when the training curriculum is complete, the General Authority will be seen as leading the advancement of this approach in evidence-based child welfare practice. The General Authority will be owners of this curriculum which, according to the Children's Research Centre, is likely to gain international attention.

The General Authority continues to firm its commitment to evidence-based risk assessment and structured decision making by providing workers with the necessary tools, ongoing training, a quality assurance process and the Integrated Practice Model, a unique approach to ensuring child safety while acknowledging and supporting family strengths.

**The decision to move forward with this service approach demonstrates the commitment of the General Authority agencies and service regions to ensuring the safety of children while building support for families.**

With the proclamation of *The Child and Family Services 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 2008/2009, 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.

## *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 ensures 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) which coordinates this function on behalf of the Minister.

While inquiries received at the General Authority 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 369 referrals, a decrease from the previous year's total of 440. In 2010/2011, the General Authority conducted a detailed review on 50 individual cases.

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 180 issues versus 189 inquiries.

### **GA 2010-11 Intake Issues/Inquiries**

51%  49%

 Issues

#### 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.*

## *Complex Case Reviews*

In 2008/2009, the General Authority joined the Community Service Delivery Branch, Winnipeg Child and Family Services Senior Management, and the Director of Programs of the Manitoba Adolescent Treatment Centre as standing members of a committee 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.

Beginning in May 2008, twelve new complex cases that were defined as high risk or presented with systemic issues were heard by the Committee. These numbers have remained fairly consistent for the 2009/2010 and 2010/2011 fiscal years with ten and fourteen new cases respectively. Beginning in December 2010, Complex Case Reviews were extended to include Rural and Northern service regions.

As well, during the past three years, due to the complexity of these cases, the Committee also met an additional nine times to review the progress and to establish new goals for previously heard cases. The response from workers and supervisors who have accessed this process has been positive. Agency staff value the support and suggested direction offered by the membership.

## 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 each year the General Authority's Director's Leadership Table approves 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 during 2010/2011:

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

## 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 for 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.



## Office of the Children's Advocate Special Investigation Reports

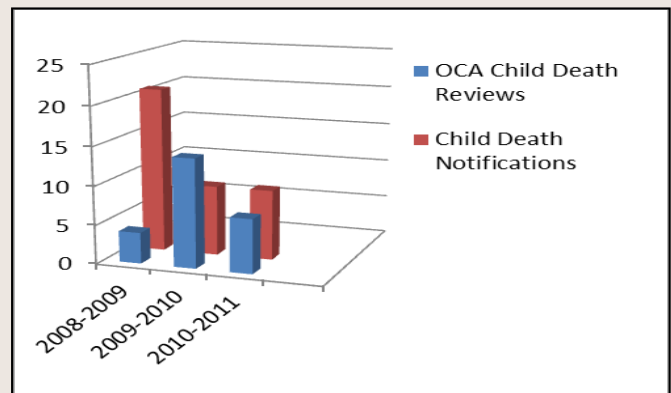
Upon the death of a child, under Subsection 8.2.3(1) of *The Child and Family Services Act* the Office of the Children's Advocate (OCA) is empowered and required to review the services provided when the child was in the care of, or received services from an agency under this *Act* within one year before 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 Office may also recommend changes to standards, policies or practices.

During 2010/11 the General Authority received a total of eight reports prepared by the Office of the Children's Advocate. Five of the reports had recommendations and three had no recommendations for General Authority agencies. The General Authority reviewed the recommendations with the specific agencies/service regions involved and provided responses to all the reports received. Reports are considered "completed" when the Authority has reviewed the recommendations with its agencies/service regions and provided a response to the Child Protection Branch.

During 2010/11, the General Authority received notice of nine child deaths (compared to fourteen the previous year, nine in 2007/08 and twenty-one in 2008/09). In six of these cases, the family had received service within the previous twelve months (four were children in care and an additional two were open cases to a General Authority agency). Of these cases, five involved deaths as a result of significant medical issues (natural causes) and three were accidental. In one case the cause of death is unknown.

In addition the General Authority received letters of intent from the Office of the Children's Advocate in 2010/11 on eight cases, indicating that the Office was planning to investigate these child deaths. Of these cases, two had been children in care and seven had been open to a General Authority agency/service region.



## 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 is as follows: 14 variances approved this year in comparison to 11 variances for the last fiscal year for an overall increase of 27.3%.

AGENCY	TOTALS
Winnipeg	4
Interlake	4
Eastman	5
Central	0
Western	1
Northern	0
Parkland	0
Jewish	0
Churchill	0
<b>TOTAL</b>	<b>14</b>

## 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 5 variances this year, which remain the same as in the previous year. The chart outlines these requests by agency/service region and the type of variance requested.

Agency	Regulation 7(5)	Regulation 7(4)	Total
Winnipeg	2	1	3
Interlake	0	0	0
Central	0	0	0
Eastman	1	1	2
Western	0	0	0
Northern	0	0	0
Parkland	0	0	0
Jewish	0	0	0
Churchill	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>5</b>

## 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 10/11
	09/10	10/11	09/10	10/11	
Winnipeg	83	55	22	18	73
Western	13	17	9	6	23
Central	16	15	3	4	19
Parkland	3	1	1	0	1
Northern	2	3	0	0	3
Interlake	14	5	2	2	7
Eastman	13	11	3	3	14
JCFS	0	0	0	0	0
Churchill	1	0	0	0	0
<b>TOTAL</b>	<b>145</b>	<b>107</b>	<b>40</b>	<b>33</b>	<b>140</b>



## Ensuring Accountability by Measuring Outcomes

The Board of Directors of the General Authority has made the capacity to measure system wide outcomes one of their strategic priorities. The development of the General Authority Outcomes Matrix, endorsed by the Directors' Leadership Table and formally approved by the Board of Directors in June 2009, serves as the foundation for reporting on the achievement of outcomes. The General Authority developed the Outcomes Matrix based on known research, literature and leading practices in other jurisdictions and is comprised of measures adapted from the Canadian National Outcomes Indicator Matrix (NOM), Looking After Children in Canada (CAN LAC), Casey Outcomes and Decision Making Project Outcome Model (Casey), and the Children's Bureau (U.S. Department of Health and Human Services).

The General Authority Outcomes Matrix includes five domains. There are twenty three 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 outcome domains and indicators are outlined here.

Of the twenty three outcome indicators identified in the Outcomes Matrix, all but two indicators have data sources identified. A diverse set of data sources will be used including: the Department of Family Services and Consumer Affairs Annual Report, a specific data set downloaded from the Child and Family Services Information System (CFSIS), satisfaction surveys and an analysis of the information in the Child in Care Annual Review Form. Performance measures identified in other child welfare jurisdictions will serve to establish comparative baseline measures.

In 2010/11, the Authority focused its efforts on beginning to analyse the data collected related to a number of the outcome indicators and expects to be able to provide a multi-year outcomes analysis to the General Authority Board of Directors in 2011/12. Examples of outcome trends that will be reported on include: the number of children entering care, families being served whose children are living at home, the percentage of children reunified with their parents or guardians during specified time periods and the percentage of children in care who do not experience an unplanned disruption in placement.

### Strategic Direction

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

### 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.*

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

It is hoped that this will be valuable information that can be used to further the strategic direction set by the Board of Directors and to assist the General Authority and its agencies with future planning, policy development, programming and research.

The following tables illustrate two of the outcome indicators that can be reported on to date.

Table 1 illustrates that the majority of the children (76%) receiving service from the General Authority are residing with their families in their own homes.

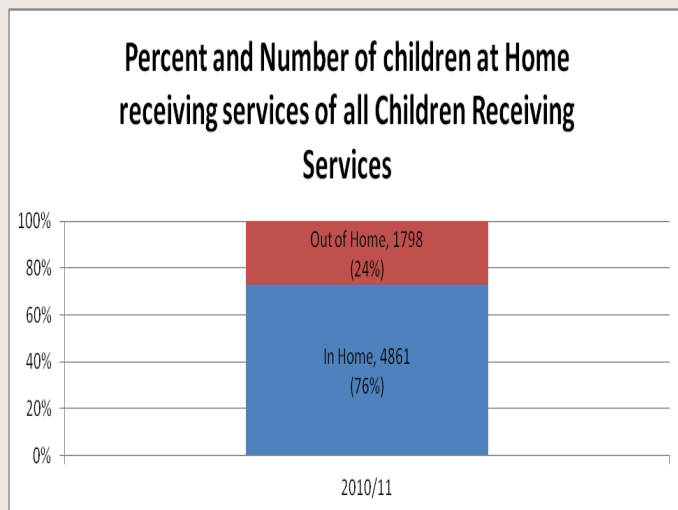
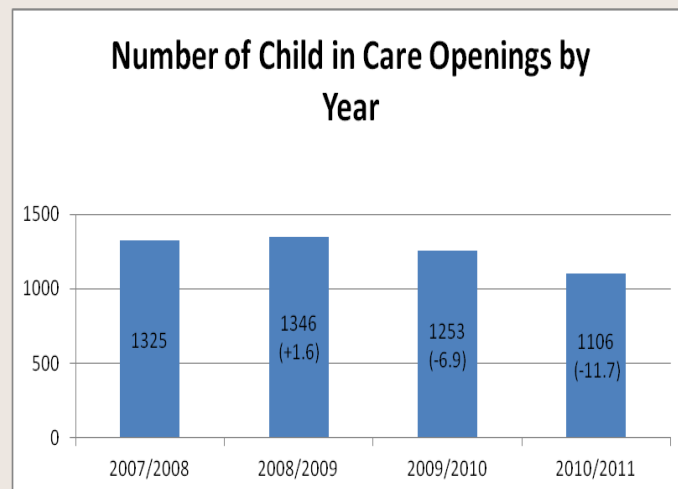


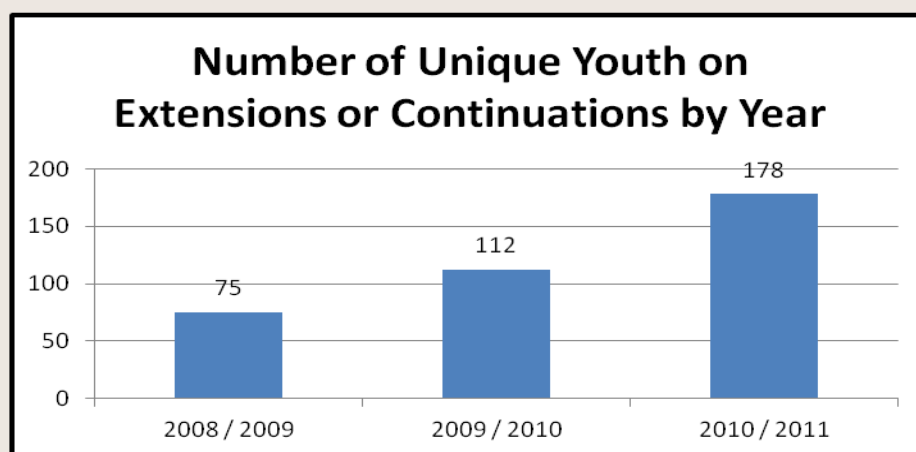
Table 2 shows that the number of new children entering the care of the General Authority has been steadily decreasing over the last three fiscal years. A comparison of 2007/2008 data with 2010/2011 data shows a 16.5% decrease in children entering care.



### *Extensions of Care and Maintenance*

Under legislation, the General Authority is responsible for the review and approval of extensions of care and maintenance and continuations of care and maintenance for permanent wards who require care beyond the age of majority. The initial request is referred to as an extension of care while requests for further extension(s) are referred to as continuations of care. An application for approval of an extension or continuation of care must meet the criteria of and fall within the categories of: education, transition to adult services, or transition to independent living.

In the 2010/11 fiscal year, there were a total of 178 individual youth on extensions of care and continuation of care in the General Authority between April 1, 2010 and March 31, 2011. This represents an increase when compared with the number of youth on extensions or continuations during the previous two fiscal years.



## *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 2010/11, General Authority provided Vision Catchers funding to support 24 youth pursuing their talent or career goal.

### **Keith Cooper Scholarships:**

In 2002, the Board and staff of Winnipeg Child and Family Services were pleased to announce the creation of the *Keith Cooper Scholarship Fund* for children currently in the care or previously in care who wished to continue their education beyond grade 12. The fund acknowledged the late Keith Cooper, former Chief Executive Officer of Winnipeg Child and Family Services and Educator, and his commitment to children in Agency care as well as his interest in their further education. The scholarship program draws upon funds from the Gilroy/Acheson account with the Winnipeg Foundation, which has been designated for use by children in care. The Keith Cooper Scholarship Fund was formerly a scholarship program for Winnipeg Child and Family Services and is now available to all four Child and Family Services Authorities. A review panel composed of a member of each Authority and a representative of VOICES: Manitoba's Youth in Care Network reviews the applications and awards scholarships totaling \$7,500.00. The scholarship recipients can reapply for the scholarship for an additional three years so that a student might complete a four year university, technical or vocational program.

Thirteen Keith Cooper Scholarships were awarded in 2010 for the 2010/11 academic year for a total of \$7,500. Seven awards (totaling \$4,025.00) were provided for the children and youth who received services from General Authority agencies/service regions.

### **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 circum-

stances 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 Grade 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 2010/2011, the General Authority approved Scotia Stay in School Awards for 23 children or youth for a total of \$8,711.00.

### **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.

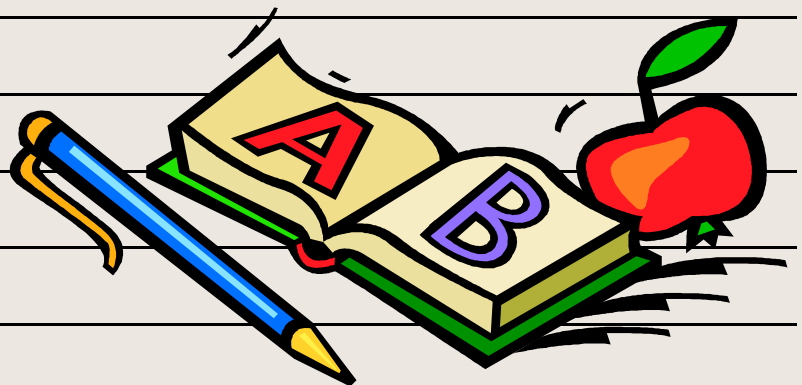
Over the past fiscal year, the General Authority approved applications for a total of \$12,362.00 in funding support for 58 individual children and youth.

### **Canada Learning Bonds:**

On September 17, 2009, members of the Directors' Leadership Table (DLT) agreed to apply for Canada Learning Bonds on for all permanent wards in care of General Authority agencies/service regions.

Since that time Winnipeg Rural and Northern Services has worked with the Government of Manitoba to set up a process that allows for the application of these bonds on behalf of the permanent wards in their care. Two General Authority mandated agencies have completed the process for applying for bonds within their agencies and expect to receive the bonds within the near future.

# NOTES





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