

# THE GENERAL CHILD AND FAMILY SERVICES AUTHORITY

## ANNUAL REPORT

**April 1, 2011 to March 31, 2012**



October 17, 2012  
Norwood Hotel  
112 Marion Street  
Winnipeg MB



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## MESSAGE FROM THE CHAIR

Since its inception in 2003, the General Authority has worked very hard to put into place policies, programs and systems which have allowed it to evolve into an effective, dynamic and forward-looking organization.

I would like to express the appreciation of the Board of Directors for the commitment, dedication and professionalism of the Chief Executive Officer, the senior management team and all other staff members of the Authority. The remarkable progress achieved over the last nine years is largely a reflection of their collective and individual efforts.

Here are a few highlights of accomplishments in 2011-12 that have contributed to advancing the mandate of the General Authority:

- ◆ A new funding formula has been implemented to better meet the financial needs of agencies and service regions;
- ◆ The Board established a work plan clearly identifying priorities which are monitored on an-going basis;
- ◆ The Authority has committed to more systematic data collection and measurement, including the bi-yearly production of reports on outcomes, which have informed decision-making;
- ◆ The Authority's Differential Response model has proven extremely beneficial, as documented in a formal evaluation report;
- ◆ The Board received a detailed report on outcome trends for the General Authority service system. The

Board noted the positive trends related to fewer children coming into care and in particular, the high number of children being supported to live safely with their families. Consistent with our annual work plan, the Board reviews system-wide outcomes reports twice annually;

- ◆ The Board held regular meetings with agency boards to maintain and enhance a constructive relationship with them;
- ◆ The Board continued to fund a very well received initiative aimed at providing preventative services for New Canadian families.

The Board wishes to thank the Authority's main funder, the Department of Family Services and Labour, for its excellent cooperation and support over the years. It also recognizes the very positive relationship established with colleague authorities.

The Board would like to acknowledge the additional efforts made by many staff to gather and collate data requested by the Commission for the public inquiry into the death of Phoenix Sinclair.

The Board of Directors is very proud of the achievements of the last year and looks forward to continuing its endeavours to foster a significant leadership and innovation role for the Authority in the area of child welfare.

Doreen Draffin

### ***THE BOARD OF DIRECTORS***

**Doreen Draffin, Chair**

**Guy Jourdain, Treasurer**

**Beth Beaupre**

**Nicole Chammartin, Secretary**

**Laura Crookshanks**

**Cheryl Dyer-Vigier**

**Karen Kost**

**Jan Sanderson – Ex-Officio**

#### **VISION:**

Healthy, Safe Children  
Responsible, Nurturing Families  
Caring Communities

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As Chief Executive Officer, it is my privilege to write this message highlighting the accomplishments of the General Child and Family Services Authority (General Authority) during 2011/12. This has been another busy year and everyone here at the General Authority should be proud of the work we have done together: there are many accomplishments (again).

I would like to thank the Board of Directors for their support, leadership and advocacy. I would also like to thank our main funder, the Department of Family Services and Labour for their ongoing support especially with this being the first full year of the new funding model. As you'll read about later in this report, when combined with initiatives from prior years, the funding model has resulted in a significant increase in front line positions across our entire service system.

At last year's Annual General Meeting, I remember speaking about how the General Authority was planning a series of new initiatives to strengthen supports for youth transitioning from our care due to age. During the last three years we have been gathering evidence to learn about what works, evaluating some promising new approaches and listening to youth in and from care who have lots to say about how we can provide better supports during this transition period. As part of developing these plans, we discovered that in a number of jurisdictions in the United States, individual universities had actually created a program that provided free tuition for youth in care. We also learned that in Canada, youth in care are greatly under represented in post secondary education. Many of our youth leaving care face financial challenges that make it difficult to further their education.

In January 2012, I had a discussion with the President of the University of Winnipeg, Dr. Lloyd Axworthy about the possibility of creating a tuition waiver program. I was familiar with the University of

Winnipeg's unwavering commitment to removing barriers and creating opportunities for young people to access a post secondary education. In March 2012 (just two months later), the University of Winnipeg launched the Youth in Care Tuition Program which provides free tuition for youth who grew up in care. Initially, ten free tuition spots were announced. In September of this year twenty five young people in and from care were enrolled in the University of Winnipeg Tuition Waiver Program. Youth from all four child and family service authorities are benefitting from this program. This is a groundbreaking achievement and it has been a remarkable experience to work with so many individuals at the University of Winnipeg who are so passionate about what they can do to support our youth.

The great news is that the University of Winnipeg is not alone as other post secondary education institutions are showing their commitment to removing barriers for youth in care to continue their education after high school. Winnipeg Technical College (WTC) provided three young people with a tuition waiver this year and will have additional spots available next year. I congratulate WTC President and Chief Executive Officer John Bobbette for this commitment and the tremendous opportunity for a brighter future this creates for our youth in care.

We have also recently learned that Red River College will be joining the University of Winnipeg and Winnipeg Technical College in supporting the vision of post-secondary education for our youth. Watch for a special announcement about this later this fall. By this time next year I am confident that other universities and colleges will also join their colleagues and our dream of free tuition for youth in and from care across Manitoba will be even closer to becoming a reality.



To increase the likelihood that our youth will succeed in post secondary education, the General Authority Board of Directors has established a new program which will provide funds for our youth to purchase books, supplies, laptops and other supports they might need. The first awards will be available in September 2012 and it is expected more than 25 youth will receive support from this new fund.

While the free tuition programs are an amazing new initiative, this is only one part of the General Authority's plan to provide better supports and life opportunities for youth leaving care due to age. During 2011/12 much progress was made on finalizing these plans, consulting with our agencies/service regions and creating new partnerships. We expect that most of these new programs will be in place by the end of 2012. This would not be possible without the willingness of collateral service providers to enter into a working partnership with the General Authority. I would like to thank Big Brothers/Big Sisters of Winnipeg, the Youth Employment Services, Community Financial Counseling Services Inc. and the Canadian Mental Health Association for coming together with the General Authority to, very soon, create a network of supports to assist youth to successfully transition into adulthood. We are especially excited about the possibility of an after-care program where young adults will continue to have access to personal supports for a period of time after having left our care. I can't wait to report at next year's annual meeting on these exciting initiatives.

In June of this year the General Authority received the final report on the evaluation of our differential response family enhancement pilot projects. The results were overwhelmingly positive and clearly showed strong support across our system for continuing to develop the General Authority's new Practice Model. During 2011/12, the General Authority again worked with the Children's Research Centre to create the training modules to support implementation of the model which integrates the best components of innovative practice approaches that have proven to contribute to better outcomes for children, youth and families. The results of the evaluation and the progress we have made in developing the Practice Model are described later in this report. Through the supports provided by the General Authority staff team, we are able to build on the great service already being provided by strengthening the practice elements of child welfare.

These are just a few of the highlights from 2011/12. I hope you take the time to read the remainder of this report and learn more about the accomplishments of the General Authority during the last year. In closing, I would again like to express my appreciation for the support from our Board of Directors and the visionary leadership shown by our agency/service region directors. We have a phenomenal staff team here at the General Authority and our work together is incredibly rewarding.

Jay Rodgers



# FINANCE COMMITTEE REPORT

I am pleased to provide the report from the Finance Committee for the 2011/2012 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, 2012 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 (GA) 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 2011/2012, the Board of Directors approved the following initiatives from surplus funds of the General Authority Operating fund through 2014:

- Continued support of critical incident stress management teams at each GA agency/service region – two years.
- Continued 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.
- Development of a curriculum for training staff and foster parents in preparing life books for children in care.
- Continued support for the continuation of a pilot project to provide support for youth transitioning from the care of agencies/service regions.
- 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 development of worker safety strategies – two years.
- Continued support for on- site capacity in agencies/service regions to deliver training and mentoring services on behalf of the Authority.
- Support for a GA specific scholarship fund – two years.
- Support for an adoption specialist position to support agencies/service regions.
- Support for an education specialist position.

- Support for the creation of digital stories for Youth in Care.
- Support for PRIDE - a foster parent training initiative.
- Support for the refurbishment of the GA office location.
- ♦ 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 13.5% from the previous year due to the first full- year implementation of the new funding formula, which was effective October 1, 2010. This increased funding allowed for the creation of a number of new positions within General Authority agencies and service regions.

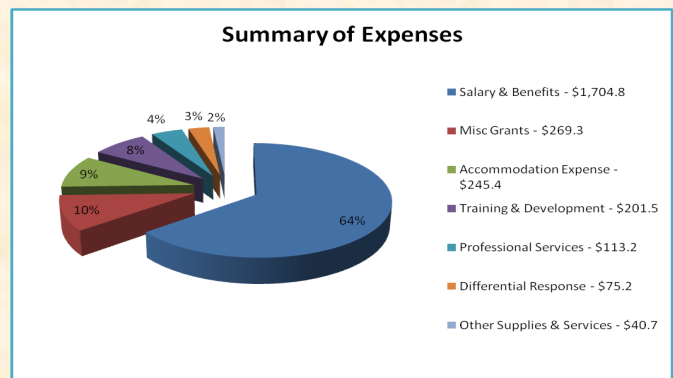
The transition fund was initially established to provide for authority development related to the restructuring of the child and family services system. This fund has been essentially depleted and has little relevance at this time.

Thank you to the General Authority staff for their support.

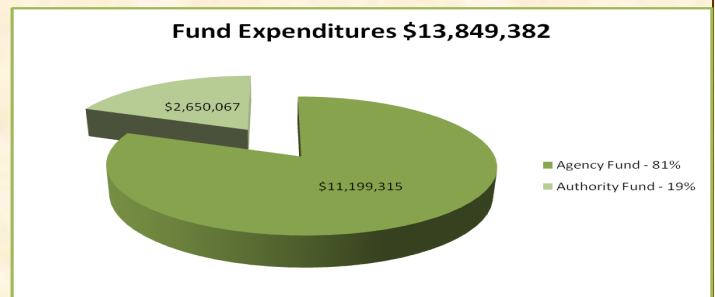
Guy Jourdain,

Finance Committee Chair

**For the year ended March 31, 2012, summary of expenses within the Operating and Transition Fund.**



**For the year ended March 31, 2012 –Expenditures by 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 Labour through Winnipeg Child and Family Services and four rural and northern service regions (Interlake Region, Eastman Region, Parkland Region, Northern Region).

## GENERAL AUTHORITY STAFF TEAM

Jay Rodgers, Chief Executive Officer

Janice Rees, Chief Financial Officer

Christy Holnbeck, Senior Manager

Kathy Kristjanson, Senior Manager

Anne Pratt, Administrative Officer

Kathleen Baxter, Admin Assistant

Careen Simoes, Admin Assistant

Lori Desrochers, Administrative Assistant\*

Del Bruneau, Reception/Admin Assistant

Jeanette Grennier, Standing Committee Policy Analyst

Rebecca Namunyu, Standing Committee Policy Analyst

Pat Wawyn, Program Specialist - Community Inquiry

Jan Christianson-Wood, Public Inquiry Co-ordinator

Cathe Umlah, FASD Specialist

Laura Morton, Resource Development Team

Laurie Gulowaty, Resource Development Team

Rick Manteuffel, Quality Assurance Specialist\*

Cox, Patti, Quality Assurance Specialist

Kim Thomas, Quality Assurance Specialist

Jainna Cabral, Youth Engagement Team

Jan Henley, Program Specialist, Education Outcomes & Critical Incident Stress Management

Duncan Michie, Age of Majority Specialist

Lisa Schmidt, Training Co-ord/Leading Practice 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 2011/12

*"I attribute my success to this: I never gave or took an excuse." - Florence Nightingale*

## **General Child and Family Service 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.

## **General Child and Family Services Authority Collective Leadership Value Statements**

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

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

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

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

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

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



# MOBILIZING OUR STRENGTHS BUILDING CAPACITY THROUGH ENGAGEMENT

## Business Planning

Beginning in 2010/2011, the General Authority entered into a new business planning process with their agencies and regions. The Authority worked collaboratively with its agencies and 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 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, quality assurance, etc. This model requires agency strategic and business planning on a five-year cycle, which outlines agency goals, outcomes and expectations. All agency and region 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 GA agencies and April 1<sup>st</sup>, 2011 for GA regions.

In 2011/2012 progress toward goals and objectives was evaluated against performance measures. Agencies and regions all provided comprehensive progress reports on the objectives set in the previous year, including identified milestones, status or revised timelines and accomplishments to date. All progress reports submitted by GA agencies and regions in 2011/2012 provided a consistent framework and timelines related to the authority-wide objectives. The Authority was very impressed with the progress reports submitted by its agencies and 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 allows for 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 is funded.

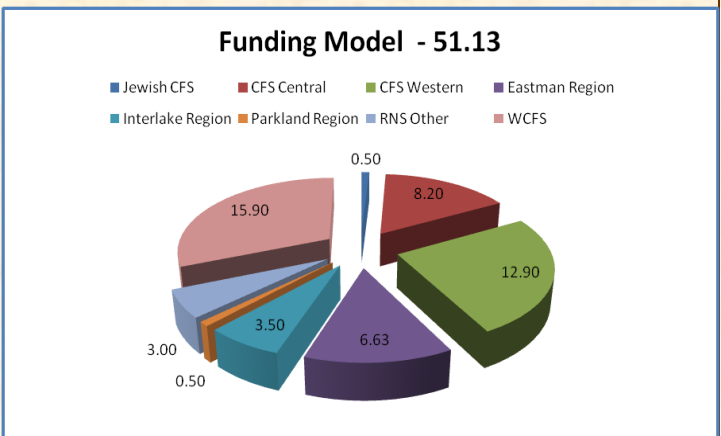
The model has three main funding components:

- ◆ 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 was funding for support services based on \$1,300 per family case.

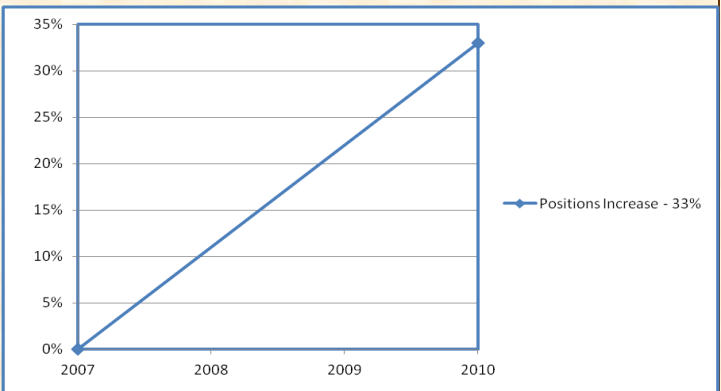
### STAFFING IMPLICATIONS:

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



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

Three major initiatives since 2007 have resulted in a 33% increase in funded positions across the General Authority agencies and regions—workload relief, differential response and lastly the implementation of the new funding framework. The Authority is grateful to the Department of Family Services and Labour for their continuing support of the authority agencies and regions.



## 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 setting out action steps and timelines for specific deliverables to be achieved throughout the fiscal year. In 2011/2012 The Board prioritized the review and approval of General Authority human resource and financial policies.

In 2011/2012, the General Authority Board continued to meet regularly with the Boards of the private agencies and with the Citizen Advisory Council in Winnipeg.

## Engagement Activities

The General Child and Family Services Authority has endorsed a set of values to guide planning, governance and service improvements. 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. 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.

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. In 2011/2012, the General Authority Board of Directors continued the funding for these staff engagement activities to be held in each agency and service region.



## Youth Engagement Strategy

During 2011/2012 the General Authority Youth Engagement Strategy (YES) team continued to elicit the perspectives and stories of young people that were or are currently under the care of child and family services, with the aim of improving services to better meet the needs of young people in care. As also identified in 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. Two recent examples of how a partnership with youth was initiated is the inclusion of a youth representative on two Inter-Authority committees; The Standards Development Committee –Transitional Planning for Youth in Care Working Group and The Preparing Youth in Care for Interdependent Living Training Programs Working Group. This ensures that the perspectives and opinions of youth in care are considered as part of this process. 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 has continued 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 conferences, both provincial and national, and to various graduating youth care and social work classes. The YES team also continues to provide updates to agencies and key stakeholders. With the support of the Age of Majority Specialist, in addition to social work students completing their practicum placements with the General Authority, and GA staff, the YES team continued to network and research leading practice models related to youth engagement, rights booklets and resource guides for youth in and from care.

In June of 2011, the Directors leadership Table (DLT) implemented a new standard to show the system-wide commitment to youth engagement activities. This standard reads as follows.

*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.*

In 2011/12 the General Authority Board of Directors again provided funding to agencies and regions to initiate opportunities and activities designed to encourage youth engagement. Following is a partial list of the types of youth engagement activities that occurred at our agencies and regions:

- Focus groups with current and former youth in care on various topics related to their experience with the General Authority services system.
- Youth presentations at all staff and board meetings.
- Youth participation in the VOICES Youth in Care Annual Retreat.
- Life Book workshops for youth.
- Youth drop in evenings.
- Sporting and other recreational events attended by current and former youth in care with agency staff.

Workers are encouraged to attend a number of these opportunities and activities with youth. Youth report that having the opportunity to get to know their worker outside of their usual roles is valuable and appreciated.

During 2011/12, the General Authority continued to fund and support the development of the Age of Majority celebrations to recognize and honour all our youth in care who have turned 18 throughout the year.

After a number of years of actively supporting improved services for youth transitioning from care, a significant change has occurred for both members of the General Authority YES team, Shimon Segal, and Jainna Cabral. Shimon is pursuing his educational goal of becoming a lawyer, and is enrolled in the University of Manitoba Law School; Jainna, is taking time with the latest addition to her family, Lucas, and is currently on maternity leave. To continue to ensure the participation of youth experts in the development of services and programs for youth, the General Authority is working in close collaboration with VOICES (Manitoba Youth in Care network) in a new



partnership. The General Authority continues to advocate for youth representation on committees and VOICES is willing to help by providing youth from their Leadership Group with this opportunity. The General Authority also continues to partner by providing supports for a number of VOICES' program events such as the Youth Leadership Retreat, and the Annual Christmas Party. VOICES continues to help facilitate events, with different agencies, and regions, to regularly engage with youth from different communities in Manitoba. This engagement with youth helps to build meaningful connections, provides networking opportunities and is a way to keep an open line of communication between youth and the workers. The youth engagement activities provide youth in and from care the opportunity to share their stories in a safe environment with staff and management. Youth want to be able 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, and to know their voices are heard. Having the opportunity to hear the expert perspectives and advice that youth can offer on the services and programs designed for them, is a process that will achieve better outcomes.

## Supporting Youth Transitioning from Protective Care to Emerging Adulthood: Research and GA Planned Actions

In 2011/12 the General Authority continued to fund the Age of Majority Specialist position. The work of the Age of Majority Specialist was assisted by three MSW students completing their studies through a placement with the General Authority. The research done by these three students focussed on the needs of youth transitioning from the child welfare system to emerging adulthood. This included:

- A literature review on the needs of youth aging out of care and leading practice approaches to improve outcomes (including an inter-jurisdictional review of policy, legislation and program approaches)
- Several focus groups held with both front line staff and youth (in and from care) covering topics such as: the experience of aging out of care, the needs of youth leaving care (including changes to legislation and service provision), and, approaches to assessing life skills as part of transition planning services
- An extension of care evaluation

Further to the findings and recommendations from the original Youth Engagement Strategy report (2009), GA sponsored

youth retreats (providing opportunity for youth feedback), evaluation of the *Skills for Life* pilot project at Winnipeg Child and Family Services (2011), and ongoing research and contributions by Youth Engagement Specialist Duncan Michie and other GA staff, the above work completed this year has complemented an already well established knowledge base cultivated over the last three years. From this combination of research and evaluation, and consistent with leading practice, the GA has committed to the following action plans to support youth in transition from care to emerging adulthood with the goal of improving outcomes:

- Develop evidence informed leading practice guidelines to assist front line staff in comprehensive planning for youths' transition from agency care.
- Incorporate further opportunities for youth engagement including the development and use of exit surveys and opportunity for youth to create a digital story.
- Pilot a life skills assessment tool as part of transitional preparation planning.
- Provide further resources for caregivers specific to life skills instruction. This includes a user friendly guide providing life skill instruction suggestions and highlighting teachable moments for youth inclusive of different ages and abilities.
- Develop and provide financial literacy and employment skill training, and implement a mentorship program, in partnership with community based resources.
- Advocate for the implementation of tuition waivers in all Manitoba post-secondary institutions, and, offer further financial support for youth (currently or previously in GA agency care) to attend and complete post-secondary studies.
- Create youth friendly transitional resources including a 'useful tips for youth leaving care' manual, and, a website offering practical advice and resources available to further support the positive transition from care to emerging adulthood
- Develop and implement an aftercare program.

With the goal of developing and implementing all above action plans over the next year, the GA has recently established *the community partnerships for youth leaving care working group*. With ongoing support from GA senior management, DLT, and the GA Board of Directors, over the next several months this group will begin to identify the best method of developing and each action plan and strategies for implementation.



# SUPPORTING OUR AGENCIES

## Supporting Staff – Critical Incident Stress Management Peer Support Teams

Critical Incident Stress Management Peer Support Teams continue to operate in all eight General Authority agencies/ service regions across the Province: Child and Family Services of Central Manitoba, Eastman Region, Interlake Region, Jewish Child and Family Services, Northern Region, Parkland Region, Child and Family Services of Western Manitoba and Winnipeg Child and Family Services.

During the past year the General Authority's Critical Incident Stress Management (CISM) Steering Committee, made up of chairs and co-chairs from the eight teams, met on two occasions: May 18, 2011 and October 26, 2011. The CISM Program Specialist developed an Authority Specific Standard regarding Critical Incident Stress Management Peer Support Teams and Terms of Reference for the Steering Committee. Both were approved by the CISM Steering Committee at their October meeting. Discussion took place at both meetings around how to support staff during the upcoming Public Inquiry into the death of Phoenix Sinclair and the committee was joined in this discussion, during the May meeting, by Carmen Carlucci, Director of the Civil Service Commission's Employee Assistance Program.

From April, 2011 to April, 2012 CISM teams across the Province reported 103 critical incidents resulting in 184 staff members being outreached to.

The Program Specialist has made revisions to the CISM training manual to make it more child welfare specific and co facilitated a training session in November of 2011 so that the General Authority may now have the internal capacity to offer this training when needed. Twenty three participants attended and completed the course; four of the participants were from

the Manitoba Foster Family Network which has been receiving direction and support from the General Authority's Program Specialist in helping set up a CISM peer support team for their organization and see them become operational. Ten of the participants were from All Nations Coordinated Response (ANCR), Winnipeg's Designated Intake Agency under the Southern Authority.

During this same time period the General Authority offered the Vicarious Trauma Workshop on six occasions with one hundred and twenty eight participants completing the two day course. In February of 2012 the General Authority's CISM Program Specialist facilitated a one day Psychological First Aid

Course offered through the National Child Traumatic Stress Network (NCTSN) for free on line. The Winnipeg Child and Family Services CISM Team was in attendance along with three staff members from the General Authority trained in critical incident stress management. A recommendation was made for all teams province wide to take this training as it is compatible with critical incident stress management principles and allows their participation without having to travel.

In May of 2011 representatives from the Manitoba Government and General Employees Union (MGEU) the CEO of the General Authority, the CEO of Winnipeg Child and Family Services (WCFS) and two of their Program Managers along with the CEO of All Nations Coordinated Response (ANCR) and their Program Manager came together to develop, coordinate and implement a plan in response to the communication, information and resource needs of CFS staff regarding the Phoenix Sinclair Public Inquiry. The Inquiry Communication and Information Committee (ICIP) was created and met regularly putting in place a coordinated framework to assist staff to participate in this important public inquiry.



## Resource Development

### Children and Youth with Complex Needs

During 2011/12, the General Authority's Resource Team continued the challenging task of increasing the capacity of the General Authority system to meet the placement needs of children and youth with complex needs. Significant efforts focused on responding to requests to assist with placement planning for individual children and youth whose needs are so complex that no existing placement resource in Manitoba can meet their needs and the development of specialized placement resource is required. Assistance with placement planning for these children and youth has required the Team to participate in and/or coordinate complex case meetings; solicit potential service providers; provide feedback and consultation on resource proposals; participate in discussions with the Child Protection Branch regarding these funding models; and, assist with the development an immediate support plan for the current placement.

The Team also focused on broader initiatives to develop placement resources for children and youth with complex needs including:

- The development of concept paper for a secure treatment facility for youth requiring mental health and behaviour stabilization services for consideration as part of the plan to re-purpose the Manitoba Development Centre. This paper was presented to the Manitoba Developmental Centre Stakeholder Implementation Committee in Portage la Prairie in January 2012 and is currently being reviewed.
- Continued work with Knowles Centre Inc. to develop Level IV and V residential child care facilities on behalf of Winnipeg Child and Family Services (WCFS), Eastman and Interlake Region.
- The establishment of a collaborative partnership with Community Living disABILITY Services, the General Authority and WCFS to work towards early identification and joint resource planning for youth who will be transitioning to Community Living disABILITY Services at age 18.
- Participation on a planning committee with representatives from the four Authorities, Child Protection Branch, Healthy Child Manitoba, Education, Health and Justice to develop a 'Complex Placement Protocol' that can be used when children and youth with complex needs require multi-system planning. The committee will submit its recommendations to the Child and Family Services Standing Committee and the Healthy Child Committee of Cabinet.

## Foster Care

During 2011/12, the General Authority was involved in a number of initiatives aimed at enhancing foster care within the

General Authority system including:

- The completion of a formal evaluation of the Purple Martin specialized foster care program designed in partnership by WCFS and MacDonald Youth Services to provide new foster parents with the level of intensive support and training required for them to become specialized foster homes within 12-16 months. The evaluation found that the program demonstrated an ability to: expand the current foster home recruitment pool; retain new foster parents through intensive supports and training; achieve high levels of satisfaction levels of foster parents, foster children placing social workers; and, achieve cost efficiencies to the system by reducing the amount of time that children who went into the program spent in the emergency shelter system.
- The development of a plan for agencies and regions to pilot the PRIDE digital training curriculum for foster parents. This planning has occurred primarily through discussions with the Saskatchewan Ministry of Child and Family Services to learn about their experiences in implementing the PRIDE Model to develop and support foster parents as well as Governor State University in Illinois, the body responsible for marketing, licensing and distribution of the PRIDE digital curriculum.
- The provision of funding by the General Authority in 2011 to support the creation of four bilingual foster care recruitment banners designed by Winnipeg Child and Family Services Foster Parent Recruitment and Retention Committee. Ongoing funding is available to General Authority agencies and regions for various types of foster care recruitment materials.
- The GA agencies and regions continued to use the Structured Analysis Family Evaluation (SAFE) process for home studies and annual reviews throughout the year. Training was provided to supervisors and practitioners by the Consortium for Children over four days in February 2012. Communication and peer support was strengthened across the Authority with the ratification by the Directors Leadership Table of the Terms of Reference for the SAFE Implementation Committee. This Committee will be comprised of a group of workers and supervisors who will meet regularly to share their experiences in using SAFE and obtain ongoing feedback and direction from the Consortium for Children on the use of SAFE within their agencies and regions.

*"A hundred years from now it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove . . . But the world may be different because I was important in the life of a [child]." -Forest E. Witcraft*



## Initiatives for Families Affected by Fetal Alcohol Spectrum Disorder

The FASD Specialist provides support to all General Authority (GA) 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 on the benefits of this service have been very positive.

Regarding the consultations to agencies and regions, the following table identifies that **38 FASD consultations** were provided in the last fiscal year. This constitutes an increase of 8 or 26% from last year. Consultations include meetings with case workers, schools, adoptive, foster and birth families.

Winnipeg CFS	23
JCFS	1
CFS of Central Manitoba	6
CFS of Western Manitoba	1
Eastman Region	5
Interlake Region	2
<b>TOTAL 2011/2012</b>	<b>38</b>

**Resources and Information packages** continue to be distributed to foster parents, front line workers and support workers within the GA agencies and service regions as needed.

**Training on FASD**, including FASD Generalist training as well as specialized topics on FASD continues to be delivered to case workers, caregivers and support workers as needed



throughout the GA. The following table describes the FASD training topics location of training and number of people trained during 2011/12.

FASD Training Topic	Locations	# at-tended
FASD Generalist Training	WPG Winkler	83
Attachment and FASD	WPG Ashern	8
Parents with FASD in the Child Welfare System	WPG	7
FASD Prevention: Working with High Risk Women and Birth Mothers	Brandon	14
Suspected Cases of FASD: Moving Forward	Brandon	17
Sharing Manitoban Expertise on FASD II	WPG	12
Autism Spectrum Disorder and FASD	WPG	3
<b>Total # of Staff / Caregivers Trained 2011/2012</b>		<b>144</b>

The **FASD Team Leaders** within the GA agencies and regions have increased in the last year, with 9 new members joining for a total of 21. The FASD Team Leaders are facilitated by the FASD Specialist. Team leaders provide peer expertise and consultation on issues related to FASD at the agency level. In the last year, the FASD Team Leaders participated in two days of advanced training on FASD, an advanced orientation to FASD for the new team leaders, as well as observations of FASD assessments at the Manitoba FASD Clinic in Winnipeg.

The FASD Specialist represents the GA 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. A number of new initiatives have been funded in the last year based on recommendations from SIT that include an increase in funding for the Stepping Out on Saturdays respite camp for children with FASD in Winnipeg, and a coordinator position for the Visions and Voices Speakers Bureau.

“The soul is healed by being with children.” — Fyodor Dostoyevsky

Training has been provided to over

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.

**Standards on FASD for Child Welfare** have been developed over the last year by the Inter Authority Standards Development Team in collaboration with FASD Specialists in each Authority. These foundational standards were approved by Standing Committee on September 1, 2011. In addition, the GA concurrently developed authority specific standards on FASD which were approved by the Director's Leadership Table on August 22, 2011. The Authority Specific Standards on FASD are intended to provide workers with more detailed guidance on best practices when working with children and families affected by FASD. Training on the implementation of these standards will begin in April 2012.

Plans for the upcoming 2011/2012 year include ongoing FASD consultations; training on FASD including training on the implementation of the FASD Standards; ongoing development of the FASD Team Leaders, and continued work with the Strategy Implementation Team and within the FASD service community.

### ***Building Capacity Through Training***

As in prior years, the General Authority (GA) prepared a detailed training plan for 2011/12 in consultation with all agencies and service regions. From this plan, the GA distributed a 2011/12 training calendar that was updated regularly throughout the year. This included updates on new training opportunities as they arose. Much of this is the continuation of training that is considered essential for staff and is offered each fiscal year. The GA Practice Model and Case Management Standards training was also provided to staff from the Child Protection Branch and the Office of the Children's Advocate at their request. In addition, staff from Manitoba Foster Family Network, McDonald Youth Services, and Western Regional staff attended a variety of other GA training. The following table shows the number of individuals participating in training in the 2011/2012 fiscal year:

<b>TYPE OF SPECIALIZED TRAINING</b>	<b>TOTAL OF ATTENDEES APRIL 2011 –MARCH 2012</b>
Addictions	18
Administrative Support & Communications	50
Crisis Prevention/ Intervention/ Postvention (Mandt, Non Violent Crisis Intervention)	134
Critical Incident Stress Management (e.g. Vicarious Trauma)	212
Cultural Awareness (i.e. Working with New Canadians, Culture & Diversity)	15
Competency-Based Training (Case Management, Supervisory)	60
Child and Youth Support (e.g. Autism Awareness)	43
Domestic Violence	4
Fetal Alcohol Spectrum Disorder (FASD) (e.g. Generalist, Specialized and Advanced)	160
Foster Parenting Training exclusively for Foster Parents (e.g. Attachment)	92
Foster Care/ Adoption exclusively for staff (S.A. F. E. )	79
Gang Awareness	5
General Authority Practice Model	397
Health and Safety ( First Aid, Mental Health First Aid, Water Safety)	387
Investigating Child Abuse	74
Orientation to the CFS System	114
Solution Focused Brief Therapy	21
Suicide Intervention/ Prevention (e.g. Applied Suicide Intervention Skills)	76
Standards (Case Management)	53
Strengthening Relationships (e.g. Attachment, Relationship Based Strengths Approach)	171
Structured Decision Making Assessment Tools	251
<b>TOTAL</b>	<b>2416</b>



# EVIDENCE BASED INNOVATIVE SERVICE INITIATIVES

## The New Canadian Education and Awareness Initiative

When new Canadian families require child welfare services they most often 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. In 2009/10 with this in mind, the General Authority (GA) initiated a project aimed at promoting preventative services for new Canadians. In this first phase of the project, the Initiative 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 their 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 collaterals 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.

These Community Cafés successfully fostered mutual learning, opened 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.

In 2011/12 the Initiative incorporated the information and the learnings that emerged from the Community Café engagement process and from stakeholder input by focusing on deepening the engagement with ethno-cultural communities and forming partnerships with New Canadian settlement agencies and service providers. Specifically, the Initiative achieved the following results in 2011/12:

- ◆ The co-creation of a presentation validating the experience and knowledge that new Canadians bring to Canada and providing information about the *Child and Family Services Act*, acceptable parenting practices in Canada and suggestions for positive parenting strategies. This presentation was created jointly with cultural community members and service providers and has been delivered to over 20 community and service agencies.
- ◆ Establishment of a community-based Action Team, comprised of representatives from the Immigrant Centre, Manitoba Interfaith Council Inc. (Welcome Place), Accueil francophone, ANCR, Winnipeg Child and Family Services and the GA. The Team's purpose is to improve communication and increase sustainable consultation to improve services to children and families.
- ◆ The GA also formed a Cultural Community Reference Group comprised of over 20 ethno-community leaders and community members who provide valuable feedback to the GA including specific input into presentation content and format, an outreach strategy and Initiative activities.
- ◆ The GA provided support to the Communities4families website ([www.communities4families.ca](http://www.communities4families.ca)) to assemble and post resource services for families, including those offered by child and family service agencies.

On November 22, 2012 the General Child and Family Services Authority (GA) is hosting a "*Creating Possibilities*" Symposium to launch the next phase of the New Canadian Awareness and Education Initiative. Approximately 100 cultural community members, elders and leaders, professionals engaged in child and family service practice, settlement services, newcomer social services, and staff from justice, health and education will come together to strengthen the future direction of this Initiative with the goal of promoting better outcomes for children, families and communities.

"You think the only people who are people, are the people who look and think like you. But if you walk the footsteps of a stranger, you'll learn things you never knew you never knew." - Pocahontas"

## EDUCATION OUTCOMES

During the 2011/2012 year a pamphlet was developed for schools outlining the function and role of the Education Outcomes Program Specialist along with key responsibilities. The pamphlet also included information on the goals of Child and Family Services (CFS), how families become involved with CFS and the legislated acts that govern CFS along with privacy laws.

The Program Specialist is an active member of the Community Connections Committee with the Seven Oaks School Division which hosted a Community Connections Day on May 31, 2011 showcasing the many agencies/collaterals in the area and the services they provide. The General Authority was part of Winnipeg Child and Family Services, Seven Oaks Service Unit's information booth displaying literature on education outcomes, fetal alcohol spectrum and youth transitioning from care.

The Education Outcomes Program Specialist also worked with Winnipeg Child and Family Services Perinatal Program advocating for and supporting Murdoch MacKay Collegiate in their attempts to secure funding for a dedicated staff liaison position in their Adolescent Parent Program and onsite Wee Bairs Infant Care Centre.

A number of consultations (8) were requested over the past year resulting in the Education Outcomes Program Specialist accompanying a social worker to a school conference, attending a complex case review where educational issues existed and presenting to the St. James/Assiniboia Student Service Administrators.

A committee was struck in the fall of 2011 to revise the Guidelines for school registration of students in care of child welfare agencies. It was determined that this initiative would be expanded to include supporting children and youth throughout their education years and was then titled ***Joint Educational Planning and Support for Children and Youth in Care: Intersectoral Guidelines***. The Committee is comprised of representatives from the four Child and Family Services Authorities, the Department of Education, Healthy Child Manitoba, the Department of Family Services and Consumer Affairs, the Manitoba Teachers' Society (MTS), Student Service Administrators of Manitoba and the Council of School Leaders of MTS. When completed this important document will include: transitional planning (school, change in living arrangements, age of majority, etc.); responsibilities of both the education and child welfare system; attached appendices people can easily refer to; clearly defined dispute resolution mechanisms; child welfare and educational standards and a quick checklist to ensure all transitional tasks are completed. This document clearly states that children and youth should be included in planning and decision making appropriate to their age, developmental status and cognitive ability. ***Joint Educational Planning and Support for Children and Youth in Care: Intersectoral Guidelines*** are consistent with the five guiding principles of trauma informed practice: safety, trustworthiness, choice, collaboration and empowerment. The development of these guidelines is supported by the Healthy Child Committee of Cabinet which consists of: the Department of

Family Services and Consumer Affairs, Healthy Living, the Status of Women, Aboriginal and Northern Affairs, Cultural, Heritage and Tourism and the Department of Justice.

The plan is to implement the guidelines in the fall of 2012. A second protocol is being developed intended to streamline the process for children and youth to be registered and attend school when staying with relatives, family and friends.



## Differential Response

During 2011/2012, the General Authority moved to full implementation of the Differential Response Family Enhancement initiative with funding included in the new provincial funding model.

The expansion of Family Enhancement services throughout the General Authority is supported by the conclusions and recommendations of the evaluation released September 1, 2011. The evaluation was done by Dr. Brad McKenzie of the University of Manitoba's Faculty of Social Work. It covers the operation of the pilot projects from their inception to the end of the pilot phase in 2011. It focuses on an extensive file audit of family cases, interviews with family caregivers who received Family Enhancement Services, interviews with Family Enhancement staff and supervisors, interviews with community service partners and selected staff of the General Authority plus the collection of statistical information.

Each of the six Family Enhancement (FE) pilot projects used the Structured Decision Making® (SDM) assessment tools adopted initially for the DR projects and later for the General Authority as a whole. These assessments ensure that the probability of future harm (risk) and the caregivers' and the children's strengths and needs are assessed at the beginning of service delivery and at regular intervals during service as a way of measuring how the plan agreed to by the family and the agency is progressing. This ability to compare assessment results at different points in the family's involvement is a significant benefit of the SDM tools which also provide non-identifying information used in evaluating outcomes across the General Authority. Eligibility for the FE pilot projects was informed by the Probability of Future Harm level, the family's willingness to work in cooperation with the agency and the development of a signed service agreement setting out the goals and expectations of the agency and the family.



## **Differential Response Evaluation Findings**

### **(a) Service Profile**

A review of the Family Enhancement (FE) units provided a profile of the services provided and the service model utilized. The FE staff were experienced child welfare workers averaging 10.5 years in the field. The majority (more than 80%) of families received supportive or other counselling services through FE and referrals (more than 75%) to external service providers. The agency's own support workers assisted one third of the families within the home, providing support or mentoring to a child and/or parent in addition to supportive counselling. Families received frequent visits from workers and received additional community services such as mental health services, educational support service in the school system for the children and public health services for the family. Over a third of families received financial support services and/or parent education and support services.

### **(b) The Practice Model**

The use of the SDM tools in FE was supported by staff interviews and comments as was the more intensive involvement that is part of the FE service model. The Practice Model was new to workers, requiring some additional time for becoming familiar with the assessment tools. Despite this, the SDM tools were valued as was the integration of the SDM tools, the Signs of Safety approach and a solution-focused approach toward the creation of safety oriented practice. There was support for continuing with dedicated Family Enhancement caseloads to allow for the intensive service focus. It was acknowledged that increasing the emphasis on FE for all families served by General Authority agencies and service regions was desirable.

Families' responses to receiving the strengths and family support oriented services were overwhelmingly positive; more than 90% agreed that their workers focused on both positives and problems within the families and also reported a high level of family engagement. Community service providers viewed the FE service model very positively and gave specific examples of how they were able to work with Child and Family Services. Staff and supervisors supported continuing the lower size of active caseloads maintained in the FE pilot projects.

### **(c) Child and Family Outcomes**

Risk scores for children, assessed using the Structured Decision Making Probability of Future Harm assessment, in the FE families declined over the course of service provided. The evaluation report notes that the more intensive service model supported closer monitoring of safety and of risk for children. FE staff were generally very experienced workers and able to take action when children were unsafe or when risk levels warranted it. Progress reports related to case goals were posi-

tive with over 80% of families either attaining case goals or being rated as 'in progress' toward these goals. Child safety deteriorated in only 10% of cases with the probability of future harm increasing in 12% of cases. The high level of family engagement and the positive working relationship between FE workers and families was believed to be linked to high levels of service satisfaction among family caregivers who reported feeling better off and experiencing less stress than before receiving FE service and feeling that they had been helped to become a better parent.

The outcomes for a small group of families suggest that the FE service delivery model could be effective with some higher risk families.

FE staff and families were successful in keeping children safe at home; of the estimated 700 children of families receiving service, 94% remained at home during the pilot phase.

## **Recommendations**

The report's recommendations support continuing and expanding FE service delivery throughout the General Authority both in FE units and as a way of working with families where the service model fits. The adoption the GA Practice Model is endorsed as is the continuing involvement and participation of the GA's Leading Practice Specialists in its development. Ongoing evaluation of this change in service approach and delivery is recommended including the addition of SDM outcome indicators to those monitored by the GA. System wide recommendations beyond the General Authority include supporting the GA's plan to adapt and pilot the SDM safety assessment and endorse it replacing the current protocol on the CFSIS computer system. The system-wide use of the Probability of Future Harm assessment is recommended also, with any further changes to CFSIS needed for consistency in risk assessment. It is recommended that screening and assessment tools be developed for system-wide use to facilitate the case-work model, including case transfers, in the best interests of children and families.

Differential Response continues within the General Authority with Family Enhancement Services available in different agencies in units with dedicated caseloads and by workers delivering FE service on mixed service caseloads. The General Authority Practice Model's launch is planned for 2012-2013.

## **The General Authority 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.

In describing the work on the Practice Model for this past year, a number of the initiatives reported on previously in 2010/2011 continue to improve the ability of workers to make difficult decisions. The use of Structured Decision Making® (SDM) assessments supports decision making while the ongoing integration of SDM with the principles of the Signs of Safety approach and Solution Focussed Inquiry has been incorporated into the development of the General Authority Practice Model.

The General Authority continues to work with specialists from the Children's Research Centre (CRC) to develop 15 Modules as the training curriculum to support implementation of the Practice Model. The GA Leading Practice Specialists or LPS (front line practice experts drawn from GA agencies and service regions) have continued work begun in 2010/2011 to ensure that the Practice Modules accurately reflect the legislation and practice standards for child welfare practice in Manitoba. At the same time, the Practice Modules provide an approach to child safety, anchored in evidence-based practice and using proven family engagement and solution-focused approaches. The LPS' work is supported by a CRC practice expert who joined the LPS in January 2012 to bring additional 'practice-based evidence' into the final stage of curriculum development. This partnership has resulted in a curriculum which supports more rigorous and balanced assessments to inspire and fuel the General Authority's work with families and has introduced a practice language where safety, the probability of future harm (risk) and solution-focused practice are at the center of our work with families.

In addition to their work on the Practice Modules, the LPS have provided training for GA agency/region staff in the use of the SDM tools. By the end of the 2011/2012 year, training in the use of four SDM assessment tools was complete across the General Authority service system. The General Authority Directors' Leadership Table approved a pilot of the SDM Safety Assessment after work was done with the Children's Research Centre in 2010/2011 to adapt the tool to Manitoba's child welfare environment. This pilot began in 2011/2012 in selected sites within the General Authority's agencies and service regions; evaluation results will inform the rollout of the Safety Assessment in the General Authority. The Safety Assessment assists workers at the point of Intake, or when there has been an incident on an open case, in making an assessment of whether the child will be safe at home, whether the child can remain at home with a safety plan in place or, whether the child must stay elsewhere if it is not possible to mitigate danger. The tool also enables agencies and service regions to make consistent and accurate decisions about child safety at the intake level and beyond, supporting decision making to continue service or close cases.

Front line staff in the General Authority requested that the SDM Reunification Assessment be made available for practice

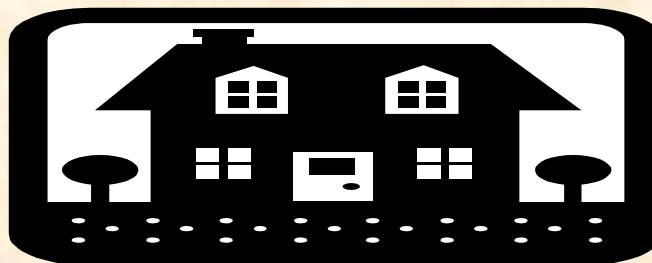
and this will be adapted, in partnership with CRC, to our child welfare environment. This tool combines assessments of risk, current safety and behavioural changes by the caregivers which demonstrate acts of protection, in addition to assessing the quality and quantity of family visits during the child's time in care. Possible decisions include returning the child home, continuing work with the family to increase safety for the child or seeking a permanent home with extended family or friends.

Four curriculum modules of the General Authority Practice model were completed in 2011/2012; the first focuses on assessing what the family is providing for the child in a positive sense and what family issues are affecting the child's safety at home. The second module introduces workers to three key questions for organizing safety-oriented practice covering why the Agency is involved, understanding what is going well for the family and what needs to change in order for the children to be safe in the present and into the future. The third module emphasizes the role of children both as the focus of service but also as participants in plans made for their safety. The fourth module reviews solution-focused inquiry and its role in helping families uncover their strengths and utilize them to keep their children safe.

It is expected that all of the Modules will be completed early in the 2012/13 year with a formal launch of the new Practice Model planned for September.

## Foster Care Training Standards Framework

Building on the success of the Case Management Standards Flow Chart and Framework tools and training, the General Authority has developed similar resources for foster care. The first is the Foster Home Flow Chart which provides a visual of the process, clustering applicable standards and legislation into eight sections that follow the natural flow of a foster home case. As a companion document to the flow chart, the Foster Home Framework contains a chapter for each of the 8 sections. Within each chapter, foster care standards/regulations are reviewed, beginning with the actual wording of the standard/regulation; the intent; and practice notes that provide tips that may assist workers in decision making and suggest activities to fulfill the expectations of the standard. A one-day training module has been developed and piloted. A full roll-out of this training for foster care staff will occur in 2012-13.





# CONTINUOUS LEARNING THROUGH QUALITY ASSURANCE

## 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 the committee to review complex case situations. This mechanism allows stakeholders to come together to discuss complex/challenging 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 December 2010 a complex case reviews process was also in place for the service regions and private agencies.

From 2008/09 through to 2010/11 there were 36 complex cases which were defined as high risk or presented with systemic issues which were reviewed by the committee (on average 12 per year). In 2011/12 18 cases were reviewed through the complex case process.

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.

## StreetReach

In September 2009, StreetReach Winnipeg was launched to strengthen the safety net for youth who have been sexually exploited or who are at high risk of being victimized. StreetReach is jointly operated and managed by the Child Protection Branch and Winnipeg Police Service. StreetReach operates as an association of agencies and authorities that share a common goal of reducing the sexual exploitation of children and youth through a comprehensive and coordinated rapid response to missing children and youth in Winnipeg. A staff person from the General Authority sits on the StreetReach Advisory Committee.

Since the commencement of StreetReach Winnipeg, 61 children and youth from all authorities have been deemed High Risk Victims (HRV). Once a child has been deemed a *High*

*Risk Victim* there is a multisystem Response Plan developed in order to coordinate efforts to locate and return the child to safety. The General Authority and two of its agencies, Winnipeg Child and Family Services and Eastman Region, have participated as part of a multidisciplinary team of professionals. Of the 61 children, 36 have been removed from HRV status due to stabilization.

StreetReach has been involved in approximately 30 investigations and directly involved in the arrest of 6 offenders. StreetReach has also been tasked with piloting the service of Section 52 letters to suspected offender who are allegedly interfering with CFS agencies and harbouring children in care for the purpose of exploiting them.



## Responding to Issues and Inquiries

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

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

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

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

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

This past year there were 473 referrals, an increase from the previous year's total of 440.

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 257 issues versus 216 inquiries.

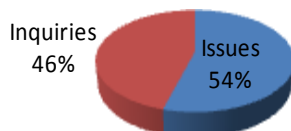
## Child in Care Annual Reviews

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 GA has established procedures to inform agencies/service regions when forms are required for specific children. The GA continuously tracks compliance with this legislated requirement.

During 2011/2012 the GA fully implemented implementation of the electronic Child in Care Annual Review form which allows agencies to submit the required information about children in care through an automated computerized form. This automated format for reporting substantially decreases the completion time required by frontline workers, who no longer have to complete lengthy forms by hand, as well as the time required by Authority staff for data entry. The implementation of the electronic reporting form was accompanied by a narrated instruction video as well as written instruction.

The electronic Child in Care Annual Review form helps the Authority and its agencies/service regions assess the progress of our children in care in a more timely way; helps the Authority track and understand the changing service needs of the children and families we serve and provides detailed information on which to base decisions about how best to use and target our resources. This form is designed to collect information on the child well-being outcomes established by the Authority for children in care in the areas of Child Safety, Child Well-Being, Permanency, Family and Community Support and Service Effectiveness. Information from the past year on the progress of children in care in relation to some of these domain areas has already been analyzed and summarized for use by our agencies and regions. A sample of the analysis of the information collected can be found on page 28 of this report.

### 2011-2012 - Intake Issues/Inquiry Issues





# Office of the Children's Advocate

## Special Investigation Reports

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

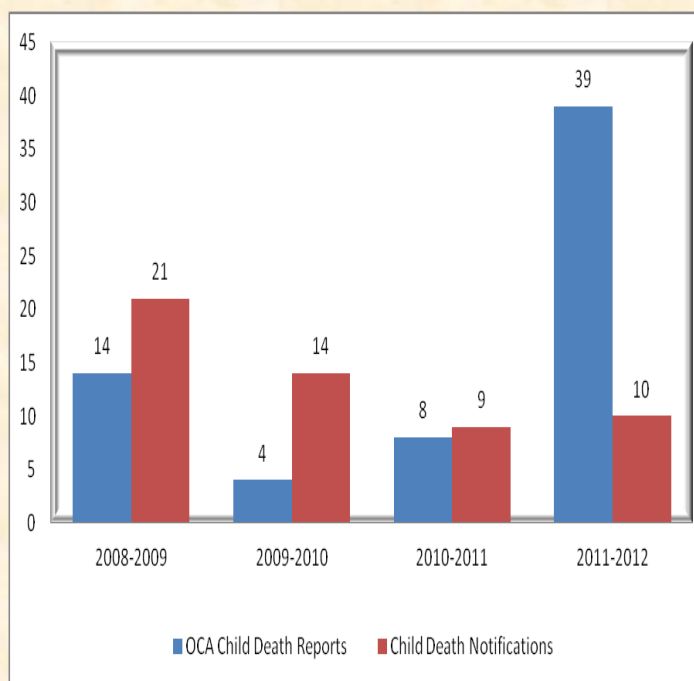
A comparison chart with the numbers of Special Investigation reports received by the General Authority from the Office of the Children's Advocate for this year, as well statistics from previous annual reports, can be found below.

During 2011/2012 the General Authority received a total of 39 completed Special Investigation reports prepared by the Office of the Children's Advocate (OCA). It is important to note that the marked increase in the number of completed reports received for this year does not reflect an increased number of child deaths having occurred in families involved with General Authority agencies/regions. In actuality, the number of reports received reflects a change in practice by the OCA and completion of a backlog of cases requiring review. Beginning in 2011, the OCA began to conduct reviews, rather than lengthy investigations, on cases where children died as a result of prematurity, birth complications or medical fragility, and where it was determined that a more in depth investigation would not lead to recommendations reducing the likelihood of a death occurring in similar circumstances.

Of the 39 reports received from the OCA in 2011/2012, the General Authority received 23 reviews, as described above, and 16 Special Investigation reports. Of all 39 child death reports received during this period, a total of 5 recommendations were directed specifically to the General Authority or one of its mandated agencies or service regions in three (3) cases.

The General Authority has reviewed these recommendations with the agencies or service regions involved and provided responses to all the reports received. Reports are considered "complete" when the Authority has reviewed the recommendations with its agencies and provided a response to the Manitoba Ombudsman and the Office of the Children's Advocate. Copies of these responses have also been provided to the Child Protection Branch.

During 2011/2012, the General Authority received notice of 10 child deaths from our agencies, the OCA or the Child Protection Branch. Of these deaths, there were 4 where the family had received service within the previous 12 months, 3 occurred in open cases and 3 were children who had been in care of a General Authority agency. Of these cases, 3 involved deaths as a result of significant medical issues (natural causes), 4 were accidental and 2 deaths were a result of suicide. In one case the cause of death was a sudden unexplained death of an infant. The following chart also provides the numbers of notifications of child death from past years.



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

## Quality Assurance Reviews

## Services to Minor Parents

The General Authority's Quality Assurance Framework is designed to be proactive and comprehensive; assessing outcomes and performance as well as compliance. Ongoing, cyclical reviews of General Authority agencies and region performance in relation to standards and legislation are important components of the General Authority's quality assurance responsibility. Each year the General Authority's Director's Leadership Table approves a schedule of quality assurance assessments. Consistent with this schedule the Authority, working closely with its Agencies and Service Regions, completed system wide assessments of the following standards:

- ◆ Face to Face Contact Standard Review
- ◆ Foster Home License Renewal Review
- ◆ Status of Agency/Service Region Staff Checks
- ◆ Family Assessment Standard

The results show an overall compliance rate of 97% to 100% for all standard reviews.

In addition during 2011/12 the General Authority completed a number of program evaluations:

- ◆ An evaluation of the Skills for Life Pilot Project at Winnipeg Child and Family Services.
- ◆ An evaluation of goal achievements for youth on extension of care from 2009 to 2012.
- ◆ Completed the work to evaluate a new specialized foster care program (Purple Martin Project) at Winnipeg Child and Family Services.
- ◆ An evaluation of the General Authority's Differential Response Pilot Projects across the Province.
- ◆ A comparative analysis of skills readiness assessment tools being used in other jurisdictions to assist workers in planning for youth to transition from care.

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.

In cases where the minor parent is under 16 years of age the Program Specialist has contact with the agency 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 2011 -
	10/11	11/12	10/11	11/12	
Winnipeg	55	51	18	26	77
Western	17	16	6	2	18
Central	15	12	4	3	15
Parkland	1	4	0	0	4
Northern	3	2	0	3	5
Interlake	5	7	2	2	9
Eastman	11	7	3	3	10
JCFS	0	0	0	0	0
Churchill	0	0	0	0	0
<b>TOTAL</b>	<b>107</b>	<b>99</b>	<b>33</b>	<b>39</b>	<b>138</b>





## 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: 13 requests approved this year in comparison to 14 requests for the last fiscal year.

AGENCY	TOTALS
Winnipeg	3
Interlake	2
Eastman	7
Central	0
Western	0
Northern	0
Parkland	0
Jewish	0
Churchill	0
<b>TOTAL</b>	<b>13</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 18 variances this year, in comparison to 5 variances for the last fiscal year, which is an overall significant increase. The following chart outlines these requests by agency/service region and the type of variance requested.

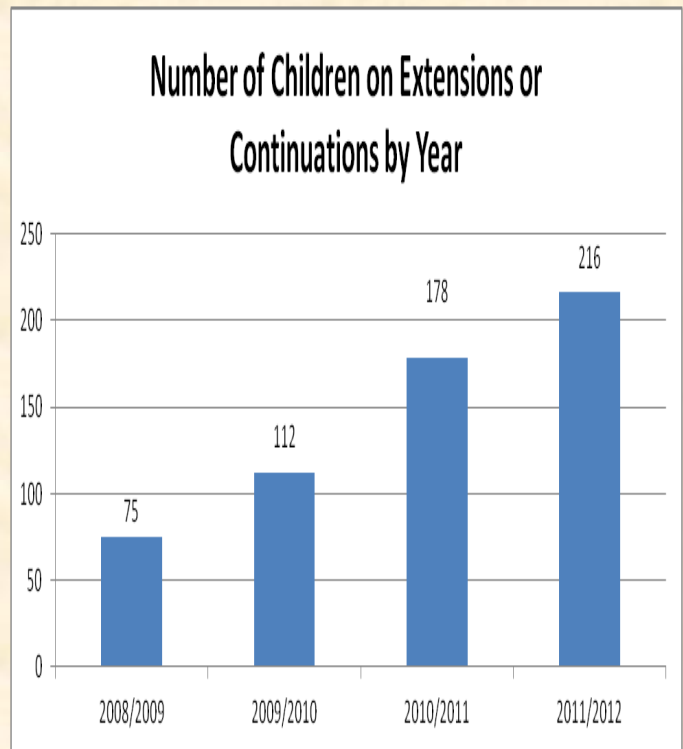
Agency	Regulation 7(5)	Regulation 7(4)	Total
Winnipeg	15	0	15
Interlake	0	0	0
Central	0	0	0
Eastman	1	2	3
Western	0	0	0
Northern	0	0	0
Parkland	0	0	0
Jewish	0	0	0
Churchill	0	0	0
<b>TOTAL</b>	<b>16</b>	<b>2</b>	<b>18</b>

# ENSURING ACCOUNTABILITY BY MEASURING OUTCOMES

## *Extensions of Care and Maintenance 2011 / 2012*

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 by an agency 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.

Between April 1, 2011 and March 31, 2012, there were a total of 216 individual youth on extensions of care and continuations of care in the General Authority. This represents an increase when compared with the number of youth on extensions or continuations for the previous three fiscal years.





## Outcomes Matrix

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.

The General Authority Outcomes Matrix includes 5 domains and twenty three individual outcome indicators within these five domains.

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

### What is the Child in Care Trend in the General Authority?

The following table shows the total number of children in care of GA agencies/regions over a five year period. The green bars represent the number of children in care who are under the age of 18 years. The orange bar represents the number of youth in care who are over the age of 18 years. Under *The Child and Family Services Act*, the system can continue to provide supports for certain youth in care beyond their 18<sup>th</sup> birthday.

## Total Number of Children in Care as of March 31 of each year

Table 1

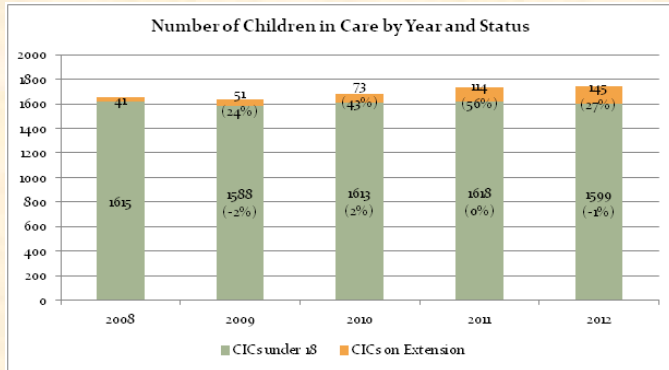


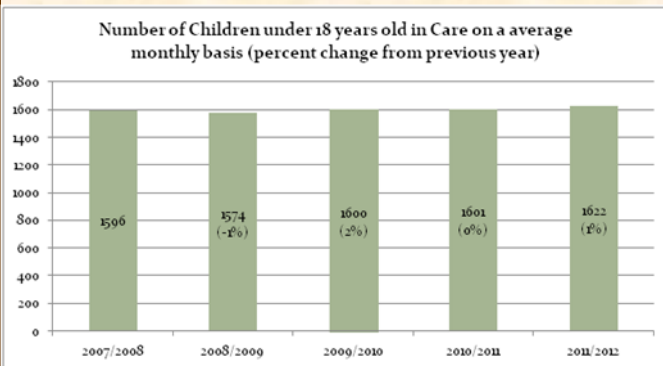
Table 1 shows that there has been an increase in the number of children in care over this time period. In 2012 there were 5.3% (88) more children in care than in 2008; this represents an average annual increase of 1.33%.

It should be noted however that this increase is entirely due to agencies/regions making the choice to support 104 more youth beyond their 18<sup>th</sup> birthday in 2012 than in 2008. The next table explores this age breakdown in more detail.

To explore this trend further, an analysis was done on the average monthly children in care counts over a number of years. This is considered a somewhat more stable indicator as it incorporates 12 months of data as opposed to a snapshot at one point in time (as is shown in Table 1).

Table 2 shows the number of children in care in GA agencies/regions for children aged 0 to 17 years on an average monthly basis for each year.

Table 2



As illustrated in Table 2, the trend for the number of children in care 0-17 years old remains stable and has only increased by 1.6% over a 5 year period.

## Number of Children Entering Care

Table 2 examined the average number of children age 0 -17 in care of GA agencies/regions over a five year period. This includes children coming into care throughout each year but also children who had come into care in a previous year.

The next table shows only the number of children who came into care throughout each year. This trend examines whether there is an increase in the number of children brought into care each year.

Table 3

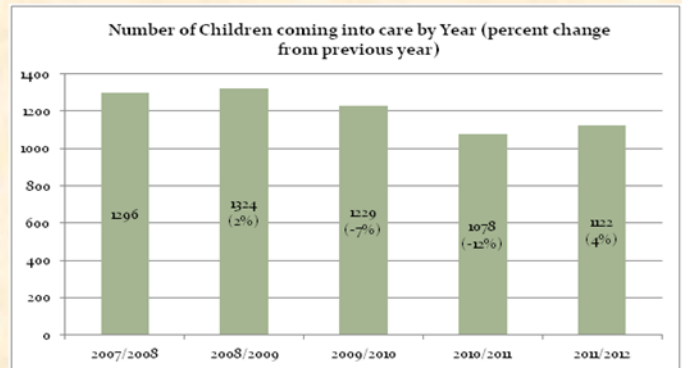


Table 3 shows that in 2 of the 4 years, the number of children coming into care throughout the year decreased from the previous year (most notably a 12% decrease in 2010/11). During 2011/12, GA agencies/regions brought 13% fewer children into care than in 2007/08.

## Children Receiving Service in their own Homes

An analysis of the data from the two years indicates that, on average, GA agencies and service regions are providing service for 6948 children and youth and 3244 families at any given time throughout the year.

As shown in the table below, of all the children receiving services, fewer than 30% of these children required an out of home placement. On average, over 70% of these children receive services to support them living at home with their family.

Table 4

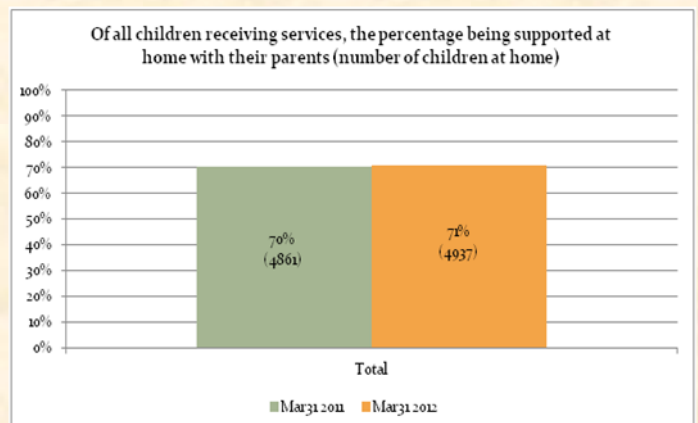


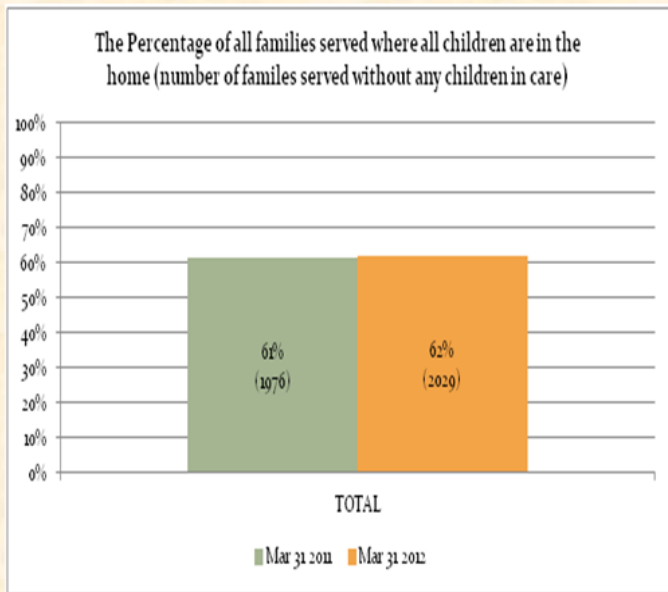


Table 4 shows that children served by the General Authority are far more likely to reside at home than be in out of home care and the second year of data suggest this number is modestly increasing.

### Families Receiving Service

The analysis also looked at the number of families receiving services from a GA agency/region where these families were caring for their children at home. As shown in the table below, of all the families receiving services from GA agencies/regions, over 60% had all their children living with them.

Table 5



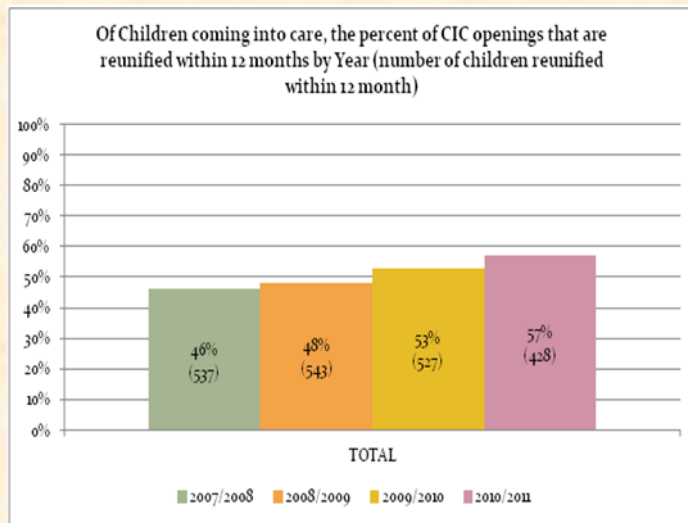
The findings in the above table show that families served by the General Authority are most likely to have all their children at home (61% and 62%).

### Reunifying Children with Their Family

Tables 4 and 5 both looked at the number of children and families where services are being provided to support those children living at home. This is an important indicator of how successful agencies/regions are in keeping families together. Another indicator of this relates to how effective child welfare agencies are in returning children from out of home care to their own families. This is also included in this analysis.

Table 6 below shows the number and percentage of all children coming into care in each of four years who were returned to their families within a twelve month period.

Table 6



As shown in the Table above, in each of these four years, 51% of children who came into care that year were returned to their families within 12 months. This Table also shows that the percentage of children returned to their families has been increasing in each of the years. In 2007/08, 46% of children were returned to their families within 12 months compared with 57% in 2010/11.

Other findings arising from the outcomes analysis are:

- ◆ Approximately 69% of children in care in 2011/2012 had the same primary worker the entire first year they are in care. This percentage is similar to the rates seen in previous years.
- ◆ About 83% of all children in care in the General Authority system were able to remain in the same school if a change in placement was required.
- ◆ Approximately 27% of children in care live with extended family or with families known to them.

In 2011/12, the General Authority will focus its efforts on engaging General Authority staff in discussions about how the outcomes analysis can inform policy and practice and refining the outcomes analysis. A series of “Fact Sheets” will also be produced that will highlight some of the significant findings emerging from the analysis. As well, the General Authority is committed to providing the Board of the Directors with an updated report on the achievement of outcomes twice annually.

# 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 2011/2012, General Authority provided *Vision Catcher* funding totaling **\$31,168** to support twenty nine (29) 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. 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.

Fifteen (15) *Keith Cooper Scholarships* were awarded in 2011 for the 2011/12 academic year for a total of **\$10,400**. Thirteen (13) awards (totaling **\$8,700**) 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 circumstances and to encourage them to complete high school and move on to post-secondary. The award itself is a combination of \$50 cash and a \$200 Canada Savings Bond.

### **Graduation Awards**

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

### **Leap to Learning Tutoring**

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

In 2011/2012, the General Authority approved *Scotia Stay in School Awards* for twenty (20) children or youth for a total of **\$12,562.50**.



### **CIBC 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

In 2011/2012, the General Authority approved thirty six (36) *CIBC Miracle Fund* applications for a total of **\$8,023.25**.

### **The Johnny Reid Campaign:**

The Children's Aid Foundation announced a new partnership in May 2011 with multi-platinum, Juno award nominee, and 13 time CCMA award winner, Johnny Reid. Johnny's latest tour, *A Place Called Love*, played in cities across the country while simultaneously raising funds and awareness for abused and neglected children and youth. A portion of the ticket sales from this tour was directed towards the creation of a fund for "at risk" children. Mr Reid's intent in implementing this initiative was to design a fund that was flexible enough to meet the most urgent needs of its recipients. The only stipulation for the grants, therefore, is that these funds be used to improve the lives of "at risk" children, whether in the care of a CFS agency or receiving services from a CFS agency. These funds could be used to fund individuals or groups for basic necessities, enrichment activities or education.

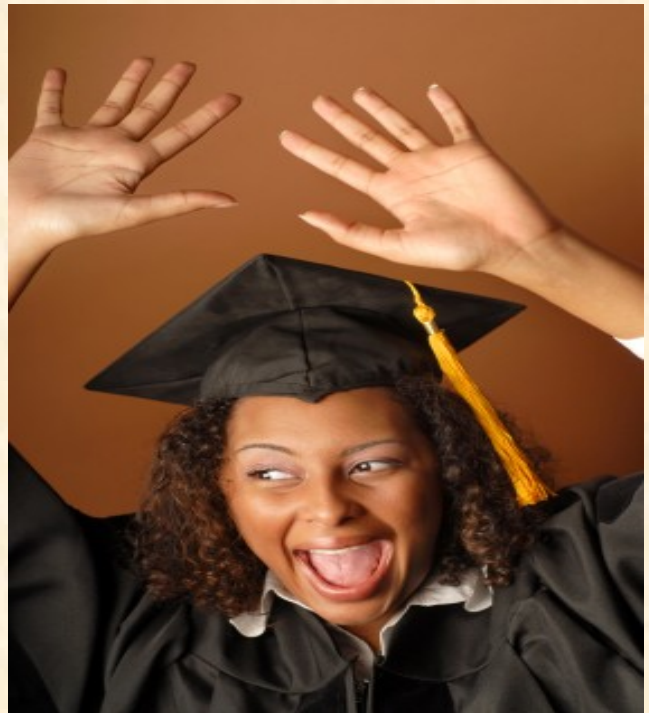
The General Child and Family Services Authority was selected as a recipient of a grant from the *Johnny Reid Campaign* and received a one-time only lump sum payment of **\$9,683.00**. A total of forty (40) grants were provided with these monies: D.A.R.T. (Dauphin At Risk Teens Program) received **\$5,000**; thirty nine (39) additional applications for individual children and youth were awarded a total of **\$4,683**.

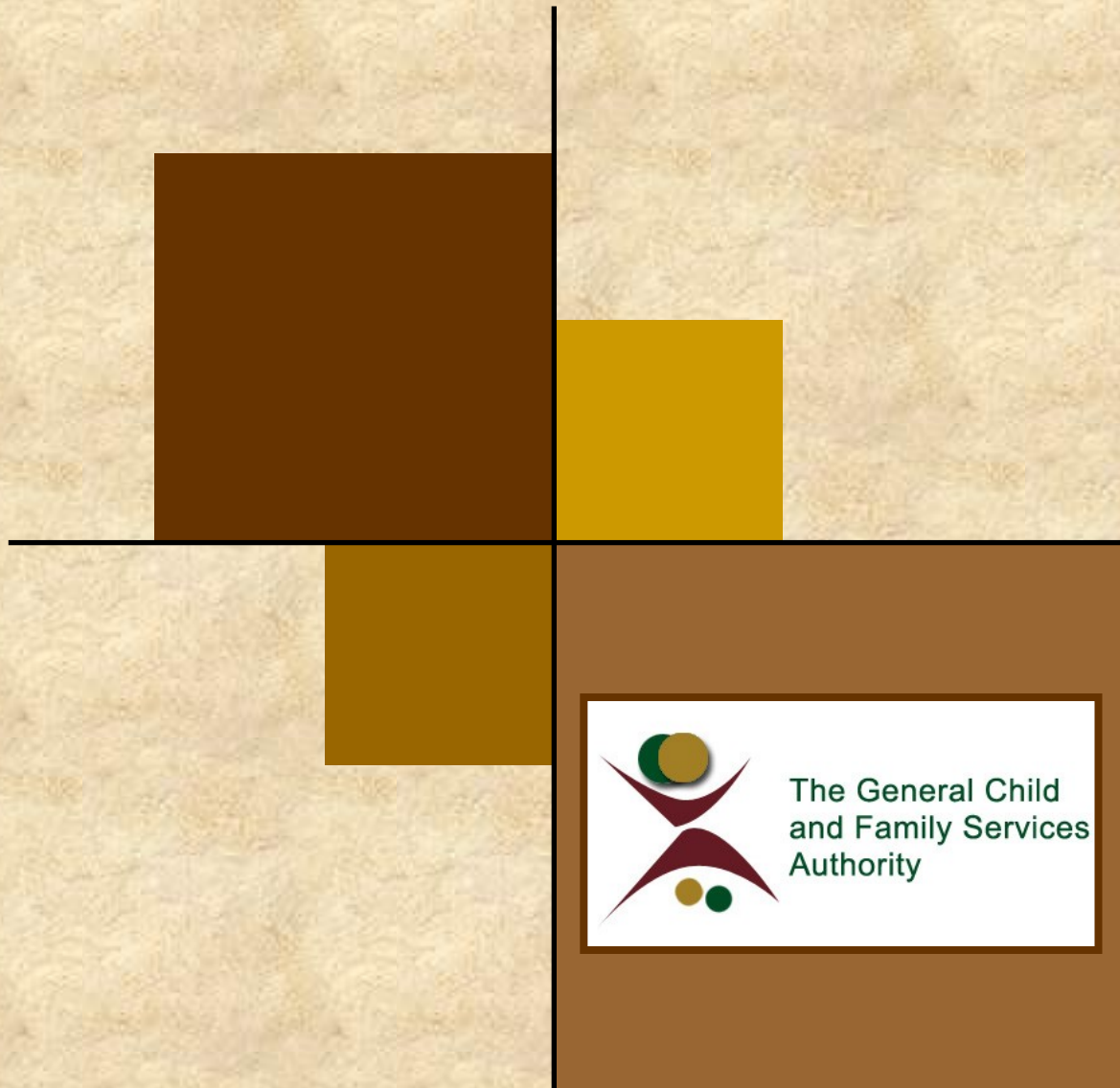
### **RBC National Diversity Program:**

The Children's Aid Foundation received a donation from the RBC bank to fund needs of newcomer and immigrant children and youth in every province across Canada. This fund was available in small amounts for children to meet basic needs, health or enrichment activities that may arise in their new home in Canada. The General Child and Family Services Authority was selected as a recipient of a grant from this fund and received **\$4,000** to award to children and youth that our agencies work with (up to a maximum of \$350/child or youth) who have moved to Canada within the last 2 years. Funding was provided for:

- ◆ Basic necessities such as: safety gates, strollers, cribs, mattresses, beds and winter clothing.
- ◆ Housing supports – apartment start up kits, emergency funds for temporary/permanent housing arrangements.
- ◆ Health related expenses not covered by provincial health plan – e.g.. prescriptions, eye glasses, counseling for trauma, etc.
- ◆ Special education supports – tutoring, literacy programs, learning devices, etc.
- ◆ Enrichment activities like camp, sports, music lessons, arts programs and/or cultural events.

The General Authority provided funding for twelve (12) children and youth for a total of **\$4,000**.





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