THE GENERAL CHILD AND FAMILY SERVICES AUTHORITY ANNUAL REPORT April 1, 2012 to March 31, 2013



ANNUAL GENERAL MEETING OCTOBER 16, 2013 NORWOOD HOTEL 112 MARION STREET WINNIPEG MB



TABLE OF CONTENTS

Message from the Chair	3
General Authority Board of Directors	3
Message from the Chief Executive Officer	4
Finance Committee Report	6
Report from the Communication Co-ordinator	. 7
Overview of the General Child and Family Services Authority	9
General Authority Staff	. 9
General Authority Board of Directors Strategic Statements	10
General Authority Collective Leadership Value Statements	10
Mobilizing our Strengths – Building Capacity through Engagement	. 9
Engagement Activities	11
French Language Services	12
Building Futures Initiative	13
Supporting Our Agencies	15
Supporting Staff – Critical Incident Stress Management Peer Support Teams	15
Initiatives for Families Affected by Fetal Alcohol Spectrum Disorder	16
Building Capacity through Training	17
Adoption	18
Resource Development	19
Evidence-based Innovative Service Initiatives	21
Education Outcomes	21
The New Canadian Awareness and Education Initiative	21
The General Authority Practice Model	23
Continuous Learning through Quality Assurance and Measuring Outcomes	24
Services to Minor Parents	24
Mixed Facility Licenses	24
Responding to Issues and Inquiries	24
Complex Case Reviews	25
StreetReach	25
Review of Services after the Death of a Child in Care	25
Ensuring Accountability by Measuring Outcomes	26
Extensions of Care and Maintenance	28
Scholarships and Awards for Children and Youth	29
Vision Catchers Fund	29
Scotia Stay in School Awards	29
CIBC Miracle Fund	
Keith Cooper Scholarships	30

MESSAGE FROM THE CHAIR

The General Child and Family Services Authority (General Authority) celebrates its tenth year since its inception and this certainly provides an opportunity to reflect on where we have come from, where we are and a look into the future. The hard work over the years can certainly attest to the fact that the General Authority is an organization with vision, energy and integrity.

The General Authority Board has wholehearted appreciation for the professionalism, commitment and energy of the Chief Executive Officer, Senior Management Team and the entire staff. Where we are as an organization is certainly a testament to what each of them, as individuals and as a team have invested over the last 10 years.

The Board wishes to acknowledge the tremendous efforts made by staff and supports to respond to the demands of the Phoenix Sinclair Public Inquiry. The stress of the proceedings impacted the planning process, day to day activities and ongoing morale of all staff. The Board was encouraged by the agencies under the General Authority that supported each other in many ways. The boost in morale was certainly noble. Our hope is that positive outcomes will be experienced from the Inquiry.

Although a difficult year, the Board recognizes many accomplishments moving in the right direction. Some of these highlights include:

- Ongoing rollout of the new Practice Model being currently delivered in training modules throughout the General Authority system.
- The Building Futures Initiatives was launched creating a network of supports for youth transitioning into adulthood.
- * Other exciting initiatives that were approved by the Board in previous years which are now into Phases two and three their completion.

The Board will continue to work in the future to engage with the stakeholder communities, colleague authorities and engage as the public face of the General Authority. Board involvement in the Policy Governance Committee is a good example of Board engagement.

The Board recognizes the Authority's main funder, the Department of Family Services and Labour and appreciates the supportive and cooperative relationship evident over the years.

The Board is proud of the way the General Authority performed during this stressful year and continued to uphold our mandate to children and families in the community and achieved accomplishments that will lead the way into the future.

Doreen Draffin Board Chair



THE BOARD OF DIRECTORS

Doreen Draffin, Chair Guy Jourdain, Treasurer Nicole Chammartin, Secretary Laura Crookshanks Cheryl Dyer-Vigier Karen Kost Jan Sanderson (Ex-Officio)

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As mentioned in the report from our Board Chairperson, 2012/13 was a very challenging year for not just the General Authority, but for the entire child welfare system. For us at the General Authority, the year was dominated by the Phoenix Sinclair Public Inquiry and the implementation of two unprecedented service initiatives. These three events are actually related to each other.

The Phoenix Sinclair Public Inquiry began hearing testimony in September 2012 and when it was concluded, more than 100 witnesses had provided evidence. I testified on three separate occasions. This personal experience provided some insight into how stressful this must have been for all of the individual witnesses: especially those who had some involvement with this case.

I had the privilege of participating on the Inquiry Communication and Information Planning Committee which was established to provide supports for individual witnesses. Working in partnership with colleagues from Winnipeg Child and Family Services, All Nations Coordinated Response Network and the Manitoba Government Employees Union, this Committee met frequently and offered supports before, during and after the Inquiry. Members of the Critical Incident Stress Management Peer Support Teams from General Authority agencies/service regions played an extremely important role in this process. Their contribution was amazing. I am also very proud of the General Authority system as our agencies around the province stepped up and did whatever they could to support their colleagues at Winnipeg Child and Family Services. This was a difficult period for all of us but would have been even more difficult if not for the strong collegial and caring attitude that is part of the General Authority service system.

I think it is important to look at what we learned from the Public Inquiry. The Inquiry was conducted in three phases. During Phase I, there was an intensive examination of the case as the Commissioner heard from staff, supervisors and managers who had some involvement with Phoenix and her family. Phase II focused on the improvements to the child welfare system that have occurred from 2007 to the present. The General Authority and our largest agency, Winnipeg Child and Family Services, provided extensive and important evidence during this phase. During Phase III, the Commissioner heard from academics, researchers and representatives from collateral service providers about other changes that might be made to achieve further improvements to the child welfare system in Manitoba.

While not there every day, in addition to my own testimony, I did observe much of the Inquiry especially after the General Authority was given status as an independent party. What did I learn? Very important lessons about what the General Authority has been doing in the last few years and how we might move forward in the future. First, one theme heard repeatedly throughout the Inquiry is that workload was and continues to be a major challenge. I have said many times that excessive workload is the single biggest impediment to truly effective child welfare practice. Since 2007, with the support of the Provincial Government, the General Authority has been able to substantially increase funding to agencies for front line staff positions. In fact, across our system, funding for staff has been greater than the increase in caseloads over the last five years. In particular, the new funding model introduced in 2011 was a major step forward. We must remain vigilant to the workload issue however, and do more. This is why, when asked by the Commissioner for my recommendations on how to strengthen child welfare, my first priority was to suggest that the funding model be revised to provided lower caseloads. The evaluation of our differential response pilot projects clearly showed that if caseloads can be kept between 15 and 20, workers can effectively engage with families and are highly successful in keeping children from coming into care. We are hopeful that the Public Inquiry report will support this recommendation.

What else did I learn? Well, another theme from the case and then reinforced by the expert testimony, is the critical importance of doing comprehensive and accurate assessments of safety, risk and family functioning. Further, worker after worker and expert after expert all stressed that the success of a child welfare intervention is highly dependent on the social worker's ability to engage and work in a collaborative manner with families. This is another fact that was clearly established in the evaluation of our differential response pilot projects. This is exactly what the new General Authority Practice Model initiative is all about. The GA Practice Model incorporates the proven science of Structured Decision Making (SDM) assessments at every key decision

point in the life of a child welfare case with Signs of Safety (SoS) intervention principles and solution focused practice techniques which together, have shown to be extremely effective strategies for engaging with families. The new practice model, the accompanying training modules and the funding for Leading Practice Specialists to support implementation are what make the General Authority's approach so unique. I encourage you to read more about our practice model in this report. During 2012/13, all of our GA agencies/service regions made remarkable progress in implementing the new General Authority Practice Model. We expect that implementation will be complete by mid 2014. This is a transformative experience that will forever change in a positive way how child welfare is delivered in the General Authority.

Finally, during Phase I of the Public Inquiry a worker used a phrase that really hit home for how we work at the General Authority. This worker commented that in child welfare, we are in the "business of hope". I can't think of a phrase that could better describe the work we do. There might be no better example of this than the "Building Futures" Initiative to provide much improved supports for youth who leave our care at age 18 or later. Under the leadership of the General Authority, the University of Winnipeg became the first post secondary institution to offer free tuition for current and former youth in care. This is a cornerstone of our Building Futures Initiative. Twenty-five students were enrolled in September 2012. Since then, the initiative has grown with the Winnipeg Technical Centre, Red River College, Assiniboine Community College, Brandon University and St. Boniface College all now offering free tuition for current and former youth in care. By September 2013, it is quite likely that as many as 70 current or former youth in care will be participating in the tuition waiver program.

In 2012/13 the General Authority offered, for the first time, additional funding through our post secondary education scholarship fund. More than 25 young adults were provided with support to attend a post secondary education program through this fund. This is the "business of hope" Working in collaboration with our community partners (Community Financial Counselling Services Inc., Big Brothers Big Sisters of Winnipeg, Youth Employment Services and the Canadian Mental Health Association Winnipeg Division) and with funding support from the Royal Bank of Canada, in April 2013 the General Authority launched the other key elements of our Building Futures Initiative. Youth preparing to leave our care at or above age 18 now have access to a range of support services including individual counselling, job search assistance, resume preparation, interview skills, financial literacy, debt management counselling, assistance to set up a bank account, a mentoring program and mental health supports. But this isn't available just to youth while they are in care, these programs can be accessed by youth who left our care up to the age of 25. Any youth who left the care of our agencies at or after age 18 can access these services free of charge. There is no other program quite like this in Canada. Just like any other good parent, our service system now can provide a network of supports to help our youth successfully transition into adulthood. There is more detail on our Building Futures Initiative later in this report. This is the business of hope.

In closing I would like to thank our main funder, the Province of Manitoba through the Department of Family Services and Labour. I would also like to sincerely thank the GA Management Team and staff for their great work and in particular, their support for me during the Public Inquiry. The same can be said about my Board of Directors and our Directors Leadership Table who both were incredibly supportive and continued to show visionary leadership throughout 2012/13.

Jay Rodgers Chief Executive Officer



FINANCE COMMITTEE REPORT

I am pleased to provide the report from the Finance Committee for the 2012/2013 fiscal year. The General Authority continues 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, 2013 present fairly, in all material aspects, the financial position of the General Authority. The results of its operations and cash flow for the year have been prepared in accordance with Canadian generally accepted accounting principles. The Authority has a positive cash flow; and the cumulative surplus is unchanged from the previous year, as noted in the audited financial statements.

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

In 2012/2013, the Board of Directors of the Authority approved the following initiatives from surplus funds of the General Authority Operating fund through 2015:

- Continued support for Agencies and Regions including:
 - o critical incident stress management/worker safety strategies;
 - o Agency membership in PART (Practice and Research Together);
 - o implementation of an Authority wide French language services policy;
 - Leading Practice, adoption and education specialists;
 - o (PRIDE) a foster parent training pilot project;
 - Interlake integrated service pilot in partnership with Healthy Child;
 - o Staff engagement initiatives;
- Continued support for Youth including:
 - o pilot projects to provide support for youth transitioning from the care of agencies/service regions including the "Building Futures" Initiative;

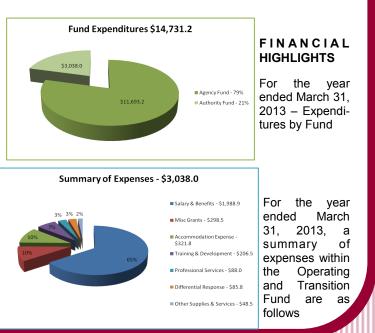
- o supporting agencies/regions to provide youth engagement activities;
- o supporting agencies/regions to host age of majority celebrations for youth ;
- o a post secondary education support fund to assist youth with expenses;
- o digital stories and a Youth retreat in conjunction with VOICES.
- Refurbishment/expansion of the GA office
- A two year term quality assurance specialist at the Authority
- Continued support to the New Canadian Awareness Initiative

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.

The transition fund initially established to provide for authority development related to the restructuring of the child and family services system was depleted as of March 31, 2013.

Thank you to the General Authority staff for their support.

Guy Jourdain, Finance Committee Chair



HEALTHY SAFE CHILDREN, RESPONSIBLE NUTURING FAMILIES, CARING COMMUNITIES

REPORT FROM THE COMMUNICATION CO-ORDINATOR

I am thrilled to be writing my very first communications report ties it serves, and that's empowering to all involved. This is a for the General Authority. When I first began working here, the learning curve was mighty steep. I'd been a selfemployed freelance writer and promoter working primarily in community development, human rights, immigration, intercultural communication and the arts. My work has always involved a whole lot of flexibility, independence, freedom of movement, and long hours in my home office writing profile stories, coordinating activist and arts events with my three cats keeping me company, or out in the community, giving presentations, teaching classes, and advocating for something or someone. My educational background in cultural anthropology, English literature and journalism didn't really prepare me for a position in child welfare. So to work in an office where the doors open at the same time every day, where there is structure and order and clearly defined roles and tasks is a bit of a foreign concept, but the amazing people at the GA have helped make the transition organic and pleasant. And more than that, they've taught me the beauty of smooth functioning day to day operations, teamwork, and shared vision.

The fact that I'm still here over one year later, well; it's kind of a miracle. But it speaks to the openness, good humour and creativity of the management and staff, for which I am eternally grateful. I remain utterly impressed with my colleagues, their professional standards, their commitment to bettering the lives of children and families, their kind hearts, and I'm thankful every day that I've been given an opportunity to contribute to the extremely important work being done at the GA. My learning continues as we forge ahead to build, and work towards a broader communication plan and vision, helping to educate the public about the wealth of resources available through Child and Family Services.

There remains among the public, a significant level of fear, and numerous myths and preconceptions about child welfare. One of my main goals is to break through some of those barriers with the sharing of stories, stories that have largely remained untold, stories from the people who have been directly affected by the system and are in a position to speak about how their lives have been transformed, stories of the work being done to ensure that children and families can not only overcome difficulties, but thrive into and towards a brighter future. My excitement about making progress and opening doors to better understanding builds consistently. Giving voice to those stories will do much to alleviate the often misplaced fears that exist in people around the child welfare sysem. CFS has been entering into dialogue with the communi-

message that must be understood and heard on a large scale.

September 2012 marked the birth of the GA News with three issues produced thus far, a publication which brings readers a wealth of positive and inspiring stories on the many projects and initiatives under way to build better lives for children and families. We've featured some exciting new initiatives including the Tuition Waiver Program for youth in care, the GA Practice Model, and the New Canadian Symposium. Future issues will report on the great work of some of our colleagues in rural Manitoba and continue to highlight the extraordinary plans and projects designed to improve the quality of life for children and families. I'm so excited about the many more stories to come.

These stories have been made available in hard copy and are posted on the GA website as well. I am currently working to increase the readership by ensuring that the GA News is sent to key people in media, community organizations, academic institutions and the broader community. Future stories will continue to focus on the many positive things happening in the child welfare system, the stories rarely heard, and including those from the front lines, and from different regions of the province. It is our vision to have all agencies come together and contribute stories to have many voices heard. Future GA News will also feature fast facts, statistical trends, kids in care trends, caseload trends, specific outcome measures, and materials to make information more accessible.

In March, arrangements were made with the Red River College Creative Communications department to have a student do a practicum at the GA. We are now officially on the Red River College list of job placement options so I hope to have more Creative Communication students join the GA in future.

With French as my first language, I've had the opportunity to aid in the translation of some documents, help facilitate communication, correspondence and increased French language services in the workplace, and even do a voiceover for the New Canadians DVD produced by the GA. I'm happy to represent the GA in our partnership with the Conseil Communauté en santé du Manitoba.

The coming year will see more French language materials on our website and continued access to French language learning for staff in the office through weekly conversation classes. The next year will also focus on updating and increasing website content, general promotion of our agency and continued relationship building with media and various communities and organizations.

resources available to nurture families and keep them together. A large part of the work involves education and maintaining regular contact with media to continue to try to Here at the GA, communication is fundamentally important at and kept them informed of new developments related to projects, programs and events. Building partnerships with media, cultural communities and the community at large to dispel some of the myths about Child and Family Services is I'm so pleased to be part of an organization that makes combuilding hope and strengthening opportunities to collaborate and work together towards meaningful social change.

More recently, my role as media liaison has required that I spend a fair bit of time building good rapport with reporters Janine LeGal and facilitating media interviews in relation to developing news stories. It is my hope that we continue to engage with the media to ensure that the headlines reflect the child welfare field more accurately.

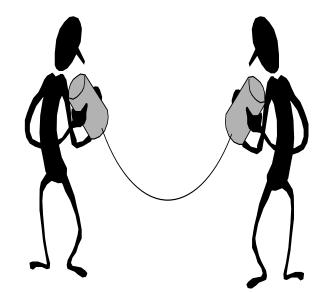
What is communication anyway?

Communication (from Latin communicare, meaning "to share") is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behavior. It is the meaningful exchange of information between two or a group of people, an inherent social interaction. One definition of communication is "any act by which one person gives to or receives from another person information about that person's needs, desires, perceptions, knowledge, or affective states. Communication is the imparting or exchanging of information by speaking, writing, or using some other medium, the successful conveying or sharing of ideas and feelings. Effective communication occurs when a desired effect is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. This effect also ensures the message is not distorted during the communication process. Effective communication should generate the desired effect and maintain the effect, with the potential to increase the effect of the message. Possible purposes might be to elicit change, generate action, create understanding, inform or communicate a certain idea or point of view.

A Broader Communication Strategy is being developed as The General Authority's vision of healthy, safe children, reincreased media attention occurs. Part of the work involves sponsible, nurturing families, and caring communities is at the sharing of information with the larger community so that the heart of everything it does. In my position of communicathe public is made more aware of the many services and tions coordinator, I see it as a priority to get that message out as effectively as possible.

get some of the positive news stories published and aired. every level, and in every step of every task. Whether at staff In the last year I have stayed in contact with media sources meetings, project planning meetings, at the reception desk, in the boardroom or in the lunchroom, effective communication means a job well done.

> munication an integral part of its every day operations, one that sees effective communication as a necessary factor in creating vision, success and hope.



OVERVIEW OF THE 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 the following agencies:



Jewish Child and Family Services



Child and Family Services of Western Manitoba

Child and Family Services of Central Manitoba



The Department of Family Services and Labour provides services through Winnipeg Child and Family Services Branch and four rural and northern service regions (Interlake Region, Eastman Region, Parkland Region, and Northern Region).

The following are the General Authority Staff for the 2012/2013 year:

Jay Rodgers, Chief Executive Officer Janice Rees, Chief Financial Officer Christy Holnbeck, Senior Manager Kathy Kristjanson, Senior Manager Anne Pratt, Administrative Officer Kathleen Baxter, Administrative Assistant Careen Simoes, Administrative Assistant Del Bruneau, Reception/Administrative Assistant Jeanette Grennier, Standing Committee Policy Analyst Rebecca Namunyu, Standing Committee Policy Analyst* Jennifer Fallis, 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 Cox, Patti, Program Specialist Kim Thomas, Program Specialist Jan Henley, Program Specialist Duncan Michie, Age of Majority Specialist Chris Chimuk, Leading Practice Specialist (LPS)* Lisa Schmidt, Training Co-ordinator/LPS Thomas Ens, Differential Response Co-ordintor/LPS Janine LeGal, Communications Co-ordinator

*Left the employment of the General Authority during 2012/13 $\,$

General 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 feels engaged, valued, respected and supported in their work environment.

General Authority Board of Directors Strategic Framework Statements

Consistent with the fundamental intent of the AJI-CWI, the General Authority will establish a service philosophy and service models based on known best practice evidence, the capacity of its workforce and the needs of its communities.

The General Authority and its agencies will continually demonstrate a strengths based perspective in governance, planning and service initiatives.

While respecting agency autonomy, the Authority will create a collective identity by embracing a common set of values, which will then guide the development of an annual consolidated operational plan with system-wide goals and deliverables.

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

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

The General Authority will demonstrate fairness and equity when allocating resources to agencies.

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

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

MOBILIZING OUR STRENGTHS BUUILDING CAPACITY THROUGH ENGAGEMENT

ENGAGEMENT ACTIVITIES

The General 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 2012/2013, the General Authority Board of Directors continued the funding for these staff engagement activities to be held in each agency and service region.



(Excerpt from the Standard)

Engagement activities where staff have been empowered to design and decide how to implement a policy or program change, staff function or other initiative to improve the workplace environment.

Engagement activities where staff have the opportunity to provide their opinions on the design of a policy or program change (i.e. – before the decision is made on how implementation will be done), staff function or other initiative to improve the workplace environment.

Engagement activities where staff have the opportunity to provide their opinions on the impacts of a policy or program change, staff function or other initiative to improve the workplace environment that has already been implemented.

Engagement activities where staff are invited to share their ideas about how to improve services or any aspect of the workplace environment.

Engagement initiatives or activities where staff have the opportunity to influence the development of the agency's strategic plans.

Evaluation designed to measure the impact and outcomes achieved through one or more staff engagement activities.

FRENCH LANGUAGE SERVICES

Bonjour, hello. In the year 2012/2013, the General Child and Family Services Authority identified a need to further develop the work done on the French Language Services Plan and to increase accessibility of service in both official languages.

The General Authority Communications Coordinator met several times with staff from the Conseil Communauté en santé du Manitoba (CCSM) to work towards increasing access to French Language Services in the workplace. The CCSM has provided a wealth of resources for the General Authority office and remains a great support to help facilitate French language learning and training.

In the early spring of 2013, the General Authority began to offer weekly basic conversational French language classes to staff. The plan for the fall may include adding another weekly session for the intermediate level, the goal - to increase the number of staff able to communicate comfortably in French, creating a workplace where the public is at ease communicating

in either English or French. The curriculum is currently being developed based on identified needs.

Representatives from CCSM presented a workshop to the General Authority staff in the spring on Manitoba's Active Offer in French. The General Authority office door is now clearly posted with bilingual signs and the website will soon begin to have its content translated into French. All staff has access to the offer of bilingual health and social services in Manitoba tool kit.

The communications coordinator represents the General Authority on the 'table des gestionnaires services sociaux', a committee of people whose job it is to offer opportunities to bring increased French language services into the workplace. The committee meets four times per year to network, share information and report on progress being made in various areas in the field of social services.

The General Authority's French Language Services plan was designed to share the vision of the active offer developed by the Provincial Government, to create an environment where the public is completely at ease in dealing with government offices in either French or English. As well, the General Authority is making it a priority to make French language learning as accessible and fun for staff as possible. The General Authority is confident that over time, and with continued partnership with its French language partners, the French language will become a more integral part of its every day office operations.



Bonjour! En 2012-2013, la Régie générale des services à l'enfant et à la famille a noté qu'il serait nécessaire d'approfondir le travail réalisé sur le Plan de services offerts en français et d'accroître l'accessibilité à des services dans les deux langues officielles.

La coordonnatrice des communications de la Régie générale a rencontré à plusieurs reprises la coordonnatrice des services en langue française du Conseil Communauté en santé du Manitoba (CCS) afin de favoriser un accès de plus en plus vaste aux services en français sur le lieu de travail. Le CCS a fourni une multitude de ressources à la Régie générale des services à l'enfant et à la famille et demeure un grand soutien en matière d'apprentissage du français et de formation.

Au début du printemps 2013, la Régie générale a mis sur pied des cours hebdomadaires de français oral de base pour son personnel. Pour l'automne, le programme pourrait inclure l'ajout d'un cours hebdomadaire de niveau intermédiaire, le but étant d'accroître le nombre d'employés capables de communiquer confortablement en français, permettant ainsi au public d'être accueilli et servi en anglais ou en

français. Le programme est actuellement en cours d'élaboration en fonction des besoins relevés.

Au printemps, des représentants du CCS ont présenté un atelier au personnel de la Régie générale qui portait sur l'Offre active de services en français au Manitoba. En conséquence, la porte du bureau de la Régie générale est maintenant dotée d'écriteaux bilingues et on doit commencer prochainement à traduire le contenu du site Web. En outre, tout le personnel a accès à l'offre de services de santé et de services sociaux bilingues dans la trousse d'outils éditée par le Manitoba.

La coordonnatrice des communications représente la Régie générale à la Table des gestionnaires services sociaux, un comité de personnes dont le rôle consiste à créer des occasions d'offrir de plus en plus de services en français sur le lieu de travail. Le comité se réunit quatre fois par année pour faire du réseautage, échanger de l'information et constater les progrès réalisés dans divers secteurs des services sociaux.

Le plan de services offerts en français de la Régie générale a été conçu pour refléter la vision de l'offre active mise sur pied par le gouvernement provincial. L'objectif est de créer un environnement où le public se sente parfaitement à l'aise dans sa communication avec les bureaux du gouvernement, qu'il le fasse en français ou en anglais. Par ailleurs, la Régie générale a pour priorité de rendre l'apprentissage du français aussi accessible et agréable que possible pour le personnel. La Régie générale est convaincue qu'à la longue, et avec le soutien continu de ses partenaires francophones, le français fera partie plus intégrale de ses activités quotidiennes.

BUILDING FUTURES INITIATIVE

The Building Futures initiative at the General Authority is a culmination of a number of years of research, consultations with youth who have left care as well as with workers within Child and Family Services (CFS). In particular, the Youth Engagement Strategy (report: 2009) has greatly informed the development of this initiative. During 2012/2013, a number of exciting and innovative services and resources were developed and launched in response to the needs of youth transitioning from CFS care.

- 1. Better Supports for Youth Transitioning from CFS Care:
 - * A resource for caregivers was developed / adapted from the Casey Family Programs entitled "Ready for Success: A Caregiver's Guide to Teaching Life Skills". This is a user friendly guide providing caregivers with a broad range of strategies, tips and ideas to help youth 16 and older in their care move towards independence. Ready for Success was distributed in booklet form to all General Authority agencies and service regions in February and March 2013 and is available on the General Authority website.
 - * Digital stories for youth are being developed in collaboration with VOICES: Manitoba's Youth in Care Network and a number of General Authority agencies. Voices assisted five youth in care in Brandon to develop their own digital stories over a weekend workshop in December 2012. Efforts continue to provide this workshop to youth in care in Winnipeg this fall as well as within other agencies and service regions.
 - * Age of Majority celebrations were funded and supported by the General Authority in the last year within a number of agencies.
 - * A revised Leading Practice Guideline for Extensions of Care was developed and approved in May 2013 by Director's Leadership Table. These guidelines include the use of the Casey Life Skills Assessment as well as a Transition Planning Tool for Emerging Adulthood, to be completed by workers in collaboration with youth to assess their skills and develop transitional plans.

- For youth in care or former youth in care considering post-secondary education:
- ⇒The GA Scholarship Guide: for Current or Former Youth in CFS Care was developed and distributed in 2012/12013. This guide provides information on scholarships, funding sources including tuition waivers for youth in and from CFS care who wish to pursue post secondary studies. All agencies and service regions were provided with paper copies of the guide for distribution in December 2012. It is also available on the General Authority website. Following the distribution of General Authority Scholarship Guide in December 2012; with collaboration from Winnipeg Child and Family Services (WCFS) staff and in partnership with VOICES: Manitoba's Youth in Care Network, the General Authority offered two postsecondary information workshops in February, 2013. These sessions were well attended by youth as well as workers or other supports from several General Authority agencies and services regions. Given the success of this event, further workshops and information sessions are being planned for the 2013/2014 academic year.
- \Rightarrow Tuition Waivers for Youth Currently or Formerly in Care: In February 2012, the University of Winnipeg announced the implementation of tuition waivers for youth currently or formerly in the care of the child welfare system in Manitoba. Six youth in the care of a General Authority agency and four former youth in care received tuition waivers from the University of Winnipeg this year. By waiving tuition fees for youth in and from care, this initiative not only ensures more youth have the opportunity to access postsecondary education regardless of socio-economic background, but greater numbers of youth in care can envision the possibility of a post-secondary education. This announcement by the University of Winnipeg also facilitated the interest and commitment of a growing number of post-secondary institutions throughout Manitoba to participate in this initiative. In the fall of 2012, Red River College (RRC) and Winnipeg Technical College (WTC) also began offering tuition waivers to youth in and from care. RRC provided five tuition waivers to youth currently in care and WTC provided two tuition waivers this year. At the conclusion of the 2012-2013 academic year, both Assiniboine Community College and Brandon University announced plans to offer tuition waivers beginning in the fall of 2013.

GA Post Secondary Education and Training Support Fund: Coinciding with the University of Winnipeg's tuition waiver announcement, the General Authority Board of Directors approved the implementation of the General Authority Post Secondary Education and Training Support Fund. This fund, totalling \$25,000 provided support to more than 20 young students currently or formerly in the care of a General Authority agency with tuition, textbook, and/or post-secondary supply assistance. At the conclusion of the 2012-2013 academic year, with the success and demonstrated need of the fund, the Board of Directors increased the amount available to students through the GA Post Secondary Fund to \$35,000. This will, therefore, expand educational opportunities for greater numbers of General Authority youth over the next year.

2. A New Aftercare Program for Youth Who Have Left Care

The "Building Futures" services for youth in care and after care (ages 16-25) have been developed in collaboration with a number of key community partners and the General Authority. Youth will connect with the Youth Service Navigator (YSN), either through their CFS worker or by self referral. The YSN will assess their needs and connect them with needed services in the community. The service partners in this initiative include the Canadian Mental Health Association -Winnipeg Region, Youth Employment Services, Community Financial Counselling Services and Big Brother Big Sisters. This two year pilot project will provide youth with assessment of needs, referrals to resources, money management and debt counselling, general counselling and emotional support, employment preparation training and mentors.

The Building Futures Steering Group has been meeting regularly to develop the program services, marketing material and protocols. The program is being launched in April 2013 and will continue for the next two years during the pilot phase. Evaluations from the first two years of service will inform program development and hopefully lead the way for ongoing funding to assist youth who are transitioning from CFS care.

Future planning within the Building Futures initiative includes the development of exit surveys for youth leaving care. The feedback provided from exit surveys will further inform practice and improve our system's response to youth transitioning from CFS care. A website for youth transitioning out of care or for youth who have left care is being developed to further assist and inform youth about services and resources available to them as they transition out of care. In addition, a "Tips" booklet is being developed for youth who are in care and moving towards independence.



"There is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of people you love. When you learn to tap this source, you will truly have defeated age." – Sophia Loren

SUPPORTING OUR AGENCIES

SUPPORTING STAFF - CRITICAL INCIDENT STRESS MANAGEMENT PEER SUPPORT

Critical Incident Stress Management (CISM) Peer Support Teams continue to operate in all General Authority agencies/service regions across the Province: Child and Family Services of Central Manitoba (Audrey Armstrong, chair), Eastern Region (Shaun Doerksen-Kozak, Michelle Shwaluk, co-chairs)), Interlake Region (Serena Stier, Tracey McInerney, co-chairs), Jewish Child and Family Services (Al Benarroch, chair), Northern Region (Jeanette Kimball, Jeanette Campbell, Linda Eryou, co-chairs), Parkland Region (Donna-Jean Slack, chair), Western Child and Family Services (Brandie Singh, chair) and Winnipeg Child and Family Services (Cheryl Ellis, Brad Halstead, co-chairs).

The General Authority's CISM Steering Committee, which is made up of the chair and co-chairs of each team, met on May 16, 2012 and October 24, 2012 during the past year. The Steering Committee's function is to ensure the continuity of the teams, determine ongoing training needs and gather province wide statistics which may identify common themes. In gathering the statistics for the past year (April 1, 2012 – April 2, 2013) it is important to note that this service is voluntary so not all incidents are reported.

AGENCY/REGION	NUMBER OF INCI- DENTS	NUMBER OF STAFF OUT- REACHED TO
CENTRAL CFS	32	42
EASTMAN REGION	9	23
INTERLAKE REGION	3	4
JEWISH CFS	6	9
NORTHERN REGION	25	177
PARKLAND REGION	3	3
CFS WESTERN	13	32
WINNIPEG CFS	33	44
TOTAL	124	334

Sixty nine volunteer staff members, under the General Authority, make up the eight teams offering CISM services across the Province. The General Authority, itself, has five staff members trained in CISM.

Eleven new team members were trained in November of 2012 by the General Authority's CISM Program Specialist. In continuing to aid the Manitoba Foster Family Network (MFFN) in developing their own response team; three members from their CISM team were included in this training.

Over the past year the General Authority offered the Vicarious Trauma Workshop on six occasions with one hundred and forty-nine staff members attending the two day course. Vicarious Trauma Workshops were offered, solely, to foster parents on two occasions with thirty six participants in attendance.

In March of 2013 four CISM team members; two from Winnipeg Child and Family Services, one from Eastman Region and one from Child and Family Services of Western Manitoba, attended a group debriefing workshop offered through the Crisis and Trauma Resource Institute.

The Phoenix Sinclair Inquiry began in September of 2012. Members of Winnipeg's CISM Peer Support Team, along with volunteers from CISM teams in Eastman and Interlake, stepped forward to form the Inquiry Support Team which offered practical assistance and support to witnesses that were required to testify.

The Support Team met on five occasions to ensure everyone was updated, information was distributed and Support Team members were afforded the opportunity to share their own experiences. The General Authority's CISM Program Specialist facilitated these meetings and coordinated the work of the Support Team.

Thirty one witnesses were supported by twenty one CISM team members

The Inquiry Communication and Information Planning Committee (ICIP) made up of representatives from the Manitoba Government and General Employees Union (MGEU), the CEO and her Program Managers from Winnipeg Child and Family Services (WCFS), All Nations Coordinated Response's (ANCR) CEO and her Assistant Director along with the CEO of the General Authority met monthly during the past year to ensure that the coordinated framework they developed and put in place to assist staff testifying, at this important public

INITIATIVES FOR FAMILIES AFFECTED BY FETAL ALCOHOL SPECTRUM DISORDER

The FASD Specialist provides support to all General Authority agencies and service regions. This includes program planning, development of FASD resources, 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 **43 FASD consultations** were provided in the last fiscal year. This constitutes an increase from last year which seems to be a trend. Consultations include meetings with case workers, schools, adoptive, foster and birth families.

Winnipeg CFS	28
JCFS	1
CFS of Central Manitoba	3
CFS of Western Manitoba	2
Eastman Region	7
Interlake Region	2
TOTAL 2012/2013	43

Resources and Information packages continue to be distributed to foster parents, front line workers and support workers within the General Authority 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 General Authority. The following table describes the FASD training topics as well as locations of training provided to the General Authority agencies and regions in the last year and numbers of people trained.

FASD Training Topic	Locations	# attended
FASD Generalist Training	Brandon	17
FASD Conference: The Mys- tery of Risk: Alcohol, Preg- nancy and the Vulnerable Child	Winnipeg	9
Working with Youth with FASD in the Child Welfare System	Winnipeg	41
FASD Standards Training	Brandon, Portage, Thompson, Selkirk, Steinbach, Beausejour	71
Attachment and FASD	Winnipeg	5
International FASD Conference	Vancouver	3
Total # of Staff / Caregivers Trained 2012/2013		146

The **FASD Team Leaders** within the General Authority agencies and regions have increased in the last year. 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 three days of advanced training on FASD, as well as an FASD conference held in Winnipeg in November 2012.

Two FASD Team Leaders from WCFS and Jewish Child and Family Services (JCFS) were sponsored to attend the International Conference on FASD held in Vancouver in February 2013. This was a great learning opportunity for the workers as well as the FASD Specialist. The learning from the conference was shared with the FASD Team Leader group as a one day training in April.

Community Involvement: The FASD Specialist is actively involved in the FASD service community, as a member of the Manitoba Coalition on Alcohol and Pregnancy (MCAP) and participating as a member of the Spectrum Connections Intake Committee.

Standards on FASD for Child Welfare were developed last year by the Inter Authority Standards Working Group in collaboration with FASD Specialists in each Authority. These foundational standards were approved by Standing Committee on September 1, 2011. In addition, the General Authority 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 General Authority agencies and workers with more detailed guidance on best practices when working with children and families affected by FASD. Training on the implementation of these standards has begun and will be completed by the fall of 2013.

Plans for the upcoming 2013/2014 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 within the FASD service community.

HEALTHY SAFE CHILDREN, RESPONSIBLE NUTURING FAMILIES, CARING COMMUNITIES

BUILDING CAPACITY THROUGH TRAINING

As in prior years, the General Authority prepared a detailed training plan for 2012/13 in consultation with all agencies and service regions. From this plan, the General Authority distributed a 2012/13 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 and foundational for staff and is offered each fiscal year. The General Authority Practice Model continued to be a primary focus for training as it rolled out across the General Authority agencies. Ongoing Case Management Standards training was offered as well. In addition, staff from the Child Protection Branch, Family Centre, All Nations Coordinated Response, Canadian Mental Health Association, Employment and Income Assistance, Healthy Child, Immigration, Mount Carmel, Mosaic, Department of Education, the RCMP, New Directions for Children, Youth, Adults & Families, Immigrant and Refugee Community Organization of Manitoba, Islamic Social Services Association, Manitoba Interfaith Immigration Council attended a variety of other General Authority training and conferences. The following table shows the number of individuals participating in training in the 2012/2013 fiscal year:

TYPE OF SPECIALIZED TRAINING	TOTAL OF ATTENDEES APRIL 2012 –MARCH 2013
Addictions	65
Administrative Support & Communications (e.g. Effective Proposal Writing)	12
Attachment Training for Social Workers	57
Crisis Prevention/ Intervention/ Postvention (i.e. Mandt, Non Violent Crisis Intervention)	127
Critical Incident Stress Management (e.g. Vicarious Trauma)	175
Cultural Awareness (i.e. Working with New Canadians, Culture & Diversity)	122
Competency-Based Training (i.e. Case Management, Supervisory)	
Child and Youth Support (e.g. Autism Awareness)	62
Domestic Violence	15
Fetal Alcohol Spectrum Disorder (FASD) (e.g. Generalist, Specialized and Advanced)	73
Foster Parenting Training exclusively for Foster Parents (e.g. Attachment)	73
Foster Care/ Adoption exclusively for staff (e.g. S.A. F. E.)	69
General Authority Practice Model / Structured Decision Making Assessment Tools	1268
Health and Safety (i.e. Worker Personal Safety, First Aid, Mental Health First Aid, Water Safety)	398
Investigating Child Abuse	63
Leadership Development (e.g. Creating a Mindset for Uncommon Success)	22
Legislation Training (e.g. Legislation Nuts and Bolts)	71
Orientation to the CFS System	352
Suicide Intervention/ Prevention (i.e. Applied Suicide Intervention Skills, Tattered Teddies)	120
Standards (e.g. Case Management)	152
Strengthening Relationships (i.e. Attachment, Relationship Based Strengths Approach)	70
Trauma (e.g. Making Sense of Trauma)	77
TOTAL	3443

ADOPTION

At the request of the Director's Leadership Table, the General Authority created the Adoption Specialist position, which was filled in September 2012. The GA agencies/regions identified a number of areas of priority for the Adoption Specialist including:

- Providing on-going consultation to GA adoption staff
- * Development of strategies to increase adoptions of older children, children with special needs and sibling groups through:
 - Review and analysis of the needs of this group of children to determine the type of adoptive families needed to meet their needs
 - Researching effective and innovative recruitment strategies for adoptive parents
 - Research the Wendy's Wonderful Kids program, which is designed to find adoptive homes for children over the age of nine years, children with special needs and sibling groups
 - The enhancement of the provincial adoption financial assistance program to reduce barriers to the adoption of children with special needs and sibling groups. A report with recommendations was submitted to government in September 2012
- * Strengthening the relationship with the Provincial Adoption Program.
- * Enhancing the General Authority website through the development of an adoption specific tab to promote and provide information on adoption (e.g. types of adoption, the adoption process, etc.).

Wendy's Wonderful Kids Recruiter at the General Authority

From the Wendy's Wonderful Kids Website:

Wendy's Wonderful Kids is making a difference for thousands of children for adoption—one child at a time. The Dave Thomas Foundation for Adoption awards grants to public and private adoption agencies to hire adoption professionals who implement proactive, childfocused recruitment programs targeted exclusively on moving America's longest-waiting children from foster care into adoptive families.

Recently released research from a five-year evaluation of Wendy's Wonderful Kids shows that children referred to the program are up to three times more likely to get adopted. <u>Read the full research results.</u>

Our recruiters

These professionals, known as Wendy's Wonderful Kids recruiters, work on caseloads of children the system has forgotten, ensuring they have the time and resources to give each child as much attention as he or she deserves. These recruiters employ aggressive practices and proven tactics focused on finding the best home for a child through the starting points of familiar circles of family, friends and neighbors, and then reaching out to the communities in which they live.

Wendy's Wonderful Kids has <u>185 recruiters</u> working for children throughout the U.S. and Canada. The program has helped more than 3,700 children get adopted by their forever families.

Our children

The children served by the Wendy's Wonderful Kids program are typically those who have been waiting the longest for an adoptive family and home. By the time they are referred to a Wendy's Wonderful Kids recruiter, nearly 70 percent are older than age 8, 30 percent have had six or more placements, and 50 percent have been in foster care more than four years. Some have never had a plan of adoption and have simply been on a track to age out of foster care at age 18 or 21 without the security and love of a permanent family.

RESOURCE DEVELOPMENT

Responding to High Needs Children and Youth

During 2012/13, the 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 from agencies 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 a specialized 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 of an immediate support plan for the current placement.

Significant efforts of the Team also focused on broader initiatives to develop placement resources for children and youth with complex needs including:

- * Collaborating with Community Living disABILITY Services (CLdS) and Winnipeg Child and Family Services (WCFS) on early identification and joint resource planning for youth who will be transitioning to CLdS at age 18. At the recommendation of CLdS, the General Authority and WCFS began working with a number of adult service provider agencies who have expressed a willingness to consider resource planning for identified youth.
- * Participating 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 invoked when children and youth with complex needs require multisystem planning. The committee will submit its recommendations to the Child and Family Services Standing Committee and the Healthy Child Committee of Cabinet.
- Planning for the development a number of Level IV residential child care facilities to meet the placement resource needs of youth in Eastman and Interlake Region.

Structured Analysis Family Evaluation (SAFE)

During 2012/13, the General Authority agencies and regions continued to use the Structured Analysis Family Evaluation (SAFE) process for home studies and annual reviews. Training was provided to supervisors and practitioners by the Consortium for Children, hosted by Knowles Centre and Marymound in September 2012. The SAFE Implementation Committee, comprised of workers and supervisors from each General Authority agency and region, continued to meet to troubleshoot and compare methods of utilizing SAFE and obtain feedback and direction from the Consortium for Children on the use of SAFE within their agencies and regions. Quality assurance continues by the Consortium for Children.

New Foster Home Training Framework

Building on the success of the Case Management Standards Flow Chart and Framework tools and training, the General Authority created a similar resource for foster care through the development of the Foster Care Standards and Legislation Framework Training. This includes a Foster Home Flow Chart that visually clusters applicable standards and regulations into eight sections that follow the natural flow of a foster home case with a corresponding chapter for each section. Each chapter begins by stating the relevant foster care standard or regulation. This is followed by a section that provides an overview of the intent of the standard or regulation and finally a practice notes section which provides tips to assist staff in decision making and suggested activities to help them fulfill the expectations of the standard or regulation. A one day training module has been developed and piloted. with a full roll-out for all foster care staff in 2013/14.

The General Authority recognizes the importance of training staff on all relevant standards and legislation. In continuing this process, the General Authority drafted two additional frameworks, flow charts and training modules including one regarding Places of Safety and one for the Removal of Children from a Foster Home. These tools will be piloted in the fall of 2013 with a full roll-out beginning in 2014.



Parenting Resources Information Development Education (PRIDE)

The PRIDE program, used widely in Canada, the United States and Europe, represents the state of the art in foster and adoptive parent preparation, development and support. The program is designed to strengthen the quality of foster and adoption services by providing a standardized, consistent, structured framework for the competency-based recruitment, preparation, and selection of foster and adoptive parents, and for foster parent in-service training and ongoing professional development.

The General Authority began to explore the possibility of piloting PRIDE as model for foster parent training in 2011/12. Ongoing discussions with the Saskatchewan Ministry of Social Services and Governor State University led to a decision by our agencies and regions in 2011/12 to pilot Modules 1 & 2 of the PRIDE digital curriculum. Planning for these pilots continued with a two day pre-pilot event in November 2012. This included a presentation from the Saskatchewan Ministry of Child and Family Services and the Saskatchewan Foster Families Association on their experiences of implementing PRIDE, as well as a demonstration of the on-line curriculum from Governor State University. We also had the pleasure of hearing from Mick Polowy, a primary author of PRIDE, during this event. This event was well attended by agency Executive and Regional Directors, supervisors, staff,



foster parents and representatives from the Manitoba Foster Family Network. The General Authority will welcome back Saskatcheour wan and Governor State partners for further Training of Trainers in PRIDE digital curriculum modules 1 and 2 in the spring of 2013 and winter of 2014.

Emergency Placement Resources (EPR) Revitalization Project

In November 2012, the General Authority began working with Winnipeg Child and Family Services on the EPR Revitalization Project. The primary purpose of this project is to enhance service for children and youth residing in EPR (Emergency Placement Resources) as well as reduce reliance on hotel placements. A collaborative working group comprised of the EPR Program Manager, Supervisors and Coordinators along with the Senior Manager and Resource Specialists of the General Authority was established to identify, implement, and track areas where short and medium term enhancements can be made. To this end, a detailed work plan was created that identifies a number of priority areas including: increasing training opportunities for staff; enhancing clinical supports available to high needs children/youth placed in EPR; more timely placements of children; increasing awareness of agency expectations for agencies accessing EPR; and, increasing opportunities for staff appreciation and engagement. While the General Authority has taken the lead on the EPR Revitalization Project, the Authority has done so in collaboration with the Child and Family Services Division and the Chief Executive Officers (CEO's) of the other Authorities.



EVIDENCE BASED INNOVATIVE SERVICE INITIATIVES

EDUCATION OUTCOMES

During the 2012/2013 year the Education/Child Welfare Committee developing new guidelines for school registration of students in care of child welfare agencies finalized the protocol, which is now called Education and Child and Family Services Protocol for Children and Youth in care. The Committee was made up of representatives from the Department of Education, the four Child Welfare Authorities, The Department of Family Services and Labour, Healthy Child Manitoba, the Manitoba Teacher's Society, Student Service Administrators of Manitoba and the Council of School Leaders of Manitoba Teacher's Society. This document includes guiding principles, roles and responsibilities of both systems and transitional planning. The document highlights the inclusion of children and youth in planning and decision making appropriate to their age, developmental status and cognitive ability. A Support Resources Companion Document was also developed which includes definitions of legal status, guardianship rights, relevant excerpts from The Child and Family Services Act, information on PHIA and FIPPA, pupil file guidelines and checklists to ensure all transitional tasks are completed. The protocol will be presented throughout the Province in the fall of 2013 with the implementation date set for January 1, 2014.

The Education Program Specialist (EPS) continued to be an active member of the Seven Oaks School Division Advisory Committee both through regular committee meeting attendances and individual consults with personnel from their division.

THE NEW CANADIAN EDUCATION AND AWARENESS INITIATIVE

In 2009, the General Child and Family Services Authority (GA) initiated a New Canadian Awareness and Education Initiative in recognition of the challenges facing new Canadians 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. Since that time, the Initiative has become one of building trust and fostering mutual learning between cultural communities, new Canadian service agencies and child and family services with the goal of promoting better outcomes for children, families and communities.

In 2012/13 the work of the Initiative focused on continued engagement and collaboration with ethnocultural communities, settlement agencies and service providers. These opportunities for shared learning and feedback led to the formulation of five strategic ideas, intended to strengthen the future direction of the Initiative. The General Authority hosted a "Creating Possibilities" Symposium on November 22, 2012 as a way of exploring and enhancing the proposed strategic directions. Using a highly participative design, one hundred and fourteen (114) cultural community members, professionals engaged in child and family service practice, settlement services, newcomer social services, and staff from justice, health and education came together to consult and collaborate with the General Authority. Based on the feedback received, the Symposium successfully provided an opportunity for participants' to actively contribute and expand upon the strategic directions. As well, many participants commented that the Symposium provided a unique forum to network with a broad range of communities and service sectors about important issues of common concern. Overall, participants expressed widespread support for the five strategic directions; many ideas were offered about how to improve these directions, and suggestions were made about the next steps to move these ideas forward. A high degree of commitment to the achievement of these directions was expressed, with close to one half of the participants indicating their interest in being involved in the implementation of these strategic ideas.

Using the five strategic directions as a guide, the following results were achieved in 2012/13:

- Awareness and Education this strategic direction focuses on expanding our outreach to cultural communities to raise awareness and provide accurate information about child and family services. In 2012/13 the following activities were undertaken:
 - Completion of a revised Memorandum of Understanding with Mount Carmel Clinic to broaden community outreach activities using trained Community Based Educators;
 - * Production of a culturally and linguistically sensitive DVD "Sounds through the Wall: A Resource for New Canadians about the Child and Family Service System" available in Spanish, Swahili, French, Somali, Arabic, Low German and English. This video aims to validate and recognize new Canadians' experience. strengths and settlement challenges, and identify acceptable parenting practices and child welfare protocols. Funding for the DVD was generously provided by the Royal Bank of Canada Diversity Fund, Healthy Child Manitoba and the Department of Immigration and Multiculturalism;
 - * Establishment of a working group, in partnership with the Provincial Advisory Committee on Child Abuse, to develop a series of informational pamphlets about the child and family services system including parental rights and responsibilities.
- 2. Positive Parenting this strategic direction is aimed at making parenting training and materials more accessible to new Canadian families. In 2012/13 a Positive Parenting Working Group was formed, co-chaired by Healthy Child Manitoba and comprised of over 20 service providers who have expertise in the development and delivery of parenting programs for new Canadians. The working group has been exploring how to increase accessibility of parenting materials to newcomers and has been participating in the development of a Facilitator Guide to be used in tandem with the DVD to assist community members, Child and Family Services staff and service providers to facilitate engagements with communities.

- 3. Policy and Governance this strategic direction is focused on developing mechanisms that will increase cultural communities' contribution to the development of the General Authority's strategic directions. To this end, the General Authority Board of Directors formed a sub-Committee charged with examining ways to formalize a policy and governance relationship between cultural community leaders, the General Authority Board of Directors of Directors and the Chief Executive Officer.
- 4. Friendly Faces & Cross Training this direction is designed to improve communication and increase sustainable consultation across organizations providing service to new Canadian families, child and family services staff and new Canadian communities. In June 2013 the General Authority is planning to officially launch the Sounds through the Wall DVD which will be accompanied by an invitation to community members, child and family services staff and service providers to participate in training to facilitate the DVD with a broad range of communities. The training and subsequent support and progress review meetings will form the basis of the "Friendly Faces Network" as well as providing numerous opportunities for mutual learning.
- 5. Building a Network of Care this strategic direction promotes increased cultural communities involvement in the care of their children and in the work of child and family services agencies by encouraging cultural community members to consider taking on the important roles of social worker, family support worker, foster parent, and volunteer. The ongoing awareness and education community engagements regularly include discussions about how community members can learn more about how to access these positions. As well, feedback from Symposium participants suggested that the best way to move forward with this direction is to formalize a governance relationship which will in turn influence strategies related to building a network of care.



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 wellbeing 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 2011/2012 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 Solution Focused Inquiry and Safety-Organized Practice has been incorporated into the development of the General Authority Practice Model.

The Differential Response/Family Enhancement project was the genesis of the Practice Model. A lot of the SDM assessments and even some of the early Solution Focused Inquiry concepts were piloted in the Differential Response Units. Some Differential Response Units continue to function as discrete units, but in many General Authority regions, workers are using the Practice Model tools for assessment and effective family engagement on certain cases in their case load. These cases will be designated as Family Enhancement cases. The results of the evaluation of the General Authority's Differential Response/Family Enhancement Project have led to the evolution of the Practice Model.

The General Authority's work with specialists from the Children's Research Centre (CRC) has resulted in 16 Modules that comprise the training curriculum for the Practice Model. There are 12 modules that focus on the elements of Solution-Focused Inquiry, and currently, four SDM Assessments: Safety Assessment, Assessment of Probability of Future Harm, Family (Caregiver and Child) Strengths and Needs Assessment, and Reassessment of Probability of Future Harm. The Solution -Focussed approach will help workers to engage effectively with families from the point of intake through to developing case plans with their families, and inform the accurate completion of the SDM Assessments. The assessments also help the workers know what areas they need to be focusing on in their interviews.

The General Authority Leading Practice Specialists (LPS) (front line practice experts drawn from GA agencies and service regions), have continued to ensure that the modules that make up the Practice Model accurately reflect the legislation and standards for child welfare practice in Manitoba. At the same time, the modules that make up the Practice Model provide an approach to child safety, anchored in evidence-based practice and using proven family engagement and solution-focused approaches. The LPS' work continues to be supported by the CRC, who provide access to a practice expert.

This individual assists with ongoing training to support the LPS team, and also provides mentoring and support. This role may be expanding in 2013/2014 to include doing some direct work with supervisors and the LPS team together to facilitate implementation of the Practice Model. This partnership with the CRC 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.

Now that the Practice Model modules have been completed and finalized, the LPS team began training in late 2012 and through 2013. Training has begun in the regions and agencies on the language and engagement strategies of the Solution Focused Inquiry.

In addition to beginning training on the Practice Model modules, the LPS have also completed training on the SDM Safety Assessment. After field testing the Safety Assessment in certain sites across the General Authority, we worked with the other authorities and in conjunction with the CRC to finalize a Safety Assessment that would be able to be used by all authorities across the province. During the early winter, CRC trained trainers from all four authorities, and the General Authority proceeded with training and implementing the Safety Assessment. 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.

Again, in conjunction with the CRC, and as a response to requests from front line staff, the General Authority, front line staff and supervisors adapted a Reunification Assessment for use in Manitoba. 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. At this time, the Reunification Assessment is available for use on individual cases where a worker is struggling with whether or not reunification is appropriate or timely. An LPS would be available to sit with the worker and supervisor to review the case and complete the Reunification Assessment.

We are excited about the positive response to the Practice Model from workers and supervisors, and look forward to continuing to move forward with training and supporting staff with this new approach.

CONTINUOUS LEARNING THROUGH QUALITY ASSURANCE AND MEASURING OUTCOMES

In June 2008, the General Authority Board of Directors approved an updated Quality Assurance Framework following an extensive consultation process with the Directors Leadership Table (DLT), and agency staff. This Quality Assurance Framework is designed to assess outcomes and performance as well as ensuring accountability for service provision. The following summaries provide an update on the General Authority's quality assurance activities in 2012/13.

Services to Minor Parents

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

In cases where the minor parent is under 16 years of age, the legal age of consent for sexual activity, 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.

In 2012/ 2013, General Authority agencies and service regions received a total of 87 notices of live birth, a continued decline from previous years consistent with the overall decline in the birth rate of underage mothers in Manitoba. Sixty of these notices pertained to mothers age 16 to 18 and 27 related to mothers under age 16.

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 11 variances this year, in comparison to 18 for the last fiscal year.

Mixed Facility Licenses

The General Authority reviews and approves requests from the agencies and regions, where foster families provide care for both children in care and adults under *the Social Services Administration Act*. During the 2012/13 fiscal year, 15 requests were approved which is an increase of one (1) over the last year.

Responding to Issues and Inquiries

The General Authority is mandated to ensure its agencies/service regions provide services and follow the practices and procedures in accordance with legislation and Provincial Standards. The Authority responds to concerns and inquiries from the community and organizations regarding the provision of services.

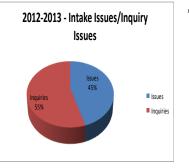
The General Authority is mandated to advise the Minister about child and family services matters with respect to concerns from the community and agency/ service region recipients, as well as issues reported in the media. The General Authority investigates and advises the Child Protection Branch (CPB)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

The Authority continues to develop collaborative working relationships with its agency/service regions. The Authority and its agency/service regions have mutually benefited from this supportive and consultative relationship.

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. *This past year the Authority responded to 285 inquiries and 236 issues, an increase of 10% from the previous year's total of 473.*

HEALTHY SAFE CHILDREN, RESPONSIBLE NUTURING FAMILIES, CARING COMMUNITIES

A highlight of the year includes taking the Practice Model Training with colleagues and being able to incorporate it into day-to-day practice in assessing and responding to concerns from child and family service recipients.



Complex Case Reviews

In 2008/2009, the General Authority joined the Community Service Delivery Branch, WCFS Service Managers, and the Director of Psychology of the Manitoba Adolescent Treatment Centre as standing members of the committee to review complex case situations. This mechanism allows stakeholders, internally and externally to come together to discuss complex/conflictual situations in an inclusive, respectful and confidential forum.

In December 2010, Complex Case Reviews were extended to the Rural and Northern and private agencies. During the past five years, 57 cases have come before the committee. The response from workers and supervisors who have accessed this process has been positive.

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. The General Authority has a representative on the StreetReach Advisory Council and participates as part of a multidisciplinary team to coordinate efforts to locate and return the child to safety as guickly as possible. Since its commencement, StreetReach Winnipeg has deemed 11 children and youth from the General Authority as High Risk Victims.

The Office of the Children's Advocate (OCA) is required to conduct a review of services after the death of a child who had received services through the child welfare system within a year prior to their death. The purpose of the review and accompanying report, referred to as a Special Investigation, is to identify ways in which services may be enhanced to improve the safety and wellbeing of children receiving those services, and to reduce the likelihood of a death occurring in similar circumstances.

Of the 17 reports received from the OCA in 2012/2013, the General Authority received nine reviews, where children died as result of prematurity, birth complications or medical fragility and eight Special Investigation reports on cases where the cause of death was as a result of other factors. In the 17 reports received in total, only 1 recommendation was made to a General Authority service region. The General Authority and the service region reviewed this recommendation and provided a response, as required, to the Manitoba Ombudsman and the Office of the Children's Advocate. The Manitoba Ombudsman, in his capacity to monitor and comment on the progress of implementation of special investigation recommendations, provided a letter to the Authority and the service region deeming the matter complete. Annually, the General Authority also provides the Ombudsman with a summary report on the reviews and investigation reports received; the number of recommendations made; the status of implementation of any recommendations and an analysis of the trends noted in the recommendations. This year's report noted that any recommendations made by the OCA to the General Authority and/or its agencies/service regions since 2008 have been addressed and there are none outstanding.

During 2012/2013, the General Authority received notice of 5 child deaths from our agencies, the OCA or the Child Protection Branch, notably the lowest number of reported deaths in the last 5 year period. Of these deaths, 4 occurred in open cases and 1 child was in the care of a General Authority agency. Three of these deaths occurred as a result of significant medical issues (where children had long standing medical conditions), one death was the result of a premature birth and one death was accidental.

All deaths of children are tragic no matter the cause. To further our commitments in this area, Review of Services after the Death of a Child in Care this year the General Authority and the Directors' Leadership Table formalized a Leading Practice Guideline to ensure continued consultation occurs with agency/service region staff regarding the content and findings of both draft and final Special Investigation Reports. Understanding the results of a review of the services provided to a child and their family helps the GA and its agencies/service regions achieve greater accountability; addresses any concerns which have been noted about service delivery and acknowledges and encourages continuous improvement and excellence in serving children and families.

Ensuring Accountability by Measuring Outcomes

In 2009 the General Child and Family Service Authority developed a comprehensive and evidence-based matrix for reporting on the achievement of outcomes in the General Authority Child and Family Service System. The General Authority Outcomes Matrix identifies five outcome domains and twenty three outcome indicators. The five outcome domains are: Child Safety; Child Well-Being; Permanency; Family and Community Support; and Satisfaction/Service Effectiveness. The Outcome Matrix guides the collection of information used to determine the effectiveness of service delivery at the General Authority and to inform policy and planning.

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

Table 1 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, over a six year period.

Number of Children under 18 years old in Care

on a average monthly basis (percent change

Table 1

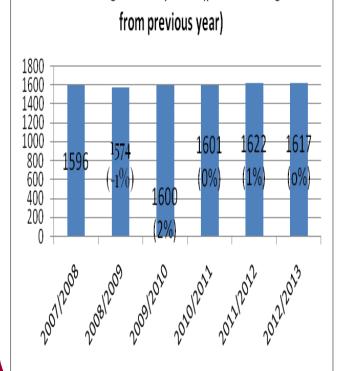
As illustrated in Table 1 and similar to the trend we reported on last year, the number of children in care between 0-17 years old remains stable. As shown we have also seen a slight decrease in the numbers of children coming into care in 2012/2013 compared with last year. Over a six year period the number of children in care has increased by only 1.3%.

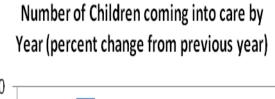
Number of Children Entering Care

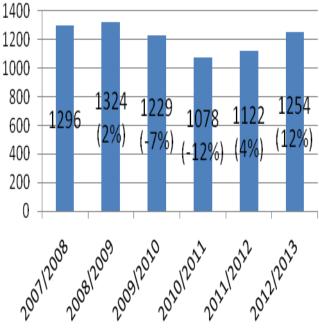
Table 1 examined the average number of children age 0 -17 in care of General Authority agencies/ regions over a six year period. This includes children coming into care throughout each year but also children who had come into care in a previous year.

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 2







HEALTHY SAFE CHILDREN, RESPONSIBLE NUTURING FAMILIES, CARING COMMUNITIES

As shown in Table 2 above, there was a modest increase in the number of children coming into care in 2012/2013; however, this number remains less than in the first two years shown.

Children Receiving Service in their own Homes

As shown in the table below, of all the children receiving services from the General Authority, less than one third of these children required an out of home placement. On average, 70% of these children received services to support them living at home with their family.

Table 3

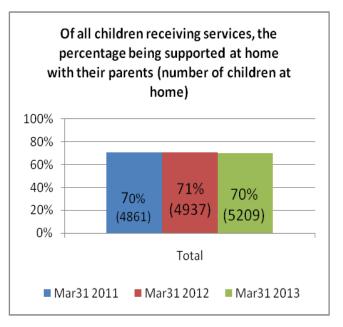


Table 3 shows that children served by the General Authority are far more likely to reside at home than be in out of home care and the third year of data suggests this trend remains stable.

Child Well-Being Outcomes

All Authority agency/regions are required to complete an annual review for every child who has been in care for 12 consecutive months. During 2011/12, the General Authority fully implemented an adapted electronic Child in Care Annual Review Form that allows for streamlined reporting on children's progress and their service needs as well as serving as a vehicle to capture data that can be used to track child well-being outcomes. Much of these data has previously been unavailable from other sources and now allows the General Authority to track and report on a number of child well-being indicators.

Placement Arrangements for Children in Care

One of the well-being indicators we are now able to track relates to placement arrangements when children have to enter care. Research suggests that children experience greater placement stability and less disruption when placed in kinship homes. Table 4 depicts the placement type for children in the care of General Authority agencies/regions for 12 continuous months, over a two year period. As shown, approximately one quarter of all children placed in care live with a family member, a neighbour or someone known to them. The number of children living with their family shows a modest increase in 2012/2013.

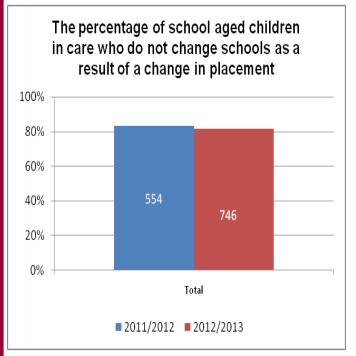
The Current Placement Arrangement for Children in Care 100% A non-family A non-family like 90% like setting, 195 setting, 159 80% 70% 60% A family like A family like 50% setting, 434 setting, 641 40% 30% 20% The child's The child's 10% family, 217 family, 278 0% 2011/12 2012/13

Table 4

School Stability and Placement Change

Another positive indicator of well-being for children in out of home care is school stability. As seen in Table 5 below, over 80% of all children attending school that are in care did not experience a change in schools as a result of a placement change.

Table 5



Some additional findings from the Child in Care Annual Review data analysis are:

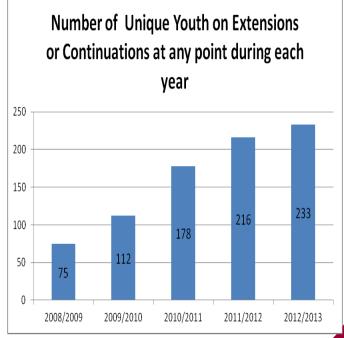
- * Approximately 71% of children in care did not experience a placement change in 2012/13.
- Of the children who did change placements, 15% moved as part of a better placement plan.
- These findings can be interpreted to mean that 86% of children in care did not experience a placement breakdown.

In 2011/12, the General Authority produced three "Fast Sheets" which reported on child in care trends in more detail. Consistent with the General Authority's commitment to continuous improvement and accountability, the Fact Sheets were widely distributed to General Authority agency/region Directors and staff as one means of reporting on performance and of promoting discussion about how to continue to use the information to enhance planning and service. The Fact Sheets also are meant to inform the public about the work of the General Authority.

The General Authority will continue to track outcomes over the coming year and is committed to providing the Board of the Directors with an updated report on the achievement of outcomes twice annually. As well, the Authority will embark on a 'Child in Care Outcomes Project', aimed at expanding our ability to analyse outcome data and to compare the findings with other child welfare jurisdictions' results. As well, consideration will be given to examining how these findings can be disseminated to enhance service planning, and to communicate new knowledge.

EXTENSIONS OF CARE AND MAINTENANCE

Under legislation, the General Authority is responsible for the review and approval of extensions of care and maintenance and continuations of care and maintenance for permanent wards who require care beyond the age of majority. Between April 1, 2012 and March 31, 2013, there were a total of 233 individual youth on extensions of care and continuations of care in the General Authority. In comparison to the previous four fiscal years, this past year's total of unique youth on extensions of care is still an increase from the previous year but is not as large of an increase as in previous years.

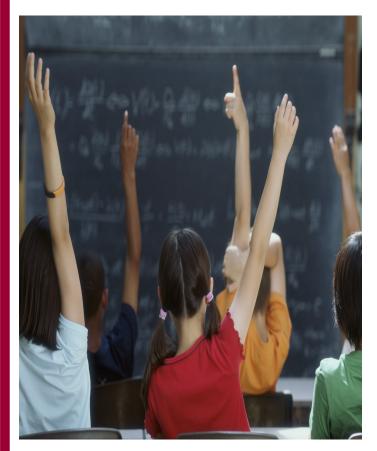


HEALTHY SAFE CHILDREN, RESPONSIBLE NUTURING FAMILIES, CARING COMMUNITIES

SCHOLARSHIPS AND AWARDS FOR CHILDREN AND YOUTH

Vision Catchers Fund:

The Vision Catchers Fund was established in 2007/08 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 2012/13, General Authority provided a total of **\$19,967** towards the Vision Catchers Fund.



Scotia Stay in School Program:



The Scotia Stay in School Program is made possible through a gift from Scotia Capital to the Children's Aid Foundation in Toronto and is designed to support "at risk", disadvantaged children and youth Canada-wide to achieve academic success and recognize their current educational efforts and achievements. The General Authority is the selected Children's Aid Foundation partner to administer these funds in Manitoba. These funds are available to children/youth who are currently receiving services through a General Authority service agency or region.

In 2012/2013, the General Authority approved *Scotia Stay in School Awards* for thirty one (31) children or youth for a total of **\$7,856**.

The following is a list of the three types of awards available along with the total amounts provided in each award in 2012/13:

* 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. The total amount awarded in this program was **\$1,000**.

* 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. The total amount awarded in this program was **\$1,750**.

Leap to Learning Tutoring

To support educationally at risk children and youth to meet their academic goals and reach their learning potential. The total amount awarded in this program was **\$5,106**.

CIBC Miracle Fund:



The CIBC World Markets *Miracle Fund* was established at the Children's Aid Foundation in Toronto to provide enrichment opportunities and supports for children and youth served by partner agencies to enhance their physical, mental, social, and developmental well being. The General Authority is the selected Children's Aid Foundation partner to administer these funds in Manitoba.

In 2012/2013, the General Authority approved forty nine (49) *CIBC Miracle Fund* applications for a total of **\$10,339.06**.

Funds up to \$250/per 12 months for any child/youth who is currently receiving services through a GA service agency or region 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

Keith Cooper Scholarships:

The Keith Cooper Scholarship Fund, a scholarship program created in 2002 for Winnipeg Child and Family Services but now shared amongst all four Child and Family Services Authorities, provides post secondary funding assistance for children currently in care or previously in care. 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. 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 on an annual basis. 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.

Seventeen (17) *Keith Cooper Scholarships* were awarded in 2012 for the 2012/13 academic year for a total of **\$7,500**. Ten (10) awards totaling just over **\$4,400** were provided for the children and youth who received services from General Authority agencies/



CREATING POSSIBILITIES A NEW CANADIAN SYMPOSIUM



THE GENERAL CHILD AND FAMILY SERVICES AUTHORITY 180 King Street Winnipeg, MB R3B 3G8 www.generalauthority.ca

