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COMMISSION OF INQUIRY INTO THE CIRCUMSTANCES  
SURROUNDING THE DEATH OF PHOENIX SINCLAIR

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**Commission Disclosure 1098**

Assistant Deputy Minister  
Child and Family Services  
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June 11, 2010

Ms. Irene Hamilton  
Manitoba Ombudsman  
750-500 Portage Avenue  
Winnipeg MB R3C 3X1

Dear Ms. Hamilton:

**Re: Child and Family Services Division Progress Report  
On the Implementation of Recommendations**

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Please find enclosed our second bi-annual progress report with information on the status of recommendations to the child welfare sector, effective April 30, 2010. The report contains status updates on 503 recommendations as follows:

Changes for Children

2006 Report from the Auditor General – 19

Honouring Their Spirits – 80

Phoenix Sinclair CME Review – 6

Phoenix Sinclair Section 4 Director's Review – 33

Strengthen the Commitment Case Management Review – 112

Strengthening Our Youth Report from the Children's Advocate – 45

Inquests

Tracia Owen Inquest – 28

Special Investigation Reviews

OCA Special Investigation Reviews - 180

At the front of the report you will find a list of acronyms, a detailed index referencing the recommendations, and a brief overview. Information to form this report has been received from Standing Committee, the Child and Family Services Authorities, other government departments and, in some cases, other government funded agencies. The specific recommendations are reviewed at the beginning of the report, each with a list of accomplishments and next steps. Additionally, the report speaks to recommendation progress and program development in fourteen themes and the relevant recommendations are also included in these sections. Progress is current to April 30, 2010.

Many changes were made in the development of this report in order to obtain a final product that we feel will be most helpful in providing you with overall progress as well as information on specific recommendations.

If you have any questions or need clarification, please do not hesitate to call.

Sincerely,

ORIGINAL SIGNED BY:  
CAROLYN LOEPPKY

Carolyn Loepky  
Assistant Deputy Minister

Enclosure

cc: Mr. Grant Doak, Deputy Minister, Family Services and Consumer Affairs  
Ms. Claudia Ash-Ponce, Executive Director, Child Protection Branch

bcc: Rhonda Warren (DM06-00090)

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<b>2</b>	ADDICTIONS
<b>3</b>	AGENCY AND AUTHORITY FUNDING
<b>4</b>	CHILD FATALITY REVIEWS
<b>5</b>	CHILD SAFETY AND EDUCATION
<b>6</b>	CONTINUOUS QUALITY IMPROVEMENT
<b>7</b>	EARLY INTERVENTION
<b>8</b>	FOSTER CARE
<b>9</b>	IMPROVED TECHNOLOGY
<b>10</b>	INTERDEPARTMENTAL COLLABORATION
<b>11</b>	RURAL AND NORTHERN SERVICES
<b>12</b>	SERVICES TO YOUTH LEAVING CARE
<b>13</b>	SEXUAL EXPLOITATION
<b>14</b>	SUICIDE AND MENTAL HEALTH
<b>15</b>	WORKLOAD

# ACRONYMS AND DEPARTMENT NAMES

**ADP** – authority determination protocol  
**AJI-CWI** – Aboriginal Justice Inquiry – Child Welfare Initiative  
**C4C** – Changes for Children  
**CADEC** – Clinic for Drug and Alcohol Exposed Children  
**CCCC** – Canadian Centre for Child Protection  
**CDCI** – Government of Manitoba Cross Department Coordination Initiative  
**CFS** – child and family services  
**CFSA** – Child and Family Services Application  
**CFSIS** – Child and Family Services Information System  
**CIC** – children in care  
**CME** – Chief Medical Examiner  
**CPB** – Child Protection Branch  
**CTC** – Communities that Care  
**CWIC** – Child Welfare Intersectoral Committee  
**DPEIA** – Disability Programs and Employment and Income Assistance Division  
**DR** – differential response  
**DSL** – digital subscriber lines  
**EIA** – employment and income assistance  
**FAR** – file action required  
**FASD** – fetal alcohol spectrum disorder  
**FE** – family enhancement  
**FNIH** – First Nations Inuit Health  
**FSCA** – Department of Family Services and Consumer Affairs  
**FTE** – full-time equivalent  
**GOM** – Government of Manitoba  
**HCMO** – Healthy Child Manitoba Office  
**HPSEN** – Health Program Senior Executive Network  
**HRV** – high risk victim  
**IM** – Intake Module  
**INAC** – Indian and Northern Affairs Canada  
**JTT** – Joint Training Team  
**JTU** – Joint Training Unit  
**LST** – Life Skills Training  
**MATC** – Manitoba Adolescent Treatment Centre  
**MFFN** – Manitoba Foster Family Network  
**MHFA** – mental health first aid  
**MyTEAM** – Manitoba Youth Transitional Employment Assistance Mentorship  
**OCA** – Office of the Children's Advocate  
**OCFSSC** – Office of the Child and Family Services Standing Committee  
**PSIT** – Phoenix Sinclair Inquiry Team  
**PYSPSISC** – Provincial Youth Suicide Prevention Strategy Implementation Steering Committee  
**RHA** – Regional Health Authority  
**RTT** – resource transfer table  
**SIDS** – sudden infant death syndrome  
**SIR** – Child Death Review Special Investigation  
**SIS** – secure internet service  
**SIT** – Changes for Children FASD Strategy Implementation Team  
**SOS** – Signs of Suicide  
**SOS** – Stepping out on Saturdays (FASD)  
**SUDS** – sudden unexplained death syndrome

**WASAC** – Winnipeg Aboriginal Sport Achievement Centre  
**WCFS** – Winnipeg Child and Family Services  
**WRHA** – Winnipeg Regional Health Authority  
**YSPS** – Youth Suicide Prevention Strategy  
**YSR** – Youth Safety Roundtable

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On Tuesday, November 3<sup>rd</sup>, 2009, Premier Greg Selinger announced a new cabinet. As part of the restructuring, several department names changed. See below for current departments:

- **Aboriginal and Northern Affairs**
- **Advanced Education and Literacy**
- **Agriculture, Food and Rural Initiatives**
- **Civil Service Commission**
- **Conservation**
- **Culture, Heritage and Tourism** (formerly Culture, Heritage, Tourism and Sport)
- **Education** (formerly Education, Citizenship and Youth)
- **Entrepreneurship, Training and Trade** (formerly Competitiveness, Training and Trade)
- **Family Services and Consumer Affairs** (formerly Family Services and Housing)
- **Finance**
- **Health**
- **Healthy Living, Youth and Seniors** (formerly Healthy Living)
- **Housing and Community Development**
- **Infrastructure and Transportation**
- **Innovation, Energy and Mines** (formerly Science, Technology, Energy and Mines)
- **Justice**
- **Labour and Immigration**
- **Local Government** (formerly Intergovernmental Affairs)
- **Water Stewardship**

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# Tab 1

# REVIEW RECOMMENDATIONS

APRIL 30, 2010

Number of  
Recommendations: 503

*The Child and Family Services Division has developed a process to track the progress of all recommendations made regarding Child Welfare in Manitoba. These recommendations come from a variety of sources and relate to case specific recommendations such as file recording to broad system change such as legislative mandates.*

*This report provides progress on 503 recommendations from the following reports:*

## **Changes for Children**

*The 2006 Report from the Auditor General: 19*

*Honouring Their Spirits: 80*

*Phoenix Sinclair CME Review: 6*

*Phoenix Sinclair Section 4 Director's Review: 33*

*Strengthen the Commitment Case Management Review: 112*

*Strengthening Our Youth Report from the Children's Advocate: 45*

## **Inquests**

*Tracia Owen Inquest: 28*

## **Special Investigation Reviews**

*OCA Special Investigation Reviews: 180*

## **Changes for Children**

*Complete: 167*

*Significant Progress: 86*

*In Progress: 42*

## **Accomplishments:**

*167 or 57% of the recommendations are complete.*

*86 or 29% of the recommendations have achieved significant progress.*

*42 or 14% of the recommendations are in progress.*

## **NOTE**

*As Special Investigation Reviews are constantly being written and added to the list of recommendations, the above statuses and percentages only pertain to the Changes for Children recommendations.*

Pending	In Progress	Significant	Complete
0%	14%	Progress	57%
		29%	



# OVERVIEW

As of March 31, 2009, there were 8,629 children in care in Manitoba. The aim of the provincial child welfare system is to protect children, preserve families and ensure that there are adequate services available to those who need them. Systematic reviews are done and recommendations are made to improve the quality of care in the province.

To track the progress of these recommendations, the Child and Family Services Division has developed a database and works closely with the Standing Committee and the CFS Authorities to ensure that these recommendations are addressed. These recommendations range in scope from being child-specific to system-wide which call for broad changes throughout the province.

This report is the second bi-annual progress report to the Manitoba Ombudsman and emphasises the importance of reviewing these recommendations regularly.

Information contained in this report has been received from many sources, including the Child and Family Services Standing Committee, Healthy Child Manitoba, and Divisions within the Department of Family Services and Consumer Affairs. This report provides overviews of recommendation progress and new initiatives in fourteen themed chapters and includes a detailed listing of all recommendations and their accomplishments and next steps.

Included in this report are recommendations from the six *Changes for Children* reports, Tracia Owen's Inquest, and the Children's Advocate's Special Investigation Reviews. The *Changes for Children* reports make up 295 recommendations. Of those, 167 (57%) are complete, 86 (29%) have achieved significant progress, and 42 (14%) are in progress. Tracia Owen's inquest report includes 28 recommendations; 8 (29%) of which are complete, 18 (64%) which have reached significant progress, and 2 (7%) which are in progress. The OCA Special Investigation Reviews make up 180 recommendations to the system. Of those 180 recommendations, 28 (16%) are complete, 20 (11%) have achieved significant progress, 20 (11%) are in progress, and 112 (62%) are pending. Many of the pending recommendations are from reports that were only recently received and have not yet been reviewed by the Division.



# CHANGES FOR CHILDREN RECOMMENDATIONS

## A CASE REVIEW IN REGARD TO THE DEATH OF PHOENIX SINCLAIR

**Recommendation #:** RS7

**Reference #:** 203S4

### **Recommendation**

That all workers acting in all front line positions in Manitoba's child welfare agencies be provided with essential core training in abuse, CFSA, assessments, risk assessment, counselling, breaking through resistance, and relationship building with difficult clients.

### **Accomplishments**

On-going funding has been provided to the Authorities for this purpose. A conference (based on a previous conference "Training for Child Abuse Committee Coordinators") was held in January 2009 and a third conference was held in February 2010. The JTT continues to provide and plan training in child abuse investigations, CFSA, competency-based training, and specialized trainings which include Preparing Challenging Clients for Change. Training to date in child abuse investigations has utilized resources from: Winnipeg Police Services - Investigating Child Abuse training (May, June, October 2008); Tom Griffin - Forensic Interviewing Techniques (Oct/08, Jan/09); Dr. John Yuille (Step Wise Program), March 16, 17, 2009; training for trainers - March 18, 19, 20, 2009; Mandatory Reporting on Child Pornography (April 7, 8, 2009); The Canadian Centre for Child Protection, Missing and Exploited Children Conference (May 12, 13, 14, 2009); Team Abuse Investigation Training (RCMP/CFS) - November 16 - 20, 2009 - Thompson, November 30 - December 4, 2009 - Dauphin, and January 4 - 10, 2010 - The Pas. 30 front line staff and supervisors also had the opportunity to attend the "Synergy for Success" conference which was held in February 2009.

### **Next Steps**

The four Authorities continue to monitor the training needs of their agencies' staff. All staff is expected to complete Competency Based Training. This recommendation is considered complete and ongoing. As new staff is hired they are enrolled in the Core Training.

**Current Status:** Complete: Ongoing

---

**Recommendation #:** RS1

**Reference #:** 196S4

### **Recommendation**

That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.

### **Accomplishments**

Since the establishment of the Changes for Children initiative in 2006/2007 a total of 231 additional positions, including front line staff, supervisors and administrative support, have been added to the system. The new funding model introduces prevention funding and is responsive to worker-to-client ratios which allow for phased attainment of identified goals. A Joint Training Team was established through the hiring of one training and education coordinator at each authority. The JTT has an annual budget of \$1 million to support training for all agency and authority staff.

### **Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** RS2

**Reference #:** 197S4

**Recommendation**

That the Child Protection Branch work with the Authorities towards meeting the CWLA standards of workload, for the various classifications of social workers and their supervisors.

**Accomplishments**

Since the establishment of the Changes for Children initiative in 2006/2007 a total of 158 additional positions, including front line staff and supervisors, have been added to the system. The new funding model introduces prevention funding and is responsive to worker-to-client ratios which allow for phased attainment of identified goals.

**Next Steps**

It is hoped that the Federal government will meet their commitment to prevention funding in Manitoba in the 2010/11 fiscal year.

**Current Status:** Significant Progress

---

**Recommendation #:** RS3

**Reference #:** 198S4

**Recommendation**

That the Child Protection Branch work with the Authorities to maintain these standards once they have been reached. [Standards mentioned in previous recommendation].

**Accomplishments**

Since the establishment of the Changes for Children initiative in 2006/2007 a total of 158 additional positions, including front line staff and supervisors, have been added to the system. The new funding model introduces prevention funding and is responsive to worker-to-client ratios which allow for phased attainment of identified goals.

**Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** RS4

**Reference #:** 216S4

**Recommendation**

That the Child Protection Branch will work in partnership with the Authorities to develop a set of Provincial Standards which will apply to all mandated child welfare agencies.

**Accomplishments**

Nineteen new standards were developed as of December 2009 and were posted online in January 2010. Development of new standards will be according to priorities set by the Standards Development Team in 2009/10.

**Next Steps**

The department, in consultation with the four Authorities, identifies priorities for new and revised standards. Standards will continue to be developed and revised to reflect best-practices and front-line

realities using the Standards Development Protocol. Current priorities for the ongoing development of the manual include, Agency Boards, Child Sexual Exploitation, Children in Care, Fetal Alcohol Spectrum Disorder, and Differential Response/Family Enhancement.

**Current Status:** Significant Progress

---

**Recommendation #:** RS5

**Reference #:** 217S4

**Recommendation**

That the Child Protection Branch, in partnership with the various Authorities ensure that all Child Welfare Agencies follow these Provincially approved Standards unless specific written permission to modify or be exempt is granted in writing to them through the designated Authority by the Child Protection Branch.

**Accomplishments**

The Child Protection Branch Quality Assurance/Authority Relations (QA/AR) team has completed a Continuous Quality Improvement (CQI) Framework which outlines the Child and Family Services Division concept of CQI for the four Authorities. The CQI model operationalizes the applicable legislation, regulations, and standards. The QA/AR framework includes a review of the Authorities' processes for monitoring their agencies' compliance with standards. If an Authority/agency is in the position of not meeting a standard, the Authority and Child Protection Branch work together to build the capacity to meet that standard.

**Next Steps**

The CQI schedule has been completed and the review of all four Authorities is scheduled to commence in 2010/2011; starting with the General and Southern Authorities in Spring 2010.

**Current Status:** Significant Progress

---

**Recommendation #:** RW1

**Reference #:** 193S4

**Recommendation**

That Winnipeg Child and Family Services will work towards ensuring that staffing levels for social workers and supervisors meet CWLA standards.

**Accomplishments**

Since the Resource Transfer Table work completed in 2006 WCFS Branch staff has increased by 24 FTE. The new funding model would provide approximately 20 additional FTE.

**Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** RW4

**Reference #:** 206S4

**Recommendation**

That Winnipeg Child and Family Services will ensure that it will reinforce a more structured approach to family work with an enhanced emphasis on assessment, diagnosis, and goal planning in order to decrease the present role of intervention at a crisis management level.

**Accomplishments**

WCFS supports the direction of government in increasing supports to ensure competency-based training is available for field staff. Standardized assessments in a strength based approach with families supported by timely and experienced supervision will be an important measure towards a structural approach to case management interventions. Risk assessment and strength-base assessment are part of one package being developed. A Risk Assessment tool and manual have been completed. Training is being developed. The General Authority, in collaboration with its agencies, is finalizing a strength and needs based assessment tool.

**Next Steps**

A new standardized risk assessment tool has been developed by the Child Protection Branch and the four CFS Authorities. This tool is part of the newly developed Differential Response Model. It includes a structured decision making process to assist front-line workers to complete more accurate assessments and improve their planning processes.

**Current Status:** Significant Progress

---

**Recommendation #:** RW6

**Reference #:** 208S4

**Recommendation**

Staff should be reinforced that it is important to provide social work counselling and intervention at the case management level with children and with families.

**Accomplishments**

A new standardized risk assessment tool and strength based family assessment tool have been developed by the Child Protection Branch and the four CFS Authorities. These tools are part of the newly developed Differential Response Model. They include a structured decision making process to assist front-line workers to complete more accurate assessments and improve their planning processes.

**Next Steps**

The CQI schedule has been completed and the review of all four Authorities is scheduled to commence in 2010/2011; starting with the General and Southern Authorities in spring 2010.

**Current Status:** Significant Progress

---

**Recommendation #:** RW7

**Reference #:** 209S4

**Recommendation**

That Winnipeg Child and Family Services will ensure that there are full strength based assessments and risk assessments on all families where a child is found to be in need of protective services.

**Accomplishments**

The General Authority has developed an agency Quality Assurance framework that deals with 5 broad domains Safety, Well-being, Permanence, Family and Community Support, and Satisfaction/Service Effectiveness.

**Next Steps**

An agency review schedule is being developed by the General Authority. These reviews will help ensure that strength based assessment and risk assessments are present on all family files where a child is in need of protective services.

**Current Status:** Significant Progress

---

**Recommendation #:** RW9

**Reference #:** 201S4

**Recommendation**

That Winnipeg Child and Family Services will improve its case note system on protection files.

**Accomplishments**

The General Authority has developed an agency Quality Assurance framework that deals with 5 broad domains Safety, Well-being, Permanence, Family and Community Support, and Satisfaction/Service Effectiveness.

**Next Steps**

An agency review schedule is being developed by the General Authority. These reviews will help ensure that strength based assessment and risk assessments are present on all family files where a child is in need of protective services.

**Current Status:** Significant Progress

---

**Recommendation #:** RCA2

**Reference #:** 222S4

**Recommendation**

That the Child Protection Branch consider the Office of the Children's Advocate to have a partnering role in the provision of Child Welfare Accreditation once it is established in Manitoba.

**Accomplishments**

Presently the Authorities are concentrating their efforts on staff recruitment, training and retention, which is a necessary step prior to engaging in the accreditation process.

**Next Steps**

This recommendation will be addressed when the Authorities begin work on the accreditation process.

**Current Status:** In Progress





# AUDIT OF THE CHILD AND FAMILY SERVICES DIVISION PRE-DEVOLUTION CHILD IN CARE PROCESSES AND PRACTICES

**Recommendation #:** 86.3

**Reference #:** 277OAG

## **Recommendation**

In conjunction with the Department (CFS Division), that the CFS Authorities explore the cost-benefits for developing automated interfaces for CFSIS, and the case management systems used by certain mandated agencies. One such linkage would be to interface a financial module with the child care file information. [SC

Interpretation]

## **Accomplishments**

A review was been completed where the cost-benefits for developing automated interfaces for CFSIS and the case management systems of certain agencies. Due to several factors, the implied goal of this recommendation (i.e. to facilitate sharing of data between agencies) is not best served by an interface solution. The alternative plan is to explore a shared, common, modern case management application. Please 1 of this Plan was completed in the fall of 2008. Phase 2 of the Information Matters Project is underway, with an Inter-Phase Charter approved in December 2008.

**Current Status:** Complete: Alternate Solution

---

**Recommendation #:** 86.4

**Reference #:** 288OAG

## **Recommendation**

That the CFS Authorities develop a risk-based Quality Assurance review plan that schedules mandated agency reviews on a bi-annual cycle for mandated agencies. Other mandated agencies should be reviewed on a three or four year cycle. [SC Interpretation]

## **Accomplishments**

Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff. The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. 10 areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas. Each Authority has developed proposed schedules for reviews of their agencies. In addition, the Authorities, the province and INAC are working together to develop on ongoing reconciliation and audit process for agencies.

## **Next Steps**

This recommendation is now considered complete pending Standing Committee signoff.

**Current Status:** Complete: Pending Signoff

---

**Recommendation #:** 18.1

**Reference #:** 278OAG

**Recommendation**

That the Department (CFS Division), in collaboration with the CFS Authorities, determine and assess the rationale and logic for the existing funding models' assumptions, base amounts and calculations, as well as assess whether the models provide fair and equitable funding to the mandated agencies for child maintenance and services to families. If it is determined that fair and equitable funding is not being provided, that an alternative funding model be developed. [SC Interpretation]

**Accomplishments**

Present funding formulas were examined as part of the developmental work done for the new Manitoba Child and Family Services Authority and Agency funding model. The new funding model once implemented will provide equitable funding for all agencies regardless of funder.

**Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** 20.1

**Reference #:** 279OAG

**Recommendation**

That the Department (CFS Division), in collaboration with the CFS Authorities, review the funding model on a periodic basis to ensure continuing appropriateness. [SC Interpretation]

**Accomplishments**

The new funding model is case sensitive in determination of positions funded. The model allows for annual review of funding.

**Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** 48.1

**Reference #:** 280OAG

**Recommendation**

That the CFS Authorities in collaboration with the Department (CFS Division), determine and assess the rationale and logic for the existing funding models' assumptions, base amounts and calculations, as well as assess whether the models provide fair and equitable funding to the mandated agencies. If it is determined that fair and equitable funding is not being provided, that an alternative funding model be developed. [SC Interpretation]

**Accomplishments**

Present funding formulas were examined as part of the developmental work done for the new Manitoba Child and Family Services Authority and Agency funding model. The new funding model once implemented will provide equitable funding for all agencies regardless of funder.

**Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

---

**Recommendation #:** 30.1

**Reference #:** 285OAG

**Recommendation**

That the CFS Authorities identify outcome-oriented objectives and priorities for the provision of services to child in care and families consistent with the Department (CFS Division) objectives and priorities. [SC Interpretation]

**Accomplishments**

Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff. The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. 10 areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas.

**Next Steps**

The four Authorities will continue to develop their QA frameworks. The four Authorities and the Child Protection Branch will continue to work to develop and implement QA processes.

**Current Status:** Significant Progress

---

**Recommendation #:** 4.1

**Reference #:** 286OAG

**Recommendation**

That the CFS Division develop output / outcome measures (contained in a Strategic Plan) on which CFS Authority performance would be assessed. [SC Interpretation]

**Accomplishments**

The Child Protection Branch Quality Assurance/Authority Relations (QA/AR) team has completed a Continuous Quality Improvement (CQI) Framework which outlines the Child and Family Services Division concept of CQI for the four authorities and other service providers funded by the Child Protection Branch (child care facilities and community support programs). The CQI model operationalizes the applicable legislation, regulations and standards. Outcome measures are integral to the new CQI framework.

**Next Steps**

The CQI schedule has been completed and the review of all four authorities is scheduled to commence in 2010/2011; starting with the General and Southern Authorities in Spring 2010.

**Current Status:** Significant Progress

---

**Recommendation #:** 31.1

**Reference #:** 287OAG

**Recommendation**

That the CFS Authorities develop output/outcome measures on which mandated agency performance

would be assessed. [SC Interpretation]

### **Accomplishments**

Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff.

The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. 10 areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas.

### **Next Steps**

The four Authorities will continue to develop their QA frameworks. The four Authorities and the Child Protection Branch will continue to work to develop and implement QA processes.

**Current Status:** Significant Progress

---

**Recommendation #:** 72.1

**Reference #:** 289OAG

### **Recommendation**

That the mandated agencies utilize the output / outcome measures provided by the CFS Authorities, on which their performance would be assessed. [SC Interpretation]

### **Accomplishments**

Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff. The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. 10 areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas.

### **Next Steps**

The four Authorities will continue to develop their QA frameworks. The four Authorities and the Child Protection Branch will continue to work to develop and implement QA processes.

**Current Status:** Significant Progress

---

**Recommendation #:** 14.1

**Reference #:** 274OAG

### **Recommendation**

That the Department (CFS Division) develop a standardized approach for addressing the "specialized parent" category used by various mandated agencies resulting in a provincial system that ensures equity among all foster parents. [SC Interpretation]

### **Accomplishments**

The Foster Parent Training Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because

the building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child to an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

#### **Next Steps**

The Alternate Care Committee continues their work on examination and recommendations for a structured care continuum for foster care in Manitoba.

**Current Status:** In Progress

---

**Recommendation #:** 22.1

**Reference #:** 281OAG

#### **Recommendation**

That the Department (CFS Division), in conjunction with the CFS Authorities, review the existing needs assessment scoring tools for fee-for-service to understand the different approaches in place and from this, develop a standardized scoring tool that would be used province wide. [SC Interpretation]

#### **Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

#### **Next Steps**

The Alternate Care Committee continues their work on examination and recommendations for a structured care continuum for foster care in Manitoba.

**Current Status:** In Progress

---

**Recommendation #:** 23.1

**Reference #:** 282OAG

#### **Recommendation**

That the Department (CFS Division) and the CFS Authorities approve a daily rate to be applied to the fee-for-service that is sensitive to the current local conditions and is established and reviewed annually for each mandated agency. [SC Interpretation]

#### **Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

#### **Next Steps**

The Alternate Care Committee continues their work on examination and recommendations for a structured care continuum for foster care in Manitoba.

**Current Status:** In Progress

---

**Recommendation #: 51.1****Reference #: 283OAG****Recommendation**

That the CFS Authorities, in collaboration with the Department (CFS Division), and their mandated agencies review the existing needs assessment scoring tools for fee-for-service to understand the different approaches in place and from this, develop a standardized scoring tool that would be used province-wide.

[SC Interpretation]

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building clock (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

The Alternate Care Committee continues their work on examination and recommendations for a structured care continuum for foster care in Manitoba.

**Current Status:** In Progress

---

**Recommendation #: 52.1****Reference #: 284OAG****Recommendation**

That the CFS Authorities, in conjunction with the Department (CFS Division) approve a daily rate to be applied to the fee-for-service that is sensitive to the current local conditions and is established and reviewed annually for each mandated agency. [SC Interpretation]

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building clock (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

The Alternate Care Committee continues their work on examination and recommendations for a structured care continuum for foster care in Manitoba.

**Current Status:** In Progress



## HONOURING THEIR SPIRITS

**Recommendation #:** 46

**Reference #:** 152CDR

**Recommendation**

That Competency Based Training (CBT) include a module that focuses on anti-oppressive and anti-racist principles within a strength-based perspective. Given their role in setting the tone and values for their teams, a module should also be included in training for supervisors. (Section 8.6)

**Accomplishments**

Core 307/808: Culture and Diversity Training is a three day training session that helps build awareness and understanding of cultural issues that service providers, caregivers, children in care, and families may experience in the family services system. This training includes anti-oppressive and anti-racist principles. A total of 82 participants attended this training between April 1, 2009 and September 30, 2009.

**Current Status:** Complete

---

**Recommendation #:** 76

**Reference #:** 153CDR

**Recommendation**

That agency staff be given training in safety planning and skills in de-escalating dangerous situations within six months of joining the agency, with refresher courses every two years. (Section 10.o)

**Accomplishments**

The Joint Training Team offers ongoing specialized training opportunities to child welfare staff across the Province that help agency staff develop skills used to de-escalate dangerous situations. Training courses include: Non-Violent Crisis Intervention, Alternative Dispute Resolution/Conflict Management & Lateral Violence, Conflict Management, Conflict Resolution, and Effective Communication Strategies for Difficult Situations.

**Current Status:** Complete

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**Recommendation #:** 30

**Reference #:** 142CDR

**Recommendation**

That the Department of Family Services and Housing and the Department of Health expand funding for out-patient treatment services for children, youth and families such that a child, youth or family is able to access counselling within 12 weeks of referral. (Section 8.1)

**Accomplishments**

Current wait times to access counselling via regional child and adolescent mental health services is 4-8 weeks which is within the 12 weeks identified in this recommendation

**Current Status:** Complete

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**Recommendation #:** 1

**Reference #:** 189CDR

**Recommendation**

That timelines be placed on the completion of CME reports to ensure that reports are available in a timely fashion. This may include retaining outside investigators at times when workloads are higher. (Section 2.1)

**Accomplishments**

The Office of the Children's Advocate received two additional positions when they received their extended mandate to ensure that reports are completed in a timely manner.

**Next Steps**

This recommendation is now considered complete and ongoing as time lines for completion of reviews continues to be monitored.

**Current Status:** Complete

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**Recommendation #:** 15

**Reference #:** 148CDR

**Recommendation**

That in pre-service training, child welfare staff receive specific training on identification of young people with significant adjustment problems, emotional distress and risk of suicide. This training should include information about appropriate resources for intervention. The routine use of this information should be evaluated as part of the normal supervision process and regular updates on this training should be provided. (Section 6.4)

**Accomplishments**

Between April 1, 2009 and September 30, 2009 a total of 183 child welfare staff, support workers, and foster parents attended the Joint Training Team's specialized training on Suicide Intervention and Prevention. The specialty module, 317 - ASIST (Suicide Intervention) training was also offered and 21 child welfare staff attended the two-day training program between April 1, 2009 and September 20, 2009.

**Next Steps**

Training on this topic is and will continue. Appropriate resource availability and intersectoral working protocols are still required to assist workers in their assessments and interventions.

**Current Status:** Complete

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**Recommendation #:** 64

**Reference #:** 157CDR

**Recommendation**

That the Supervisors Competency Based Training Program include a module on mentoring front-line staff to ensure their workers are aware of and comply with provincial standards. (Section 9.3)

**Accomplishments**

Core 503: Transfer of Learning: The Supervisors Role in Developing Staff is a three day course that teaches supervisors how to effectively communicate performance expectations, identify worker competence and conduct on-the-job training. This training will help supervisors to mentor front-line staff and ensure workers are following provincial standards.

**Current Status:** Complete

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**Recommendation #:** 11

**Reference #:** 114CDR

**Recommendation**

That suicide prevention materials be developed which include both culturally sensitive content and which emphasize the development of healthy social connections and healthy self-esteem. This may be achieved through a collaborative relationship with Manitoba Health, Manitoba Family Services and

**Accomplishments**

Youth suicide prevention initiatives include a Youth Summer Business Camp, Youthfest and Community Cultural Event, Sham Yap, WASAC Mini Olympics Day and Christmas Celebration Clinic's Teen Talk North train-the-trainer sessions. In addition, Life Skills training and roots of empathy sessions are being implemented in schools across Manitoba including First Nations communities. Existing materials such as the "Darkness Calls" comic book were widely distributed by the JTT. MHHL and the Office of the Child and Family Services Standing Committee distributed another comic book titled "Just a Story" to collaterals, Agencies and Authorities. Another comic book focusing on issues faced by children in care is in its final stages of development.

**Current Status:** Complete

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**Recommendation #:** 44

**Reference #:** 136CDR

**Recommendation**

That the Departments of Health and Justice commit funding for enough youth addiction treatment beds to ensure that treatment is available to youth within four weeks of referral. (Section 8.5)

**Accomplishments**

Wait times for residential youth addictions treatment have improved considerably since the writing of this review. Staffing has been increased at the Addictions Foundation of Manitoba (AFM), Behavioural Health Foundation (BHF), and Resources Assistant for Youth (RAY), leading to more comprehensive services for youth. Wait times are all within the four week period referenced in the recommendation.

**Current Status:** Complete

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**Recommendation #:** 45

**Reference #:** 137CDR

**Recommendation**

That the Addictions Foundation of Manitoba reviews its current policies concerning treatment models for addicted youth with consideration given to reconsidering policies on 'personal readiness for treatment. (Section 8.5)

**Accomplishments**

A review of AFM's treatment model, treatment philosophy and harm reduction position revealed that the clinical process at the youth residential program has evolved to recognize that substance use during treatment is part of the change process and does not reflect a 'personal readiness for treatment.'

**Current Status:** Complete

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**Recommendation #:** 56

**Reference #:** 146CDR

**Recommendation**

That the Child Protection Branch develop protocols which ensures that child welfare agencies be required to undertake a complete background check when families requiring service move into their jurisdiction or have changed service providers. (Section 9.1)

**Accomplishments**

Several sections in the Provincial Standards Manual address this recommendation including: Section 1.1.1 – Intake, Section 1.1.6 - Service Completion, Section 1.2.2 - Services to Families and Section 1.3.1

- Child Protection Services. The Standards require workers to determine the reasons for a referral or service request, gather and record information as the immediate safety of all children involved and possible risk to children and others, and conduct prior contact checks without consent when completing a child protection investigation.

**Next Steps**

It must be noted that complete background checks on client history without consent are only allowed if the agency is engaging in a protection investigation. Not all new cases fit into this category which will see significant growth with the province's DR/FE Initiative. This recommendation is now considered complete and ongoing.

**Current Status:** Complete

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**Recommendation #:** 28

**Reference #:** 140CDR

**Recommendation**

That the Winnipeg Mobile Crisis Team be expanded to include one additional evening staff to accommodate youth in crisis. (Section 8.1)

**Accomplishments**

In the 2009/2010 fiscal year \$91.0 additional was provided by Family Services and Consumer Affairs towards fulfilling this recommendation.

**Current Status:** Complete

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**Recommendation #:** 17

**Reference #:** 191CDR

**Recommendation**

That child welfare agencies ensure that foster homes have adequate information and comply with existing foster home regulations regarding the safe storage of guns, medications and toxic materials.

**Accomplishments**

The Provincial Foster Family Manual includes information on safety and health issues for children including fire arms; Section 35(1) references fire arms and hunting devices. The Foster Homes Licensing Regulation includes a number of requirements related to safety issues; Section 23 and 34 contain information on requirements related to medications, harmful substances and emergencies in general.

**Next Steps**

This recommendation is considered complete and ongoing as new foster families are licensed.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 42

**Reference #:** 172CDR

**Recommendation**

That agencies undertake to develop a library of digital photographs of children in their care to be used in cases of emergency. (Section 8.4)

**Accomplishments**

As of April 13, 2010 the Métis Authority had digital photographs on CFSIS for 98.2% of its children in care, the General Authority had 97.7%, the Southern Authority had 92.1% and the Northern Authority had 85.0%. Due to movement of children in the child welfare system, it is impossible to have 100%

reconciliation of digital photos for children in care on CFSIS at any given time. Therefore, Authority compliance of over 85% has been deemed as sufficient.

#### **Next Steps**

The four Authorities have made an ongoing commitment to enter digital photos of children in care on to CFSIS as soon as possible upon opening of a case. This recommendation is now considered complete and ongoing.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 48

**Reference #:** 185CDR

#### **Recommendation**

That child welfare agencies make available to all interested adolescents, information regarding gay, lesbian, bi-sexual and transsexual resources that are available in the youth's community. (Section 8.6)

#### **Accomplishments**

Information was compiled and includes: Resource Package (two-spirited, lesbian, gay, bi, transgendered and other information from the Rainbow Resource Center, Winnipeg). Resource Package from Sexuality Resource Center (SERC). "Two Spirited Youth Speak Out!" a report on a study funded by Population Health/Health Canada. "Youth in the Margins - a Report on the Unmet Needs of Lesbian, Gay, Bisexual and Transgender Adolescents in Foster Care" conducted by the Lamoda Legal Defence and Education Fund to look at the needs of GLBT youth in foster care. The information was distributed to all Authority CEO's for further distribution to agency staff and availability to youth. Between 2006 and 2009 a total of 292 staff members participated in Culture and Diversity Training and 187 participated in Understanding and Working with Children and Youth Affected by Sexual Exploitation training.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 72

**Reference #:** 147CDR

#### **Recommendation**

That the four Authorities ensure that all agencies have upgraded their CFSIS files to reflect the death of any children in their care, and that these files be maintained in the system on a weekly basis. Funding for this initiative must be made available to ensure compliance in this area. (Section 10.0)

#### **Accomplishments**

Staff from the Planning & Analysis Unit of Strategic Initiatives and Program Support will ensure that upon receipt of a child death notification if the agency has not already done so CFSIS is updated accordingly.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 53

**Reference #:** 175CDR

#### **Recommendation**

That the Child Protection Branch and the four Authorities ensure province-wide adherence to section 1.1.6 of the Standards Manual regarding Case Transfers. (Section 9.1)

#### **Accomplishments**

The Child Protection Branch Quality Assurance/Authority Relations (QA/AR) team has completed a

Continuous Quality Improvement (CQI) Framework which outlines the Child and Family Services Division concept of CQI for the four authorities and other service providers funded by the Child Protection Branch (child care facilities and community support programs). The CQI model operationalizes the applicable legislation, regulations and standards. The review of the Authorities' monitoring of services provided by their agencies involves the QA/AR team reviewing the Authorities' processes for monitoring compliance with such standards as the case transfer standards (1.1.6). This standard requires supervisory involvement, structured decision-making, the completion of specific assessments and documentation, and formalized collaboration with the receiving agency.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 61

**Reference #:** 156CDR

**Recommendation**

That child welfare staff be required to complete the first module of the Competency Based Training Program within six months of beginning employment with a child welfare agency. (Section 9.3)

**Accomplishments**

It is an ongoing commitment that newly hired staff are trained as quickly as possible as sessions are provided throughout the Province. From April 1, 2007 to March 31, 2008, a total of 1,224 workers attended Competently-Based Training offered by the Joint Training Team. From April 1, 2008 to March 31, 2009 1,495 individuals attended these training sessions. From April 1, 2009 to September 30, 2009, attendance was 610 participants.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 65

**Reference #:** 155CDR

**Recommendation**

That the Competency Based Training Program include a standard orientation to Child and Family Services including information about The Act, standards and operating procedures which child welfare staff would take as mandatory training prior to caseload assignment. (Section 9.3)

**Accomplishments**

The four modules currently comprising the Competency-Based Training for front-line social workers include: Core 101 - Family Centered Child Protective Services; Core 102 - Case Planning and Family Centered Casework; Core 103 - The Effects of Abuse and Neglect on Child Development; Core 104 - Separation, Placement and Reunification. The curriculum for province-wide orientation and refresher training has been developed. This training is available through the Joint Training Team (JTT) and available to all staff and supervisors, regardless of experience in the system.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 8

**Reference #:** 124CDR

**Recommendation**

That Healthy Child Manitoba develop and distribute information regarding reducing the dangers of SIDS/SUDS to Healthy Baby sites, health clinics and hospitals throughout Manitoba. (Section 4.3)

**Accomplishments**

Resources in distribution include: a booklet by Winnipeg Regional Health Authority "Caring for your Newborn" has a section called "Reduce the Risk of Sudden Infant Death Syndrome (SIDS)", followed by a section called "Safe Sleeping for Your Baby"; Pamphlet by Health Canada "Back to Sleep"; a book

called "Baby's Best Chance" in the section "Your Baby" under the subsection "Baby Care" with the heading "Safety and Sleeping"; Canadian Paediatric Society Handout "Safe sleep for babies" and the Families First curriculum and Handout "Sleep-Baby-Sleep". The WRHA is currently in the process of developing a new SIDS resource for use by PHNs in Winnipeg that would include information on the dangers of SIDS and how to reduce it as well as some new, additional information on safe sleeping practices, including guidelines around co-sleeping. WRHA often shares its new resources with regional health authorities outside Winnipeg. HCMO is developing an information insert on SIDS that will be enclosed, on a rotating basis, with the Manitoba Prenatal Benefit cheques sent out to pregnant women participating in the program, including women living in First Nations communities. HCMO is currently working on a core topic list for Healthy Baby programs that would require SIDS as a regular, recurring information topic to be discussed. Staff from the Standing Committee office has met with members of HCMO to discuss distribution of available resources to the Authorities and agencies. The Joint Training Team also provides necessary documents to staff that attend training sessions.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 41

**Reference #:** 171CDR

**Recommendation**

That agencies support and endorse the Manitoba Youth Identification Project by ensuring that digital photographs are available for all children in care so that, in a case of an emergency, photographs of the child can be quickly distributed to the police and/or press. (Section 8.4)

**Accomplishments**

As of April 13, 2010 the Métis Authority had digital photographs on CFSIS for 98.2% of its children in care, the General Authority had 97.7%, the Southern Authority had 92.1% and the Northern Authority had 85.0%. Due to movement of children in the child welfare system, it is impossible to have 100% reconciliation of digital photos for children in care on CFSIS at any given time. Therefore, Authority compliance of over 80% is the minimum level for compliance with over 90% as sufficient. This recommendation is also supported through its inclusion in a provincial standard – effective April 2010.

**Next Steps**

The four Authorities have made an ongoing commitment to enter digital photos of children in care on to CFSIS as soon as possible upon opening of a case.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 4

**Reference #:** 179CDR

**Recommendation**

That the four Authorities develop a sub-committee on medically complex children that will develop policies and practices regarding best methods of supporting these children within the child welfare system. (Section 4.1)

**Accomplishments**

The Unified Referral and Intake System (URIS) is a joint initiative on the departments of Family Services and Consumer Affairs, Education, and Health/Healthy Living. It provides policy direction and funding to address the needs of children with special health care needs, including those with complex medical needs. The Child Welfare Intersectoral Committee (CWIC), sub-committee Services for Children with Complex Medical needs, with membership from FNIH, FSCA, HCMO & the Standing Committee Office Staff Team is aware of this recommendation and has proposed several actions to facilitate the development of a sub-committee composed of membership from the four Authorities.

**Next Steps**

Child and Family Service regulations do not require the signing of VPAs for children to be placed in the St. Amant Institution. The WRHA however does require a current VPA for each child placed. This recommendation has been assigned to the CWIC for intersectoral consideration and resolution.

**Current Status:** Significant Progress

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**Recommendation #:** 22

**Reference #:** 130CDR

**Recommendation**

That the Department of Family Services and Housing, along with any relevant government departments should make available prevention funding, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. No-cost, family-focused recreational activities should be promoted as healthy alternatives for 'high risk' families. (Section 7.2)

**Accomplishments**

This recommendation was assigned to CWIC - Intersectoral Partnership Project (Promoting Healthy Child Development). Recreation Opportunities for Children (ROC) is a pilot project that provides children of families on employment and income assistance (EIA) with an average of \$250.00 per year for recreation supports per child. The Winnipeg Aboriginal Sport Achievement Centre (WASAC) received funding through Reclaiming Hope: Manitoba's Youth Suicide Prevention Strategy and the Changes for Children Action Plan, to implement WASAC North, piloting it in Shamattawa FN and Pauingassi FN in 2009/2010. A funding has been announced for WASAC to partner with students at South East College re recreation and youth leadership.

**Next Steps**

Significant funding has been and will continue to be made available to support recreational activities.

**Current Status:** Significant Progress

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**Recommendation #:** 14

**Reference #:** 117CDR

**Recommendation**

That all reports or disclosures of suicidal ideation or attempts be assessed by a mental health professional with a follow-up appointment within 30 days of the first assessment. (Section 6.3)

**Accomplishments**

This recommendation was assigned to the Child Welfare Intersectoral Committee (CWIC). An Intersectoral Project - Children's Mental Health and Suicide Prevention has commenced. Many Regional Health Authorities have psychiatric nurses in their Emergency Departments and/or have on-site availability of a psychiatric consultation. Enhanced Telehealth capacity through the Youth Suicide Prevention Strategy supports this recommendation.

**Next Steps**

Provincial discharge protocols will be developed for follow-up care after discharge or other transition of Care of individuals deemed at high risk when leaving emergency departments of hospitals throughout the province.

**Current Status:** Significant Progress

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**Recommendation #: 19****Reference #:** 181CDR**Recommendation**

That the four Authorities undertake to ensure that formalized risk assessments are conducted for every serviced child under the age of five upon intake, and that these assessments be redone when the child comes into care, is moved to any new foster home placement or if the child is preparing to return to the natural family. (Section 7.1)

**Accomplishments**

A new standardized risk assessment tool, SDM, (based on the National Council on Crime and Delinquency's Children's Research Center assessment tools located in Wisconsin) and the strength based family assessment tool have been developed by the Child Protection Branch and the four CFS Authorities. These tools are part of the newly developed Differential Response model. They include a structured decision making process to assist front-line workers to complete more accurate assessments and improve their planning process.

**Next Steps**

An agency review schedule is being developed by each Authority. These reviews will help ensure that strength based assessment and risk assessments are present on all family files.

**Current Status:** Significant Progress

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**Recommendation #: 12****Reference #:** 116CDR**Recommendation**

That the Department of Health work with the Regional Health Authorities to draft a protocol for assessing and treating children and adolescents who come into hospital emergency rooms with feelings of depression, self-harm or suicide. These protocols should include an assessment protocol, a protocol for ensuring follow-up services are offered and a protocol for immediately informing the local child welfare agency if the safety of that child is in question. (Section 6.3)

**Accomplishments**

This recommendation was assigned to the Child Welfare Intersectoral Committee (CWIC). An Intersectoral Project - Children's Mental Health and Suicide Prevention has commenced. Many Regional Health Authorities have psychiatric nurses in their Emergency Departments and/or have on-site availability of a psychiatric consultation. Enhanced Telehealth capacity through the Youth Suicide Prevention Strategy supports this recommendation.

**Next Steps**

Provincial discharge protocols will be developed for follow-up care after discharge or other transition of care of individuals deemed at high risk when leaving Emergency Departments of hospitals throughout the province.

**Current Status:** Significant Progress

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**Recommendation #: 13****Reference #:** 115CDR**Recommendation**

That child welfare case managers follow up all reports of suicidal thoughts, actions and/or self-harm behaviours among children receiving services from child welfare agencies by performing an initial assessment themselves and, if required, arrange an assessment by a mental health professional as

soon as possible. Based on the assessment of the case manager and the mental health professional, arrangements would be made for prompt follow-up with an appropriate treatment plan that fits the young person's difficulties and life situation. (Section 6.3)

#### **Accomplishments**

The Youth Suicide Prevention Strategy has several elements that emphasize the development of healthy social connections & self-esteem. These include: Best Practices Forum and Traditional Gathering, Communities that Care Approach, Winnipeg Aboriginal Sport Achievement Centre (WASAC), Teen Talk North, expanded Telehealth services, and the Expansion of Roots of Empathy to First Nations communities. Other programs, and training opportunities like Mental Health First Aid, and Signs of Suicide, Trauma Training for Service Providers will better prepare child welfare case managers to assess and help youth in need. Additionally significant training was delivered to Child and Family Services staff on assessment and intervention. Between Apr 1 and Sept 30, 2009 143 staff attended crisis intervention training; 183 staff attended suicide intervention and prevention training and a further 80 staff attended critical incident stress debriefing training.

#### **Next Steps**

Provincial discharge protocols will be developed for follow-up care after discharge or other transition of care of individuals deemed at high risk when leaving Emergency Departments of hospitals throughout the province.

**Current Status:** Significant Progress

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**Recommendation #:** 3

**Reference #:** 178CDR

#### **Recommendation**

That the Province of Manitoba develop a more effective method of supporting children with complex medical needs that does not require their family to sign Voluntary Placement Agreements (VPAs) as a condition of receiving appropriate services. (Section 4.1)

#### **Accomplishments**

The Child Welfare Intersectoral Committee (CWIC) is coordinating several sub-projects including Services for Children with Complex Medical Needs. A Work Team for this sub-project was established in March 2009. As of December 2009, work plans and proposed actions were completed. A working group was recently established between Family Services and Consumer Affairs, Civil Legal Services, Manitoba Health, and Health Canada to work on the proposed actions.

#### **Next Steps**

Child and Family Service regulations do not require the signing of VPAs for children to be placed in the St. Amant Institution. The WRHA however does require a current VPA for each child placed. This recommendation has been assigned to the CWIC for intersectoral consideration and resolution.

**Current Status:** Significant Progress

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**Recommendation #:** 29

**Reference #:** 132CDR

#### **Recommendation**

That the Department of Family Services and Housing and the Department of Health work in tandem to develop Mobile Crisis teams and Crisis Stabilization programs in all Manitoba regions that do not currently have such a program. (Section 8.1)

#### **Accomplishments**

Through the Youth Suicide Prevention Strategy a northern youth crisis service is being developed by

MHHL and FNIH is also developing a new mobile crisis service. MHHL and FSH have a number of different child and adolescent mental health services throughout the province. West Region Tribal Council, Keewatin Tribal Council and South East Tribal Council have mobile crisis stabilization teams for their communities.

#### **Next Steps**

The Burntwood CSU will be developed as a pilot, and if after evaluation, is found to meet the needs of the north, further expansion will be considered. The Child Welfare Intersectoral Committee (CWIC) Intersectoral Partnership Project (Children's Mental Health and Suicide Prevention) will continue to work on addressing this recommendation.

**Current Status:** Significant Progress

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**Recommendation #:** 33

**Reference #:** 131CDR

#### **Recommendation**

That the Department of Family Services and Housing increase funding through prevention programs to specifically fund counselling to children and adolescents who are seen to be in high need for support but are not in the care of a child welfare agency. (Section 8.2)

#### **Accomplishments**

The new funding model once implemented will provide equitable funding for prevention services for all agencies regardless of funder. The new funding model, both federally and provincially includes family support funding for each active family to be available for these types of services. The Province is moving ahead with Phase II of the Differential Response / Family Enhancement Initiative. Pilot projects have been developed within communities based on the biggest need.

#### **Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

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**Recommendation #:** 34

**Reference #:** 135CDR

#### **Recommendation**

That the Department of Family Services and Housing increase funding through prevention programs to specifically fund family counselling for parents and adolescents who are experiencing conflict, which has resulted in the involvement of a child welfare agency. (Section 8.2)

#### **Next Steps**

Work continues for the implementation of the new funding model in 2010/11.

**Current Status:** Significant Progress

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**Recommendation #:** 39

**Reference #:** 133CDR

#### **Recommendation**

That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)

#### **Accomplishments**

Extensions of care and maintenance for children permanently in the care of child and family services agencies continue to rise significantly. During the 2007/08 fiscal year, 173 new extensions were granted. In 2008/09 that number rose to 233. In 2009/10 279 new extensions were approved. This represents a 61% increase in new extensions over a two year period.

#### **Next Steps**

This recommendation is in part dependent on a legislative change. Should a decision be made to move in this direction work will be done in the context of the Standards Development protocol.

**Current Status:** Significant Progress

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**Recommendation #:** 80

**Reference #:** 129CDR

#### **Recommendation**

That the Department of Family Services and Housing make available, funding through its prevention programs, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. (Section 7.2)

#### **Accomplishments**

The Recreational Opportunities for Children (ROC) is a \$160,000 pilot project launched in the summer of 2009 in River East-Transcona and Seven Oaks-Inkster areas. It is also underway in the Eastman Region and will be launched in the Parkland Region. Eligible families will have access to financial support of up to 250 dollars per child per year for activities such as sports, dance, or art lessons. The pilot project has already helped more than 50 children with the support of local businesses and communities through donations, sponsorships, and other recreation program subsidies. When the program is fully running, there will be up to 80 families involved. The Winnipeg Aboriginal Sport Achievement Centre North (WASAC) has become very involved with the children and families of Shamattawa over the past year. These are just a few projects that have been developed to respond to this recommendation.

#### **Next Steps**

Further funding will be available for a wide range of preventative services once the new funding model is implemented.

**Current Status:** Significant Progress

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**Recommendation #:** 43

**Reference #:** 149CDR

#### **Recommendation**

That child welfare staff and placement caregivers be provided with training to assist them in recognizing the signs of drug and alcohol abuse, and be made aware of resources that are available to help. (Section 8.5)

#### **Accomplishments**

This recommendation has been assigned to the Child Welfare Intersectoral Committee (CWIC) Addictions Work Team, as this recommendation involves multiple stakeholders. The Addictions Foundation of Manitoba (AFM) offers training in addictions (this training is free). In addition, the Youth Addictions Centralized Intake (YACI) staff has presented to child welfare workers, Youth Probation workers, and several school divisions. YACI held an open house in March 2008 and all CFS offices were invited. Manitoba Health and Healthy Living developed a brochure in 2007 to inform the public about enhancements to youth addiction services. In 2008/2009, 229 participants attended a training session entitled, Street Gangs and the Drug Trade They Rule, which is offered through the Joint Training Team. Additionally 288 participants attended a FASD workshop. NNADAP also provides opportunities for

addictions related training through Red River College.

**Next Steps**

CWIC will explore the possibility of developing a new training strategy for front line CFS staff and care providers on adolescent drug and alcohol issue and expand training into the Northern region of the Province.

**Current Status:** Significant Progress

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**Recommendation #: 47**

**Reference #:** 184CDR

**Recommendation**

That the Child Protection Branch work with immigrant and settlement organizations in Manitoba to develop workshops on the role of the child welfare system in Manitoba and that these presentations be offered on a regular basis to refugee and immigrant groups. (Section 8.6)

**Accomplishments**

The Winnipeg Child and Family Services Newcomer Unit is a specialized family service unit that is staffed by one supervisor, four full time family service social workers and one administrative assistant. The Newcomer Unit provides multiple services including: Orientation, Advocacy, Re-building and strengthening families, Child Protection, Referrals (linking families and children to outside community resources), Education etc. The Newcomer Unit receives requests for presentations to various Newcomer communities on a regular basis. The Newcomer Unit tailors these presentations to their audience and includes information on the child welfare system in Manitoba among other things.

**Next Steps**

The Child and Family Services system recognizes the need to continue to develop partnering relationships with collateral agencies to be appropriately responsive to new Canadians of all cultures.

**Current Status:** Significant Progress

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**Recommendation #: 51**

**Reference #:** 143CDR

**Recommendation**

That the Clinic for Alcohol and Drug Exposed Children at the Health Sciences Centre be funded and allowed to provide diagnosis and consultation for youths aged 10 to 18 who are suspected of being prenatally exposed to alcohol and/or drugs. (Section 8.7)

**Accomplishments**

Telehealth is currently being used in The Pas, Flin Flon, Norway House and Brandon for the assessment of FASD and/or follow-up. Telehealth services allow specialists from the FASD Centre (including a developmental paediatrician and geneticist) located in Winnipeg to provide services to rural and northern communities in Manitoba. This program reduces travel costs for families and enables the child, parent and other community collaterals, such as teachers and social workers (if permission is given by the family), to participate in the assessment session.

**Next Steps**

Planning is underway to expand pre- and post-diagnostic services for FASD in rural and northern Manitoba. The work team is developing this initiative in partnership with the Clinic for Alcohol and Drug Exposed Children, Manitoba Health, and the regional health authorities.

**Current Status:** Significant Progress

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**Recommendation #:** 57

**Reference #:** 151CDR

**Recommendation**

That the Child Protection Branch reaffirm to agency directors the necessity to follow agency standards regarding home visits, ongoing communication with collateral agencies and regular service meetings when using secondary resources as part of a child or a family's case plan. (Section 9.2)

**Accomplishments**

All of these requirements are clearly outlined in the provincial foundational standards. Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff. The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. Ten areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas.

**Next Steps**

The four Authorities will continue to develop their QA frameworks. The four Authorities and the Child Protection Branch will continue to work to develop and implement QA processes.

**Current Status:** Significant Progress

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**Recommendation #:** 63

**Reference #:** 144CDR

**Recommendation**

That agencies follow the recommendations of the Schmidt Inquest and make as an agency policy, the reduction of caseloads for new staff during the first six months of their employment with the agency. (Section 9.3)

**Accomplishments**

In Winnipeg the float program has helped reduce caseloads for new staff.

**Next Steps**

This recommendation will be considered complete once the General Authority and Standing Committee jointly sign off on it.

**Current Status:** Significant Progress

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**Recommendation #:** 69

**Reference #:** 161CDR

**Recommendation**

That a committee comprised of community health professionals, child welfare workers and community members be developed in northern, rural and remote areas to ensure a seamless delivery of services to children and youth living on and off reserve communities. (Section 9.5)

**Accomplishments**

The Child Welfare Intersectoral Committee (CWIC), Intersectoral Partnership Project (Promoting Healthy Child Development) is developing an action plan to propose the potential for rolling out

coordination and integration of services for children and families. A draft literature review of Integrated Children's Services (ICS) models was developed in September 2009 for review of work team.

**Next Steps**

It is hoped that consultations re. interest of ICS model with Standing Committee, Child Welfare Intersectoral Committee, Family Services and Consumer Affairs, Regional Services, Healthy Child Manitoba, School Divisions, INAC/FNIH/PHAC, Regional Health Authorities, and other Federal & Provincial offices will occur in 2010.

**Current Status:** Significant Progress

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**Recommendation #:** 70

**Reference #:** 145CDR

**Recommendation**

That the Department of Family Services and Housing work towards ensuring that workloads are at a manageable level. (Section 9.6)

**Accomplishments**

Since the establishment of the Changes for Children initiative in 2006/2007, a total of 231 positions, including front line staff, supervisors, service assistants and administrative assistants and other support positions have been added to the system.

**Next Steps**

Once the new funding model is implemented agencies, especially First Nations Agencies, will see a significant increase in funding for prevention positions.

**Current Status:** Significant Progress

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**Recommendation #:** 71

**Reference #:** 138CDR

**Recommendation**

That funding for prevention and family support programs in the North be increased to ensure that adequate funding is available to provide services that are equitable to services available in the South. (Section 9.6)

**Accomplishments**

The proposed new funding model will provide increased family support funding which will allow for purchased service such as counselling for children and families in their own homes. The federal funding model will also support this for federally funded families.

**Next Steps**

It is anticipated that the Federal government will meet their commitment to prevention funding in Manitoba in the 2010/11 fiscal year and the Province can move ahead with a harmonized new funding model for agencies.

**Current Status:** Significant Progress

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**Recommendation #:** 38

**Reference #:** 169CDR

**Recommendation**

That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth with FASD who are transitioning out of the child welfare system. (Section 8.3)

**Accomplishments**

Services to youth leaving care due to attained age of majority need to be addressed as part of a broad strategy. Presently all recommendations for age of majority program development have been assigned to the Alternate Care Committee.

**Next Steps**

The Alternative Care Sub Committee (ACS) has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority. Using this review as a reference, ACS will be submitting a work plan to Standing Committee for approval that will include writing a policy paper regarding the needs and available supports to youth transitioning out of care including those with special needs.

**Current Status:** Significant Progress

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**Recommendation #:** 32

**Reference #:** 139CDR

**Recommendation**

That agencies follow up any referrals made to community agencies within three months after an adolescent and/or their family is referred to ensure that services are being used and that no additional supports are necessary. (Section 8.2)

**Accomplishments**

This recommendation was assigned to the Child Welfare Intersectoral Committee (CWIC). An Intersectoral Project - Children's Mental Health and Suicide Prevention has commenced. Many Regional Health Authorities have psychiatric nurses in their emergency departments and/or have on-site availability of a psychiatric consultation. Enhanced Telehealth capacity through the Youth Suicide Prevention Strategy supports this recommendation.

**Next Steps**

Provincial discharge protocols will be developed for follow-up care after discharge or other transition of care of individuals deemed at high risk when leaving Emergency Departments of hospitals throughout the Province.

**Current Status:** In Progress

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**Recommendation #:** 27

**Reference #:** 141CDR

**Recommendation**

That the Department of Family Services and Housing provide additional funding for five additional beds in the girl's crisis stabilization unit. (Section 8.1)

**Accomplishments**

This recommendation was taken on by the Child Welfare Intersectoral Committee (CWIC), sub-committee Children's Mental Health and Suicide Prevention.

**Next Steps**

An assessment is necessary to determine if the current demand of this service is necessary and the potential location of new beds appropriate. There may already be adequate capacity though existing services in Winnipeg with rural and northern development and expansion being a higher priority.

**Current Status:** In Progress

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**Recommendation #:** 37

**Reference #:** 168CDR

**Recommendation**

That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth who are transitioning out of the child welfare child welfare system, ensuring that an ongoing support system has been established as they exit the child welfare system. (Section 8.3)

**Accomplishments**

Services to youth leaving care due to attained age of majority need to be addressed as part of a broad strategy. Presently all recommendations for age of majority program development have been assigned to the Alternate Care Committee.

A document titled "*Transition Planning: Child and Family Services to Adult Supports*" has also been developed. It contains information about available supports for youth transitioning out of care and instructions for the worker on how to connect youth with those supports. The document is being reviewed by Standing Committee.

**Next Steps**

The Alternative Care Sub Committee (ACS) has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority. Using this review as a reference, ACS will be submitting a work plan to Standing Committee for approval that will include writing a policy paper regarding the needs and available supports to youth transitioning out of care.

**Current Status:** In Progress





# INVESTIGATION INTO THE SERVICES PROVIDED TO PHOENIX SINCLAIR

**Recommendation #:** 2

**Reference #:** 291S10

**Recommendation**

The General Authority ensure that the program standards for investigation of allegations of mistreatment of children are followed by agencies under its jurisdiction, specifically the requirement to ensure that the children involved are safe be fulfilled by ensuring that a child about whom a report of suspected abuse or neglect is made is seen by the investigating worker(s).

**Accomplishments**

All of these requirements are clearly outlined in the provincial foundational standards. Each Authority was funded to develop a quality assurance program and hire Quality Assurance (QA) staff. The Métis Authority has developed a QA framework that deals with four outcome domains. Each domain has identified indicators and measures as well as creating profiles in all 5 case categories. The Southern Authority has developed a QA framework based on four broad themes derived from the medicine wheel. In addition, broad outcome areas, measures and indicators with baselines and five year targets and strategies to achieve desired outcomes was been established. The Northern Authority has hired staff and begun developing outcome measures within their agencies. 10 areas have been identified where they will look at outcomes, measures and indicators. The General Authority has developed a QA framework that deals with 5 broad domains, and has prioritized outcome areas.

**Next Steps**

The four Authorities will continue to develop their QA frameworks. The four Authorities and the Child Protection Branch will continue to work to develop and implement QA processes.

**Current Status:** Complete

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**Recommendation #:** 1

**Reference #:** 294S10

**Recommendation**

That CPB develop a program standard to address the use of private arrangements when there are child protection concerns such as abandonment, abuse or neglect. Further, that adult participants in such arrangements be clearly advised that no child is to be placed elsewhere, including with the original caregiver's, until the appropriate agency has been advised and has assessed the situation in which the child would be living.

**Accomplishments**

Standards clearly state the requirement for agency involvement if a child is assessed to be in need of protection. The legislation includes principles on placement of children with extended family and social network placements whenever possible. Authorities and Agencies have been directed, however, that the safety of children is paramount.

**Next Steps**

This recommendation will be further considered in future standards development.

**Current Status:** Significant Progress





## STRENGTHEN THE COMMITMENT

**Recommendation #:** 71

**Reference #:** 59CMR

**Recommendation**

That efforts be made to ensure that permanent wards whose culturally appropriate authorities were misidentified during AJI-CWI be transferred to their culturally appropriate authority.

**Accomplishments**

This has been dealt with on a case by case basis at the Authority/agency level. The Authorities have developed protocols for ensuring that any child transferred to the wrong Authority has the opportunity to return to their Authority of Choice and/or their Authority of Record.

**Current Status:** Complete

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**Recommendation #:** 104

**Reference #:** 103CMR

**Recommendation**

That a study be undertaken to determine whether any of the children in the care of this agency [Animikii] have case files open in another jurisdiction from which funding could be obtained.

**Accomplishments**

For children in care which originate from other jurisdictions, funding is determined as outlined in Schedule B - Children in Care and Young Adults Receiving Services section of the Provincial/Territorial Protocol on Children and Families Moving Between Provinces and Territories.

**Current Status:** Complete

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**Recommendation #:** 100

**Reference #:** 33CMR

**Recommendation**

That the child day care credit to be remitted to government be paid into a fund managed by the Authorities for the purpose of providing appropriate additional training and support to, and respite funds for foster care providers.

**Accomplishments**

This recommendation has been implemented through a C4C fund for training of new foster families, ongoing training funds for foster families are included in the JTT training budget and respite services to foster families are reimbursed through child maintenance.

**Current Status:** Complete: Alternate Solution

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**Recommendation #:** 61

**Reference #:** 50CMR

**Recommendation**

That adequate funding be made available for increased emergency care resources outside the city of Winnipeg, and that these resources be accessible to each DIA.

**Accomplishments**

Funding was given to the Authorities, through the Hotel Reduction Strategy, to create additional emergency resources both in and outside of Winnipeg. A total of 2,676 new foster beds have been

created since 2006, this number includes foster beds in Winnipeg and rural communities.

#### **Next Steps**

Included in the Alternate Care Sub-Committee (ACS) work plan will be a comprehensive and effective strategy of foster home recruitment and retention. Recruitment and retention will focus on a range of areas including independent living homes, emergency care, sibling group placements and resources for high needs children/youth. The retention and recruitment of foster homes is, and will remain a priority.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 63

**Reference #:** 52CMR

#### **Recommendation**

That there be scheduled meetings among agencies operating in the same region to discuss and resolve barriers to acceptance of cases at transfer.

#### **Accomplishments**

The four Authorities hold regularly scheduled Directors meeting where such issues are discussed. In addition, a Dispute Resolution Protocol has been completed and is in place.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 66

**Reference #:** 31CMR

#### **Recommendation**

That staff receive training regarding the completion of the documentation required at transfer to ensure that adequate and complete information is included with the case record.

#### **Accomplishments**

Case transfer protocols have been developed as part of the case management portion of the Standards Manual (1.1.6). Training on case management is ongoing at all Authorities. Each Authority will be performing regular quality assurance (QA) reviews of their agencies, which includes reviewing agency records for accurate and up to date documentation. Curriculum and Refresher training has been developed that includes documentation processes and requirements. This training will be delivered through the Joint Training Team.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 70

**Reference #:** 58CMR

#### **Recommendation**

That the necessary steps be taken for the future to ensure that siblings are served by the same Authority and agency to avoid the system creating further fragmentation of children's families.

#### **Accomplishments**

A Permanent Ward Transfer Protocol has been drafted. A section of this protocol specifically addresses the issue of sibling groups and recommends that siblings receive service from the same agency whenever possible. The document also emphasizes the need for Authorities to consult each other in situations where siblings who are permanent wards are served by different Authorities. Each year, care plans for permanent wards are reviewed by the Authorities, providing a Quality Assurance function to ensure that siblings are served by the same Agency/Authority when in their best interests.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 111

**Reference #:** 38CMR

**Recommendation**

That access to a program similar to the government Employee Assistance Program be made available for all agency staff and training for the development of peer support programs be made available.

**Accomplishments**

In March 2009, all Authorities received funding for an HR specialist and have developed HR policies including supports for staff. Those agencies not having an Employee Assistant Program (EAP) have developed resources to support staff.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 75

**Reference #:** 60CMR

**Recommendation**

That the Authorities monitor the agencies use of VPAs and ensure that they are entered into under the appropriate circumstances.

**Accomplishments**

Section 14(1) of *The Child and Family Services Act* and Section 1.2.5 of the Child and Family Services Manual outline the circumstances in which a Voluntary Placement Agreement (VPA) is appropriate. Agencies are required to send a copy of the agreement to their respective Authority within 30 days. VPAs will be part of the Authority Quality Assurance reviews of their agencies. Monitoring of the use of VPAs does take place. And will continue to occur.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 79

**Reference #:** 64CMR

**Recommendation**

That workers establish and maintain effective contact with the children for whom they are responsible.

**Accomplishments**

The enhanced Child and Family Services Standards Manual, released in November 2008 included a revised section that highlights expectations for case managers to have face-to-face contact with children, families, and caregivers. Standards training was offered at the time the manual was released and continues to be offered through the Joint Training Unit for new staff, and as a refresher for existing staff. CFSIS now has a feature called File Action Required (FAR) that alerts workers when certain conditions occur in their case, including lack of a face-to-face contact recording for two-months.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 81

**Reference #:** 66CMR

**Recommendation**

The recruitment and training of specialized foster parents for high needs children and sibling groups and further recommend that other government programs with responsibility participate in achieving this recommendation.

**Accomplishments**

Through the Changes for Children Foster Care Strategy each Authority was given funding for foster

home recruitment and specialized resource development positions. Priority was given to creating new bed spaces for high needs children and sibling groups. As of December 2009, 2,676 new bed spaces have been created for Manitoba youth in care. Foster home retention and recruitment is and will remain a priority.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 69

**Reference #:** 57CMR

**Recommendation**

That a review be conducted of the family histories of all permanent wards to ensure that siblings are served by the same authority and agency and to the extent possible that they are placed together.

**Accomplishments**

A Permanent Ward Transfer Protocol has been drafted. A section of this protocol specifically addresses the issue of sibling groups and recommends that siblings receive service from the same agency whenever possible. The document also emphasizes the need for Authorities to consult each other in situations where siblings who are permanent wards are served by different Authorities. Each year, care plans for permanent wards are reviewed by the Authorities, providing a Quality Assurance function to ensure that siblings are served by the same agency/Authority when in their best interests.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 107

**Reference #:** 36CMR

**Recommendation**

Completion of training be a condition of passing a probation period.

**Accomplishments**

It is an ongoing commitment that new staff is trained as quickly as possible. Training sessions are provided throughout the province with some of the sites including Thompson, The Pas, Dauphin, Brandon and Winnipeg. In 2008/2009 there were 1386 participants involved in provincial training sessions, 133 of these completed the first module. From April 1, 2009 to September 30, 2009, 610 participants attended training sessions.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 105

**Reference #:** 34CMR

**Recommendation**

A system wide approach to training be implemented that ensures that workers receive the basic training that they need before being assigned to case work.

**Accomplishments**

It is an ongoing commitment that newly hired staff is trained as quickly as possible as sessions are provided throughout the province. From April 1, 2007 to March 31, 2008, a total of 1,224 workers attended Competency-Based Training offered by the Joint Training Team. From April 1, 2008 to March 31, 2009 1,495 individuals attended these training sessions. From April 1, 2009 to September 30, 2009, attendance was 610 participants. The Joint Training Team offers a range of courses offered every year, between April 1, 2007 and March 31, 2009 over 5,500 participants attended specialized training.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 46

**Reference #:** 43CMR

**Recommendation**

That a consistent model or standardized tool for the assessment of risk be implemented and adopted by all agencies across the province.

**Accomplishments**

The Authorities are in the process of implementing the Structured Decision Making (SDM) assessments as part of phase 2 of the Differential Response/Family Enhancement initiative.

**Next Steps**

This tool is being tested as part of Phase 2 of the Differential Response/Family Enhancement initiative.

**Current Status:** Significant Progress

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**Recommendation #:** 24

**Reference #:** 94CMR

**Recommendation**

That the Standing Committee research and evaluate the alternative approaches to child welfare as specified on page 35 – 38 of this report.

**Accomplishments**

This process occurred as part of the Differential Response / Family Enhancement development as well as the Authority and Agency funding model work.

**Next Steps**

Phase II of the Differential Response / Family Enhancement Initiative includes an evaluation component. This evaluation will inform best practice in the full implementation of prevention and early intervention services.

**Current Status:** Significant Progress

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**Recommendation #:** 18

**Reference #:** 13CMR

**Recommendation**

That sufficient funding be allocated to allow support services to continue through the support and prevention program even after a child welfare protection file is closed where a family may need ongoing support.

**Accomplishments**

The model incorporates increased family support funding to agencies based on a set amount per family. When the prevention component begins support funding will be added as caseloads increase. agencies will have the ability to use their prevention and funding support funding for both direct service provision and purchased service.

**Next Steps**

Service standards and guidelines will need to be written to guide case services under the Differential Response Model. Community participation in service delivery is a key component of Differential Response and Early Intervention strategies.

**Current Status:** Significant Progress

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**Recommendation #: 17****Reference #:** 12CMR**Recommendation**

That sufficient funding be put into place to ensure the support and prevention services to a family needing those services follows the family when the file is transferred to an agency as an ongoing case.

**Accomplishments**

The new funding model provides prevention funding based on active cases at a 1:20 case ratio. Family support funding for services such as respite and therapy are determined on a set amount per case. This formula will ensure financial resources are available for continuity of service.

**Next Steps**

The Province anticipates funding details from the Federal government in June 2010.

**Current Status:** Significant Progress

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**Recommendation #: 3****Reference #:** 82CMR**Recommendation**

That the Standing Committee annually invite the media to an information session to fully explain how the system works and how decisions are made, and to answer their questions about the system, unrelated to any case.

**Accomplishments**

Standing Committee has spent several hours with the media over the last year, however; most of that focus would have been one on one rather than with all Authorities. In April 2010, the Communications Sub-Committee was directed by Standing Committee to develop a media strategy. The purpose of the strategy is to present child welfare in a positive light and inform and educate the public about the CFS system.

**Next Steps**

A proposed media strategy has been developed by the Communications workgroup and is presently before Standing Committee for approval.

**Current Status:** Significant Progress

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**Recommendation #: 51****Reference #:** 45CMR**Recommendation**

That the EPR system continue to implement the recommendations of the OCA's March 2004 review of the shelter system, where appropriate.

**Accomplishments**

The Province continues to track the implementation of these recommendations. Some of the recommendations are no longer relevant due to changes in the way EPR is structured.

**Next Steps**

It is anticipated EPR will be housed in the Ahsanook Center once it is operational.

**Current Status:** Significant Progress

**Recommendation #:** 108

**Reference #:** 37CMR

**Recommendation**

That a mentorship program should be established to allow workers to gain field experience while receiving advice and guidance from a social worker with experience in the child welfare field.

**Accomplishments**

Child welfare staff receive Competency Based Training as early as possible upon employment. It is not always possible to meet the six month time period as training sessions may be full. It is an ongoing commitment that new staff is trained as quickly as possible and sessions are provided throughout the province.

**Next Steps**

This recommendation will be followed by the JTT.

**Current Status:** Significant Progress

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**Recommendation #:** 98

**Reference #:** 80CMR

**Recommendation**

That the necessary time and research be devoted to the establishment of an appropriate funding model for the system.

**Accomplishments**

The Province, INAC, Authorities, and agencies have been working together for the past two years to develop and implement a new funding model. Federal funding for Manitoba in support of the new funding model was not supported during the 2009/10 fiscal year.

**Next Steps**

It is anticipated that the Federal government will meet their commitment to prevention funding in Manitoba in the 2010/11 fiscal year and the Province can move ahead with a harmonized new funding model for agencies.

**Current Status:** Significant Progress

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**Recommendation #:** 96

**Reference #:** 104CMR

**Recommendation**

That the provincial government enter into discussions with the federal government to develop a plan to ensure consistent funding models that will provide services equitably across the province regardless of the status of a child and regardless of where the child lives.

**Accomplishments**

Meetings between the Province, Authorities, agencies, and INAC began in the spring of 2008. Federal funding for Manitoba in support of the new funding model was not supported during the 2009/10 fiscal year and is now anticipated in 2010/11.

**Next Steps**

The Province anticipates funding details from the Federal government in June 2010.

**Current Status:** Significant Progress

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**Recommendation #:** 95

**Reference #:** 78CMR

**Recommendation**

That the funding model be changed from one that is based on the number of children in care to one that provides funding based upon the needs of the system to deliver child welfare services, including the flexible services that will be offered through the differential response that will prevent children from coming into care.

**Accomplishments**

The new funding model provides increased funding for support services to families and children in their own homes. The new prevention component will support increased funding in the way of staff positions and a 'family support fund'. A family support fund is also a component in the proposed federal funding model for prevention services.

**Next Steps**

Implementation of the new funding model is anticipated in the 2010/11 fiscal year.

**Current Status:** Significant Progress

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**Recommendation #:** 94

**Reference #:** 77CMR

**Recommendation**

That in the course of developing a needs based funding model that there be a study conducted focused on the costs of providing services in remote communities and that the results of this study be used to develop a model that is appropriate for each community, taking into consideration mode of travel, costs of goods and distance from the service centre.

**Accomplishments**

These factors were considered in the development of the new funding model. The present 'northern allowance' has been expanded to a 'remoteness allowance' concept. Agencies with fly in only communities will now be eligible for the allowance. Extensive discussion occurred with Authorities and agencies to examine a weighting factor for travel in calculation case ratios. It was agreed that there is not enough information available to develop this concept at present.

**Next Steps**

Case weighting factors continue to be listed for future funding consideration once a reliable weighting mechanism is developed.

**Current Status:** Significant Progress

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**Recommendation #:** 14

**Reference #:** 9CMR

**Recommendation**

That any savings achieved elsewhere in the system as a result of the differential response model be reinvested in the system.

**Accomplishments**

The new funding model for includes the principal of reinvestment. The goal is that, when prevention services across the province are expanded, this will reduce the number of children requiring out of home placements. These savings would be reinvested in further prevention programs and services.

**Next Steps**

It is anticipated that the Federal government will meet their commitment to prevention funding in Manitoba in the 2010/11 fiscal year and the province can move ahead with a harmonized new funding model for agencies.

**Current Status:** Significant Progress

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**Recommendation #:** 1

**Reference #:** 3CMR

**Recommendation**

That funding be provided to the department immediately to begin the process of planning and implementing support and prevention programs throughout the province. We further recommend that by 2008/09 the full costs of providing these programs be included in the Family Services and Housing budget and that the savings realized from the program be reinvested in the system.

**Accomplishments**

Due to the extensive planning required to implement, the Differential Response / Family Enhancement Initiative phase II has just recently begun.

**Next Steps**

Full prevention funding will occur once phase II is complete.

**Current Status:** Significant Progress

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**Recommendation #:** 72

**Reference #:** 21CMR

**Recommendation**

Increase staffing of frontline workers to meet standards for client contact and administration.

**Accomplishments**

Since the establishment of the Changes for Children initiative in 2006/2007, a total of 231 new positions, including front line staff, supervisors, case assistants, and administrative staff, have been added to the system.

**Next Steps**

There will be a release of additional staffing with implementation of the new funding model.

**Current Status:** Significant Progress

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**Recommendation #:** 82

**Reference #:** 67CMR

**Recommendation**

That the Branch be responsible for the licensing of "non-mandated" agencies' foster homes.

**Accomplishments**

The Child Protection Branch does not have the mandate to provide this service. Regulation requires foster home licensing be done by only mandated agencies.

**Next Steps**

Staffing requirements to complete these exceptional services, mostly completed by WCFS Branch will be addressed through the new funding model.

**Current Status:** Significant Progress

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**Recommendation #:** 87

**Reference #:** 71CMR

**Recommendation**

That the requirements for foster homes be redeveloped to take into consideration community standards and practices in order to prevent the requirements being a barrier to the preferred goal of

keeping children in safe and loving environments within their own communities.

### **Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternate Care Sub-Committee (ACS). ACS has been tasked with developing work plans related to some of the outstanding external recommendations around foster care.

### **Next Steps**

The committee is, and will continue to collaborate with various external organizations and stakeholders to ensure regulatory requirements relevant to the varied needs of other Manitoba systems.

**Current Status:** Significant Progress

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**Recommendation #:** 78

**Reference #:** 63CMR

### **Recommendation**

That a mandatory requirement be written in the foundational standards that the social worker for a child attend court with a child to ensure that the child can be released to his or her custody as required.

### **Accomplishments**

Currently, Section 701 of the old Program Standards Manual, Services to Young Offenders, states that minors cannot be released from custody unless to a "responsible adult" (including an agency) who/which "agrees, in writing, to take care of and be responsible for the attendance of that young person in court when required. Young persons who are wards of an agency may be released into the care of that agency under these conditions."

### **Next Steps**

This recommendation will be reviewed using the process outlined in the standards development protocol. The current outline for the online CFS Standards Manual includes a proposed Section 1.3.8, Youth Involved with the Law. The development of this section will require close collaboration with Community and Youth Corrections.

**Current Status:** Significant Progress

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**Recommendation #:** 77

**Reference #:** 62CMR

### **Recommendation**

That a mandatory requirement be written in the foundational standards that the social worker for a child who is incarcerated must ensure that an appropriate placement is available for that child so that release from correctional facilities occurs as ordered by a judge.

### **Accomplishments**

Currently, Section 701 of the old Program Standards Manual, Services to Young Offenders, states that minors cannot be released from custody unless to a "responsible adult" (including an agency) who/which "agrees, in writing, to take care of and be responsible for the attendance of that young person in court when required. Young persons who are wards of an agency may be released into the care of that agency under these conditions."

Authority resource development staff are now available to assist agency workers with difficult to place children and youth. The courts also use mandatory court ordered case conferences on difficult cases involving youth in correctional facilities.

**Next Steps**

The Foster Care recruitment and resource development teams continue to monitor placement needs and concentrate placement development activities in priority areas. Resources for high needs youth are a priority.

**Current Status:** Significant Progress

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**Recommendation #:** 76

**Reference #:** 61CMR

**Recommendation**

That the child welfare system provide assistance to children who have been in the care of the child welfare system and who are "aging out" of it, to ensure that the support that they receive focuses on independent living skills, rather than being cut off upon reaching majority.

**Accomplishments**

MYTEAM is a component of the ALL Aboard poverty reduction strategy. MYTEAM will offer a range of supports to youth including: direct financial assistance, supportive housing, educational assistance, employment placement, job coaches/mentors, health benefits, and child care if required. The MYTEAM project parameters were recently adjusted and meetings have been held with the Disability Programs & Employment & Income Assistance Division to coordinate the project. Voices is a network for youth in care and former youth in care that provides resources and support. Voices holds monthly drop-in nights for teens and young adults, connects its members with scholarship opportunities and teaches them about their rights. Voices also raises awareness about issues facing youth in care by speaking to social work classes and hosting System Kidz, a weekly radio show on CKUW that airs Thursdays at 5 p.m. Voices recently held a five-day workshop called MASSIVE (Multimedia Advocacy, Sacred Stories, Innovative Voices Experience). The goal of MASSIVE was to provide a forum for youth to express themselves and help grow a sense of community.

**Next Steps**

Several agencies have expressed an interest in MYTEAM and formal submissions are due at the end of April. It is hoped that the project will be initiated soon after an agency is selected to deliver the program. The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** Significant Progress

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**Recommendation #:** 90

**Reference #:** 74CMR

**Recommendation**

That the funding model provide current price and volume funding for all requirements of operating the agency and funding the needs of children.

**Accomplishments**

The new funding model includes a process of yearly review to ensure funding remains current.

**Next Steps**

Implementation is anticipated in the 2010/11 fiscal year contingent on federal participation.

**Current Status:** Significant Progress

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**Recommendation #:** 58

**Reference #:** 14CMR

**Recommendation**

That the DIA function outside of Winnipeg and on-reserve, be adequately funded to allow for the delivery of the range of support and preventative services prescribed under legislation.

**Accomplishments**

Initial work has been done in examining the province's funding for Designated Intake Agencies. A proposed funding model has been developed but further consultation is required to ensure all issues are addressed. In the meantime specific issues have been addressed. Additional funding was provided to NCN for after hours coverage and additional staff has been added to ANCR to address backlogs in the Abuse Units.

**Next Steps**

An extensive consultation and review process needs to occur with all agencies to determine what is working well and what needs to be fixed.

**Current Status:** Significant Progress

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**Recommendation #:** 73

**Reference #:** 15CMR

**Recommendation**

That alternatives to the interventions currently used in the child welfare system be researched, evaluated and planned by the CWS.

**Accomplishments**

This review process has been employed as part of the funding model review and the Differential Response / Family Enhancement Initiative development. Further work is required regarding Designated Intake service and Foster Care / Child Maintenance.

**Next Steps**

Designated Intake and Foster Care / Child Maintenance will be addressed once work is complete on the protection and prevention requirements.

**Current Status:** Significant Progress

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**Recommendation #:** 54

**Reference #:** 48CMR

**Recommendation**

That the system be designed with the necessary flexibility to allow and encourage emergency foster placements to be converted to regular foster placements where a bond is created between the child and the foster care provider.

**Accomplishments**

The system does allow emergency foster homes be reclassified to long term placements if it's in the best interests of the child in individual circumstances. As emergency foster placements are converted into regular foster placements it is important to maintain and develop emergency placement resources. Funding has been given to the Authorities to develop emergency placements, and group homes have been created in Thompson, Dauphin, and Swan River. As of December 2009, since the inception of Changes for Children Hotel Strategy, a total of 2,676 new bed spaces have been created for Manitoba youth in care.

**Next Steps**

Foster care recruitment and retention is and will continue to be a priority.

**Current Status:** Significant Progress

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**Recommendation #:** 102

**Reference #:** 101CMR

**Recommendation**

That the government services available to the General Authority and its government agencies be fully costed to ensure that funding is equitable. We also recommend that the government agencies be cost and included in the allocation of resources to the General Authority to ensure transparency of funding among the Authorities and that the General Authority have the same funding responsibilities for its agencies as the other Authorities have.

**Accomplishments**

This is now taken into account when new positions are funded by the Province to the four Child and Family Services Authorities.

**Next Steps**

Further adjustments will be made when the government regional offices are included in the new funding model.

**Current Status:** Significant Progress

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**Recommendation #:** 7

**Reference #:** 1CMR

**Recommendation**

That government programs designed to enhance the well-being of children and promote their development be coordinated horizontally, and include child welfare investment to ensure a rational approach to providing government services even in times of family crisis.

**Accomplishments**

The Permanent Child Welfare Intersectoral Committee (CWIC), Promoting Healthy Child Development, has been assigned this recommendation. An action plan is being developed to propose the potential for rolling out coordination and integration of services for children and families.

**Next Steps**

Proposed Actions include: a literature review of Integrated Children's Services (ICS) models and consultations in regard to interest of ICS model with SC, CWIC, FSH, Regional Services, HCM, School Divisions, NAC/FNIH/PHAC, Regional Health Authorities, and Federal & Provincial stakeholders.

**Current Status:** Significant Progress

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**Recommendation #:** 106

**Reference #:** 35CMR

**Recommendation**

When a new worker begins employment they should shadow a more senior worker until completing an orientation program.

**Accomplishments**

Child welfare staff receive Competency Based Training as early as possible upon employment. It is not always possible to meet the six month time period as training sessions may be full. It is an ongoing commitment that new staff is trained as quickly as possible and sessions are provided throughout the province.

**Next Steps**

This recommendation will be followed by the JTT.

**Current Status:** Significant Progress

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**Recommendation #:** 86

**Reference #:** 70CMR

**Recommendation**

That the foster care regulations be reviewed in consultation with the foster parents to ensure that their ability to establish a routine home environment is supported to the extent possible by the regulations and not impeded by them.

**Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternate Care Sub-Committee (ACS). ACS has been tasked with developing work plans related to some of the outstanding external recommendations around foster care.

**Next Steps**

The committee is, and will continue to collaborate with various external organizations and stakeholders to ensure regulatory requirements relevant to the varied needs of other Manitoba systems.

**Current Status:** Significant Progress

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**Recommendation #:** 60

**Reference #:** 49CMR

**Recommendation**

That a service delivery steering committee be established in each region to promote the sharing of information, collaboration of resources, coordination of seamless service delivery among the DIA and the agencies. This should be promoted and encouraged by the Authorities.

**Accomplishments**

Each Authority has regularly scheduled agency director meetings. The Southern Authority and the Province recently completed a review of ANCR.

**Next Steps**

Further review of all DIA service and structure is required to determine appropriate funding.

**Current Status:** Significant Progress

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**Recommendation #:** 57

**Reference #:** 27CMR

**Recommendation**

That the DIA after-hours system in the various geographical regions operate with a full complement of staff who are not already employed in social work positions during the day, regardless of whether after-hours operates on an on-call basis or as an operational unit.

**Accomplishments**

Additional funding was provided to all designated intake agencies through the Province's workload relief initiative. Additional staffing was hired. Additional funding was also provided to Nisichawayasihk Cree Nation in 2008/2009 to allow after hours back up so workers would not have to attend calls alone.

**Next Steps**

Funding to Designated Intake Agencies will form Phase 2 of the new provincial funding model. It is scheduled to begin in 2010/11.

**Current Status:** Significant Progress

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**Recommendation #:** 74

**Reference #:** 16CMR

**Recommendation**

That adequate funding be made available for family support programs to be accessed by families regardless of whether or not the child is in the care of an agency.

**Accomplishments**

The new funding model provides increased funding for support services to families and children in their own homes. The new prevention component will support increased funding in the way of staff positions and a 'family support fund'. A family support fund is also a component in the proposed federal funding model for prevention services.

**Next Steps**

Implementation of the new funding model is anticipated in the 2010/11 fiscal year.

**Current Status:** Significant Progress

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**Recommendation #:** 99

**Reference #:** 81CMR

**Recommendation**

That the child tax credit currently remitted to government be paid into a fund that will be used to enhance the child welfare system.

**Accomplishments**

It is a provincial expectation that the Children's Special Allowance for children in care be remitted to the Province. These funds become part of general revenue. Options for a dedicated fund are currently being examined. This process, however, will not result in increased revenue to agencies.

**Next Steps**

Options continue to be explored regarding the dedicated use of children's special allowance.

**Current Status:** In Progress

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**Recommendation #:** 83

**Reference #:** 68CMR

**Recommendation**

That foster rates should be consistent throughout the province taking into consideration the costs of providing services in the community in which the home is located.

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement. This in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

Further analysis work is required and will be part of the overall foster care review.

**Current Status:** In Progress

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**Recommendation #: 80****Reference #:** 65CMR**Recommendation**

That every child over the age of twelve receive a card with the worker's name and phone number printed on it, and alternatives to contact if they cannot reach the worker.

**Accomplishments**

All workers do receive business cards and they provide these cards to vulnerable children.

**Next Steps**

This recommendation will be considered complete once Standing Committee verifies agencies have been informed of this expectation.

**Current Status:** In Progress

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**Recommendation #: 89****Reference #:** 73CMR**Recommendation**

That the current funding model, including the Basic Maintenance rates, be reviewed and amended now to ensure that all necessary items are being funded at realistic rates.

**Accomplishments**

The Foster Care Review will address the recommendation.

**Next Steps**

Further analysis work is required and will be part of the overall foster care review.

**Current Status:** In Progress

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**Recommendation #: 97****Reference #:** 79CMR**Recommendation**

That standard rates and standard methods of assessment be established for all resources that may be required regardless of where in the province they are located.

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

Further analysis work is required and will be part of the overall foster care review.

**Current Status:** In Progress

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**Recommendation #: 64****Reference #:** 53CMR**Recommendation**

That court documentation required for a protection hearing be amended to permit a concurrent application for transfer pursuant to Subsection 28(2) of the CFS Act.

**Accomplishments**

The Department is currently working with legal council to address the issue. Amendments to forms used within regulations have been drafted and presented to Standing Committee. The Department is awaiting final approval from Standing Committee before proceeding. Once approved, the amendments will be enacted following standard legislative process. A number of Masters in Justice have also identified systemic issues regarding time delays within the system.

**Next Steps**

This issue will be further addressed through the legislative review.

**Current Status:** In Progress

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**Recommendation #:** 92

**Reference #:** 75CMR

**Recommendation**

That a standard child assessment form be established to be used by all agencies to ensure that a child receives the same level of service regardless of where s/he lives. The assessment must be structured to take into account the different costs in the province so that regardless of the cost, the service provided is the same.

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because building block (competency based) approach will provide agencies, Authorities, and the Province with a measure to match a child with an appropriately skilled placement. This in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

Further analysis work is required and will be part of the overall foster care review.

**Current Status:** In Progress





## STRENGTHENING OUR YOUTH

**Recommendation #:** 45

**Reference #:** 270OCA

**Recommendation**

That the Department of Family Services and Housing increase funding to VOICES - Manitoba Youth in care Network to develop a peer support program that is matching former youth in care with those who are preparing to leave care for support, mentoring and role modeling.

**Accomplishments**

Voices was provided additional funding in 2007/2008 (\$20k) which has since been incorporated within their annual grant. Voices holds monthly drop-in nights for teens and young adults, connects its members with scholarship opportunities, and teaches them about their rights. Voices also raises awareness about issues facing youth in care by speaking to social work classes and hosting System Kidz, a weekly radio show on CKUW. Funding was made available to the Authorities, based on submitted plans for age of majority initiatives in three areas - mentoring, development, and engagement. The Authorities, in partnership with agencies, have developed a Mentorship Project whereby youth who are preparing to leave the child welfare system are being mentored by youth who have already left the system and who have been successful in their transition to adulthood and independence. Annual funding of \$120,000.00 is being provided for this initiative. It is anticipated that over time, the Mentorship Program will grow as youth in care are assisted in their transition and in turn will assist other youth as they prepare for independence.

**Current Status:** Complete: Alternate Solution

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**Recommendation #:** 40

**Reference #:** 265OCA

**Recommendation**

That the Department of Family Services and Housing introduce financial incentives to enable youth in care to pursue higher education or training. This can include tuition waivers, education vouchers, bursaries, grants or loans.

**Accomplishments**

Funding was provided to in order for the Authorities to develop supports for youth aging out of care, including scholarship opportunities. The Vision Catchers fund provides youth with financial support for secondary education, apprentice programs and the development of special talents.

**Next Steps**

The Vision Catchers fund supports youth aging out of care to pursue education and training opportunities. This recommendation is considered complete and ongoing.

**Current Status:** Complete: Ongoing

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**Recommendation #:** 42

**Reference #:** 267OCA

**Recommendation**

That the Authorities review the admission to care standards at (ANCR) JIRU, Intake Services to allow for the admission of youth under the age of 18, in need of shelter and support.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service

model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A new employee has been hired by the Child Protection Branch to work with ANCR on behalf of the Province as part of the change management supports related to service model delivery.

**Next Steps**

The employee is responsible for the service model review recommendations and will work with the Executive Director and the ANCR Board on their implementation.

**Current Status:** Significant Progress

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**Recommendation #:** 43

**Reference #:** 268OCA

**Recommendation**

That the Department of Family Services and Housing provide funding to increase the number of transitional and emergency bed spaces in the province for youth under the age of majority.

**Accomplishments**

Through the Changes for Children Hotel Reduction Strategy each Authority was given funding for foster home recruitment positions. Priority was given to creating new bed spaces for high needs children, sibling groups, and hard to place youth. As of December 2009, 2,676 new bed spaces have been created for Manitoba youth in care. Group homes were developed in Thompson, Dauphin, and Swan River that can be used as emergency bed spaces. In addition, Ahsanook is an emergency and short term assessment facility in Winnipeg developed to meet the transition care needs of youth

**Next Steps**

Foster home retention and recruitment is and will remain a priority.

**Current Status:** Significant Progress

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**Recommendation #:** 8

**Reference #:** 233OCA

**Recommendation**

That the Department of Family Services and Housing, along with the four Authorities develop standards to prepare youth for leaving care and incorporate these standards as a regulatory requirement.

**Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority.

**Next Steps**

The Alternative Care Sub Committee will be submitting a work plan that will include a policy outlining responsibilities of agencies and Authorities for services to youth leaving care and post care up to 21.

**Current Status:** Significant Progress

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**Recommendation #:** 3

**Reference #:** 228OCA

**Recommendation**

A policy on youth leaving care should outline the responsibilities of agencies and Authorities for

services to youth leaving care including independent living preparation prior to leaving care and post care services up to the age of 21 years.

#### **Next Steps**

The Alternative Care Sub Committee will be submitting a work plan that will include a policy outlining responsibilities of agencies and Authorities for services to youth leaving care and post care up to 21.

**Current Status:** Significant Progress

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**Recommendation #:** 39

**Reference #:** 264OCA

#### **Recommendation**

That the Department of Family Services and Housing through the Employment and Income Assistance Program, provide the adjusted living allowance to youth leaving care until the youth is able to earn a comparable or better living allowance through employment or the youth reaches the age of 21 years.

#### **Accomplishments**

The Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will improve outcomes for youth, ranging from age sixteen to twenty-one, who are leaving child welfare. The project will offer direct financial assistance, supportive housing, educational assistance, employment placements, job coaching, and child care if necessary. The services would be individualized and the program would target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals. The MYTEAM project parameters were recently adjusted and meetings have been held with the Disability Programs & Employment & Income Assistance Division to coordinate the project.

#### **Next Steps**

Several agencies have expressed an interest in MYTEAM and formal submissions are due at the end of April. It is hoped that the project will be initiated soon after an agency is selected to deliver the program.

**Current Status:** Significant Progress

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**Recommendation #:** 44

**Reference #:** 269OCA

#### **Recommendation**

That the Department of Family Services and Housing establish a fund for after care services to former youth in care. This fund should be available to community organizations to develop an array of services to meet the varying needs of former youth in care.

#### **Accomplishments**

MYTEAM is a component of the ALL Aboard poverty reduction strategy. MYTEAM will offer a range of supports to youth including: direct financial assistance, supportive housing, educational assistance, employment placement, job coaches/mentors, health benefits, and child care if required. The MYTEAM project parameters were recently adjusted and meetings have been held with the Disability Programs & Employment & Income Assistance Division to coordinate the project. Voices is a network for youth in care and former youth in care that provides resources and support. Voices holds monthly drop-in nights for teens and young adults, connects its members with scholarship opportunities and teaches them about their rights. Voices also raises awareness about issues facing youth in care by speaking to social work classes and hosting System Kidz, a weekly radio show on CKUW that airs Thursdays at 5 p.m. Voices recently held a five-day workshop called MASSIVE (Multimedia Advocacy,

Sacred Stories, Innovative Voices Experience). The goal of MASSIVE was to provide a forum for youth to express themselves and help grow a sense of community

**Next Steps**

Several agencies have expressed an interest in MYTEAM and formal submissions are due at the end of April. It is hoped that the project will be initiated soon after an agency is selected to deliver the program.

**Current Status:** Significant Progress

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**Recommendation #: 6**

**Reference #:** 231OCA

**Recommendation**

That the department of Family Services and Housing ensure that the policies for youth leaving care and the Extended Care and Maintenance provision is consistently applied across all Child and Family Services Authorities in the province.

**Accomplishments**

The Child Protection Branch Quality Assurance/Authority Relations (QA/AR) team has completed a Continuous Quality Improvement (CQI) Framework which outlines the Child and Family Services Division concept of CQI for the four Authorities and other service providers funded by the Child Protection Branch (child care facilities and community support programs). The CQI model operationalizes the applicable legislation, regulations and standards. The CQI review is designed to be a collaboration between the Child Protection Branch, the Authority and identified stakeholders. The QA/AR analysts will review the Authorities' processes for receiving, reviewing and tracking agency requests for extension of care and maintenance. The Authorities' processes for reviewing the permanency plans of each child in care during each 12-month period will also be examined.

**Next Steps**

The CQI schedule has been completed and the review of all four Authorities is scheduled to commence in 2010/2011; starting with the general and southern authorities in spring 2010.

**Current Status:** Significant Progress

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**Recommendation #: 15**

**Reference #:** 240OCA

**Recommendation**

That a comprehensive and consistent tracking system be implemented for youth leaving care measuring their progress in preparing for independence while in care and after leaving care. The tracking system should be based on the determinants of health.

**Accomplishments**

The Looking after Children variables were the reference point for the development of the well-being windows in CFSIS for Children in Care or for Children Receiving services. Windows include detail on School, Social Skills, Child Behaviour Family involvement, Medical Information, Disability Detail and Mental Health issues suspected or diagnosed. This information is requested for each school year. We have also built a High Risk Medical Window and the child is flagged throughout the system.

**Next Steps**

The Province and the Authorities will continue efforts to develop agency capacity to enter relevant information into CFSIS to ensure reliable information is available.

**Current Status:** Significant Progress

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**Recommendation #: 16****Reference #: 241OCA****Recommendation**

That the department of Family Services and Housing along with the Manitoba Housing Authority develop a number of housing units in the province solely for youth leaving care. a) housing units should include short term transitional and emergency housing options and long term apartments and b) housing units must be affordable and located in areas that are safe and in close proximity to transportation services.

**Accomplishments**

A component of the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project is safe and affordable housing for participants in Winnipeg and Thompson, provided through Manitoba Housing Authority buildings or private accommodations. The MYTEAM project parameters have been adjusted to allow for enrolment in EIA in order to access shelter and some personal care costs (e.g., medical).

**Next Steps**

Proposals from interested agencies are being accepted in April, and it is hoped that soon after a service provider is chosen, the program will formally begin.

**Current Status:** Significant Progress

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**Recommendation #: 17****Reference #: 242OCA****Recommendation**

That the department of Family Services and Housing create a program within its Employment and Income Assistance Program with flexible and supportive admission rules and expectations, providing counselling, guidance and emotional support to former youth in care to engage them in planning for a career. It is essential that the program is responsive to issues of youth development, youth engagement and the varying needs of this special population group.

**Accomplishments**

The Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will improve outcomes for youth, ranging from age sixteen to twenty-one, who are leaving child welfare. The project will offer direct financial assistance, supportive housing, educational assistance, employment placements, job coaching, and child care if necessary. The services would be individualized and the program would target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals. The MYTEAM project parameters were recently adjusted and meetings have been held with the Disability Programs & Employment & Income Assistance Division to coordinate the project.

**Next Steps**

Several agencies have expressed an interest in hosting the MYTEAM initiative and formal submissions are due at the end of April. It is hoped that the project will be initiated soon after an agency is selected to deliver the program.

**Current Status:** Significant Progress

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**Recommendation #: 33****Reference #: 259OCA**

**Recommendation**

That Authorities and agencies increase the number of specialized foster homes for youth over the age of 15 preparing for independent living.

**Accomplishments**

Through the Changes for Children Hotel Reduction Strategy each Authority was given funding for foster home recruitment positions. Priority was given to creating new bed spaces for high needs children, sibling groups, and hard to place youth (which includes youth over the age of 15). As of December 2009, 2,676 new bed spaces have been created for Manitoba youth in care.

**Next Steps**

Foster home retention and recruitment is and will remain a priority.

**Current Status:** Significant Progress

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**Recommendation #: 20**

**Reference #:** 245OCA

**Recommendation**

That the Departments of Family Services and Housing, Education, Health and Healthy Living launch an exploratory research initiative on the health and mental health needs of street-involved youth.

**Accomplishments**

The Addictions Foundation of Manitoba did a report called Still Without Shelter: A Description of Issues Faced by Street Youth in Winnipeg released in 2007. A research proposal was submitted to Manitoba Health in November 2009.

**Next Steps**

Data mining of Justice data to identify risk factors for youth suicidality and para-suicidality will begin shortly.

**Current Status:** Significant Progress

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**Recommendation #: 1**

**Reference #:** 226OCA

**Recommendation**

That the Department of Family Services and Housing develop a policy outlining responsibility for children in care who are reaching the age of majority and leaving care.

**Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternative Care Sub Committee (ACS).

**Next Steps**

A policy outlining responsibility for post age of majority support and assistance to youth formerly in care will be developed.

**Current Status:** Significant Progress

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**Recommendation #: 31**

**Reference #:** 256OCA

**Recommendation**

That the Department of Family Services and Housing increase funding to reduce the workload of Social Workers enabling them to increase time in direct service work with youth in care.

**Accomplishments**

Meetings between the Province, Authorities, agencies and INAC began in the spring of 2008. Federal funding for Manitoba in support of the new funding model was not supported during the 2009/10 fiscal year and is now anticipated in 2010/11. Since the inception of Changes for Children in 2006/2007 a total of 158 new positions have been added to the system; positions include front line workers, supervisors, case assistants and administrative assistants.

**Next Steps**

The Province hopes that it will hear back from the Federal government this summer with details about the Manitoba commitment so the Province can continue to implement the Differential Response/Family Enhancement initiative.

**Current Status:** Significant Progress

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**Recommendation #:** 26

**Reference #:** 251OCA

**Recommendation**

That authorities and agencies ensure that all youth in care are aware of VOICES, Manitoba Youth in care network by providing information material to all new admissions and having information brochures available at all agency offices and placement resources.

**Accomplishments**

The Child Protection Branch supported a re-printing of VOICES youth in care handbook which is provided to agencies for distribution to new and existing children in care.

**Next Steps**

The Branch and Standing Committee will continue to engage with VOICES as a valued resource for children in care.

**Current Status:** Significant Progress

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**Recommendation #:** 14

**Reference #:** 239OCA

**Recommendation**

That a comprehensive and consistent tracking system be implemented for all children in care measuring the progress in key areas of development while in care. The Canadian Looking after Children (CanLac) is an example of a nationally endorsed measurement of progress in seven key areas of development - education, health, identity, family, social relationships, social presentation, emotional and behavioural development and self care skills.

**Accomplishments**

The Looking after Children variables were the reference point for the development of the well-being windows in CFSIS for Children in Care or for Children Receiving services. Windows include detail on School, Social Skills, Child Behaviour Family involvement, Medical Information, Disability Detail, and Mental Health issues suspected or diagnosed. This information is requested for each school year. We have also built a High Risk Medical Window and the child is flagged throughout the system.

CFSIS captures some aspects of the National Outcome Measures (NOM) and is endorsed by the Authorities.

**Next Steps**

The Province and the Authorities will continue efforts to develop agency capacity to enter relevant information into CFSIS to ensure reliable information is available.

**Recommendation #:** 10

**Reference #:** 235OCA

**Recommendation**

That standards for service to prepare youth for leaving care provide for the diverse needs of aboriginal youth in care and youth in care with disabilities who are not eligible for adult supported living programs.

**Accomplishments**

Specific action will be pursued in the context of the Standards Development Protocol. Funding was recently provided to Life's Journey for the new FASD Spectrum Connections assists youth with FASD aging out of care for whom other services are not available. The Kai Na Quiniget ("speaking with hands") Community Treatment Centre, funded by the Provincial Government and operated by New Directions is a unique program where all the children, six in total, are deaf and Aboriginal. They are supported by three deaf staff members and four hearing staff members who are all fluent in ASL. Additionally the MYTEAM initiative supports this group of youth.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect out of care.

**Current Status:** In Progress

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**Recommendation #:** 24

**Reference #:** 249OCA

**Recommendation**

That the Child Protection and Support Branch, or designate, develop a core set of life skills competencies for youth aged 15, 16 and 17 years and the age of majority. These competencies should provide guidance to caregivers in developing appropriate life skills activities with youth at each age level.

**Accomplishments**

This requires the development of guidelines based on appropriate standards. Chapter 4 of the CFSA, Children in Care, is part of a larger package of new standards to be developed in accordance with the Standards Development Protocol.

"Youth Transitioning from Care" guidelines have also been updated.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 22

**Reference #:** 247OCA

**Recommendation**

That the department of Family Services and Housing develop training programs for Social Workers, Support Workers and Youth Care Workers on preparing youth for transitioning from care.

**Accomplishments**

Child and Youth Profession Core Competencies, Core 803, contains a section called Case, Treatment and Permanency Planning (Intake to Planning).

**Next Steps**

The Joint Training Team will continue to develop and implement new training programs to meet the needs of staff who work with children in care who are nearing age of majority.

**Current Status:** In Progress

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**Recommendation #:19**

**Reference #:** 244OCA

**Recommendation**

That the department of Family Services and Housing and Education launch a review of the poor education outcomes for children in care and make recommendations on improving these outcomes.

**Accomplishments**

A new initiative request (Improving Education Success and Graduation Rates for Children in Care) was submitted in November, 2009 for 2010/11. Areas for action include a literature review, comprehensive assessment, training for caregivers, protocols between child and family services agencies and education (schools, divisions), priority access to quality early learning programs, development of pre-transition and post-transition programs, ensuring stability in placements of children in care, and hiring educational specialists within Authorities.

**Next Steps**

Timelines for the development of this initiative will be based on available funding.

**Current Status:** In Progress

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**Recommendation #: 18**

**Reference #:** 243OCA

**Recommendation**

That the Departments of Family Services and Housing and Education develop a policy paper on reducing school moves due to placement changes, supporting youth to complete high school and improving academic outcomes for children in care.

**Next Steps**

The Department of Family Services and Consumer Affairs will form a partnership with Education and establish a working group.

**Current Status:** In Progress

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**Recommendation #: 13**

**Reference #:** 238OCA

**Recommendation**

That the department of Family Services and Housing develop compliance and quality assurance for service to youth leaving care, including post care services.

**Accomplishments**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care. Youth Engagement in Planning for the Future is an initiative in which youth in care and youth who have recently left care are being asked to participate in the Changes for Children planning and policy development for services that best meet their needs as they prepare to leave care and become independent. Standards continue to be developed in accordance with the Standards Development Protocol.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 27

**Reference #:** 252OCA

**Recommendation**

That Authorities and agencies review their case management practices to ensure that all youth in care, at the age of 15, have a transition plan for leaving care. This plan should contain an assessment of the youth's needs, a plan for acquiring life skills, time frames and goals for independent living.

**Accomplishments**

The document, "Transition Planning: Child and Family Services to Adult Supports," was circulated to all Authorities and agencies in the fall of 2008.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 11

**Reference #:** 236OCA

**Recommendation**

That standards for services to prepare youth for leaving care outline a flexible and functional process for graduating from dependence to interdependence and include mandatory needs assessments, individualized transition plans and post care services.

**Accomplishments**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care. Youth Engagement in Planning for the Future is an initiative in which youth in care and youth who have recently left care are being asked to participate in the Changes for Children planning and policy development for services that best meet their needs as they prepare to leave care and become independent. Standards continue to be developed in accordance with the Standards Development Protocol.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 23

**Reference #:** 248OCA

**Recommendation**

That the Competency-Based Training (CBT) program includes a module on preparing youth in care for independent living.

**Accomplishments**

Child and Youth Profession Core Competencies, Core 803, contains a section called Case, Treatment and Permanency Planning (Intake to Planning).

**Next Steps**

The Joint Training Team will continue to develop and implement new training programs to meet the needs of staff who work with children in care who are nearing age of majority and preparing for independent living.

**Current Status:** In Progress

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**Recommendation #:** 9

**Reference #:** 234OCA

**Recommendation**

That a Committee with representation from the Department of Family Services and Housing and the authorities, along with service providers, youth in care or formerly in care and stakeholders be established to develop standards for youth leaving care including post care services. The committee should embark on a review of national and international policies, programs and services to learn from these experiences and incorporate strategies that have proven to be effective for sustained positive outcomes.

**Accomplishments**

Youth engagement in Planning for the Future is an initiative in which youth in care and youth who have recently left care are being asked to participate in the Changes for Children planning and policy development for services that best meet their needs as they prepare to leave care and become independent.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 7

**Reference #:** 232OCA

**Recommendation**

That the department of Family Services and Housing broaden the Extended Care and Maintenance provisions to include temporary wards of the province who will be in care until the age of majority.

**Accomplishments**

Extensions of care and maintenance for children permanently in the care of child and family services agencies continue to rise significantly. During the 2007/08 fiscal year, 173 new extensions were granted. In 2008/09 that number rose to 233. In 2009/10 279 new extensions were approved. This represents a 61% increase in new extensions over a two year period. Current legislation and regulations do not allow for the extension of care arrangements for other than permanent wards. For children and youth temporarily in care guardianship reverts to the parents once the temporary order expires. Recent evaluation of extension of care practice has revealed a number of youth who have come into care after their 16th birthday and been made permanent wards shortly before their 18th birthday. This practice allows for extension of care for these youth. Permanent guardianship is a serious consideration and should not be used merely to provide extended support for youth after their legal age of majority.

**Next Steps**

It must be recognized that extending care arrangements alone is not the solution to ongoing support for youth aging out of care. The Province continues to work with other systems such as education and income assistance to look at more holistic responses to addressing the needs of these young adults.

**Current Status:** In Progress

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**Recommendation #:** 5

**Reference #:** 230OCA

**Recommendation**

That the department of Family Services and Housing extend the maximum age eligibility for Extended Care and Maintenance (ECM) from 21 to 25 years, to enable youth to achieve higher education and develop work skills.

**Next Steps**

It must be recognized that extending care arrangements alone is not the solution to ongoing support for youth aging out of care. The Province continues to work with other systems such as education and income assistance to look at more holistic responses to addressing the needs of these young adults.

**Current Status:** In Progress

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**Recommendation #:** 4

**Reference #:** 229OCA

**Recommendation**

A policy on youth leaving care enrolled in educational or training programs should outline the responsibilities of agencies and authorities for services until the age of 25.

**Accomplishments**

The Vision Catcher Fund was developed to assist youth with educational, work experience and personal growth opportunities through bursaries and grants. The MYTEAM initiative will also provide education and training opportunities for former youth in care.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 2

**Reference #:** 227OCA

**Recommendation**

That the Department of Family Services and Housing develop a policy outlining responsibility for post age of majority support and assistance to youth formerly in care.

**Accomplishments**

In January 2010, Standing Committee combined the work of the Circle of Care Committee with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority.

**Next Steps**

The Alternative Care Sub Committee will be submitting a work plan for approval that will include work related the development of a policy outlining responsibility for post age of majority support and assistance to youth formerly in care.

**Current Status:** In Progress

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**Recommendation #:** 12

**Reference #:** 237OCA

**Recommendation**

That standards for services to prepare youth for leaving care have provisions for the active involvement of the youth leaving care and for the inclusion of a team of individuals significant to the youth and willing to be a part of independent living planning with the youth.

**Accomplishments**

Youth Engagement in Planning for the Future is an initiative in which youth in care and youth who have recently left care are being asked to participate in the Changes for Children planning and policy development for services that best meet their needs as they prepare to leave care and become independent. Standards continue to be developed in accordance with the Standards Development Protocol. Youth Engagement in Planning for the Future is an initiative in which youth in care and youth who have recently left care are being asked to participate in the Changes for Children planning and policy development for services that best meet their needs as they prepare to leave care and become independent.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 34

**Reference #:** 260OCA

**Recommendation**

That foster parents, caring for youth preparing for independent living, are provided with a clear description of responsibilities and attend training in strategies and methods for effective independent living preparation.

**Accomplishments**

In January 2010, the work of the Circle of Care committee with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority. In addition, the Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents.

**Next Steps**

ACS will be developing a work plan that will include work related to the outstanding Strengthening Our Youth recommendations.

**Current Status:** In Progress

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**Recommendation #:** 37

**Reference #:** 262OCA

**Recommendation**

That the Department of Family Services and Housing develop a directory of independent living programs and resources in the province.

**Accomplishments**

The Manitoba Services and Supports Directory is a searchable listing of services, programs and

organizations throughout Manitoba related to child health and education, as well as a variety of other useful topics.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 36

**Reference #:** 258OCA

**Recommendation**

That Authorities review the transition plans for youth in care aged 15 and over and based on identified needs, develop appropriate independent living services or programs to ensure successful transitions to adulthood.

**Accomplishments**

Funding was made available to the Authorities, based on submitted plans for age of majority initiatives in three areas - mentoring, development, and engagement. The Authorities, in partnership with agencies, have developed a Mentorship Project whereby youth who are preparing to leave the child welfare system are being mentored by youth who have already left the system and who have been successful in their transition to adulthood and independence. Annual funding of \$120,000.00 is being provided for this initiative. It is anticipated that over time, the Mentorship Program will grow as youth in care are assisted in their transition and in turn will assist other youth as they prepare for independence.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 21

**Reference #:** 246OCA

**Recommendation**

That Healthy Child Manitoba extends its Healthy Adolescent Development Strategy to address the needs of youth in care and former youth in care.

**Accomplishments**

The Healthy Adolescent Strategy through Healthy Child Manitoba extends to all youth regardless of care status.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 28

**Reference #:** 253OCA

**Recommendation**

That Authorities and agencies develop a practice standard that involves youth, upon reaching age 15, to participate with the case worker in developing a transition plan for independence from care.

**Accomplishments**

The document, "Transition Planning: Child and Family Services to Adult Supports," was circulated to all Authorities and agencies in the Fall of 2008.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 38

**Reference #:** 263OCA

**Recommendation**

That the Department of Family Services and Housing work with the Social Planning Council to establish a committee to review the independent living rates for youth in care and based on the review of actual living costs adjust the living allowance in accordance with the recommendations of the committee.

**Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care and supports beyond the age of majority.

**Next Steps**

ACS will be submitting a work plan that will include work related to the outstanding strengthening our youth recommendations.

**Current Status:** In Progress

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**Recommendation #:** 41

**Reference #:** 266OCA

**Recommendation**

Education funds should be started for all children in care with those born after 2003 eligible for the Canada Learning Bond.

**Accomplishments**

Authorities and agencies are actively researching the Canada Learning Bond and Educational Savings Bond for children in care.

**Next Steps**

The recommendation is under review as to how it may be managed.

**Current Status:** In Progress

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**Recommendation #:** 35

**Reference #:** 261OCA

**Recommendation**

That foster parents, caring for youth preparing for independent living, be paid an increased per diem rate established through a review of responsibilities, training expectations and the needs of the youth preparing to leave care.

**Accomplishments**

The Foster Parent Training and Curriculum Design Team (FPTCDT) is developing a competency based training package for foster parents. This will lend itself to the standardization of special rates because the building block (competency based) approach will provide agencies, Authorities, and the Province

with a measure to match a child with an appropriately skilled placement, and in turn will allow the foster parent to be equitably and adequately compensated relative to their skills, experience, and current local conditions.

**Next Steps**

The development of this training will provide an opportunity to address the outstanding recommendations related to independent living per diem rates paid to foster parents.

**Current Status:** In Progress

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**Recommendation #:** 32

**Reference #:** 257OCA

**Recommendation**

That the Department of Family Services and Housing provide funding to Authorities to develop a range of independent living programs for youth leaving care.

**Accomplishments**

Funding was made available to the Authorities, based on submitted plans for age of majority initiatives in three areas - mentoring, development, and engagement. The Authorities, in partnership with agencies, have developed a Mentorship Project whereby youth who are preparing to leave the child welfare system are being mentored by youth who have already left the system and who have been successful in their transition to adulthood and independence. Annual funding of \$120,000.00 is being provided for this initiative. It is anticipated that over time, the Mentorship Program will grow as youth in care are assisted in their transition and in turn will assist other youth as they prepare for independence.

The Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will improve outcomes for youth, ranging from age sixteen to twenty-one, who are leaving child welfare. The project will offer direct financial assistance, supportive housing, educational assistance, employment placements, job coaching, and child care if necessary. The services would be individualized and the program would target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals. The MYTEAM project parameters were recently adjusted and meetings have been held with the Disability Programs & Employment & Income Assistance Division to coordinate the project.

**Next Steps**

Work continues on a holistic intersectoral initiative for youth preparing for and leaving care.

**Current Status:** In Progress

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**Recommendation #:** 30

**Reference #:** 255OCA

**Recommendation**

That Authorities and agencies develop a practice standard that promotes reconnections with biological and extended family, former foster parents or other significant persons in the life of the youth. Every effort should be made to ensure that youth leaving care have a support system.

**Accomplishments**

Voices: Manitoba's Youth in Care Network is a network for youth in care and former youth in care that provides resources and support. Voices holds monthly drop-in nights for teens and young adults, connects its members with scholarship opportunities and teaches them about their rights.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect

current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress

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**Recommendation #:** 29

**Reference #:** 254OCA

**Recommendation**

That Authorities and agencies develop a practice standard that promotes educational achievement as a priority for children in care and support this by providing practical assistance such as educational assessments, tutoring, counselling, learning aids and tools and assistance with learning.

**Accomplishments**

In May 2008 Manitoba Education, Citizenship and Youth introduced the Bright Futures Fund which augments an existing \$8 million fund available for education related initiatives. Bright Futures is available to community-based groups to work with partnership schools to provide students with a variety of supports including tutoring, increased family involvement in schools, mentoring, goal-setting, career exploration and bursaries.

**Next Steps**

The Division continues to revise current provincial standards and develop new standards to reflect current best-practices and front-line realities to better serve children in care, and youth transitioning out of care.

**Current Status:** In Progress





# INQUEST RECOMMENDATIONS

## REPORT ON THE INQUEST OF TRACIA OWEN

**Recommendation #:** 1

**Reference #:** 1242

### **Recommendation**

That a Summit should be held involving all the stakeholders – police, child welfare workers, justice officials, community groups, aboriginal groups, government agencies, etc. – to examine all possible law enforcement, legislative, and legal means to create a strategy for the attack on sexual exploitation and drug abuse of children on our streets.

### **Accomplishments**

In March 2003 the Manitoba Strategy was launched at a Community Forum. Since then, significant consultation has taken place with key stakeholders through a variety of mechanisms including community forums, informal and formal consultations with community groups, and reports such as Stolen Sisters and the Position Paper on Women and Transgender Women Exploited / Involved in the Sex Trade that was submitted by the Community Coalition. This feedback has been used in the development of a proposal to significantly expand the current Manitoba Strategy. Key developments have included: December 2002 – Under the direction of Healthy Child Committee of Cabinet, a steering committee was struck to address the issue of sexual exploitation of children and youth. The Multi-jurisdictional Implementation Team committee has representation from across government and from external agencies active in the issue of child sexual exploitation. Strategy activities have been focused on: coordination of existing resources, prevention programs, intervention with youth being, or at risk of being sexually exploited; legislative changes to deter perpetrators and protect children; and research and evaluation to assist in the development of a comprehensive knowledge base to assist with current and future planning. May 2007 – Manitoba Family Services & Housing hosted a "Spring to Action Symposium" for the FPT Working Group on the Commercial Exploitation of Children and Youth. The symposium provided an opportunity for government officials from across Canada to come together to share learning's, promising programs and practices, and new information and research. October 2007 – "Community Responses to Women & Children Exploited/Involved in the Sex Trade" was sponsored by Ka NI Kanichihk. Brought together key stakeholders from a variety of sectors including service provider agencies, child and family service, Justice and law enforcement officials; aboriginal partners such as the Association of Friendship Centers. This forum provided an opportunity to share information on a variety of issues having an impact on sexually exploited youth, and an opportunity for future planning. Province wide summit was held in Winnipeg & Thompson on March 17 & 18, 2008. The summit workshops were attended by 195 people- 65 people attended the summit in Thompson on March 17, 2009 and 130 in Winnipeg on March 18, 2008. The Summit brought together youth services workers, police and justice officials, community groups, educators, Aboriginal groups and government agencies to develop strategies to support sexually exploited children who are making positive changes in their lives and prevent others from being exploited. The Front Line Voices Summit, recommended in the Tracia Owen inquest report emphasized the need to build on Manitoba's 2002 strategy by coordinating and expanding the diverse services developed, introducing more awareness and prevention initiatives and making offenders more accountable. The summit report was sent out to participants in early Feb 09. The document is called Tracia's Trust-Front Lines Voices: Manitoban's Working Together to End Child Sexual Exploitation. 2008/09 New Initiatives: The following items were included in the 2008/09 New Initiatives, with a total request of \$2,884.9: Children's Advocacy Centre \$200.0, Sexual Exploitation Prevention Unit \$824.5, Restoring the Sacred \$292.9, TERF Mentor Program \$271.0, TERF Adult Program \$118.0, Klinik's Dream Makers \$79.5, Rural Safe Home for Sexually Exploited Youth \$550.0, AND Transition House for Sexually Exploited Women \$538.0. Update: Treasury Board has approved up to \$750.0 in New Initiatives for 08/09.

**Current Status:** Complete

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**Recommendation #: 2****Reference #: 1243****Recommendation**

Creation of a dedicated, specialized, multi-disciplinary unit to implement the strategy decided upon as a result of the summit.

**Accomplishments**

On May 11, 2009, the Minister announced support for a total of 19 new specialized beds, including 12 for transitional support for vulnerable youth. This includes Ka Ni Kanichihk's four-bed specialized foster home in Winnipeg for sexually exploited female youth transitioning out of CFS care and three emergency foster care beds in a rural location. On October 6, 2009, a news announcement occurred that is increasing the number of specialized beds for victims of sexual exploitation from 22 to 55. Through a Request for Proposal process, Ka Ni Kanichihk Inc. and Ma Mawi Wi Chi Itata Centre Inc. were awarded the contract for a Rural Safe Home for Sexually Exploited Children. Under Tracia's Trust, 24 components were announced in six areas: StreetReach Winnipeg, StreetReach North, Prevention, Routes Out, New Public Awareness, and Greater Offender Accountability to address the issue of sexual exploitation of children and youth. A work plan was developed in November 2009 for Street Reach and another will be developed in January 2010 for Tracia's Fund. An Assistant was seconded for one year to the Branch's Sexual Exploitation Unit in September 2009 from the Manitoba Association of Friendship Centers to continue the work of developing regional teams. A policy analyst has been seconded internally to assist with actions related to Tracia's Trust. The Child Victim Centre (CVC-- working title) is in the planning stage. Assisted by the Branch, a Partners Working Group composed of representatives from the child welfare system, WPS, Child Protection Centre, Manitoba Justice, RCMP and Manitoba Adolescent Treatment Centre is overseeing the development of CVSs in Winnipeg and Dauphin. The working group is in the final stage of developing the centre's service delivery model.

**Next Steps**

The Sexual Exploitation within the Child Protection Branch will continue to work on implementation of all recommendations relating to the sexual exploitation of children.

**Current Status:** Significant Progress

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**Recommendation #: 3****Reference #: 1244****Recommendation**

That programs or workshops be presented on the reserve to educate children and their parents about the dangers of drugs. (Leonard Bushie)

**Accomplishments**

The Branch will be reviewing the content of Kapaapako Miikiwaap Lodge Teachings focused on preventing child sexual exploitation, which have been provided across Manitoba. It will be bringing Alaska's "Pathway to Hope" curriculum, which was developed specifically for isolated Aboriginal communities dealing with incest, an abuse strongly correlated with sexual exploitation, to Manitoba, in partnership with the First Nations and Métis. First Nations of Southern Manitoba CFS agency staff received training on the Lodge Teachings in May 2009; a summer session was provided to non-governmental organizations and training is occurring in the North in fall 2009.

**Next Steps**

Training events are ongoing.

**Current Status:** Significant Progress

**Recommendation #: 4****Reference #:** 1245**Recommendation**

That the Southern Authority, in conjunction with Southeast Child and Family Services and local child care committees use comprehensive family, child risk assessment plans to devise permanency plans for children where familial circumstances resemble those of the deceased child and her family. (Section 10)

**Accomplishments**

On February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. The review included a recommendation regarding the use of comprehensive planning and child risk assessments. The recommendation stated: That every case file have a strength based Plan of Care built on a comprehensive assessment of the circumstances that bring the child and family to the attention of CFS. The plan of Care should at least include: 1. The people who have participated in the development of the plan; 2. An identification of the issues the Plan intends to address; 3. The outcomes the Plan is intended to achieve; 4. The activities that are to be undertaken to achieve the outcomes; 5. Who is to undertake the activity and when it is to be completed; 6. A plan review at least every 90-days with the review documented and any changes to the plan identified in the file; 7 A plan that is based on a Permanency Planning Framework with a core objective being to provide security, stability and to connect the child to relationships intended to last a lifetime.

**Next Steps**

The Southern Authority continues to work with its agencies to include comprehensive assessments and treatment plans for all families and children in care.

**Current Status:** Significant Progress

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**Recommendation #: 5****Reference #:** 1246**Recommendation**

That the Director of Child Welfare for the Province of Manitoba, in association with the four authorities, ensure that a protocol is in place with police services in the province regarding identification of a child in the event of the death of a child in care. (Section 10)

**Accomplishments**

Between 2007 and 2008, new electronic channels supported the electronic exchange of images with the WPS. These channels supported identifying children at risk of child pornography and sexual exploitation as well as identifying children-in-care who had run away from care placements. This was called the Youth Identification Project (YIP). The YIP resulted in the capacity for agencies to store photographs electronically on CFSIS. The use of the electronic format to store digital images was recommended to agencies over storing physical photographs in agency files. Agencies have adapting practices and converting to electronic images. A case management standard was issued on March 25, 2010 requiring digital photographs to be entered into CFSIS within one (1) month of a child coming into care. The digital photograph must be updated annually.

**Current Status:** Complete

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**Recommendation #: 6****Reference #:** 1247**Recommendation**

That Southeast Child and Family Services maintain its case records in accordance with provincial

standards, including placing on its files ongoing summaries of events in the lives of the families and children they serve. (Section 10)

#### **Accomplishments**

In February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. As part of this review the area of recording and file maintenance was examined. As a result the review made a recommendation that stated: that a working group - composed of workers administrative support staff, and supervisors - standardize the recording keeping and case files system to ensure it's useful as a case management tool. Southeast CFSs community based teams have already begun to make many efforts to implement standard filing systems. As well, there are several templates and recording guides that have been developed in the past that the agency will consider.

#### **Next Steps**

The Southern Authority is working with Southeast Child and Family Services to implement this recommendation.

**Current Status:** Significant Progress

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#### **Recommendation #: 7**

**Reference #:** 1248

#### **Recommendation**

That Southeast Child and Family Services review its policies on the placement and replacement of children in the foster care system, with a view to how multiple placements can be minimized. (Section 10)

#### **Accomplishments**

On February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. As part of this review the Alternative Care Program was examined and 11 recommendations were made. One of the recommendations made included a section that recommended Southeast Child and Family Services to develop a Placement Standards Review Committee. Further a comprehensive review of the Foster Care Resource Program is underway which will see the development of a comprehensive continuum of alternate care choices for all Southeast communities.

#### **Next Steps**

The Southern Authority is working with Southeast Child and Family Services to implement this recommendation.

**Current Status:** Significant Progress

#### **Recommendation #: 8**

**Reference #:** 1249

#### **Recommendation**

That Southeast Child and Family Services, with the assistance of the Southern Authority review with its foster care department as well as its foster parents the placement and replacement of foster children in their homes. (Section 10)

#### **Accomplishments**

On February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. As part of this review the Alternative Care Program was examined and 11 recommendations were made. One of the recommendations made included a section that recommended Southeast Child and Family Services to develop a Placement Standards Review Committee. Further this is a comprehensive review of the Foster Care Resource Program is underway

which will see the development of a comprehensive continuum of alternate care choices for all Southeast communities.

**Next Steps**

The Southern Authority is working with Southeast Child and Family Services to implement this recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 9**

**Reference #:** 1250

**Recommendation**

That the Child Protection Branch and the Authorities ensure the Province's foundation standards include a provision for pre-placement visits when children are placed in non-emergency or replacement situations. That Southeast Child and Family Services, in the interim, ensure that children in care are provided with pre-placement visits (in non-emergency or replacement situations) prior to being placed. (Section 10).

**Accomplishments**

Standards address Pre-Placement Visits. Specifically: Engaging Families and Children – To prepare a family or child to receive services, the case manager...facilitates initial visits and contact between the family or child and the service providers and caregivers..." and "ensures the child has an escort with whom he or she has a supportive relationship, to accompany the child on any visits". (CFS Standards Manual, Vol.1, Chapter 1, Section 4, "Service Provision"). Pre-placement visits are also addressed in the Foster Family Manual. As mentioned above, new standards were developed consistent with the Standards Development Protocol. The standard regarding Pre-placement Visits was part of the nineteen foundational standards that were developed and comprehensively reviewed by agencies and the authorities. In addition: All Authorities received hard copies (English) for distribution to Agencies. All standards were translated into French in December 2008. The Joint Training Unit developed a new standards training package for Authorities on October 15, 2008. Authorities commenced training Agency staff on the new standards in November 2008. Standards were posted on the on-line manual on January 30, 2009. The standard developed is as follows: Vol.1, Chapter 5, Section 3 Foster Home Pre-Placement Process – Except in the case of an emergency requiring the immediate placement of a child, the worker responsible for placing a child in a foster home: When possible, arranges pre-placement visits to the home including an overnight, depending on the age and needs of the child; Unless prior approval is given to arrange for an alternate worker, accompanies the child for -all pre-placement visits and admissions to the home; When circumstances permit and it is in the child's best interests, arranges for the child's parent, guardian or previous caregiver to accompany the child on at least one pre-placement visit, and Records information on the pre-placement visit process on the child's file including dates, who accompanied the child. Through the Standing Committee, consideration should be given to reviewing specific pre-placement responsibilities of the agencies and service providers. Any revisions could be incorporated into the existing CFS Standards Manual.

**Current Status:** Complete

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**Recommendation #: 10**

**Reference #:** 1251

**Recommendation**

That there is a need to develop a mechanism which flags or triggers a review of a specific file due to the attainment of an established criteria – that criteria may be an event (a disclosure of sexual abuse), passage of time (no review within past year) or a number of placements (over 5). These are merely

examples and it is left to the authorities to establish appropriate criteria which will prevent a specific file not receiving the appropriate attention and monitoring in such an event. Obviously such triggering mechanisms presuppose proper and current documentation or such process is worthless.

### **Accomplishments**

CFSIS automated risk warnings has been implemented and causes warnings to be delivered to a worker and supervisor by e-mail on an overnight basis when certain conditions are met within a CFSIS record. The warnings are based on information that is recorded within CFSIS that represent a condition of increased risk to a child in care. The risk conditions include: 5 or more placements in the last 12 months; 8 or more placements since case first opened; case re-opened 3 or more times in last 12 months; case re-opened 8 or more times since first case opening; alleged victim of abuse; unplanned absence (AWOL); lack of face-to-face visits; sexual exploitation\*; suicide ideation\*; and other\*.\*Worker determined – not automated. When the warning is received by e-mail, the worker is able to confirm or dismiss the warning. The worker is also able to escalate the warning to agency and management. The automated risk warnings provide an early alert to a worker and supervisor as well as provide a front line capability to raise the issue to agency and management. Following a warning, the worker and supervisor develop a plan to remediate the condition that created the risk. The worker implements the plan and records the actions within the risk warning part of CFSIS. When the risk is diminished, the worker will close the warning. Several aspects of the risk warning system are reported to the Authorities and Child Protection Branch. This supports compliance oversight and accountability of case management of high risk cases. The available reports include: number of new warnings generated; number of new warnings validated and dismissed; number of warnings closed; number of warnings carried over from the previous month; number of warnings escalated. This information is reported by a supervisor.

### **Next Steps**

The FAR (further action required) warning system in CFSIS is now complete. Authorities will now get regular reports of cases where action is required. Authorities will use these reports to follow up with agencies on cases that may require action.

**Current Status:** Significant Progress

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### **Recommendation #: 11**

**Reference #:** 1252

### **Recommendation**

That resources need to be found to create and buttress the preventative services necessary in any child welfare system. In order to try and keep the child in the family, support needs to be given to assist the family in areas in which they are lacking. The local child care community can provide much needed advice in this area.

### **Accomplishments**

Revisions and additions to the Standards Manual (On-Line) indicate that agencies are expected to employ service record systems and processes that facilitate compliance with legislation and regulations. This policy applies to both paper and electronic records. Specified agency responsibilities include record management practices that facilitate the case management process (intake, assessment, planning services provision, evaluation, and service completion). 1) Provincial Family Support funding is currently provided to agencies through their Authorities for early intervention services. 2) Differential Response (DR) – The DR Initiative through Changes for Children provides funding to agencies to offer support services to families where in the present system their file would be closed at intake. 3) Proposed Funding Model – A proposed funding model has been developed in collaboration with Authorities and agencies. The proposed funding model will support service provision across the service continuum. It will: a) Facilitate cases moving between protection and prevention streams, thus enabling service provision regardless of types of case; b) Provide funding through the

prevention component, thus facilitating early intervention with families; c) Include a Family Support Fund to allow agencies to either develop their own programs or purchase services such as counseling for both families and individual family members. Require agency business plans which will contain a range of performance indicators including targets for reductions of children in care.

#### **Next Steps**

The new funding model will provide funding for preventive family services. Federal funding will support the development of such services on reserve. The new funding model is scheduled for implementation in the 2010/11 fiscal year conditional on federal funding approval.

**Current Status:** Significant Progress

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**Recommendation #:** 12

**Reference #:** 1253

#### **Recommendation**

That urgent and continued discussions need to be participated in to reappraise appropriate funding mechanisms between the Federal and Provincial governments to deal with the critical child welfare issues plaguing our First Nations communities.

#### **Accomplishments**

In 2008 representatives from the Province and Indian and Northern Affairs, in partnership with the First Nations Authorities and Agencies worked together to develop a funding model for Child Welfare agencies in Manitoba. The developed model provides a harmonized method of funding all agencies. Those agencies that do not receive federal funding will be provided the same level of funding by the Province. This funding model will address many of the funding deficits that have been identified. In the 2009/10 Estimates, the proposed funding model was approved contingent upon a Memorandum of Understanding between Manitoba and Canada and equal participation by the federal government. During the 2009/10 year several public statements were made that the new funding model and Phase II of the Differential Response Initiative would provide approximately 125 new positions to Manitoba's Child and Family Services Agencies. On August 25, 2009, The Government of Canada announced that it would provide Quebec \$59.8 million over five years to implement an Enhanced Prevention-Focused Approach to First Nations Child and Family Services on reserves in Quebec. Federal funding for Manitoba in support of the new funding model was not supported during the 2009/10 fiscal year and is now anticipated in 2010/11. This announcement had serious impact for Manitoba in that was unable to move ahead with its commitment to the implementation of the new funding model. This decision reduced the 125 new positions to 60, leaving only the positions provided through the Phase II Differential Response / Family Enhancement projects. Without the flow of the new funding for front line positions created through the new funding model average caseloads had jumped back to pre-workload relief levels. Using the March 2009 caseload numbers the average caseload in Manitoba now sits at 29.4. This number is even higher than the March 2007 benchmark prior to workload relief. In November 2009 a request was made to Treasury Board to provide the funds approved in the 2009/10 budget for the new funding model as further workload relief. By doing this the Province could provide additional support to agencies and also postpone implementation of the new funding model while waiting for the federal government to meet their commitment to the harmonized funding of first nations agencies. That request was denied.

#### **Next Steps**

The new funding model will provide funding for preventive family services. Federal funding will support the development of such services on reserve. The new funding model is scheduled for implementation in the 2010/11 fiscal year conditional on federal funding approval.

**Current Status:** Significant Progress

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**Recommendation #: 13****Reference #:** 1254**Recommendation**

That steps be taken to ensure all of the child in care files are entered into the Child and Family Services Information System and that files are updated and maintained.

**Accomplishments**

In February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. The review found that Southeast CFS does not consistently use the CFSIS and Intake Module (IM). Some of the cases data is entered on the system, but staff are not using the system as a case management tool. As a result, the data is not current and is unreliable. Staff have received training in both the CFSIS and IM, and the Agency does have staff who are familiar with the CFSIS and IM tools. The review made the following recommendations to address the findings: the Province, the Southern and Southeast CFS prioritize addressing the connectivity issues so that the Southeast CFS can fully use CFSIS and the IM.

**Next Steps**

The Southern Authority and the agency will work to ensure that all of the Agency's cases are entered on to CFSIS, that workers received required training, and that all staff are fully using the CFSIS and IM for Case Management.

**Current Status:** Significant Progress

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**Recommendation #: 14****Reference #:** 1255**Recommendation**

That the Southern Authority, together with the Province, seek to find and implement a solution to the connectivity challenges faced by the agency with respect to CFSIS.

**Accomplishments**

Approximately 85% of the current Provincial caseload is supported by broad band carriers. The remainder 15% - 25% of cases are supported by dial-up or satellite carriers. Therefore, 100% of the provincial caseload is supported by either GOM or SIS connectivity. SIS connectivity is similar in quality to broad band internet carriers but not exactly the same. Some SIS carriers can be affected by weather conditions. In cases where SIS connectivity fails, there is a substitute procedures in place. An agency office supported by broad band carriers can input case information on behalf of an office of the same agency of another office. Information can be sent by facsimiles (as it is a secure means of sending information), courier, secure mail or copying information onto a CD-ROM or encrypted memory key and delivering or sending the CD or key via courier or secure mail. Internet connectivity issues may be fully resolved within the next 2 to 12 months. A forthcoming initiative sponsored by the Department of Innovation, energy and Mines is coordinating a series of agreements with a number of broad band providers to effectively build 100% broad band coverage for the public sector in Manitoba. The definition of public sector includes child and family services.

**Next Steps**

The province continues to work with the Authorities experiencing slow relay of information through their present internet connections.

**Current Status:** In Progress

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**Recommendation #: 15****Reference #:** 1256**Recommendation**

That the Southern Authority undertake a quality assurance review of Southeast Child and Family

Services Agency as a priority item. This should be a comprehensive review of the agency and should include (but not be limited to) a review of agency's governance structure, funding, workloads, case practices, expenditures (operations and maintenance, federal and provincial), staffing, and organizational structure. The review should include a review of the case files of the agency, including a review of every child in care to ensure proper assessments and case plans are completed. The Southern Authority to develop a corrective action plan for the agency where deficiencies exist.

#### **Accomplishments**

In February, 2010, the Southern Authority released the Section 4 Operational Review of SECFS. The report is available to the public on the Southern Authority's website. The review included a review in the areas of Governance, Financial Administration, Human Resources and Information Technology and Direct Services (General Services, Community-Based Teams, Alternative Care Program, and Child Abuse Program). The review included 92 recommendations in total.

**Current Status:** Complete

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#### **Recommendation #: 16**

**Reference #:** 1257

#### **Recommendation**

That the Southern Authority to work with the agency to establish outcomes and outcome measures for the agency, particularly with respect to children in care. This could assist in earlier identification of cases where there is a lack of planning and/or where the agencies practice does not meet the standards. For example, one of the outcomes could be a limit on the number of moves within a specified time frame. The data to measure this outcome would identify children who have multiple moves beyond that acceptable level. This would assist both the agency and the authority to become aware of such cases and to take corrective action.

#### **Accomplishments**

As a result of the Section 4 review completed in February 2010, Southeast CFS made a recommendation that accountability tools and mechanisms be developed which respect the dual reporting relationship that the Agency has. To report to agency funders and regulators, the Agency should ensure good data collection, analysis and reporting, including outcome based performance measures of all programs. To report to children, families and their communities, the Agency should ensure that periodic community consultations are held; encourage and welcome participation in public meetings such as the AGM; connect regularly with the elected community official to discuss the relationship between SFA and the community; and to provide regular report to community leadership on the activities of the Agency in that community. Further, the Agency will be adopting a Direct Service Practice Framework that uses an Ecological Approach which is community-based, family centered and child focused. It is a model of practice that is structured, taught, monitored and measured to achieved the outcomes that the agency is designed to produce. The Ecological Approach is "culturally appropriate" and "outcome oriented".

#### **Next Steps**

The Southern Authority continues to work with the agency to implement all recommendations.

**Current Status:** Significant Progress

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#### **Recommendation #: 17**

**Reference #:** 1258

#### **Recommendation**

That the agency, with the assistance of the Province and the Southern Authority, ensure that all of its staff are fully trained in CFSIS and the Intake Module and that both are fully used within the agency.

**Accomplishments**

In February 2010 The Southern Authority released the final draft of the Southeast Child and Family Services Section 4 Review. The review found that Southeast CFS does not consistently use the CFSIS and Intake Module (IM). Some of the cases data is entered on the system, but staff are not using the system as a case management tool. As a result, the data is not current and is unreliable. Staff have received training in both the CFSIS and IM, and the Agency does have staff who are familiar with the CFSIS and IM tools. The review made the following recommendations to address the findings: the Province, the Southern Authority and Southeast CFS prioritize addressing the connectivity issues so that the Southeast CFS can fully use CFSIS and the IM. The SA and the agency should work to ensure that all of the Agency's cases are entered on to CFSIS, that workers received required training, and that all staff are fully using the CFSIS and IM for Case Management.

**Next Steps**

The Child Protection Branch issued a directive in April 2010 requiring that all cases, both federal and provincial be entered in CFSIS. The province continues to work with the Authorities experiencing slow relay of information through their present internet connections.

**Current Status:** Significant Progress

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**Recommendation #:** 19

**Reference #:** 1260

**Recommendation**

That a mentorship program be established, where community workers are paired up with a mentor that can assist the worker in case management. This mentoring can be done by distance (email, phone) or face to face where feasible.

**Accomplishments**

As a result of the Southeast Child and Family Services review completed in February 2010, there was a recommendation that stated that managers at all levels commit to addressing shortcomings in staff performance in a direct and respectful way. Support, encouragement, mentoring, training or redeployment can provide the opportunity for improvement. Where performance does not meet expectations after providing such opportunity, and meets of the children and the interest of the agency must take precedence. It is recommended that supervisory, mentoring, peer support and training mechanisms are implemented that support the community based, family centered, child focused model of service.

**Next Steps**

The Southern Authority continues to work with the agency to implement all recommendations.

**Current Status:** Significant Progress

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**Recommendation #:** 20

**Reference #:** 1261

**Recommendation**

That supervisors are an important part of the case management process and serve a needed quality assurance role/function. The Southern Authority, in conjunction with the agencies, should develop and implement a management and supervisor training program, mandatory for all agency supervisors and management and that Manitoba provide funding for this purpose.

**Accomplishments**

The Southern Authority continues to support all of its agencies to ensure that all new mandated employees are required to attend and complete core competency training within 2 months of employment or enroll in the available training, whichever comes first. This includes supervisors and

management. Further as a result of the Southeast Child and Family Services review completed in February 2010, there was a recommendations that stated that managers at all levels commit to addressing shortcomings in staff performance in a direct and respectful way. Support, encouragement, mentoring, training or redeployment can provide the opportunity for improvement. Where performance does not meet expectations after providing such opportunity, and meets of the children and the interest of the agency must take precedence. It is recommended that supervisory, mentoring, peer support and training mechanisms are implemented that support the community based, family centered, child focused model of service.

#### **Next Steps**

The Southern Authority continues to work with the agency to implement all recommendations.

**Current Status:** Significant Progress

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**Recommendation #:** 21

**Reference #:** 1262

#### **Recommendation**

That the Southern Authority, together with the agency, INAC, and the Province should participate in a redesign of the services and service approach used in the four remote communities that SECFS serves (Little Grand Rapids, Paungassi, Berens River, Blood vein). A child safety focus must be maintained, but it should be done in the context of building communities and families that are safe for children. All options should be explored, including flexible funding arrangements. The large numbers of children in care from these communities makes that an imperative.

#### **Accomplishments**

The new funding model provides a remoteness allowance similar to the old northern allowance. This remoteness allowance will be used for Southeast Child and Family Services to address service to their remote (fly in) communities as well as northern communities. Discussions with the authorities, agencies and the federal government resulted in the continuation of the present 5% differential while further study in the area occurs.

**Current Status:** Complete

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**Recommendation #:** 22

**Reference #:** 1263

#### **Recommendation**

That the Southern Authority, together with the agency and the Province, should develop a training program specific to the four remote communities that focuses on training staff for CFS. Curriculum and training delivery model should be suitable to the geographic, language, and cultural factors, while still ensuring that graduates of this training program will be able to meet the workforce qualifications standard.

#### **Accomplishments**

The Southern Authority has developed a recruitment and retention strategy, with education and training a major element. Additionally, the Southern Authority is in the process of recruiting a term position of Education Specialist to assist in expediting the process of developing a strategy for comprehensive social work education for CFS. A steering committee, with working groups, involving all four Authorities, the U of M and the Province has been set up. This steering group is to develop and implement a comprehensive strategy for social worker education for child and family services. The steering group has been meeting on a regular basis and is in the process of recruiting a coordinator. This coordinator is a cost shared position that will be located at the U of M. An entry level sub-committee has been set up to focus on entry level training for workers. A survey was sent to all staff

working at CFS agencies, CFS Authorities, and Child Protection Branch. The results are currently being analyzed.

#### **Next Steps**

The Southern Authority continues to work with the agency to implement all recommendations.

**Current Status:** In Progress

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**Recommendation #:** 23

**Reference #:** 1264

#### **Recommendation**

That the Province of Manitoba should jointly with the four Authorities complete the foundational standards. The four Authorities should also complete development of culturally appropriate standards and the Province of Manitoba should work with the Authorities to expedite their development.

#### **Accomplishments**

Under the legislative requirements of the Child and Family Services Authorities Act, Authorities are required under the duties and powers of their mandate to ensure that culturally appropriate standards for services, practices and procedures are developed and that these standards are consistent with provincial standards, objectives and priorities. The integration of traditional values and beliefs are a key element of child welfare practice within the Métis and First Nations Authorities and are seen to act as an essential part of ensuring the delivery of effective and competent services throughout the Province. The Child Protection Branch Authority Relations/Quality Assurance team will be completing a Continuous Quality Improvement review with the Authorities in 2010. As part of this review one of the focuses will be to ensure that each Authority have completed their mandated obligation to have culturally appropriate standards in place. The Province of Manitoba continues its work to complete the foundational standards. Current priorities for the ongoing development of the manual are as follows: 1. Agency Boards – A consultation draft of this proposed manual section has been distributed for consultation. The item has the highest priority for completion. It will apply to boards of CFS agencies. 2. Child Sexual Exploitation – A consultation draft of this proposed manual section has been distributed for consultation with CFS authorities, police and Canadian Centre for Child Protection. Further consultation required to finalize. 3. Chapter 4, Children in Care – Additional sections will include placement services, care responsibilities, transition planning, and absent and missing children (see attached draft manual outline dated February 2010). Note: Absent and Missing Children – A consultation draft of this proposed manual section has been distributed for consultation together with Child Sexual Exploitation. 4. Fetal Alcohol Spectrum Disorder (FASD) – CFS Authority specialists are a representative from Child Protection Branch are currently working on this issue. 5. Differential Response, Family Enhancement (DR/FE). Ongoing resources are dedicated to the development of standards for the CFS Authorities relative to issues, including governance and human resource practices and for the Child Protection Branch regarding central services and working with the four authorities.

#### **Next Steps**

The province in partnership with Standing Committee continues to develop Standards using the Standards Development Protocol.

**Current Status:** Significant Progress

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**Recommendation #:** 25

**Reference #:** 1266

#### **Recommendation**

That funding be examined in order to make available mental health resources to benefit agencies, etc. as a resource to their clients.

### **Accomplishments**

Information provided by Project Neecheewam indicated that their counsel donated their time. We have not received a specific request regarding other costs that might have been incurred by Project Neecheewam. The policy of the Department has been to consider these requests on a case by case basis. Past practice has been to provide not for profit agencies with supplemental funding for legal expenses if the agency is unable to fund from within existing resources. This request is generally considered at the end of the fiscal year when an audited financial statement is available. However, in exceptional circumstances, if the agencies financial viability is compromised, the Department will consider providing interim supplemental funding. Taking into consideration the recommendation making the Province given to an inquest judge under section 33(1) of The Fatality Inquiries Act, the view of the Department continues to be that these types of recommendations are outside the scope of the inquest report. However, periodically government received requests for funding of legal counsel for inquest participants (witnesses, family members and others) and generally, the government does not provide funding for legal counsel for inquest participants. Each request is however considered.

**Current Status:** Complete: Ongoing

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### **Recommendation #: 26**

**Reference #:** 1267

### **Recommendation**

That the prevalence and danger of sexual abuse in families needs to be examined in depth as a major concern in the child welfare system. Resources need to be dedicated to such an examination.

### **Accomplishments**

1. PACCA – The Provincial Advisory Committee on Child Abuse (PACCA) is a multidisciplinary committee with various subcommittees comprised of 29 representatives who research and develop recommendations to the Director of Child Welfare on child abuse related issues. Current subcommittees are engaged in projects focused on: a) Development of abuse interviewing training materials; b) Addressing system barriers in addressing sexual exploitation; c) A professional and community forum on alternative means to reach children at risk; d) The creation and updating of child abuse protocol manuals for nurses, teachers, social workers, day care workers, physicians etc. 2. Child Advocacy Centre (CAC) Service Model – A Partners Working Group (PWG) has been formed to oversee the development of a CAC in both rural/northern Manitoba and in Winnipeg. Members of the PWG include representatives from the child welfare system, Winnipeg Police Service (WPS), Child Protection Centre, Manitoba Department of Justice, Royal Canadian Mounted Police (RCMP), and Manitoba Adolescent Treatment Centre. The Child Protection Branch (Branch) has hired a dedicated Project Manager to oversee both projects as of June 15, 2009. The Child Advocacy Centre (CAC) model is a child-focused, community-based program in which representatives from many disciplines including law enforcement, child protection, prosecution, mental health, medical services and victim advocacy work together to better serve the needs of children who may have been abused. The multiple disciplines form a team through the CAC model by working together, conducting joint forensic interviews and making team decisions about the investigation, treatment, management and prosecution of child abuse cases while still meeting individual professional mandates. In December 2009, John Chudzick, was contracted to complete the first draft of the reporting protocol guidelines and the manual for external collateral. The first draft is anticipated to be complete in May 2010. Distribution of material is expected to take place in the fall of 2010.

### **Next Steps**

The Sexual Exploitation Unit within the Child Protection Branch continues with its work plans to implement all recommendations which pertain to child sexual exploitation.

**Current Status:** Significant Progress

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**Recommendation #: 27**

**Reference #: 1268**

**Recommendation**

That there is a need for increased resources for the creation of more residential beds in facilities for youth at high risk for sexual exploitation and drug addictions.

**Accomplishments**

A Service Purchase Agreement will be developed with Ka Ni Kanichihk for the four-bed foster home, Our Journey Home, that will be located at 151 Annabella Street for sexually exploited female or transgender youth ages 17 to 20, who are aging out of care and whose extension of care has been approved by a CFS agency. Ka Ni Kanichihk's three new emergency foster care beds for high risk and sexually exploited children became available in summer 2009. As of February 2010, the Department funded 35 specialized program spaces and 55 specialized beds for children, youth and young adults who are sexually exploited and wish to exit the sex trade. These included: (1) The Transition Education Resources for Females (TERF) program operated by New Directions for Children, Youth, Adults and Families in Winnipeg for over 20 years provides intensive day program and exiting supports for 15 sexually exploited children. (2) The TERF Mentor Program provides intensive mentoring services to assist 20 sexually exploited children to exit their victimization through prostitution. (3) The Honouring the Spirit of Our Little Sisters program operated by Ma Mawi Wi Chi Itata Centre is a 6-bed transition home in Winnipeg for sexually exploited children. (4) Rose Hall is a specialized 6-bed treatment home for sexually exploited children in Winnipeg that is operated by Marymount. (5) Ka Ni Kanichihk operates a 10-bed specialized foster care program for sexually exploited children. Most homes are located outside of Winnipeg to assist children to exit their victimization through prostitution. Additionally, there are three emergency foster care beds for sexually exploited children, also in locations outside of Winnipeg. (6) Ma Mawi Wi Chi Itata Centre is currently developing a 6-bed rural healing lodge for sexually exploited children. The lodge will be located in a remote area to facilitate the children's ability to exit their victimization through prostitution. The home is expected to open in December 2010. (7) Ka Ni Kanichihk has been funded to operate a 4-bed foster home in Winnipeg for sexually exploited youth and young adults, ages 17 to 21, to transition away from sex trade victimization. The home will be open in the spring of this year. (8) New Directions for Children, Youth, Adults and Families has also been funded to operate an 8-bed transition home for sexually exploited youth and young adults, ages 17 to 21, to transition away from sex trade victimization. The home will be open in the summer or fall of 2010. (9) Funding has been provided to Ndinawe to operate a 12-bed home in Winnipeg to support vulnerable youth, including sexually exploited youth. The Department has provided funding to conduct research and deliver training to stakeholders on the topic of the sexual exploitation of boys in Manitoba. The Department has also provided funding to assist with the mobilization of regional teams in areas around the Province so that community stakeholders can develop their own regional strategies to assist with the prevention and intervention of sexual exploitation for vulnerable persons in their area. Currently, there are teams operating in Winnipeg, Thompson, Brandon, Swan River, and Southeast First Nation Communities. has also initiated awareness initiatives, such as an annual "Stop Child Sexual Exploitation Awareness Week" during the second week of March and three provincial "Stop Sex With Kids" awareness campaigns operated by Child Find Manitoba. Regarding Protection and Support Services for Foreign Victims of Human Trafficking, the Manitoba sexual exploitation strategy was expanded with the launch of Tracia's Trust in 2008 to include strategies to address all forms of sexual exploitation, including sex trafficking which is one common form of human trafficking. Prostitution and sex trafficking are closely linked; therefore, all the services listed above would also apply to victims of sex trafficking. The Child Protection Branch is represented on the Manitoba committee lead by the Salvation Army and RCMP entitled, The Trafficked Person.

## **Next Steps**

The Sexual Exploitation Unit within the Child Protection Branch continues with its work plans to implement all recommendations which pertain to child sexual exploitation.

**Current Status:** Significant Progress

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**Recommendation #:** 28

**Reference #:** 1269

### **Recommendation**

That a protocol be created that increases resources and support for a youth who discloses an incident of sexual abuse and which protocol emphasizes the immediate investigation of such a disclosure.

### **Accomplishments**

A Service Purchase Agreement will be developed with Ka Ni Kanichihk for the four-bed foster home, Our Journey Home, that will be located at 151 Annabella Street for sexually exploited female or transgender youth ages 17 to 20, who are aging out of care and whose extension of care has been approved by a CFS agency. Ka Ni Kanichihk's three new emergency foster care beds for high risk and sexually exploited children became available in summer 2009. As of February 2010, the Department funded 35 specialized program spaces and 55 specialized beds for children, youth and young adults who are sexually exploited and wish to exit the sex trade. These included: (1) The Transition Education Resources for Females (TERF) program operated by New Directions for Children, Youth, Adults and Families in Winnipeg for over 20 years provides intensive day program and exiting supports for 15 sexually exploited children. (2) The TERF Mentor Program provides intensive mentoring services to assist 20 sexually exploited children to exit their victimization through prostitution. (3) The Honouring the Spirit of Our Little Sisters program operated by Ma Mawi Wi Chi Itata Centre is a 6-bed transition home in Winnipeg for sexually exploited children. (4) Rose Hall is a specialized 6-bed treatment home for sexually exploited children in Winnipeg that is operated by Marymount. (5) Ka Ni Kanichihk operates a 10-bed specialized foster care program for sexually exploited children. Most homes are located outside of Winnipeg to assist children to exit their victimization through prostitution. Additionally, there are three emergency foster care beds for sexually exploited children, also in locations outside of Winnipeg. (6) Ma Mawi Wi Chi Itata Centre is currently developing a 6-bed rural healing lodge for sexually exploited children. The lodge will be located in a remote area to facilitate the children's ability to exit their victimization through prostitution. The home is expected to open in December 2010. (7) Ka Ni Kanichihk has been funded to operate a 4-bed foster home in Winnipeg for sexually exploited youth and young adults, ages 17 to 21, to transition away from sex trade victimization. The home will be open in the spring of this year. (8) New Directions for Children, Youth, Adults and Families has also been funded to operate an 8-bed transition home for sexually exploited youth and young adults, ages 17 to 21, to transition away from sex trade victimization. The home will be open in the summer or fall of 2010. (9) Funding has been provided to Ndinawe to operate a 12-bed home in Winnipeg to support vulnerable youth, including sexually exploited youth. The Department has provided funding to conduct research and deliver training to stakeholders on the topic of the sexual exploitation of boys in Manitoba. The Department has also provided funding to assist with the mobilization of regional teams in areas around the province so that community stakeholders can develop their own regional strategies to assist with the prevention and intervention of sexual exploitation for vulnerable persons in their area. Currently, there are teams operating in Winnipeg, Thompson, Brandon, Swan River, and Southeast First Nation Communities. The Province has also initiated awareness initiatives, such as an annual "Stop Child Sexual Exploitation Awareness Week" during the second week of March and three provincial "Stop Sex With Kids" awareness campaigns operated by Child Find Manitoba. Regarding Protection and Support Services for Foreign Victims of Human Trafficking, the Manitoba sexual exploitation strategy was expanded with the launch of Tracia's Trust in 2008 to include strategies to address all forms of sexual exploitation, including sex trafficking which is one common form of human trafficking. Prostitution and sex trafficking are closely linked;

therefore, all the services listed above would also apply to victims of sex trafficking. The Child Protection Branch is represented on the Manitoba committee lead by the Salvation Army and RCMP entitled, The Trafficked Person.

**Next Steps**

The Sexual Exploitation Unit within the Child Protection Branch continues with its work plans to implement all recommendations which pertain to child sexual exploitation.

**Current Status:** Significant Progress



# SPECIAL INVESTIGATION REVIEWS

## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO ALLAN CAMPBELL

**Recommendation #:** 1

**Reference #:** 1301

**Recommendation**

The Children's Advocate recommends that Kinosao Sipi Minisowin ensure that when a child is in their care, the social worker for that child has face to face contact with the child at least every two weeks as outlined in Section 1.14 of the Child and Family services Standards Manual.

**Accomplishments**

A letter has gone out to the Northern Authority accompanied by the report in May 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** In Progress

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**Recommendation #:** 2

**Reference #:** 1302

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch develop standards that ensure a safety assessment be conducted whenever children are being considered for reunification with their parent or caregiver. Upon reunification a safety plan that the parent or guardian can comprehend must be in place. A failure to follow the safety plan should be an immediate indicator of the need for a further safety assessment which must include an assessment of the caregiver's capacity to follow the safety plan.

**Accomplishments**

Nineteen new standards were developed as of December 2009 and were posted online in January 2010. Development of new standards will be according to priorities set by the Standards Development Team in 2009/10.

**Next Steps**

The Department, in consultation with the four Authorities, identifies priorities for new and revised standards. Standards will continue to be developed and revised to reflect best-practices and front-line realities using the Standards Development Protocol.

**Current Status:** In Progress

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**Recommendation #:** 3

**Reference #:** 1303

**Recommendation**

The Children's Advocate recommends that the Standing Committee begin developing programs and resources in partnership with community leaders and other community agencies that will provide treatment and support to families with addictions on a long term basis.

**Accomplishments**

A letter has gone out to the Northern Authority accompanied by the report in May 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** In Progress



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO ANTHONY GREENE**

### **Recommendation #: 1**

**Reference #:** 1753

#### **Recommendation**

The Children's Advocate recommends that Winnipeg Child and Family Services review their policy concerning the use of Voluntary Placement Agreements to ensure that they fulfill the intent of the Child and Family Services Act and the Manitoba Child Welfare Program standards.

#### **Accomplishments**

A letter was sent to the General Authority accompanied by the report on March 2, 2010.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the General Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1754

#### **Recommendation**

The Children's Advocate recommends Winnipeg Child and Family Services ensure that in all future protection investigations all Program Standards are met prior to the Agency Supervisory staff signing off on the file.

#### **Accomplishments**

A letter was sent to the General Authority accompanied by the report on March 2, 2010.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the General Authority to address this recommendation.

**Current Status:** Pending





## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO BRANDON SHERRY

**Recommendation #: 1**

**Reference #: 1687**

**Recommendation**

The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network, along with the Southern Authority, immediately ensure that all Intake Referrals to Tier II Intake are assigned to Intake Social Workers to conduct assessments according to Provincial Standards. Further, that direct client contact is made which includes specifically seeing and interviewing children of interviewable age, as previously recommended by the Children's Advocate in two other reports pertaining to Child and Family All Nations Coordinated Response Network. To ensure the matters are duly assigned and that direct contact occurs, an audit of all open files must occur immediately.

**Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing that they received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report on October 16, 2009.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 2**

**Reference #: 1688**

**Recommendation**

The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network, specifically Tier II Intake, immediately begin reporting the Intake Assessment conclusion outcome to referring collateral Agencies or public service providers as outlined in The Child and Family Services Act.

**Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing that they received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report on October 16, 2009.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 3**

**Reference #: 1689**

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network Management immediately ensure all ANCR personnel be educated about their responsibility for matter transferring from Intake until acceptance by the receiving Agency, and that all information related to significant others and service providers be forwarded accordingly.

**Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing that they received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report on October 16, 2009.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #:** 4

**Reference #:** 1690

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network Management conduct random quality assurance audits to ensure relevant and though child protection information is obtained from referral sources, service provision agencies, and previous existing files as would be necessary in conduction through assessments.

**Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing that they received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report on October 16, 2009.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status**

Pending



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO BRIANNA MCKAY

### **Recommendation #: 1**

**Reference #:** 1304

#### **Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services standards concerning the transfer of files and ensure there is appropriate documentation when a child or family is transferred from one agency to another agency.

#### **Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing them that a report was received from the OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report on July 14, 2009.

#### **Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1305

#### **Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services immediately review all of their voluntary placement agreements to ensure that no agreement has been made when there is evidence that a child is in need of protection as defined by the Child and Family Services Act.

#### **Accomplishments**

The Child Protection Branch sent a letter to Southern Authority informing them that a report was received from the OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report July 14, 2009.

#### **Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 1306

#### **Recommendation**

The Children's Advocate recommends that Island Lakes First Nations Family Services review the records of any children placed in their communities to ensure there is an open child in care file on each child containing an agreement to supervise their placement and a plan outlining how and when they will report to the placing agency on the child's functioning.

#### **Accomplishments**

The Child Protection Branch sent a letter, accompanied by the report to Northern Authority on July 14, 2009 informing them that a report was received from the OCA with respect to the death of the child.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending





# **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO CASSANDRA CLARIDGE**

**Recommendation #: 1****Reference #:** 1307**Recommendation**

The CME recommends that the Child Protection Branch develops a Foundational Standard which establishes a review process for children experiencing multiple placements.

**Accomplishments**

CFSIS automated risk warnings will cause warnings to be delivered to a worker and supervisor by e-mail on an overnight basis when certain conditions are met within a CFSIS record. The warnings are based on information that is recorded within CFSIS that represent a condition of increased risk to a child in care including: 5 or more placements in the last 12 months, 8 or more placements since case first opened, case re-opened 3 or more times in last 12 months and case re-opened 8 or more times since first case opening.

**Next Steps**

The Child Protection Branch continues to revise and develop new standards based on current best-practices and front-line realities.

**Current Status:** Complete: Pending Approval

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**Recommendation #: 2****Reference #:** 1308**Recommendation**

The CME recommends that Winnipeg Rural and Northern CFS (Winnipeg Region) comply with case management standards, specifically standard 1.1.2 (assessment), 1.1.3 (planning), 1.1.4 (service provision), 1.1.5 (evaluation) and 1.1.6 (service completion).

**Accomplishments**

In December 2009, all General Authority agencies received the Authority's Child and Family Services Standards Handbook as well as the Case Management Flow Processes chart for review which provide detailed information on the case management process including standards, interpretation and practice assistance on conducting abuse investigations and completing family and child assessments.

**Next Steps**

The Child Protection Branch, Authority Relations/Quality Assurance (AR/QA) Specialists have developed a QA framework and will begin conducting Authority reviews shortly. The AR/QA Specialists will be reviewing the Authorities QA processes to review compliance on case management standards with their agencies.

**Current Status:** Complete: Pending Approval





## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO CHELSEY WOOD**

### **Recommendation #: 1**

**Reference #:** 1697

#### **Recommendation**

The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with interviewing, gathering and assessing information, and case planning be appropriately trained and supported in recording all social work activities and service provision. This would include supervisory personnel.

#### **Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1698

#### **Recommendation**

The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, immediately ensure that all front-line Child Welfare personnel have access to knowledgeable and informative supervision for all cases.

#### **Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 1699

#### **Recommendation**

The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, establish a clearly written Conflict of Interest Service Provider Policy that ensures all community residents, whether they are Agency personnel or relatives of Agency personnel, can access necessary and appropriate Child Protection Services. Further, that all such provided Child Protection activities are duly recorded and filed.

#### **Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 4****Reference #:** 1700**Recommendation**

The Children's Advocate recommends the Northern Authority revisit the practice of and establish a policy for signatories to legal documents regarding children who are not legally attached to those signatories.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 5****Reference #:** 1701**Recommendation**

The Office of the Children's Advocate recommends that the Island Lake First Nations Family Services Executive Director and the Northern Authority audit all files and interview all staff in Garden Hill immediately to determine what further training and support is required for staff to: a) better understand their mandate around child protection service delivery, and b) meet the current program standards for file recording, assessment and case planning.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 6****Reference #:** 1702**Recommendation**

The Children's Advocate recommends that the Northern Authority, in partnership with Island Lake First Nations Family Services, immediately assess the merit of all available suicide prevention and intervention programs and ensure there are coordinated, accessible, and knowledgeable programs available for the Garden Hill community by engaging with the other human services programs.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the Northern Authority to address the recommendation.

**Current Status:** Pending



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO CHEYENNE CHORNOBY

**Recommendation #: 1**

**Reference #: 1309**

**Recommendation**

The Children's Advocate recommends, that when The Child and Family All Nations Coordinated Response Network is investigating child protection concerns, workers have direct face-to-face contact and discussion with all children in the family system to ensure that all children are safe and receive appropriate services in relation to protection concerns.

**Accomplishments**

ANCR received the standards training package in November 2008. In addition the Southern Authority provided standards package training to the agency on June 23, 24, and 25. Face to Face standards were included in the training package.

**Current Status:** Complete

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**Recommendation #: 2**

**Reference #: 1310**

**Recommendation**

The Children's Advocate recommends that while conducting Abuse Investigations, all parties (alleged victim and alleged offender) are interviewed by The Child and Family All Nations Coordinated Network so that all of the identified child protection concerns are addressed within initial interviews.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address this recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 4**

**Reference #: 1312**

**Recommendation**

The Children's Advocate recommends The All Nations Coordinated Response Network follow Risk Intake Response Time Standards, Levels of Risk to Children, Safety Assessment, as identified within current Provincial Standards when a level of risk has been designated to a child involved in protective services.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The

final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address this recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 5**

**Reference #:** 1313

**Recommendation**

The Children's Advocate recommends the Province and Authorities working with The Child and Family All Nations Coordinated Response Network reduce abuse unit workers caseloads to ensure the safety of children when abuse is alleged and to ensure Provincial Standards are met in abuse investigations, based on best practices.

**Accomplishments**

As part of the workload relief for ANCR the Provincial Investigation Specialists at the Child Protection Branch took foster home investigations within the city of Winnipeg from December 29, 2008 to June 30, 2009. A Third Abuse Unit was subsequently created to reduce caseloads. The Third Abuse Unit will expand the Abuse Program by 10 positions to a total staffing complement of 37 staff. Two of the 37 positions are designated for specialized investigations, as part of ANCR's partnership in an initiative of the Province of Manitoba to address particular needs of sexually exploited youth.

**Next Steps**

The Abuse Units continue to address the backlog.

**Current Status:** Significant Progress

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**Recommendation #: 3**

**Reference #:** 1311

**Recommendation**

The Children's Advocate recommends that The Child and Family All Nations Coordinated Response Network ensure Child Protection Agencies are notified if information is provided in the course of an investigation that alleged offenders and/or victims are in jurisdictions other than the jurisdiction of current investigation to ensure the protection and wellbeing of children in all said jurisdictions. Family centered Child Protective Services (Core 101 training provided to all child protection workers) defines risk assessment in terms of Access of the Perpetrator.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address this recommendation.

**Current Status:** In Progress





## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO FERREN MILES

### **Recommendation #: 1**

**Reference #:** 1755

#### **Recommendation**

The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.

#### **Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1756

#### **Recommendation**

The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a clarification statement to all four Child and Family Services Authorities. This statement should advise Authorities and their respective agencies as to interpretation of "Solicitor-Client Privilege" provisions under as it pertains to the removal of documents from Agency services files prior to a review under Section 8.2.3 of The Child and Family Services Act.

#### **Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 1757

#### **Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba immediately ensure that all children in care are given the opportunity to engage in regular on-going contact with biological family members, including birth parents, siblings and any other extended family members as deemed appropriate by the Agency. The Agency should provide adequate financial support to facilitate family/community contact where this has been deemed to be safe and does not present a risk to the child.

#### **Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 1758

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the First Nations of Northern Manitoba Child and Family Services Authority, immediately seek additional funding to increase staffing resources for child welfare service provision in Shamattawa to stabilize the local service system and allow workers sufficient time to address both emergency and non-emergency service needs.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 1759

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba immediately ensure that child-in-care related case management duties are formally transferred to a local worker in the child's foster home community when sufficient geographic distance will present a barrier to the assigned worker in conducting and completing child-in-care contact as outlined within Provincial Standards.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 6**

**Reference #:** 1760

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in collaboration with the First Nations of Northern Manitoba Child and Family Services Authority, immediately conduct learning needs assessment with local Shamattawa Agency staff to identify priority training needs related to key competencies in the provision of protective service interventions. Within three months of this assessment, the Agency and/or Authority should develop and begin implementing a comprehensive training schedule for local Shamattawa staff. Wherever possible training should be provided using the community's First Nation language, held locally in Shamattawa and be made

available to key community collaterals as deemed appropriate by the Agency and Authority.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 7**

**Reference #:** 1761

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba immediately conduct further assessment and follow-up with regard to the surviving twin sibling to ensure that appropriate referrals for grief counseling and placement planning have occurred. The Agency should immediately make a determination as to whether or not the child will be returned to the foster home and take appropriate timely action to bring closure to this outstanding issue.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 8**

**Reference #:** 1762

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba include the provision of culturally-appropriate, water safety educational materials when conducting Agency Foster Parent Orientations for new foster parents.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 9**

**Reference #:** 1763

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba establish a policy requirements to establish and/or review an appropriate water safety plan as part of the licensing or re-licensing process of all Agency foster homes geographically located near a body of water. This would also include any foster home equipped with pools or hot tubs that are accessible to children in the home.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #:** 10

**Reference #:** 1764

**Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba establish a policy requirement that a water safety plan, which may include but is not limited to appropriate formal training and/or swimming lessons, be established for all Agency children in care over the age of four years. Once established, child in Care Water Safety Plans should be reviewed on an annual basis to ensure that they meet the child's evolving developmental needs and capacities.

**Accomplishments**

A letter was sent to the Authority, along with a copy of the OCA report on March 2, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO GERROD HEAD (SAUNDERS)

**Recommendation #: 1****Reference #:** 2067**Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately establish a review mechanism to ensure that workers have fully complied with required Provincial Standards related to service completion and file closure. This would include ensuring that there has been recent face-to-face contact with the family, including all children, for the completion of up-to-date assessments of family functioning and risk to the children. The Children's Advocate further recommends that if other collaterals or child welfare agencies are involved or require notification of closure, the closing review must ensure appropriate notifications and/or referrals have been made and received prior to the file being closed.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 2****Reference #:** 2068**Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately review staff training records to ensure all front-line staff/supervisors have completed core competency-based training for workers as outlined within provincial standards and develop a corrective action plan to address any identified deficiencies. The Children's Advocate further recommends that the Agency, in consultation with the First Nations of Northern Manitoba Child and Family Services Authority, ensure all front-line staff, supervisors and other relevant managers receive specialized training on case management standards within the next six months.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 3****Reference #:** 2069

**Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately develop clear, written Agency policies and procedures to guide Agency staff in the identification and management of conflict of interest related to service provision. The Children's Advocate further recommend that the Agency ensure that these policies and procedures address conflict of interest related to the handling of foster home application requests.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 2070

**Recommendation**

The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately review section 18.4(1) of The Child and Family Services Act with all Agency staff to ensure compliance with the Agency's legislated duty to investigate all reports of a child in need of protection. This review should include ensuring workers have direct face-to-face contact and speak with all children in the family to ensure children are safe and that the family receives appropriate services in relation to the identified protection concerns. If the children are residing in a different geographic region, workers must forward the protection concerns to the respective designated intake agency for further follow-up on the Agency's behalf.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 2071

**Recommendation**

The Children's Advocate recommends that Cree Nation Child and Family Caring Agency and Family Caring Agency immediately conduct a training audit of all front-line staff/supervisors to ensure staff have requisite knowledge and skills necessary in conducting abuse investigations. The Children's Advocate further recommends that the Agency. In consultation with the First Nations of Northern Manitoba Child and Family Services Authority, establish a schedule of on-going specialized training related to abuse investigations. Training topics should include information on interviewing skills, assessing risk, legislative requirements and relevant Provincial Management Standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 6**

**Reference #:** 2072

**Recommendation**

The Children's Advocate recommends that within the next six months the First Nations of Northern Manitoba Child and Family Services Authority initiate a comprehensive quality assurance review of the Designated Intake service program of Cree Nation Child and Family Caring Agency to address issues identified in this Special Investigation Review and those in the Section 4 Operational Review previously completed by the First Nations of Northern Manitoba Child and Family Services Authority.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 7**

**Reference #:** 2073

**Recommendation**

The Children's Advocate recommends that pending completion of a quality assurance review, the First Nations of Northern Manitoba Child and Family Authority actively monitor Designated Intake Services provided by Cree Nation Child and Family Caring Agency to ensure that there are no delays in service provision that may leave children at risk and in need of protection.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 8**

**Reference #:** 2074

**Recommendation**

The Children's Advocate recommends Cree Nation Child and Family Caring Agency, in collaboration with the First Nations of Northern Manitoba Child and Family Services Authority, immediately review Agency administrative practices to determine alternative record management methods and resources requirements to ensure all Agency records are maintained within guidelines in Provincial Standard 1.7.1 Service Records.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 9**

**Reference #:** 2075

**Recommendation**

The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease placing children in unlicensed homes. The Children's Advocate recommends that Cree Nation Child and Family Caring Agency submit a monthly listing of all Place of Safety child placements to the First Nations of Northern Manitoba Child and Family Services Authority for a period of at least one year for purposes of quality assurance and to ensure Agency compliance with Provincial Standards governing the use of Places of Safety.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 10**

**Reference #:** 2076

**Recommendation**

The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority immediately review all case transfers that occurred as part of the April 2005 granting of a provincial mandate to Opaskwayak Cree Nation Child and Family Services to ensure that all required case file documentation, as outlined within Provincial Standards, is contained within each agency's service file. Any outstanding documentation should be noted along with an action plan by the identified Agency for completion of required recordings.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by

the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #:** 11

**Reference #:** 2077

**Recommendation**

The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority issue a directive to both Cree Nation Child and Family Caring Agency and Opaskwayack Cree Nation Child and Family Services requiring that they immediately address issues contributing to a lack of collaboration in their working relationship. The Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority make available sufficient resources for both Agencies to engage in any mediation or other healing processes as deemed necessary by the Agencies in order to resolve the issues.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #:** 12

**Reference #:** 2078

**Recommendation**

The Children's Advocate recommend that the First Nations of Northern Manitoba Child and Family Services Authority immediately audit the personnel records of both Cree Nation Child and Family Caring Agency and Opaskwayak Cree Nation Child and Family Services to ensure both Agencies are in compliance with Provincial Standard 1.8.2 human Resource Practices in relation to current staffing. The Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority identify and implement a corrective action plan to address any identified deficiencies with one or both Agencies as necessary.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 13****Reference #: 2079****Recommendation**

The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority ensure both Cree Nation Child and Family Caring Agency and Opaskwayak Cree Nation Child and Family Services develop and approve written policies regarding the Agency's hiring practice within three months of the date of this report. These policies should demonstrate compliance with Provincial Workforce Qualification Standards, should they not do so, the Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority take further action through administration of appropriate sanctions.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 14****Reference #: 2080****Recommendation**

The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010.

**Next Steps**

This recommendation was only recently received and will be addressed as part of the ongoing work between the Child Protection Branch and the Authorities.

**Current Status:** Pending

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**Recommendation #: 15****Reference #: 2081****Recommendation**

The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs consider seeking a legislative amendment to section 8.12 of The Child and Family Services Act, permitting a substantial increase to the fine incurred when repeated incidents of non-compliance to requests for information by the Children's Advocate become evident.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010.

**Next Steps**

This recommendation was only recently received and a plan of action is being developed to address the issue.

**Current Status:** Pending

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**Recommendation #:** 16

**Reference #:** 2082

**Recommendation**

The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority take immediate action with regard to identified shortcomings in Cree Nation Child and Family Caring Agency service delivery. These measures should include, but are not limited to, the active oversight of Cree Nation Child and Family Caring Agency's implementation of the recommendation stemming from all Agency review and the application of appropriate sanctions as necessary should the Agency fail to comply.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010. A letter has gone out to the Northern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #:** 17

**Reference #:** 2083

**Recommendation**

The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs ensure sufficient resources are made available to adequately support the First Nations of Manitoba Child and Family Services Authority in fulfilling its statutory mandating responsibilities with regard to oversight of Cree Nation child and Family Caring Agency.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010.

**Next Steps**

A team of representatives from the Child Protection Branch, SIPS and INAC are working with the Authority to respond to similar recommendations made in the Cree Nation operational review.

**Current Status:** Significant Progress

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**Recommendation #: 18**

**Reference #: 2084**

**Recommendation**

The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs hold Child and Family Services Authorities accountable for the appropriate discharge of their legislated duties and responsibilities, including use of timely, appropriate concrete sanctions should Child and Family Services Authorities be found to fail to fully meet their mandates.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010.

**Next Steps**

This recommendation was only recently received and a plan of action is being developed to address the issue.

**Current Status:** Pending



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO GRACE BOUCHIE**

**Recommendation #:** 1

**Reference #:** 1721

### **Recommendation**

The Children's Advocate recommends that the Child Protection Branch ensure that standard risk assessment be consistently completed at intake by Designated Intake Agencies in order to make an accurate determination about the need for ongoing child welfare service based on future potential of maltreatment.

### **Accomplishments**

A new standardized risk assessment tool has been developed by the four CFS Authorities. This tool will help front-line workers improve their ability to care for their children. The new tool will be tested as part of Phase 2 of Differential Response. Province-wide roll-out will occur during Phase 3 of Differential Response.

### **Next Steps**

The Authority Relations/Quality Assurance Specialists will continue to work with the General Authority to address this recommendation.

**Current Status:** In Progress





## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO ISABELLA RIETZE**

### **Recommendation #: 1**

**Reference #:** 1692

#### **Recommendation**

The Children's Advocate recommends that CFS-CM review all open files, within two months of receipt of these recommendations, and ensure that child protection investigations have been conducted where there have been allegations that a child has been maltreated and that the information has been forwarded to the local Law Enforcement and Child Abuse Committee where appropriate and in accordance with the current Provincial Standards.

#### **Accomplishments**

In 2008, The General Authority provided training to all its agencies, including CFS-WM, on the Child Protection Services Standards, including Legal Proceedings, Child Abuse, Provincial Child Abuse Investigations, and Apprehensions for Medical Treatment, and Working with Law enforcement. In January 2009, Child Abuse Committee training was provided to all General Authority agency Child Abuse coordinators.

**Current Status:** Complete

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### **Recommendation #: 2**

**Reference #:** 1693

#### **Recommendation**

The Children's Advocate recommends that CFS-CM review all open files, within four months of receiving the recommendation, and ensure that assessments are completed and up to date in accordance with the Provincial Standards.

#### **Accomplishments**

In December 2009, all General Authority agencies received the Authorities Child and Family Services Standards Handbook as well as the Case Management Flow Process chart for review which provided detailed information on the case management process including standards, interpretation and practice assistance on conducting abuse investigations and completing family and child assessments.

**Current Status:** Complete

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### **Recommendation #: 3**

**Reference #:** 1694

#### **Recommendation**

The Children's Advocate recommends that the Director of Child Welfare review the current standards in respect to child protection investigations and that the current Standard be amended to state that all children who are verbal be interviewed.

#### **Accomplishments**

The standards clearly state that in a child protection investigation, all children in the household must be seen and have their safety assessed.

**Current Status:** Complete

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**Recommendation #: 4****Reference #:** 1695**Recommendation**

The Children's Advocate recommends that the Director of Child Welfare modify the Intake Module to include specific criteria as to who should be included in the family demographics in the Family Group. The children's Advocate suggests this criteria state that all residents residing in the home where the child resides, whether on a full or part-time basis, be included in the Family Group on the Intake Module.

**Accomplishments****Next Steps**

The Child Protection Branch is in the process of developing a protocol to address OCA Special Investigation recommendations to both the Division and collateral departments.

**Current Status**

In Progress

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**Recommendation #: 5****Reference #:** 1696**Recommendation**

The Children's Advocate recommends that the Director of Child Welfare review the current Regulation regarding clarity as to where responsibility for a child abuse investigation falls when the alleged incident occurs outside the geographic jurisdiction of the Designated Intake Agency to whom the alleged incident is first reported and/or where there are key individuals residing in an other geographic jurisdiction.

**Accomplishments****Next Steps**

The Child Protection Branch is in the process of developing a protocol to address OCA Special Investigation recommendations to both the Division and collateral departments.

**Current Status**

In Progress



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO IVAN BRASS

### **Recommendation #: 1**

**Reference #:** 1314

#### **Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services, in concert with the Southern Authority FASD Specialist, identify the children with FASD in the agency's care and ensure that the workers and foster parents providing service to those children receive appropriate training in assessing, planning for, and managing children and youth with a diagnosis of FASD.

#### **Accomplishments**

DOCFS conducted a file audit/child profile survey from May 1, 2008 to October 1, 2008. The review found that of the 604 Child in Care (CIC) files reviewed, 302 (50%) were found to have a diagnosis of an issue related to the following: domestic violence, alcohol abuse, drug use and sexual abuse. Of the 302 CIC with such diagnosis, 68 (23%) have FAS/Partial FAS, 9 (3%) FAE, and 101 (33%) have ADHD. These results have been shared with supervisory staff. One ward of DOCFS will become part of the Visions and Voices (FASD Speakers Bureau) and will be available to the communities to share how he has learned to live successfully with FASD. The Southern Authority FASD Specialist is available to the agencies for Case Consultations and has provided such services to DOCFS staff, foster parents and community workers. All DOCFS staff is required to complete CORE Competency Based Training which includes FAS/FASD. Regional training has been provided as requested.

**Current Status:** Complete

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### **Recommendation #: 2**

**Reference #:** 1315

#### **Recommendation**

The Children's Advocate recommends that the Southern Authority provide the resources necessary to allow Dakota Ojibway Child and Family Services workers and careproviders to participate in training sessions.

#### **Accomplishments**

The Southern Authority has provided FASD Basics Training and Relationship Based Strengths Approach to Discipline with Teens and FASD for foster parents and staff. An FASD Centre Orientation for social workers was held in November 2009. The Basics and Orientation workshop will be offered repeatedly at the community level and/or through video conference. DOCFS sent representatives to the Joint Authority CFS Elders FASD gathering in October 2009. The Elders who attended may be available at the agency level to support in the identification and case management functions from a cultural perspective. The Southern Authority FASD Specialist has provided DOCFS with FASD Resource packages for staff and separate packages for foster parents. DOCFS has distributed these packages to all field offices staff and foster parents who care for children identified in the audit/survey profile survey from May 1, 2008 to October 1, 2008 (see above).

**Current Status:** Complete

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### **Recommendation #: 3**

**Reference #:** 1316

#### **Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services monitor the case plans for children with FASD to ensure that those plans are consistent with meeting the needs of children with FASD.

**Accomplishments**

DOCFS workers, Supervisors and Direct Service Coordinators regularly review files, case lists, case plans, and dates of visits. The Southern Authority FASD Specialist is available to the Agency to assist in Case Management matters.

**Current Status:** Complete

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**Recommendation #: 6**

**Reference #:** 1319

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services immediately review all its place of safety placements to ensure compliance with current standards particularly that criminal record, prior contact and child abuse registry checks have been completed on every adult in the home and that at least one reference has been explored

**Accomplishments**

The DOCFS Foster Care Coordinator reviews all place of safety placements on a monthly basis and advised workers in writing to obtain all required information. The Foster Care Coordinator meets bi-monthly with foster care workers to review and address any issues such as place of safety placement requirements and checks. Agency management has met with supervisors will continue to monitor the process.

**Current Status:** Complete

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**Recommendation #: 8**

**Reference #:** 1321

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services develop a conflict of interest policy to guide workers in conducting abuse investigations within their communities.

**Accomplishments**

The DOCFS Staff Personnel Policy does contain a "Conflict of Interest" policy which states that no representative of the agency shall benefit personally or materially resulting from their position within the agency. Although no written policy specifically addressing abuse investigations exists at this time, the agency has put measures in place to safeguard against such conflicts of interest by ensuring that either a child abuse investigator from another community or one of the three Direct Service Coordinators may conduct the investigation. DOCFS is in the process of revising the Agency Policy Manual and recognizes the need to revise the written "Conflict of Interest" policy to capture child abuse investigations.

**Current Status:** Complete

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**Recommendation #: 10**

**Reference #:** 1323

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services review its policy and procedures related to contracting with external service providers to ensure they comply with current standard 1.3.1 "service contracts with collateral service providers" this standard requires individual service contracts to include: service definitions, goals, activities and outcomes; reporting requirements; and service funding arrangements.

**Accomplishments**

To ensure compliance with this standard, DOCFS has developed a service contract which is a revised version of the Agency's "Counselling Referral Intake Form MIS – 14". The "Referral/Counselling Service Contract" includes a section whereby the Service Provider is to list the counselling goals, number of sessions and the cost per session. By signing the contract, the service provider agrees to provide a copy of the Initial Assessment/Treatment Plan and monthly progress reports to the agency prior to payment of services. The agency has been advised of the importance of ensuring service contracts are completed with service providers. DOCFS will monitor service providers more closely to ensure goals, outcomes and reports are provided to the agency and will incorporate such goals and outcomes into the overall Case Plan for follow up. In addition to accessing such service providers, the agency has utilized culturally appropriate alternative methods of helping such as Elders and an Equine Therapy Program for Youth.

**Current Status:** Complete

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**Recommendation #: 11**

**Reference #:** 1324

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services explore with its workers the current mechanism for exchanging relevant information between designated intake agencies, on-reserve and off-reserve workers and determine what if any changes need to be made to ensure that the flow of information is timely and efficient.

**Accomplishments**

Intakes from the Designated Intake Agency (DIA) are faxed/sent to DOCFS. Agency supervisors review and approve the intakes to ensure all required documentation is provided. Current legislation permits only the sharing of Criminal Record Check information regarding charges and convictions.

**Current Status:** Complete

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**Recommendation #: 4**

**Reference #:** 1317

**Recommendation**

The Children's Advocate recommends that the Director of Child and Family Services ensure the development of a standard that would require field workers to receive all the modules of core competency training or their equivalent within twelve months of their hiring.

**Accomplishments**

The Division has made a commitment to ensure that all new hires receive core competency-based training as soon as possible upon hire. Training is offered through the Joint Training Team and is offered across the Province.

**Next Steps**

Analysis of new staff competency-based training waitlists will provide feedback on current training timeframes.

**Current Status:** Significant Progress

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**Recommendation #: 5**

**Reference #:** 1318

**Recommendation**

The Children's Advocate further recommends that the Director ensure that agencies have the resources necessary to provide training to all staff requiring core competency training.

**Accomplishments**

The Division has made a commitment to ensure that all new hires receive core competency-based training as soon as possible upon hire. Training is offered through the Joint Training Team and is offered across the Province.

**Next Steps**

Analysis of new staff competency-based training waitlists will provide feedback on current training timeframes.

**Current Status:** Significant Progress

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**Recommendation #: 7**

**Reference #:** 1320

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services examine every placement that has been designated as a place of safety for longer than 30 days to ensure that foster home licensing is being actively pursued and will be completed in accordance with the timelines established by current foster home standards (within six months) or that alternative placements are being located.

**Accomplishments**

The DOCFS Foster Care Unit and Coordinator sends out lists of the place of safety placements every 30 days to field offices and workers.

**Next Steps**

The Quality Assurance / Authority Relations Specialists will continue to work with the Southern Authority to address this recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 9**

**Reference #:** 1322

**Recommendation**

The Children's Advocate recommends that Dakota Ojibway Child and Family Services ensure that its workers are using the intake module in compliance with current standards.

**Accomplishments**

The Southern Authority has developed a culturally appropriate quality assurance framework for its agencies. The Southern Authority will review worker compliance with current standards during these reviews.

**Next Steps**

The following is a schedule for the planned reviews of DOCFS: 2008/2009 – foster home license and place of safety audit, face to face audit; 2009/2010 – Special Needs Committee audit; 2010/2011 – DR Readiness Review; 2012/2013 – QA Review.

**Current Status:** In Progress



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO JENNIFER FRAME**

**Recommendation #:** 3

**Reference #:** 1327

### **Recommendation**

The Children's Advocate recommends that Child and Family All Nations coordinated Response Network (ANCR) immediately review the abuse submission regarding Danielle Berthelette to ensure that the matter has been heard by the agency's child abuse committee and that a decision has been rendered. In keeping with provincial standards and regulations, the agency is to update all service files (both electronic and hard-copy) with the required documentation regarding the child abuse committee referral.

### **Accomplishments**

In a letter to the Children's Advocate dated August 19, 2009, ANCR confirmed that the matter was referred to the Child Abuse Committee on March 7, 2008 and was reviewed by the committee on June 13, 2008. The referral to the Child Abuse Committee is on file as required.

**Current Status:** Complete

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**Recommendation #:** 1

**Reference #:** 1325

### **Recommendation**

The Children's Advocate Recommends that Winnipeg Child and Family Services immediately review all "waiting closure" service files and take immediate action to ensure timely closure of any files currently in excess of expected timeframes as outlines in provincial standards. In addressing their issue, it is imperative that service provision to families and children in care be maintained and not be disrupted. Therefore, It is also recommended that the agency ensure resources are made available for case management coverage while workers complete outstanding paperwork and that such resources be determined in consultation with the agency's funding Authority.

### **Accomplishments**

The Authority has been advised that from October 2009 to January 2010, 162 family service and child in care files marked as "waiting closure" at WCFS have been closed, and work continues to complete the remainder of 238. The agency provided extra support to its service teams to ensure that services to open files were maintained through the use of two "float Workers." The agency and the Authority will continue to monitor the progress in reducing the files which are marked "waiting closure" in excess of the timeframes as outlined in provincial standards.

### **Next Steps**

The Authority Relations/Quality Assurance Specialists have developed a QA framework and will begin a review of the General Authority and its QA process to review compliance of case management standards with agencies.

**Current Status:** Significant Progress

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**Recommendation #:** 2

**Reference #:** 1326

### **Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority undertake a quality assurance review of Child and Family All Nations Coordinated Response Network (ANCR) as a priority item. This should be a comprehensive review of the agency that

includes (but is not limited to) a review of the agency's funding, workloads, organizational structure and case management practices. The review should also include any child abuse committees operated by the agency to ensure that matters have been appropriately dealt with and in keeping with the provincial child abuse regulation. The children's advocate further recommends that the Authority, in conjunction with the agency, develop a corrective action plan to address any identified deficiencies.

#### **Accomplishments**

On March 12, 2010, the ANCR Service Mandate Review has been released. This QA review of ANCR was initiated by the First Nations of Southern Manitoba Child and Family Services Authority in October 2008. The review of ANCR was conducted by the Southern Authority, in collaboration with the Child Protection Branch. The Service Mandate Review examined the effectiveness of the existing service model at ANCR in four program areas: the After-Hours Unit (AHU), the Crisis Response Unit (CRU), the Tier II Intake Unit and the Abuse Investigation Unit (AIU). The efficiency and effectiveness of the telephone services was also examined. The QA reviews focused on the agency's workloads, organizational structure and case management practices. There was also a reference made to the backlogs experienced by the child abuse committees and their contribution to high caseloads at the Abuse Investigation Unit. The review generated 53 recommendations in total. A three-year corrective-action plan is underway to address the concerns identified. The development process to date has engaged ANCR staff across the organization and the union responsible for ANCR's staff. Regular reports are being provided to the Board of Directors, the Southern First Nations Network of Care and the Joint Management Group.

#### **Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address this recommendation.

**Current Status:** Significant Progress

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#### **Recommendation #: 5**

**Reference #:** 1329

#### **Recommendation**

The Children's Advocate recommends that the director of Child and Family Services ensure that an educational/training package is developed in concert with the above policies/practice standards and that such training is delivered in a timely fashion to all Child and Family Services agency staff and child abuse committees who may be dealing with these matters.

#### **Accomplishments**

There is a move by CFS and LEA to better utilize the offence provisions in the CFS Act, such as causing a child to be in need of protection and harbouring a child, to deter and prosecute offenders. Implemented after the offence penalties in The Act were substantially increased in 2005 and more concerted efforts have been put into effect in 2009.

#### **Next Steps**

The Director of Child and Family Services will continue to work with the Authorities and their agencies to address this recommendation.

**Current Status:** Significant Progress

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#### **Recommendation #: 4**

**Reference #:** 1328

#### **Recommendation**

The Children's Advocate recommends that the director of Child and Family Services immediately develop a policy statement and specific practice standards for child welfare agencies in dealing with age

of sexual consent issues. These guidelines should include clarification of current criminal code provisions and any subsequent practice implications e.g. reporting protocols with police, determinations of abuse, role of abuse committees, etc. The children's advocate further recommends that these guidelines be determined in consultation with relevant collaterals/partners to ensure congruent service interventions.

#### **Accomplishments**

In accordance with The Child and Family Services Act, the Branch notifies agencies that a minor has given birth to a child, in order to assess the need for services and supports, as outlined in the Voluntary Family Services standards (Section 2, Volume 1). The Notice of Live Birth/Maternity sent to Authorities are accompanied by a note alerting to the possibility of the application of Bill C-2 (which raises the age of consent to 16) This is an important component of ensuring that agencies are aware of adolescents who are in need of appropriate services, to ensure the well-being of both the adolescent parent and the infant. Responsibility for receiving, reviewing, tracking and follow-up of notifications rests with an Authority, who forwards notification to the appropriate agency and ensures the provision of perinatal services.

#### **Next Steps**

This recommendation is part of the work of the ongoing sexual exploitation strategy.

**Current Status:** In Progress

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#### **Recommendation #: 6**

**Reference #:** 1330

#### **Recommendation**

The Children's Advocate recommends that the Director of Child and Family Services require that all reports involving age of sexual consent be forwarded to the agency's regional child abuse committee upon completion of the agency investigation for consultation and external review. The purpose of such referral is to ensure that all relevant contextual information has been considered in reaching a determination as to whether sexual exploitation and/or abuse occurred, and in those cases where abuse did not occur, to ensure alternate supportive, educative and preventative interventions have been identified and implemented where warranted.

#### **Accomplishments**

In accordance with The Child and Family Services Act, the Branch notifies agencies that a minor has given birth to a child, in order to assess the need for services and supports, as outlined in the Voluntary Family Services standards (Section 2, Volume 1). The Notice of Live Birth/Maternity sent to authorities are accompanied by a note alerting to the possibility of the application of Bill C-2 (which raises the age of consent to 16) This is an important component of ensuring that agencies are aware of adolescents who are in need of appropriate services, to ensure the well-being of both the adolescent parent and the infant. Responsibility for receiving, reviewing, tracking and follow-up of notifications rests with an Authority, who forwards notification to the appropriate agency and ensures the provision of perinatal services.

#### **Next Steps**

The Director of Child and Family Services will continue to work with the Authorities and their agencies to address this recommendation.

**Current Status:** In Progress





## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO JORJA HEINZELMANN**

### **Recommendation #: 1**

**Reference #:** 1331

#### **Recommendation**

The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network prioritize developing a protocol to ensure that complete intake information is transferred to all receiving agencies.

#### **Accomplishments**

ANCR has a solid transfer process in place. The process is as follows: once the transfer package is completed (which includes the full content of the IM report, the ADP form, and any other case specific correspondence and documentation) it is faxed to the receiving agency. The receiving agency has five days to review the transfer package and correspond with ANCR that they are accepting the transfer. Once ANCR receives notification, the Intake Module report is finalized and ANCR opens a CFSIS on behalf of the receiving agency. When this occurs, the complete Intake Module Report is electronically transferred to the receiving agency's CFSIS file. This ensures that the receiving agency has the complete information regarding ANCR's involvement with the family. It is the responsibility of the receiving agency to review the complete transfer information as well as any historical information that may be needed for case planning purposes. It is also part of ANCR procedures to fax any updated information that occurs between the time that the transfer is sent and the time that the transfer is confirmed. This is documented in the ANCR Intake Program Manual

**Current Status:** Complete

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### **Recommendation #: 2**

**Reference #:** 1332

#### **Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority undertake a quality assurance review of Child and Family All Nations Coordinated Response Network (ANCR) as a priority item. This should be a comprehensive review of the agency that includes (but is not limited to) a review of the agency's funding, workloads, organizational structure and case management practices. The Children's Advocate further recommends that the Authority, in conjunction with the agency, develop a corrective action plan to address these and any other identified deficiencies.

#### **Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Current Status:** Complete





## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO KASEY THOMPSON

**Recommendation #: 1****Reference #:** 1333**Recommendation**

The Children's Advocate recommends that MCFCS comply with the case management standards outlined in the Child and Family Services Standards Manual in the delivery of their services.

**Accomplishments**

In December 2008, supervisors and managers at MCFCS attended training on the new standards. The Métis Authority and agency completed SDM training and training for trainers on September 28, 2009 and October 6 & 7, 2009.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Metis Authority to address this recommendation.

**Current Status:** In Progress

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**Recommendation #: 2****Reference #:** 1334**Recommendation**

The Children's Advocate recommends that MCFCS comply with Section 1.1.2 of the Child and Family Service Standards Manual that regulates the updating of family assessments when there is a significant change in circumstances such as: a child returning to his/her family.

**Accomplishments**

The agency currently utilizes the family assessment framework taught in the Provincial Core Competency Based Training for family assessments. In addition, through the Differential Response (DR) Pilot, the agency has developed a comprehensive strength-based family assessment tool and these tools are being rolled with the pilot. Preparations for the DR pilot roll out have commenced and the agency and Authority have participated in the Children's Research Centre SDM Risk Tool Training for Trainers in September 2009.

**Next Steps**

The agency currently utilizes the family assessment framework taught in the Provincial Core Competency Based Training for family assessments. In addition, through the Differential Response (DR) Pilot, the agency has developed a comprehensive strength-based family assessment tool and these tools are being rolled with the pilot. The Authority Relations / Quality Assurance Specialists continue to work with the Métis Authority to address this recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 3****Reference #:** 1335**Recommendation**

The Children's Advocate recommends that MCFCS comply with Section 7 (1) and (2) of the Child Abuse Regulation, Manitoba Reg. 14/99 and proceed with a further investigation of a sexual assault disclosure made by a fourteen year old sibling on June 6, 2006.

**Accomplishments**

MCFCFS as the DIA and the RCMP initiated the investigation into the sexual abuse of the child in question. MCFS interviewed relevant individuals during the investigation. As a result of this investigation, a protection file was opened and was transferred to West Region Child and Family Services (WRCFS). It was determined that WRCFS would assume the coordination role for this investigation as they were providing services to the alleged offender. As the coordinating agency, this abuse investigation was reviewed by the WRCFS child abuse committee.

**Current Status:** Complete

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**Recommendation #:** 4

**Reference #:** 1336

**Recommendation**

The Children's Advocate recommends MCFCFS comply with Section 18.4 of the Child and Family Service Act and immediately investigate the child protection matter involving the sixteen year old sister and her newborn baby to ensure their safety.

**Accomplishments**

Métis Child and Family Caring Agency continues to monitor the progress and care of the child. There have been no concerns identified thus far. Both mother and baby are very stable in their new living arrangement.

**Current Status:** Complete

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**Recommendation #:** 5

**Reference #:** 1337

**Recommendation**

The Children's Advocate recommends that MCFCFS comply with Section 1.1.3 of the Child and Family Services Standards Manual regarding age-of-majority planning.

**Accomplishments**

The youth in question is currently on an extension of care and the FASD Spectrum Connections is working with Métis Child and Family Caring Agency and the SIPS program to transition him to independent living. Spectrum Connections will continue to provide support services to the youth as an adult.

**Next Steps**

The Quality Assurance / Authority Relations Specialists will continue to work with the Métis Authority to address this recommendation.

**Current Status:** Significant Progress



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO LEVIS MILES

### **Recommendation #: 1**

**Reference #:** 1722

#### **Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, immediately review the current Intake process used in the community of Shamattawa, develop a training plan to address the needs of the local staff to be able to effectively assess, intervene and document intakes, and ensure that Intake Module Provincial Standards are being met in the community.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1723

#### **Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba investigate all child protection concerns reported to the agency. It is recommended that the agency take appropriate steps to immediately ensure that all workers, including after hours, have direct face-to-face contact with the family, including all children in the home to determine children are safe and that the family system receives appropriate services in relation to the identified protection concerns.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 1725

#### **Recommendation**

The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority and the Child Protection Branch, devise and implement a plan that will address Awasis' ability to meet Provincial Standards in the Community of Shamattawa. This plan will address training, adequate staffing and resources. It will also ensure the implementation of required documentation on all files.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 1726

**Recommendation**

The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, aboriginal leadership and the Federal Government in discussion regarding the issues facing Shamattawa and create a strategy to address community concerns; Prioritize support to Shamattawa in its existing Provincial programs, in particular its suicide prevention strategy; Ensure, in conjunction with the Northern Authority, that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.

**Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending



# **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO MICHAEL LANGAN**

**Recommendation #:** 3

**Reference #:** 1340

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch / Standing Committee review and amend, as necessary, the client contact at Intake Standard (Volume 1, Chapter 1, Section 1, Standard 16) and reconcile it with the Intake Response Time Standard (Volume 1, chapter 1, Section 1, Standard 10) to reflect that response times include the requirement for contact at intake.

**Accomplishments**

The standards clearly state that in a child protection investigation, all children in the household must be seen and have their safety assessed.

**Current Status:** Complete

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**Recommendation #:** 13

**Reference #:** 1350

**Recommendation**

The Children's Advocate recommends that the All Nations Coordinated Response Network, in conjunction with the Southern Authority conduct a program evaluation of ANCR. The Program evaluation would examine the ability of the agency to effectively meet its mandate. Attention would be paid to staffing, workload, training, organizational structure and deliverables to complete the mission. The goal of the evaluation would be to determine specific measures that will improve service.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Current Status:** Complete

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**Recommendation #:** 4

**Reference #:** 1341

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network provide enhanced assessment training and mentorship for intake staff.

**Accomplishments**

The Child and Family All coordinated Response Network received the Standards training package in November 2008. Furthermore, the Southern Authority expects that all new staff attend Competency Based Training as soon as possible upon employment.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 8**

**Reference #:** 1345

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network determine, and manage for, an ongoing manageable workload level for abuse investigations that allows abuse investigators to meet provincial standards for the completion of abuse investigations without compromising the quality of those investigations.

**Accomplishments**

Additional interim investigators were hired.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 9**

**Reference #:** 1346

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network review the standards of training for its abuse investigators and ensure that all investigators have completed the appropriate requirements for the role before undertaking abuse investigations. Further, that an ongoing process / program of skill and knowledge development for abuse investigators be implemented.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 10**

**Reference #:** 1347

**Recommendation**

The Children's Advocate recommends that the All Nations Coordinated Response Network identify timelines for conducting abuse investigations within their Abuse Investigations Services Program Manual. Further, that a supervision policy be developed when that timeline is unable to be met.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address the recommendation.

**Current Status:** Significant Progress

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**Recommendation #: 14**

**Reference #:** 1351

**Recommendation**

The Children's Advocate recommends that the Department of Family Services and Housing ensure appropriate staffing resources are provided to manage workload.

**Accomplishments**

The new funding model provides prevention funding based on active cases at a 1:20 case ratio. Family support funding for services such as respite and therapy are determined on a set amount per case. This formula will ensure financial resources are available for continuity of service.

**Next Steps**

The province anticipates funding details from the Federal government in June 2010.

**Current Status:** Significant Progress

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**Recommendation #: 1**

**Reference #:** 1338

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch review and amend the Child and Family Services Act to better reflect the intent of "duty to report".

**Accomplishments**

**"Mandatory reporting"** has been further explained and recently revised through a review process of the provincial mandatory reporting guidelines. The final draft is currently being reviewed by the Provincial Abuse Committee on Child Abuse. Additionally, legislation has also been changed to further protect sources of referral reporting under "duty to report".

**Current Status:** Complete

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**Recommendation #: 2**

**Reference #:** 1339

**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network establish the response time standards (Volume 1, Chapter 1, Section 1, Standard 10) under the client contact section of the Network Tier Two Intake Policy Manual, October 2006, Appendix C.

**Accomplishments**

A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

Establishing the response time standards is considered a priority.

**Current Status:** In Progress

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**Recommendation #: 5**

**Reference #:** 1342

**Recommendation**

The Children's Advocate recommends that All Nations Coordinated Response Network provide a staff adolescent awareness program within its youth engagement strategy. Further, that the organization identify and implement ways in which it can enhance intake determination and response to adolescent youth needs.

**Accomplishments**

The Child Protection Branch sent a letter to the Southern Authority informing them that it received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** In Progress

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**Recommendation #: 6**

**Reference #:** 1343

**Recommendation**

The Children's Advocate recommends that the four authorities provide training to their agencies on adolescent awareness and sensitivity, within their youth engagement strategies.

**Accomplishments**

The Child Protection Branch sent a letter to the Southern Authority informing them that it received a report from OCA with respect to the death of the child. The Southern Authority was provided with a copy of the report.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** In Progress

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**Recommendation #: 7****Reference #:** 1344**Recommendation**

The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network, in conjunction with the Southern Authority take urgent steps to reduce abuse investigation caseloads to manageable levels within the next six months without compromising the quality of the abuse investigations. Further, that the Southern Authority provide additional staffing resources to fulfill this recommendation.

**Accomplishments**

Additional interim investigators were hired.

**Next Steps**

The Authority Relations / Quality Assurance Specialists will work with the Southern Authority to address the recommendation.

**Current Status:** In Progress

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**Recommendation #: 11****Reference #:** 1348**Recommendation**

The Children's Advocate recommends that the All Nations Coordinated Response Network review their supervision policy for the organization within the next three months. Further, that it include the requirement for supervisors to identify they have reviewed and commented on the intake in the 'supervisor reviews' section of the Intake Module.

**Accomplishments**

The Southern First Nations Network of Care and the Child Protection Branch jointly conducted a service model review of the Child and Family Services All Nations Coordinated Response Network (ANCR). The final report was released and posted online in March 2010. A three-year development process is underway at ANCR to address the concerns identified in the Service Model Review. The development process has engaged ANCR staff from across the organization and the union responsible for ANCR staff. There have been regular reports to the ANCR Board of Directors, the Southern First Nations Network of Care, and the Joint Management Group (which is made up of representatives from each of the four Authorities).

**Next Steps**

The Authority Relations / Quality Assurance Specialists will continue to work with the Southern Authority to address the recommendation.

**Current Status:** In Progress

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**Recommendation #: 12****Reference #:** 1349**Recommendation**

The Children's Advocate recommends that the Child Protection Branch establish an identifier on the CFSIS/Intake Module for cases in which there is interprovincial movement of families and a requirement to notify the Interprovincial Desk.

**Accomplishments**

Presently, CFSIS attaches a unique numeric identifier to every case. The movement of children and families between provinces is governed by The Provincial/Territorial Protocol on Children and Families Moving between Provinces and Territories. As stated in the protocol 1.1.6, 'the interprovincial

coordinator, Child Protection Branch, is copied on all transfers relating to child protection services and children in care'.

**Next Steps**

This recommendation was forwarded to the Information Matters team to consider.

**Current Status:** In Progress

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**Recommendation #:** 15

**Reference #:** 1352

**Recommendation**

The Children's Advocate recommends that the Department of Family Services and Housing and the Authorities determine an acceptable level of skill necessary for front line agency workers to work independently. Further, that they determine a process for these skills to be achieved through apprenticeship, internship, or mentorship combined with training.

**Accomplishments**

This recommendation was sent to the provincial training coordinator and the Joint Training Unit for a response and action plan.

**Next Steps**

The Authority Relations / Quality Assurance Specialists of the Child Protection Branch will continue to work with the Joint Training Team to assess and monitor progress on this recommendation.

**Current Status:** In Progress



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO OCEAN KEEWATIN**

**Recommendation #:** 1

**Reference #:** 1353

### **Recommendation**

The Children's Advocate recommends that Animikii Ozoson CFS comply with case management standards and ensure that all of the children in the Agency's care receive ongoing services without disruption. Section 7(1)(g) of the Child and Family Services Act states: according to standards established by the Director and subject to the authority of the Director, every Agency shall: provide care for children in its care.

### **Accomplishments**

In the event of unforeseen circumstances and a worker is absent for more than 5 consecutive days, cases are reassigned to another worker. Prior to workers going on planned absence or vacation, they are required to submit case summaries to their supervisor outlining current case activities. If a worker is planning to leave the agency, a transition plan is put in place immediately and all cases are transferred to a new worker. New hires receive Core Training as soon as possible upon hire and receive constant "on the job training" from the supervisor and co-workers. Animikii Ozoson ensures that case managers receive supervision and direction at all times provided by the supervisor or the Executive Director to ensure standards for social work practice are met. Supervisors provide the worker with ongoing updates of standards and procedures, monitor reporting requirements and provide regular one on one supervisory sessions. The agency provides refresher training regarding standards and procedures as needed. Staff is reminded by supervisors and the Executive Director to prioritize workloads with the physical face to face contact with children in care and family services files. The case managers are committed to maintaining standards regarding case planning for all children involved with the agency.

**Current Status:** Complete





## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO RACHEL SACCO

### **Recommendation #: 1**

**Reference #:** 2107

#### **Recommendation**

The Children's Advocate recommends that the practice of requiring VPAs to access services at St. Amant be immediately abolished in cases where no protection concerns exist.

#### **Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

#### **Next Steps**

A letter to the Authority will be sent out asking for a response.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 2108

#### **Recommendation**

The Children's Advocate recommends that in line with best practices of comprehensive service integration, case management responsibilities for children and their families who require services through St. Amant should be through Children's Special Services.

#### **Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

#### **Next Steps**

A letter to the Authority will be sent out asking for a response.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 2109

#### **Recommendation**

The Children's Advocate recommends that the Child Protection Branch immediately review existing VPAs for children accessing services at St. Amant, cancelling VPAs where no protection concerns exist and working with Children's Special Services to transition those case management responsibilities from mandated child protection workers to CSS disability workers within six months of receiving this recommendation.

#### **Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

#### **Next Steps**

A letter to the Authority will be sent out asking for a response.

**Current Status:** Pending

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**Recommendation #:** 4

**Reference #:** 2110

**Recommendation**

The Children's Advocate recommends the Director of Child Welfare and the CEOs of the Four Authorities, working through the Child Welfare Intersectoral Committee, examine the funding implications of such a change in practice and adjust funding structures accordingly to reflect the shift in case management responsibilities. These funding implications may include but not be limited to exceptional circumstances requests, travel for remote-located families, or residential per diems.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

A letter to the Authority will be sent out asking for a response.

**Current Status:** Pending



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO REPHANIAN REDHEAD

**Recommendation #: 1****Reference #:** 1765**Recommendation**

The Children's Advocate recommends that the Department of Family Services and Consumer Affairs, Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, Aboriginal leadership and the Federal Government in discussion regarding the community issues facing Shamattawa and creating a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular, its suicide prevention strategy; Identify and provide resources for a community development strategy for the community; and Ensure in conjunction with the Northern Authority that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 2****Reference #:** 1766**Recommendation**

The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, review the provision of service to Shamattawa and address identified needs. The review would include but not be limited to: Staffing and workload levels; Building local capacity; Provision of training; Provision of relief for local staff; Afterhours coverage; and Community development staffing.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 3****Reference #:** 1767**Recommendation**

The Children's Advocate recommends that the Awasis Agency of Northern Manitoba and the Northern Authority provide training on family oriented, while system case work to the Shamattawa regional and local workers. Further, that a limited case review of existing cases be conducted to identify how this case management perspective can be incorporated into practice within the audit.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 1768

**Recommendation**

The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern authority, review the placements of children from Shamattawa who are in foster care in other communities and determine what additional resources are required to support placement of children from the community.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 1769

**Recommendation**

The Children's Advocate recommends that the Awasis Agency review its practices with regard to supporting transitions from a community family home to outside placements and resources and visa versa.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 6**

**Reference #:** 1770

**Recommendation**

The Children's Advocate recommends the Awasis Agency of Northern Manitoba review its policy and practice regarding termination of care to ensure that case planning is provided in a timely manner.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 7**

**Reference #:** 1771

**Recommendation**

The Children's Advocate recommends that WCFS not license foster homes for external

**Accomplishments**

A letter was sent to the General Authority accompanied by the report on April 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address the recommendation.

**Current Status:** Pending

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**Recommendation #: 8**

**Reference #:** 1772

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch ensure that all foster home and group home facilities be tracked and that the information be added to the Child and Family Services Information System in a timely manner.

**Accomplishments**

The Child Protection Branch is currently reviewing this recommendation.

**Next Steps**

Next steps pending review.

**Current Status:** Pending

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**Recommendation #: 9**

**Reference #:** 1773

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch review the process of licensing external organization foster homes (such as for organization like Ma Mawi Wi Chi Itata Centre). The review would determine the appropriate location within the Child Protection Branch for licensing to be located, the level of quality assurance that would ensure licensing is being satisfactorily completed (including the level of independent verification that organizations are maintaining their own appropriate files), the process for tracking facilities and the appropriate staffing levels to complete the work.

**Accomplishments**

The Child Protection Branch is currently reviewing this recommendation.

**Next Steps**

Next steps pending review.

**Current Status:** Pending

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**Recommendation #: 10**

**Reference #:** 1774

**Recommendation**

The Children's Advocate recommends that the Ozosunon Neighborhood Care Program, Ma Mawi Wi Chi Itata Centre review all foster home files to ensure that all service providers in foster homes have completed Prior Contact, Child Abuse Registry and Criminal Name Checks and that these have been appropriately maintained on the programs foster home files. Ensure that all service providers are recorded on the Foster Home Annual Review.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 11**

**Reference #:** 1775

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre provide more in-depth foster home studies for proposed specialized foster homes.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 12**

**Reference #:** 1776

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata centre ensure both the Ozosunon program and the foster caregiver have received comprehensive placement information from referring agencies prior to the placement of any child.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 13**

**Reference #:** 1777

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure the Ozosunon program takes an active role in assessing the ability of foster homes to provide for the needs of the children being placed through a focus on foster home case management and modify, if necessary, the job description of the Neighborhood Care Helpers to reflect that role.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 14

**Reference #:** 1778

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre review the job description of the Neighborhood Care Helpers and amend as necessary to ensure that it reflects the responsibility of Neighborhood Care Helpers to have a clear and accurate understanding of the nature of services being provided in each Neighborhood Care Home and to communicate that information effectively to the case managers of children placed in the home.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 15

**Reference #:** 1779

**Recommendation**

The Children's Advocate recommends that the Ma Mawi Wi Chi Itata Centre (1) review its current manner of sharing information with agencies placing children in their facilities, (2) define a protocol for effectively sharing information and (3) implement a process to ensure that: Neighborhood Care Helpers are aware of and involved in agency case plans; case managers are aware of progress and activities within the placement; and youth are encouraged to participate in planning and decision-making meetings wherever possible.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 16

**Reference #:** 1780

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre improve the sustainability of the foster care resources by ensuring that appropriate respite resources are available to a foster home and that they are being utilized by the central caregivers.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 17

**Reference #:** 1781

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that specialized placement resources foster parents and respite care providers receive appropriate training for their role including ASIST or other suitable suicide prevention training.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 18

**Reference #:** 1782

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch undertake a review of foster care resources in the Province of Manitoba. That review would include but not be limited to: The availability of resources to meet the need for foster homes by geographic region and level of child need; The requirement for specialized foster home placements and the competencies required of caregivers to provide service (both foster parents and respite); the maximum number of high risk children or youth that can be reasonably managed in a foster home setting; Standards of practice for programs and caregivers; Guidelines for appropriate compensation (maintenance, service fee and respite); Competency based training for foster caregivers and specialized foster caregivers (including respite).

**Accomplishments**

In January 2010, the work of the Circle of Care committee was combined with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care.

**Next Steps**

ACS will be submitting a work plan that will include work related to this recommendation.

**Current Status:** Pending

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**Recommendation #:** 19

**Reference #:** 1783

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that the policy manual of its child in care programs includes policy and practice guidelines for safe and appropriate management of incidents involving substance abuse. It should include a model for working with intoxicated youth returning to a foster home and be supported by training for caregivers and respite

workers.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 20

**Reference #:** 1784

**Recommendation**

The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre management implement a quality assurance process that reviews on a regular basis the operation of foster home programs. The quality assurance process would include reviewing program policy, the operation of foster homes, the ability of program staff to care manage the foster homes, program and foster home practices and completeness and accuracy of file documentation.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 21

**Reference #:** 1785

**Recommendation**

The Children's Advocate recommends the Ma Mai Wi Chi Itata Centre, in liaison with the Child Protection Branch, review its specialized foster home placements: 1) to determine the adequacy of case management and program support resources in relation to the needs of high risk youth and 2) to develop a strategy ensuring the level of caregiver skill meets the high level needs of children and youth and is reflective of the funding being applied to homes deemed as "Specialized Placements".

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #:** 22

**Reference #:** 1786

**Recommendation**

The Children's Advocate recommends that the Department of Justice, Province of Manitoba complete the work within the next 6 months to provide an appropriate alternative to detention at the Manitoba youth Centre under The Intoxicated Person's Detention Act for intoxicated youth.

**Accomplishments**

The Department of Family Services and Consumer Affairs is currently reviewing this recommendation and is in the process of developing intersectoral and departmental processes.

**Next Steps**

The Department of Family Services and Consumer Affairs remains committed to working with other Departments to address recommendations made by the Office of the Children's Advocate.

**Current Status:** Pending

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**Recommendation #: 23**

**Reference #:** 1787

**Recommendation**

The Children's Advocate recommends that the Addiction Foundation of Manitoba review the provision of service in its Youth community-Based Services program to identify if service could be enhanced by increasing the frequency of contact over a specified timeframe and clearly identifying the goals of service early within service provision.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 24**

**Reference #:** 1788

**Recommendation**

The Children's Advocate recommends that the Addiction Foundation of Manitoba establish (if they have not already done so) protocols with federally funded addiction treatment services and federally funded, community based addiction services in the Province of Manitoba to share information and make referrals for follow up for clients.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 25**

**Reference #:** 1789

**Recommendation**

The Children's Advocate recommends that the Addiction Foundation of Manitoba establish a policy that when servicing clients that have an open case with Child and Family Services that the Child and Family Services Case Manager be contacted even if they are not the source of referral. Further, that the policy describe the appropriate exchange of information between service providers. Duty to Report under the CFS Act should also be included in that policy.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 26**

**Reference #:** 1790

**Recommendation**

The Children's Advocate recommends that Child and Adolescent Mental Health review its service provision, ascertain how it could better respond to situations where children present with chronic mental health issues, and provide recommendations for service provision. This review would incorporate dialogue with: The First Nations and Inuit Health Branch, Communities and Child and Family Services.

**Accomplishments**

The Division remains committed to working with community collaterals to address recommendations made by the Office of the Children's Advocate.

**Next Steps**

Work plans will be developed.

**Current Status:** Pending

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**Recommendation #: 27**

**Reference #:** 1791

**Recommendation**

The Children's Advocate recommends that consideration be given by the Manitoba Minister of Health to engage in discussion with the Federal Minister of Health for the development of coordinated mental health service provision within the Province of Manitoba. Further, that this include biannual work meetings between senior management at First Nations and Inuit Health and Child and Adolescent Mental Health Programs, Winnipeg Regional Health Authority to ensure continuity of service and continued quality assurance and improvement of service.

**Accomplishments**

The Department of Family Services and Consumer Affairs is currently reviewing this recommendation and is in the process of developing intersectoral and departmental processes.

**Next Steps**

The Department of Family Services and Consumer Affairs remains committed to working with other Departments to address recommendations made by the Office of the Children's Advocate.

**Current Status:** Pending





## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO ROBERT LAPENSEE**

**Recommendation #: 1****Reference #:** 2085**Recommendation**

The Children's Advocate recommends Cree Nation Child and Family Caring Agency immediately review all open Family and CIC files to ensure documentation regarding service delivery is in accordance with Provincial Standards. The children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority conduct a file audit of CNCFCA to ensure workers' file recordings are up-to-date and that they include a complete history of child protection involvement including planning, interventions, and monitoring of measurable goals of service delivery as per Provincial Standards. This file audit is to occur within six months of the date of this report.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 8, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 2****Reference #:** 2086**Recommendation**

The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease the practice of using "private arrangements" as Case Management and utilize Case Management as per Provincial Standards in working with a family in the system when a child enters into Agency care and control. The Agency is to ensure all homes utilized for children in Agency care have undergone all relevant checks, i.e. child abuse registry checks, criminal records checks and prior contact checks as a Place of Safety or Child Specific foster home prior to movement and placement of children. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 3****Reference #:** 2087**Recommendation**

The Children's Advocate recommends that the Cree Nation Child and Family Services Caring Agency develop a working group in collaboration with First Nations of Northern Child and Family Services

Authority, the appropriate federal funding body, in consultation with the Band and Council and the peoples of Mathias Colomb Cree Nation to explore an Addiction Treatment Resource, an accessible Family violence Shelter and a Foster Home Resource in the community of Mathias Colomb Cree Nation.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 2088

**Recommendation**

The Children's Advocate recommends that when child protection concerns are reported to Cree Nation Child and Family Caring Agency (CNCFCA), CNCFCA ensures that it was fulfilled its duty to investigate and that workers have had direct face-to-face contact and discussion with all children in the family system to ensure they are safe and the family system receives appropriate services in relation to child protection concerns. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 2089

**Recommendation**

The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Cree Nation Child and Family Caring Agency (CNCFCA) develop a clear case plan at the time of file transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The First Nations of Northern Manitoba child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 6****Reference #:** 2090**Recommendation**

The Children's Advocate recommends the First Nations of Northern Manitoba Child and Family Services Authority issue a directive to Cree Nation Child and Family Caring Agency (CNCFCA) to ensure their agency's timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 7****Reference #:** 2091**Recommendation**

The children's Advocate recommends the Child Protection Branch, the Northern Authority and Cree Nation Child and Family Caring Agency develop a working group to explore the barriers to the agency's use of an information system past the Designated Intake Area (DIA) stage of implementation.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 8****Reference #:** 2092**Recommendation**

The Children's Advocate recommends that when child protection concerns are reported to the Manitoba Family Services and Housing, Community Service Delivery Division, Rural and Northern Services (Nor-man CFS), Nor-man CFS ensures that it has fulfilled its duty to investigate and that workers have had direct face-to-face contact and discussion with all children in the family system to ensure they are safe and the family system receives appropriate services in relation to child protection concerns. The General Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the General Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 9**

**Reference #:** 2093

**Recommendation**

The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Manitoba Family Services and Housing, Community Service Delivery Division, Rural and Northern Services, Northern Region (Nor-man CFS) develop a clear case plan at the time of file transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The General Child and Family Services Authority should review this service with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the General Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 10**

**Reference #:** 2094

**Recommendation**

The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Nisichawayasihk Cree Nation (NCN) develop a clear case plan at the time of transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 11**

**Reference #:** 2095

**Recommendation**

The Children's Advocate recommends the Child Protection Branch, the Northern Authority and Cree Nation Child and Family Caring Agency develop a working group to explore the barriers to the agency's

use of an information system past the Designated Intake Area (DIA) stage of implementation.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to ensure this recommendation is addressed.

**Current Status:** Pending

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**Recommendation #: 12**

**Reference #:** 2096

**Recommendation**

The Children's Advocate recommends the Minister of Family Services and Consumer Affairs ensure through the Child Protection Branch that all mandated Child Protection agencies use an accessible information system for cases that are both a provincial and federal financial responsibility particularly past the Designated Intake Area (DIA) stage. The Children's Advocate further recommends that this be part of the funding agreement between the Department of Family Services and Consumer Affairs and the four child welfare Authorities within one year of receipt of this report.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A directive has been issued requiring all cases be entered in CFSIS.

**Next Steps**

Cases are currently being updated in CFSIS.

**Current Status:** Significant Progress

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**Recommendation #: 13**

**Reference #:** 2097

**Recommendation**

The Children's Advocate recommends the Minister of Family Services and Consumer Affairs issue a directive, through the Child Protection Branch, for the four child welfare Authorities to ensure their agencies timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child. The Children's Advocate further recommends the Minister of Family Services and Consumer Affairs put forward a Legislative amendment to Section 8.12 of the Child and Family Services Act to substantially increase the fine and penalty for non-compliance to requests for file information and information of agency service involvement.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

This recommendation was only recently received and a plan of action is being developed to address the issue.

**Current Status:** Pending



## SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO ROY CONSTANT

### **Recommendation #: 1**

**Reference #:** 1715

#### **Recommendation**

The Children's Advocate recommends that Cree Nation Child and Family Caring Agency conduct an internal review within the next six months into the reports that Agency staff have been unable to locate child abuse investigation files created during the period of time that the Child Protection Unit was separately housed. This Review should include corrective action to ensure the Agency is in keeping with Provincial Standards governing records management.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 2**

**Reference #:** 1716

#### **Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately review staff training records to ensure all front-line staff/supervisors have completed mandatory core competency training for workers as outlines within Provincial Standards and develop a corrective plan to address any identified deficiencies.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

#### **Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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### **Recommendation #: 3**

**Reference #:** 1717

#### **Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services, in consultation with the First Nations of Northern Manitoba Child and Family Services Authority, immediately establish a schedule of on-going specialized training related to child protection investigations, interviewing skills, risk assessment legislative requirements and relevant Provincial Case Management Standards for all front-line Agency workers/supervisors.

#### **Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 1718

**Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services within the next three months review all open family files to ensure that Agency services are being provided under the appropriate case category and that protective services are being provided in all cases where protection concerns are evident. The children's Advocate further recommends future intake transfer recording clearly identify case category of service and that case category be included as part of regular supervisory reviews of on-going service files.

**Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 1719

**Recommendation**

The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately develop clear, written Agency protocols with key community partners/service providers to enhance information sharing and to facilitate improved coordination in service planning and delivery.

**Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 6**

**Reference #:** 1720

**Recommendation**

The Children's Advocate recommends that Opaskwayack Cree Nation Child and Family Services immediately establish a "community committee" to discuss and bring forward recommended community-based initiatives that address the need for a residential youth addictions treatment at OCN, gang prevention strategies, firearms safety training and the safe storage of firearms. Suggested committee members, at minimum, would include Opaskwayak Cree Nation Child and Family Services,

Joe A. Ross School, RCMP, Kawechetonanow Centre, and representative from Chief and Council.

**Accomplishments**

The Branch received this report in December 2009. The Branch is currently reviewing the recommendations.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO SHIANNE BEARDY**

**Recommendation #:** 1

**Reference #:** 1354

**Recommendation**

The Office of the Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, ensure all family services personnel involved with interviewing, gathering and assessing information, and case planning be appropriately trained and supported in suicide assessment and intervention immediately.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on July 14, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #:** 2

**Reference #:** 1355

**Recommendation**

The Office of the Children's Advocate recommends that the Island Lake First Nations Family Services executive director and the Northern authority audit all files and interview all staff in Garden Hill immediately to determine what further training and support is required for staff to: a) better understand their mandate around child protection service delivery, and b) meet the current program standards for file recording, assessment, and case planning.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on July 14, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #:** 3

**Reference #:** 1356

**Recommendation**

The Office of the Children's Advocate recommends that the Northern Authority, in partnership with Island Lakes First Nations Family Services, immediately assess the merit of taking leadership in ensuring there is a coordinated, accessible and knowledgeable suicide intervention and prevention program available to the Garden Hill community by engaging with the community's other human services programs.

**Accomplishments**

A letter was sent to the Northern Authority accompanied by the report on July 14, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Northern Authority to address this recommendation.

**Current Status:** Pending



# **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO TRISTAN RICHARD**

**Recommendation #: 1****Reference #:** 2098**Recommendation**

The Children's Advocate recommends that all Sandy Bay Child and Family Services staff, including front-line staff and management, receive re-training on the Provincial Standards within six months of the receipt of these recommendations. Special focus should be placed on the chapters related to Case Management, Services to Families and Child Protection. The Southern Authority should ensure that this re-training occurs.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 2****Reference #:** 2099**Recommendation**

The Children's Advocate recommends the Southern Authority immediately begin a file audit of all Sandy Bay Child and Family Services protection and family service files. The audit should include all open and closed files, dating back to August 18, 2007, when Sandy Bay Child and Family Services received their mandate. The purpose of the file audit is: to examine the services from initial referral to service completion; to determine the compliance rate with Provincial Standards; to identify the barriers for compliance where non-compliance exists; and to develop a strategy with Sandy Bay Child and Family Services to address any concerns that may arise. If during this course of the file audit, the Authority identified situations that suggest a child may be at risk of harm, the Authority is to ensure that the identified are addressed in a timely manner, as per the current Provincial Standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 3****Reference #:** 2100**Recommendation**

The Children's Advocate recommends that Sandy Bay Child and Family Services review all open files

within six months of receiving the recommendation to ensure that all case contacts, relevant documentation, assessments and reports are complete, up to date, and in accordance with the relevant Provincial Standards.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 4**

**Reference #:** 2101

**Recommendation**

The Children's Advocate recommends that the Southern Authority ensure all of the Child Abuse Committees operating under their Authority have received the relevant training regarding their duties, roles and responsibilities under The Child and Family Services Act and the associated Child Abuse Regulation.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 5**

**Reference #:** 2102

**Recommendation**

The Children's Advocate recommends that the Southern Authority work with Sandy Bay Child and Family Services to facilitate their compliance in using the Intake Module in accordance with the current Provincial Standards; and that the Southern Authority ensure this is accomplished within six months of the receipt of the recommendation.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 6****Reference #:** 2103**Recommendation**

The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs ensure, through his Department, that all mandated Child Protection Agencies are required to use an accessible information system, such as the Child and Family Services Information System (CFSIS), for all open files regardless of which level of government is fiscally responsible for the file. Further, the Children's Advocate recommends that this requirement be part of the next funding agreement between the Department of Family Services and Consumer Affairs and the four Authorities.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A directive has been issued requiring all cases be entered in CFSIS.

**Next Steps**

Cases are currently being updated in CFSIS.

**Current Status:** Significant Progress

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**Recommendation #: 7****Reference #:** 2104**Recommendation**

The Children's Advocate recommends that Sandy Bay Child and Family Services, in conjunction with the Southern Authority, provide training to all agency frontline and supervisory staff regarding file recording and documentation in accordance with Provincial Standards and best practice.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #: 8****Reference #:** 2105**Recommendation**

The Children's Advocate recommends that Sandy Bay Child and Family Services immediately review their policy and practice related to the issue of neglect. This should include the initial screening for appropriateness of referrals regarding allegations of neglect; assessment of the alleged neglect, its root cause and the family, community and environmental factors and risk of harm to the children, the potential of future harm and risk of harm to the children; what interventions are currently utilized and endorsed by the agency and what interventions' and resources would be of significant benefit but are not available.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010. A letter has gone out to the Southern Authority accompanied by the report on May 6, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending

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**Recommendation #:** 9

**Reference #:** 2106

**Recommendation**

The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Sandy Bay Ojibway First Nation to engage the community leadership, Aboriginal leadership and the Federal Government in discussion regarding the concerns facing Sandy Bay Ojibway First Nation and create a strategy to address community concerns. Concerns to be addressed should include, but not be limited to: housing, accessibility of public utilities, utilization of community resources and identification of outstanding community needs.

**Accomplishments**

The Special Investigation report conducted by the Office of the Children's Advocate was received by the Branch on April 7, 2010.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to discuss and address this recommendation.

**Current Status:** Pending



## **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO VERN SMITH**

### **Recommendation #: 1**

**Reference #:** 1357

#### **Recommendation**

The Children's Advocate recommends that the Agency made immediate contact with foster parents of the deceased child to offer them, their biological children and their foster children grief counselling in regard to their loss.

#### **Accomplishments**

Immediately following their loss, Peguis Child and Family Services (Peguis CFS) offered the foster family the support of a Crisis Team from All Nations Coordinated Response Network (ANCR) and the Southern First Nations (SFN) Network of Care. The foster family refused the services of a crisis team and requested that only workers from Peguis CFS be available to provide direction and support. After the report was received the Agency contacted the foster parents to re-assess the needs of the foster family in regards to loss and grief counselling.

**Current Status:** Complete

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### **Recommendation #: 2**

**Reference #:** 1358

#### **Recommendation**

The Children's Advocate recommends that the Agency, with the Support of the First Nations of Southern Manitoba Child and Family Service Authority attend immediately to transition case planning and a referral to the Supported Living Program for the child who is still in care and placed at Cathedral shelter.

#### **Accomplishments**

The youth was moved to a foster home in September 2008. The youth continues to reside in the same foster home and has developed strong relationships with the family. A Case Plan is on file and a referral to a Supported Living Program has been submitted. An extension of Care has been approved to allow additional time for the referral to be processed.

**Current Status:** Complete

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### **Recommendation #: 3**

**Reference #:** 1359

#### **Recommendation**

The Agency has developed a Case Plan Template for children-in-care and services to families files. The Agency committed to incorporating recommendations from external assessments into the case plans. The Case Management Specialist (Consultant) and supervisors meet with workers case by case to develop and review case plans on an on-going basis and have committed to include recommendations from external assessments.

#### **Accomplishments**

A Case Plan is on file and a referral to a Supported Living Program has been submitted. An extension of Care has been approved to allow additional time for the referral to be processed. The youth is involved with New Directions and graduated in June 2009.

**Current Status:** Complete

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**Recommendation #: 4****Reference #: 1360****Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority assist the Agency to: 1) understand the importance of assessment in developing appropriate services for children in care; and 2) adhere to existing foundational standards (Child and Family Services Standards volume 1, Chapter 1 - Case Management and Volume 1, Chapter 7 - Service Administration).

**Accomplishments**

The Southern First Nations (SFN) Network of Care has provided the Agency with a Case Management Specialist to assist with case management issues. In September 2009, front line workers, supervisors and staff were provided with "in-house" Case Management Training, specifically on assessment. Supervisors meet on an on-going basis with front line workers to discuss various issues such as: case planning, assessment, children coming into care, Standards and Risk Assessment. Peguis CFS is developing its Policy and Procedures Manual which will also include a copy of the Child and Family Services Standards. All Agency staff attended the Standards Training offered by the SFN Network of Care (JTT) in May/June 2009.

**Current Status:** Complete

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**Recommendation #: 5****Reference #: 1361****Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba child and Family Services Authority assist the Agency to develop a practice of formally reviewing recommendations made in external assessments (i.e., parenting assessments, psycho-education assessments, psychiatric assessments) and in developing case plans that are consistent with the recommendations.

**Accomplishments**

The agency has developed a Case Plan Template for children-in-care and services to families files. The agency committed to incorporating recommendations from external assessments into the case plans. The Case Management Specialist (Consultant) and supervisors meet with workers case by case to develop and review case plans on an on-going basis.

**Current Status:** Complete

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**Recommendation #: 6****Reference #: 1362****Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority assist the Agency in understanding the range of provincial services available to adults with disabilities, the referral process when children are in care, and why, if referrals are made in a timely manner there is no need for Extension of Care and Maintenance.

**Accomplishments**

The Southern First Nations (SFN) Network of Care and the agency have discussed transitional case planning and making referrals to ensure resources are in place for youth aging out of care and how, if done so in a timely manner, there may be no need for an Extension of Care. The agency has been provided with the Healthy Child Manitoba link in order to access resources such as the "Bridging to Adulthood: A Protocol for Transitioning Students with Exceptional Needs from School to Community - March 2008". The SFN Network of Care Case Management Consultant and the Children in Care

specialist are available to provide assistance and training in the area of Extensions of Care, Transitional Planning and other issues as required.

**Current Status:** Complete

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**Recommendation #:** 7

**Reference #:** 1363

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee office, develop a foundational standard that establishes a review process for children in care who experience multiple placements.

**Accomplishments**

The enhanced Child and Family Services Standards Manual, released in November 2008 included a revised section that highlights expectations for case managers to have face-to-face contact with children, families and caregivers. Standards training was offered at the time the manual was released and continues to be offered through the Joint Training Unit for new staff, and as a refresher for existing staff. CFSIS now has a feature called File Action Required (FAR) that alerts workers when certain conditions occur in their case, including lack of a face-to-face contact recording for two-months or multiple moves.

**Current Status:** Complete

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**Recommendation #:** 9

**Reference #:** 1365

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee office, develop a foundational standard regarding the use of Extension of Care and Maintenance.

**Accomplishments**

The Department has recently completed an analysis of extensions of care which show a significant increase over the past three years.

**Next Steps**

The information received from the analysis will be shared with Standing Committee and will form the basis of future standard development.

**Current Status:** Significant Progress

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**Recommendation #:** 8

**Reference #:** 1364

**Recommendation**

The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee address the need for a transition planning initiative to assist child in care who are Permanent Wards and who do not qualify for provincial disability adult supports.

**Accomplishments**

In January 2010, Standing Committee combined the work of the Circle of Care committee with the terms of reference of the Alternative Care Sub Committee (ACS). ACS has been tasked with developing a continuum of care which will include transition planning, independent living arrangement, after care

and supports beyond the age of majority.

**Next Steps**

The Alternative Care Sub Committee will be submitting a work plan to Standing Committee including work related to transition planning.

**Current Status:** In Progress



# **SPECIAL INVESTIGATION INTO THE SERVICES PROVIDED TO WILLIAM TROUT**

**Recommendation #: 1**

**Reference #:** 1703

**Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority Fetal Alcohol Spectrum disorder Specialist, along with Southeast Child and Family Services review case plans of children and youth who have been diagnosed with Fetal Alcohol Spectrum Disorder to ensure that case planning meets the needs of these youth, and that youth who are eligible for supported living be offered such support.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 2**

**Reference #:** 1704

**Recommendation**

The Children's Advocate recommends that Southeast Child and Family Services ensure that workers contract for safety and create a safety plan with youth if suicide concerns are raised. The Children's Advocate further recommends that workers must have direct face-to-face contact with the child's guardians(s) if suicide concerns are raised.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 3**

**Reference #:** 1705

**Recommendation**

The Children's Advocate recommends that Southeast Child and Family Services staff be given Applied Suicide Intervention Skills Training (ASIST) within six months of the date of a workers hiring. The Children's Advocate further recommends that Southeast Child and Family Services staff who do not have ASIST be trained within six months of receiving this report.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 4****Reference #:** 1706**Recommendation**

The Children's Advocate recommends that Southeast Child and Family Services examine every placement that has been designated as a place of safety for longer than 30 days to ensure that foster home licensing is being actively pursued and will be completed in accordance with the timelines established by current foster home standards (within six months) or that alternate placements are being located.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 5****Reference #:** 1707**Recommendation**

The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority call for a financial audit with respect to Southeast Child and Family Services' practice of support workers billing for more hours than are actually spent with the child. The Children's Advocate further recommends that the practice of billing the Agency for the contracted number of hours, while actually providing fewer hours, immediately cease.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

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**Recommendation #: 6****Reference #:** 1708**Recommendation**

The Children's Advocate recommends that Southeast Child and Family Services develop a policy to ensure regular exchange of information between support worker and case manager.

**Accomplishments**

A letter was sent to the Southern Authority accompanied by the report on December 2, 2009.

**Next Steps**

The Authority Relations/Quality Assurance Specialists will work with the Southern Authority to address this recommendation.

**Current Status:** Pending

# Tab 2

# ADDICTIONS

## ***Changes for Children***

*Complete: 7*

*In Progress: 0*

*Significant Progress: 4*

*Pending: 0*

***Total: 11***

## ***Inquests***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 3*

*Pending: 0*

***Total: 4***

## ***Special Investigations***

*Complete: 2*

*In Progress: 1*

*Significant Progress: 0*

*Pending: 6*

***Total: 9***

## ***Accomplishments:***

*\$7.5 million allocated for prevention and to support those living with the affects of FASD*

*Hiring and training of all FASD Network coordinator positions*

*Life's Journey Inc. Spectrum Connections established*

*Expansion of the InSight Mentoring Program to create a total of seven sites in Manitoba*

## ***Next Steps:***

*Focus on enrolment and coordination of the Stepping out on Saturdays program*

*Further development of standards and research on best practices*

*Promotion of the Vision and Voices speakers bureau campaign*

Pending  
25%

In Progress  
4%

Significant  
Progress  
29%

Complete  
42%

# ADDICTIONS

## FETAL ALCOHOL SPECTRUM DISORDER

On April 13, 2007, Manitoba announced target funding of \$7.5 million for prevention, diagnostics, and intervention to prevent and support those living with the effects of Fetal Alcohol Spectrum Disorder (FASD). Of the \$7.5 million, \$2.1 million of the provincial commitment was funded by the *Changes for Children* (C4C) initiative. The Changes for Children FASD Strategy Implementation Team (SIT) was formed to plan, develop, and implement FASD initiatives focused on creating and enhancing services for children and families affected by FASD. The SIT committee is comprised of seven members: FASD specialists from the four Child and Family Services (CFS) Authorities, Healthy Child Manitoba Office (HCMO), the Office of the Child and Family Services Standing Committee (OCFSSC), and the Department of Family Services and Consumer Affairs (FSCA). In addition, eight Manitoba provincial partners jointly oversee the provincial FASD Strategy. The Strategy focuses on a range of initiatives, programs and services to prevent FASD and support families and individuals living with this disability throughout their lifespan. The Province has invested an estimated \$6.5 million over the past three years on prevention and intervention of Fetal Alcohol Spectrum Disorder.

The FASD Strategy Implementation Team has been successful in developing new programming and expanding FASD services for all Manitobans. Seven programs have received annualized *Changes for Children* funding. The first four programs began in 2008/09, followed by three additional approved programs in 2009/10.

- \$512.3 for FASD Specialists at each of the four CFS Authorities
- \$474.7 for FASD Life's Journey to deliver the Spectrum Connections program
- \$71.7 to Health and Healthy Living, Youth and Seniors for an Addictions Services Specialist
- \$597.1 for three InSight Mentoring sites in Portage la Prairie, Dauphin and Flin Flon
- \$342.0 for the Stepping out on Saturdays Manitoba program
- \$400.0 for diagnostic expansion services to five rural Regional Health Authorities
- \$15.0 to provide a part-time administrative coordinator to oversee the Coalition on Alcohol and Pregnancy

Also approved through the 2009/10 *Changes for Children* Initiative were the following one-time grant payments:

- \$20.0 to be dispersed amongst eight new FASD coalitions throughout Manitoba
- \$10.0 for the Youth Accommodation pilot project (second year of three-year pilot)

Previously approved for one-time funding in 2008/09 were six items identified from the SIT committee and funded by the C4C initiative:

- \$72.5 for FASD resource packages
- \$24.0 for an Elders Gathering in The Pas – reciprocal sharing of FASD knowledge
- \$16.0 for a *Visions and Voices* speakers bureau to support adults affected by FASD
- \$30.0 to support existing FASD community coalitions
- \$10.0 for the Youth Accommodation pilot project (first year of pilot)

- \$50.0 research grant to the Manitoba FASD Centre

Over the course of the next fiscal year, child welfare FASD specialists will be focusing their efforts on the enrolment and coordination of the Stepping out on Saturdays Manitoba program, developing standards, researching best practices, and promoting the *Vision and Voices* speakers bureau campaign to create public awareness.

### **The FASD Centre**

On September 9, 2009, the Clinic for Drug and Alcohol Exposed Children (CADEC) officially became the FASD Centre. FASD diagnosis in Manitoba is provided primarily at the FASD Centre in Winnipeg. The FASD Centre follows the Canadian FASD Diagnostic Guidelines which requires a multidisciplinary diagnostic team consisting of physicians, psychologists, speech language pathologists, occupational therapists, and social workers. From 1999 – 2008 the FASD Centre provided assessments for approximately 1,600 children resulting in 806 children receiving a FASD diagnosis. Currently, the waiting list for diagnosis is approximately 18 months.

The FASD Network was created to respond to rural and northern need, and nearly half of all referrals to the FASD Centre come from outside Winnipeg (304 referrals from rural/northern Manitoba in 2007 and 2008). The FASD Network is anchored by the FASD Centre with satellite sites funded in six Regional Health Authorities (RHAs) – specifically Brandon, North Eastman, Burntwood, Interlake, Parkland, and South Eastman. The FASD Centre has also expanded its functions to include training, tele-diagnosis, and outreach support for the satellite sites. All RHAs are part of the FASD Network. It is anticipated that in subsequent years all RHAs will develop a FASD diagnostic and support capacity.

Each RHA has identified a Steering Committee representative to participate on the FASD Network and to manage the development of their satellite site. The Steering Committee reports to the Health Program Senior Executive Network (HPSEN). The FASD Network holds monthly teleconference meetings with the FASD Steering Committee. The Steering Committee is co-chaired by the FASD Centre and the department of Healthy Living, Youth and Seniors, and includes Healthy Child Manitoba and the Rehab Centre for Children.

As of January 2010, all FASD Network coordinator positions were filled and the coordinators attended a week-long training session with the FASD Centre. The coordinators are meeting weekly via teleconference to continue building knowledge and capacity in FASD diagnosis and follow-up support services. It is anticipated that the FASD Centre will continue to provide a majority of FASD diagnostic services in the coming year. Satellite sites will be working on developing capacity for components of the diagnosis along with improving intake, referral, and follow-up support for families.

### **Life's Journey Inc. Spectrum Connections**

Life's Journey Inc.'s Spectrum Connections was established with 2008/09 funding support in the amount of \$461.3 from *Changes for Children*. It provides and facilitates a range of supports to help individuals with Fetal Alcohol Spectrum Disorder function interdependently in the community. Recipients of services are youth, including those receiving services from child and family services agencies, and their families in Winnipeg. It also provides service to adults if no other service is available.

### **InSight Mentoring Program**

In the spring of 2010, the Stop FASD program officially changed its name to the InSight Mentoring Program. This program is a voluntary, three-year preventative initiative, where mentors provide intensive support to pre- and post-natal women who are struggling with drug and alcohol use. It is a home-visiting/mentoring program designed to work with pregnant women who have used alcohol or drugs heavily during a previous pregnancy. Its purpose is to avoid the birth of other children affected by alcohol and drug use.

Prior to expansion (as the Stop FASD program), this program was offered at four sites in Manitoba: two in Winnipeg, one in The Pas, and one in Thompson. In 2008/09, the successful expansion of the InSight Mentoring program saw the creation of sites in Portage la Prairie (Portage Friendship Centre), Dauphin (Dauphin RHA), and Flin Flon (Flin Flon RHA).

Healthy Child Manitoba employs one FASD coordinator to work with all seven Manitoba InSight Mentoring programs to provide coordination and support to the InSight coordinators and mentors in their community offices.

### **Stepping Out on Saturdays**

Stepping out on Saturdays (SOS) is a respite day-camp for children ages 3 to 12 who are affected by FASD. The camp will be offered one Saturday each month at four sites: Winnipeg, Brandon, Little Grand Rapids First Nation and Thompson. The SOS camp will provide services for up to 72 children at the four sites. Children in the care of child and family services agencies will be prioritized for program entry. In addition to providing a full day of respite for the children's families, camp activities will focus on social, self-regulatory, anger management, and problem-solving skills development. The staff will share successful strategies with parents and schools upon request.

Program evaluation will measure SOS's success in increasing children's social, emotional, and behavioural skill development, reducing parental or caregiver stress, and increasing stability of CFS placements. It is anticipated that support workers in the child welfare system will fill the support worker positions in the SOS program. Through their involvement with SOS, these workers will be trained specifically on FASD, thereby improving their capacity to respond to children with FASD in the child welfare system. The respite camp encourages healthy alternatives for high risk families and provides a direct service to children living with FASD.

Under the theme of Addictions, there are a total of 24 recommendations included in this report. Of those recommendations, 10 have been completed, 7 have achieved significant progress, 1 is in progress, and 6 recommendations are pending. Please note, however, that recommendations in this report may be included in multiple chapters, so adding up each chapter's recommendations will not equal the total of 503 recommendations that are included in this report.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
136CDR	That the Departments of Health and Justice commit funding for enough youth addiction treatment beds to ensure that treatment is available to youth within four weeks of referral. (Section 8.5)	In Progress	Complete
137CDR	That the Addictions Foundation of Manitoba reviews its current policies concerning treatment models for addicted youth with consideration given to reconsidering policies on 'personal readiness for treatment. (Section 8.5)	In Progress	Complete
1314	The Children's Advocate recommends that Dakota Ojibway Child and Family Services, in concert with the Southern Authority FASD Specialist, identify the children with FASD in the agency's care and ensure that the workers and foster parents providing service to those children receive appropriate training in assessing, planning for, and managing children and youth with a diagnosis of FASD.	N/A New Report	Complete
1316	The Children's Advocate recommends that Dakota Ojibway Child and Family Services monitor the caseplans for children with FASD to ensure that those plans are consistent with meeting the needs of children with FASD.	N/A New Report	Complete
1242	That a Summit should be held involving all the stakeholders – police, child welfare workers, justice officials, community groups, aboriginal groups, government agencies, etc. – to examine all possible law enforcement, legislative, and legal means to create a strategy for the attack on sexual exploitation and drug abuse of children on our streets.	Significant Progress	Complete
125CDR	That the STOP FAS program be expanded to include sites in the highest risk communities in Manitoba and that it be made available to expectant 'high-risk' mothers between the ages of 18 to 25 years of age, on self-referral. (Section 4.2)	Complete	Complete Closed Last Report
174CDR	That funding be made available through the Department of Family Services and Housing to hire FASD specialists in each child welfare agency. These individuals will help increase opportunities for diagnosis of children suspected of being FASD, as well as work with front-line workers, foster parents and caregivers to develop better case plans for alcohol/substance affected children. (Section 8.7)	Complete	Complete Closed Last Report
150CDR	That comprehensive training in FASD, specific to the child welfare system, be undertaken by all child welfare agencies. (Section 8.7)	Complete	Complete Closed Last Report

11CMR	That a responsibility of the differential response system will be to connect families with other early intervention programs developed by government that may assist in dealing with the issues they are facing such as Healthy Child Programs including, Healthy Baby, Families First, Triple P, and FAS Strategy but that this brokering service be in addition to and not instead of providing direct service to children and families.	Complete	Complete Closed Last Report
127CDR	That a provincial FASD prevention and intervention committee be established to develop innovative ways that child welfare agencies might employ better support to high-risk mothers to reduce the alcohol and drug problems in young people likely to become parents. (Section 4.2)	Complete: Pending Signoff	Complete Closed Last Report
1303	The Children's Advocate recommends that the Standing Committee begin developing programs and resources in partnership with community leaders and other community agencies that will provide treatment and support to families with addictions on a long term basis.	Pending	In Progress
1783	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that the policy manual of its child in care programs includes policy and practice guidelines for safe and appropriate management of incidents involving substance abuse. It should include a model for working with intoxicated youth returning to a foster home and be supported by training for caregivers and respite workers.	N/A New Report	Pending
1787	The Children's Advocate recommends that the Addiction Foundation of Manitoba review the provision of service in its Youth community-Based Services program to identify if service could be enhanced by increasing the frequency of contact over a specified timeframe and clearly identifying the goals of service early within service provision.	N/A New Report	Pending
1788	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish (if they have not already done so) protocols with federally funded addiction treatment services and federally funded, community based addiction services in the Province of Manitoba to share information and make referrals for follow up for clients.	N/A New Report	Pending

1789	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish a policy that when servicing clients that have an open case with Child and Family Services that the Child and Family Services Case Manager be contacted even if they are not the source of referral. Further, that the policy describe the appropriate exchange of information between service providers. Duty to Report under the CFS Act should also be included in that policy.	N/A New Report	Pending
2087	The Children's Advocate recommends that the Cree Nation Child and Family Services Caring Agency develop a working group in collaboration with First Nations of Northern Child and Family Services Authority, the appropriate federal funding body, in consultation with the Band and Council and the peoples of Mathias Colomb Cree Nation to explore an Addiction Treatment Resource, an accessible Family violence Shelter and a Foster Home Resource in the community of Mathias Colomb Cree Nation.	N/A New Report	Pending
1703	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority Fetal Alcohol Spectrum disorder Specialist, along with Southeast Child and Family Services review case plans of children and youth who have been diagnosed with Fetal Alcohol Spectrum Disorder to ensure that case planning meets the needs of these youth, and that youth who are eligible for supported living be offered such support.	N/A New Report	Pending
149CDR	That child welfare staff and placement caregivers be provided with training to assist them in recognizing the signs of drug and alcohol abuse, and be made aware of resources that are available to help. (Section 8.5)	In Progress	Significant Progress
169CDR	That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth with FASD who are transitioning out of the child welfare system. (Section 8.3)	Significant Progress	Significant Progress
133CDR	That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)	Significant Progress	Significant Progress
143CDR	That the Clinic for Alcohol and Drug Exposed Children at the Health Sciences Centre be funded and allowed to provide diagnosis and consultation for youths aged 10 to 18 who are suspected of being prenatally exposed to alcohol and/or drugs. (Section 8.7)	Significant Progress	Significant Progress

1243	Creation of a dedicated, specialized, multi-disciplinary unit to implement the strategy decided upon as a result of the summit.	Significant Progress	Significant Progress
1244	That programs or workshops be presented on the reserve to educate children and their parents about the dangers of drugs. (Leonard Bushie)	Significant Progress	Significant Progress
1268	That there is a need for increased resources for the creation of more residential beds in facilities for youth at high risk for sexual exploitation and drug addictions.	Significant Progress	Significant Progress



# Tab 3

# AGENCY AND AUTHORITY FUNDING

## ***Changes for Children***

*Complete: 32*

*In Progress: 4*

*Significant Progress: 25*

*Pending: 0*

***Total: 61***

## ***Inquests***

*Complete: 3*

*In Progress: 0*

*Significant Progress: 1*

*Pending: 0*

***Total: 4***

## ***Special Investigations***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 3*

*Pending: 3*

***Total: 6***

## ***Accomplishments:***

*Proposals to implement the new funding model in Manitoba were made by the Province and INAC*

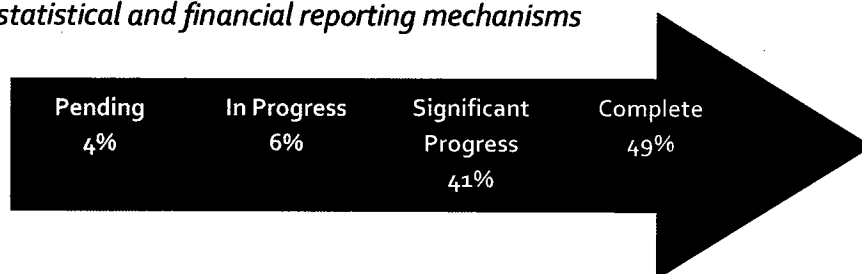
*Phase 2 of DR/FE began testing various prevention strategies to inform Best Practice*

## ***Next Steps:***

*Implementation of the new funding model in Manitoba in 2010/11 with the budget commitment from the Federal government*

*Development of standards for the DR/FE case category*

*Creation of statistical and financial reporting mechanisms*



# AGENCY AND AUTHORITY FUNDING

The external reviews completed in 2006 made several recommendations for reform in the way in which Child and Family Services agencies in Manitoba are funded. The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) Initiative, which expanded First Nations agency mandates to provide services both on and off reserve, further exemplified the inequities in funding provided by the provincial and federal governments for child and family services to First Nations peoples. There are 61 specific *Changes for Children* recommendations relating to funding which represent 21% of all 295 C4C recommendations. These recommendations will be addressed when the new funding model is implemented.

With the creation of the four new Child and Family Services Authorities in 2003, agency funding became an Authority function (excluding child maintenance). In 2005/06, as the First Nations agencies began to receive cases through the AJI-CWI devolution process, they were given corresponding resources, both human and financial, through the Resource Transfer Table (RTT) process. Other than margin costs to assist with agency expansion, the devolution process did not include new funding. Volume adjustments have not been made since the RTT process.

In 2007, the Province provided an additional \$42 million over three years to respond to recommendations made in the external reviews of the child and family services system. This funding was placed into categories such as workload relief, training, and foster care recruitment, and distributed to Authorities for further agency distribution. Since 2007, expansion of the *Changes for Children* Initiative from three to four years has raised the financial commitment from \$42 million to \$48 million. Additionally, \$6 million was provided to increase the basic maintenance rates paid to foster parents to care for the children placed in their homes. This fund included additional discretionary allowance funding for children in care to cover recreational activity and summer camp costs.

An annual amount of \$5 million is provided to assist with decreasing staff workload within agencies while the department continues work on a new funding model for Authorities and agencies. This workload relief funding will remain in effect until the new funding model is implemented.

In 2008, the federal government announced the development of a new funding formula for Manitoba to include prevention funding, as recommended in the report, *Wen-De: We are Coming to the Light of Day*. Due to the unique child welfare service delivery system in Manitoba, where agencies provide service to families who are both federal and provincial responsibility, the Province and Indian and Northern Affairs (INAC) began a joint process to examine and propose a harmonized funding formula for Child and Family Services agencies in Manitoba.

As a result of these negotiations, the Province and INAC determined it was advantageous to jointly fund agency core infrastructure, such as agency executive management, rather than funding these necessary elements separately, which in the past have resulted in either the duplication or total omission of funding for certain positions. This joint funding has been built into the new Manitoba funding model.

The new funding model itemizes funding in the following categories:

1. Authority funding
2. Agency core funding
3. Agency designated intake service funding
4. Agency mandated protective service funding
5. Agency prevention and family enhancement funding
6. Agency child maintenance funding

In 2009/10, both the Province and Indian and Northern Affairs made proposals to implement the new funding model in Manitoba. The Province received approval to implement items 1, 2 and 4, and partial approval to proceed with a pilot phase of item 5. Approval was contingent on the shared commitment of the Federal government to proceed with their funding contribution.

In August 2009, the Province received word that the federal government did not approve the plan to go ahead with prevention funding in Manitoba in the 2009/10 fiscal year. This decision has resulted in a severe restriction in the Province's ability to implement the approved new funding model.

Although the Province could not proceed with implementation of the new funding model, plans have gone ahead for implementation of Phase II of the Differential Response/Family Enhancement (DR/FE) initiative. This pilot phase will test various prevention strategies and form the base for implementation of the prevention portion of funding in the new funding model. While the Federal government has not joined this initial developmental phase of prevention implementation, the Provincial government has proceeded with funding the Authorities and agencies for this developmental phase both on- and off-reserve.

Representatives from the Province and Indian and Northern Affairs have continued to meet to update the funding model proposals to current workload and make some final adjustments in preparation for resubmission in the 2010/11 fiscal year.

In their March 2010 Budget, the Federal government announced their commitment of *"\$53 million to ensure further progress toward 'a prevention-focused approach to child and family services for First Nations children and parents'."* Although this financial commitment is for all provinces, Manitoba was informed it is being included in the 2010/11 commitment.

Various workgroups are currently working on developing processes to implement the new funding model in Manitoba for the 2010/11 fiscal year. One workgroup, comprised of representatives from the Province, INAC, the Authorities and agencies, is creating a template for agencies to submit business plans outlining their five-year strategy to deliver prevention services, working toward decreases in protection interventions and crisis placements of children in care.

Other activities include the development of a Memorandum of Understanding with the federal government, development of statistical and financial reporting mechanisms, and development of standards for the Differential Response/Family Enhancement case category.

The new funding model will provide the detail for Authorities and agencies to know which positions will be funded. Provincially, direct service positions will be funded based on actual workload using case to position ratios. Purchased service funding will be a set amount per case and ensure funding will be adjusted annually based on service demand. Reporting structures will be based on the funding model, and accountability and expectations will be outlined in funding agreements.

Requirements such as statistical reporting and Child and Family Services Information System (CFSIS) data entry will become expectations, as funding will be based on active cases by category (child in care and protection cases are part of protection funding), and active voluntary family enhancement cases form the basis for prevention funding.

Ongoing examinations of workload will assist the Province in knowing if the child welfare system is appropriately staffed to meet the needs of the children and families in Manitoba as well as monitor the evolution and effectiveness of the Province's Differential Response/Family Enhancement initiative.

Once the new funding model is implemented both federally and provincially, prevention funding will be available to agencies to provide prevention services to First Nations families living on and off reserve, and all child and family service agencies will be funded equitably.

Under the theme, Agency and Authority Funding, there are a total of 71 recommendations from the Changes for Children reports, Tracia Owen's Inquest and the SIRs. Of those recommendations, 35 have been completed, 29 have achieved significant progress, 4 are in progress, and 3 recommendations are pending review.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
142CDR	That the Department of Family Services and Housing and the Department of Health expand funding for out-patient treatment services for children, youth and families such that a child, youth or family is able to access counseling within 12 weeks of referral. (Section 8.1)	In Progress	Complete
1256	That the Southern Authority undertake a quality assurance review of Southeast Child and Family Services Agency as a priority item. This should be a comprehensive review of the agency and should include (but not be limited to) a review of agency's governance structure, funding, workloads, case practices, expenditures (operations and maintenance, federal and provincial), staffing, and organizational structure. The review should include a review of the case files of the agency, including a review of every child in care to ensure proper assessments and case plans are completed. The Southern Authority to develop a corrective action plan for the agency where deficiencies exist.	Significant Progress	Complete

1266	That funding be examined in order to make available mental health resources to benefit agencies, etc. as a resource to their clients.	Significant Progress	Complete
103CMR	That a study be undertaken to determine whether any of the children in the care of this agency [Animikii] have case files open in another jurisdiction from which funding could be obtained.	Significant Progress	Complete
188CDR	That the Province of Manitoba adopt 'Jordan's Principle' of 'Children First' as it relates to ensuring the provision of uninterrupted services to children while awaiting resolution of inter-jurisdictional funding disputes. (Section 9.4)	Complete	Complete Closed Last Report
165CDR	That the Department of Family Services and Housing make the sum of \$5,000 available to agencies to provide counseling for foster parents and group home staff after the death of a child placed in their home or facility. This funding would be dispersed upon presentation to the Department of Family Services and Housing all counseling bills related to the death of that child. (Section 10.0)	Complete	Complete Closed Last Report
166CDR	That the Department of Family Services and Housing raise their supplemental allowances of up to \$1,000, with the submission of receipts, to cover the supplemental costs of: a) funerals, wakes and other traditional ceremonies, and b) travel for immediate family members of children in care to attend the funeral, wake or traditional ceremony. (Section 10.0)	Complete	Complete Closed Last Report
1265	That consideration be given for the payment of the expense and availability of legal counsel to non-profit organizations which organization might contribute to the deliberation of future Fatality Inquiries.	Complete	Complete Closed Last Report
85CMR	That this forum continues in Manitoba with funding allocated to the Authorities for the purpose of allowing the quarterly meetings among agency executive directors and supervisors,	Complete	Complete Closed Last Report
90CMR	The creation of 10 new FTEs with the necessary salaries, benefits and operating funding required allocated equally to the Authorities and the Branch and those employees will have an employee/employer relationship with the entity they represent.	Complete	Complete Closed Last Report
108CMR	That the staff, staff years, salaries and operating funds be transferred from the CME to the OCA and that those staff become a separate division within the office of the OCA to ensure that they are not investigating complaints. Further, we recommend that two additional full time permanent staff years, and necessary salary and operating funds be allocated to the child death review division of the OCA.	Complete	Complete Closed Last Report

30CMR	That adequate funding be made available to facilitate specialized training in the area of abuse investigations and child maltreatment on an ongoing basis to all workers responsible for investigating abuse.	Complete	Complete Closed Last Report
46CMR	That \$1,000,000 be allocated in 2006/07 to begin the process of planning, recruiting and training for additional foster homes for emergency placements for children as an alternative to placing them in hotels with contract care, or in shelters; and that this be a process of continuous recruitment not a targeted number recruitment.	Complete	Complete Closed Last Report
47CMR	That the savings achieved through this process be reinvested in the continuous recruitment of these foster placements.	Complete	Complete Closed Last Report
69CMR	That a fund be established from the Child Care Benefit remitted to the government for the purpose of enhancing respite and support workers for foster families.	Complete	Complete Closed Last Report
22CMR	We recommend that the government allocate \$1,250,000 immediately to be annualized in 2007/08 and thereafter at \$5,000,000 million plus necessary increases for price and volume for workload reduction purposes.	Complete	Complete Closed Last Report
23CMR	That this funding be used to hire administrative support staff to relieve the front line workers and supervisors of administrative functions, to hire case aides to assist workers in providing non social work services to children and families, including home makers and hiring additional workers where the need is greatest in the system.	Complete	Complete Closed Last Report
162CDR	That due to the high number of new or redeployed staff, agencies receive funding for and employ the use of a case management specialist whose duties would be to educate, train and organize case management in accordance with agency philosophy and resources. This individual would be expected to provide this training in the communities to which they provide services. (Section 9.5)	Complete: Alternate Solution	Complete Closed Last Report
6CMR	That \$ 750,000 be allocated within this fiscal year to begin the process of planning an effective differential response model in the child welfare system.	Complete: Alternate Solution	Complete Closed Last Report
7CMR	We recommend that funding be allocated in 2007/08 to begin staffing action for the differential response model in that year in the amount of \$7,500,000.	Complete: Alternate Solution	Complete Closed Last Report
8CMR	That the model be fully implemented in 2008/09 with funding allocated in the amount of \$15,000,000 and that ongoing funding in that amount plus price and volume increases be provided in following years.	Complete: Alternate Solution	Complete Closed Last Report

32CMR	That funding for education and training of foster parents also be provided from the fund established from the remittance of the Child Care Benefit.	Complete: Alternate Solution	Complete Closed Last Report
72CMR	That the Child Care Benefit that will be remitted to the provincial government be used to create a fund for ongoing support of foster parents, to provide training, promote effective communication with agencies, and provide enhanced respite for foster families.	Complete: Alternate Solution	Complete Closed Last Report
121CDR	That the Department of Health provide funding to expand the existing training program for Child and Adolescent Mental Health to First Nations staff using Telehealth facilities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
122CDR	That the Department of Health provide funding for a mental health Telehealth Program based in Winnipeg to improve availability of psychiatry and mental health expertise in rural Manitoba and First Nation communities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
134CDR	That the Department of Family Services and Housing provide baseline funding to the FASD Life's Journey program in Winnipeg, and open a similar program in Brandon and Thompson to provide advocacy and support to young adults with FASD who are emancipating from the child welfare system. (Section 8.3)	Complete: Pending Signoff	Complete Closed Last Report
199S4	That funds be made available to Winnipeg Child and Family Services to ensure that the computerized information system provides timely and coordinated information on children at risk and their families.	Complete: Pending Signoff	Complete Closed Last Report
194S4	That Winnipeg Child and Family Services be provided with the financial resources to expand the "Float Social Worker Program" as outlined in the 2005 and 2006 Draft Documents at Winnipeg Child and Family.	Complete: Pending Signoff	Complete Closed Last Report
250OCA	That the Manitoba Foster Parent Association receive funding to develop training programs for foster parents to assist youth in care with achieving life skills competence and preparing for independent living.	Complete: Pending Signoff	Complete Closed Last Report
17CMR	That funds be allocated immediately to begin the process of implementing a support and prevention model in the system at the intake stage with additional funding to follow a family receiving support when the case is transferred for ongoing service.	Complete: Pending Signoff	Complete Closed Last Report
76CMR	That the necessary resources immediately be dedicated to developing, and implementing, a fully researched, needs-based funding model and that the funding needed as a result be provided for the child welfare system.	Complete: Pending Signoff	Complete Closed Last Report

102CMR	That Animikii be reviewed to determine the level of funding appropriate to allow it to operate with a management structure that does not require that funding for workers be reduced.	Complete: Pending Signoff	Complete Closed Last Report
147CDR	That the four Authorities ensure that all agencies have upgraded their CFSIS files to reflect the death of any children in their care, and that these files be maintained in the system on a weekly basis. Funding for this initiative must be made available to ensure compliance in this area. (Section 10.0)	In Progress	Complete: Ongoing
50CMR	That adequate funding be made available for increased emergency care resources outside the city of Winnipeg, and that these resources be accessible to each DIA.	Significant Progress	Complete: Ongoing
270OCA	That the Department of Family Services and Housing increase funding to VOICES - Manitoba Youth in care Network to develop a peer support program that is matching former youth in care with those who are preparing to leave care for support, mentoring and role modeling.	Significant Progress	Complete: Pending Signoff
141CDR	That the Department of Family Services and Housing provide additional funding for five additional beds in the girl's crisis stabilization unit. (Section 8.1)	In Progress	In Progress
257OCA	That the Department of Family Services and Housing provide funding to Authorities to develop a range of independent living programs for youth leaving care.	In Progress	In Progress
261OCA	That foster parents, caring for youth preparing for independent living, be paid an increased per diem rate established through a review of responsibilities, training expectations and the needs of the youth preparing to leave care.	In Progress	In Progress
73CMR	That the current funding model, including the Basic Maintenance rates, be reviewed and amended now to ensure that all necessary items are being funded at realistic rates.	In Progress	In Progress
1758	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the First Nations of Northern Manitoba Child and Family Services Authority, immediately seek additional funding to increase staffing resources for child welfare service provision in Shamattawa to stabilize the local service system and allow workers sufficient time to address both emergency and non-emergency service needs.	N/A New Report	Pending

1725	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority and the Child Protection Branch, devise and implement a plan that will address Awasis' ability to meet Provincial Standards in the Community of Shamattawa. This plan will address training, adequate staffing and resources. It will also ensure the implementation of required documentation on all files.	N/A New Report	Pending
2110	The Children's Advocate recommends the Director of Child Welfare and the CEOs of the Four Authorities, working through the Child Welfare Intersectoral Committee, examine the funding implications of such a change in practice and adjust funding structures accordingly to reflect the shift in case management responsibilities. These funding implications may include but not be limited to exceptional circumstances requests, travel for remote-located families, or residential per diems.	N/A New Report	Pending
133CDR	That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)	Significant Progress	Significant Progress
269OCA	That the Department of Family Services and Housing establish a fund for after care services to former youth in care. This fund should be available to community organizations to develop an array of services to meet the varying needs of former youth in care.	In Progress	Significant Progress
101CMR	That the government services available to the General Authority and its government agencies be fully costed to ensure that funding is equitable. We also recommend that the government agencies be cost and included in the allocation of resources to the General Authority to ensure transparency of funding among the Authorities and that the General Authority have the same funding responsibilities for its agencies as the other Authorities have.	In Progress	Significant Progress

1325	The Children's Advocate Recommends that Winnipeg Child and Family Services immediately review all "waiting closure" service files and take immediate action to ensure timely closure of any files currently in excess of expected timeframes as outlines in provincial standards. In addressing their issue, it is imperative that service provision to families and children in care be maintained and not be disrupted. Therefore, It is also recommended that the agency ensure resources are made available for case management coverage while workers complete outstanding paperwork and that such resources be determined in consultation with the agency's funding Authority.	N/A New Report	Significant Progress
2096	The Children's Advocate recommends the Minister of Family Services and Consumer Affairs ensure through the Child Protection Branch that all mandated Child Protection agencies use an accessible information system for cases that are both a provincial and federal financial responsibility particularly past the Designated Intake Area (DIA) stage. The Children's Advocate further recommends that this be part of the funding agreement between the Department of Family Services and Consumer Affairs and the four child welfare Authorities within one year of receipt of this report.	N/A New Report	Significant Progress
2103	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs ensure, through his Department, that all mandated Child Protection Agencies are required to use an accessible information system, such as the Child and Family Services Information System (CFSIS), for all open files regardless of which level of government is fiscally responsible for the file. Further, the Children's Advocate recommends that this requirement be part of the next funding agreement between the Department of Family Services and Consumer Affairs and the four Authorities.	N/A New Report	Significant Progress
130CDR	That the Department of Family Services and Housing, along with any relevant government departments should make available prevention funding, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. No-cost, family-focused recreational activities should be promoted as healthy alternatives for 'high risk' families. (Section 7.2)	Significant Progress	Significant Progress

131CDR	That the Department of Family Services and Housing increase funding through prevention programs to specifically fund counseling to children and adolescents who are seen to be in high need for support but are not in the care of a child welfare agency. (Section 8.2)	Significant Progress	Significant Progress
135CDR	That the Department of Family Services and Housing increase funding through prevention programs to specifically fund family counseling for parents and adolescents who are experiencing conflict , which has resulted in the involvement of a child welfare agency. (Section 8.2)	Significant Progress	Significant Progress
138CDR	That funding for prevention and family support programs in the North be increased to ensure that adequate funding is available to provide services that are equitable to services available in the South. (Section 9.6)	Significant Progress	Significant Progress
129CDR	That the Department of Family Services and Housing make available, funding through its prevention programs, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. (Section 7.2)	Significant Progress	Significant Progress
278OAG	That the Department (CFS Division), in collaboration with the CFS Authorities, determine and assess the rationale and logic for the existing funding models' assumptions, base amounts and calculations, as well as assess whether the models provide fair and equitable funding to the mandated agencies for child maintenance and services to families. If it is determined that fair and equitable funding is not being provided, that an alternative funding model be developed.	Significant Progress	Significant Progress
279OAG	That the Department (CFS Division), in collaboration with the CFS Authorities, review the funding model on a periodic basis to ensure continuing appropriateness.	Significant Progress	Significant Progress
280OAG	That the CFS Authorities in collaboration with the Department (CFS Division), determine and assess the rationale and logic for the existing funding models' assumptions, base amounts and calculations, as well as assess whether the models provide fair and equitable funding to the mandated agencies. If it is determined that fair and equitable funding is not being provided, that an alternative funding model be developed.	Significant Progress	Significant Progress

196S4	That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.	Significant Progress	Significant Progress
1253	That urgent and continued discussions need to be participated in to reappraise appropriate funding mechanisms between the Federal and Provincial governments to deal with the critical child welfare issues plaguing our First Nations communities.	Significant Progress	Significant Progress
256OCA	That the Department of Family Services and Housing increase funding to reduce the workload of Social Workers enabling them to increase time in direct service work with youth in care.	Significant Progress	Significant Progress
268OCA	That the Department of Family Services and Housing provide funding to increase the number of transitional and emergency bed spaces in the province for youth under the age of majority.	Significant Progress	Significant Progress
3CMR	That funding be provided to the department immediately to begin the process of planning and implementing support and prevention programs throughout the province. We further recommend that by 2008/09 the full costs of providing these programs be included in the Family Services and Housing budget and that the savings realized from the program be reinvested in the system.	Significant Progress	Significant Progress
9CMR	That any savings achieved elsewhere in the system as a result of the differential response model be reinvested in the system.	Significant Progress	Significant Progress
12CMR	That sufficient funding be put into place to ensure the support and prevention services to a family needing those services follows the family when the file is transferred to an agency as an ongoing case.	Significant Progress	Significant Progress
13CMR	That sufficient funding be allocated to allow support services to continue through the support and prevention program even after a child welfare protection file is closed where a family may need ongoing support.	Significant Progress	Significant Progress
14CMR	That the DIA function outside of Winnipeg and on-reserve, be adequately funded to allow for the delivery of the range of support and preventative services prescribed under legislation.	Significant Progress	Significant Progress
16CMR	That adequate funding be made available for family support programs to be accessed by families regardless of whether or not the child is in the care of an agency.	Significant Progress	Significant Progress

74CMR	That the funding model provide current price and volume funding for all requirements of operating the agency and funding the needs of children.	Significant Progress	Significant Progress
77CMR	That in the course of developing a needs based funding model that there be a study conducted focused on the costs of providing services in remote communities and that the results of this study be used to develop a model that is appropriate for each community, taking into consideration mode of travel, costs of goods and distance from the service centre.	Significant Progress	Significant Progress
78CMR	That the funding model be changed from one that is based on the number of children in care to one that provides funding based upon the needs of the system to deliver child welfare services, including the flexible services that will be offered through the differential response that will prevent children from coming into care.	Significant Progress	Significant Progress
104CMR	That the provincial government enter into discussions with the federal government to develop a plan to ensure consistent funding models that will provide services equitably across the province regardless of the status of a child and regardless of where the child lives.	Significant Progress	Significant Progress
80CMR	That the necessary time and research be devoted to the establishment of an appropriate funding model for the system.	Significant Progress	Significant Progress

# Tab 4

# CHILD FATALITY REVIEWS

## ***Changes for Children***

*Complete: 13*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 13***

## ***Inquests***

*Complete: 2*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 2***

## ***Special Investigations***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 6*

***Total: 7***

## ***Accomplishments:***

*Children's Advocate given the responsibility to conduct reviews and broaden the scope through the Enhanced Act*

*Additional staff positions provided to the OCA to assist with backlog of reports*

*Expanded role for the Quality Assurance/Authority Relations Specialists in dealing with recommendations from the SIRs*

## ***Next Steps:***

*Continued monitoring of the recommendations received from the SIRs*

*Completion of the backlog of reports by the Office of the Children's Advocate*



# CHILD FATALITY REVIEWS

## TRANSFER FROM THE CHIEF MEDICAL EXAMINER TO THE CHILDREN'S ADVOCATE

On September 15, 2008 with the proclamation of Bill 11, *The Children's Advocate's Enhanced Mandate Act* (The Enhanced Act), *The Child and Family Services Act* was amended to provide the Children's Advocate (OCA) with the responsibility of conducting a review of services after the death of a child who was in care of, or whose family had been, receiving services through the provincial child welfare system. This responsibility was previously held by the Chief Medical Examiner (CME) and was known as a Section 10 Review. This review done by the Children's Advocate will now be known as a Child Death Review Special Investigation, or Special Investigation Review (SIR).

The purpose of a Special Investigation Review is to identify ways in which the programs and services under review may be improved to enhance the safety and well-being of children and to reduce the likelihood of a future death occurring in similar circumstances. Under The Enhanced Act, the scope of the Special Investigation Reviews has been broadened beyond child and family services to include reviews of the standards and quality of services of any publically funded social service that was provided to the child or, in the opinion of the Children's Advocate, should have been provided.

The SIRs will follow a new process as a result of Bill 11. Reviews will now have more emphasis at the community level, meaning investigators may visit residences and communities and publicly funded agencies that had contact with children in care prior to their death. Following the completion of the review by a staff member of the Office of the Children's Advocate – Special Investigations Review Unit, a copy of the confidential report is provided to the Minister of Family Services and Consumer Affairs, the Manitoba Ombudsman, and the Chief Medical Examiner. Each review will contain the findings as well as any recommendations the Special Investigator deems necessary. A summary of these recommendations will be made public in the annual report of the Children's Advocate.

The Manitoba Ombudsman will follow the recommendations of the Children's Advocate and report annually on the Government's progress in implementing these recommendations. The responsibility for investigating the cause of death remains with the Chief Medical Examiner who also maintains the power to call for a public inquest if deemed necessary.

## BACKLOG AND STAFF RESOURCES

With the transfer to the Office of the Children's Advocate, the Province provided additional investigator positions to respond to the enhanced scope of investigations. Funding was provided through *Changes for Children* to secure additional staff resources to complete the outstanding reviews. The outstanding investigations are being handled separately by staff working exclusively on the backlog of reviews not completed by the CME at the time of the transfer. At the time of transition, there were 106 child fatality investigations outstanding by the Office of the Chief Medical Examiner. As of January 29, 2010, the backlog had been reduced to 82 outstanding reports: 15 which have been assigned and 67 that are awaiting assignment. According to the Office of the Children's Advocate, between September 15, 2008

and January 29, 2010, there were 74 new cases; 7 of which have been completed, 11 which are currently assigned, and 56 which are awaiting assignment.

The Province made a commitment to fund up to six staff to address the backlog. To date, there are five full-time equivalent (FTE) positions working on the backlog. As of February 8, 2009, there were three full-time and two part-time casual staff working on the outstanding reports. Casual, term and/or transfer agreement employees will continue working on the backlog until it is either eradicated or reduced to a point where the OCA feels it no longer requires additional staff.

### **ROLE OF THE CHILD PROTECTION BRANCH**

Quality Assurance/Authority Relations Specialists from the Child Protection Branch (CPB) meet with the Authorities regularly to facilitate and support the Authorities and agencies in implementing recommendations resulting from Special Investigation Reports. The process for distributing recommendations to the appropriate Authority consists of enclosing the report with a cover letter, which highlights the specific recommendations made, and requests the Authority's response within a three month time period. A formal process was established requiring a Quality Assurance/Authority Relations Specialist from the CPB to meet with the Authority to confirm closure of recommendations. Following that, a status report is completed and requires the signature of the Chief Executive Officer of the Authority; the Manager of Authority Relations/Quality Assurance at the Child Protection Branch; the Director of Intersectoral Activities/Community Support at the Child Protection Branch; and the Executive Director of the Child Protection Branch. Systemic recommendations and those made to the Child Protection Branch are signed off by the ADM of Child and Family Services.

A total of 28 Special Investigation Reports have been received between September 2008 and April 2010. Of the 28 Special Investigation reports received, 26 reports had a total of 180 recommendations and 2 reports made no recommendations. Of the 180 recommendations, 28 are complete, 20 have significant progress, 20 are in progress, and 112 are pending.

Since September 15, 2008, there have been 82 child deaths requiring SIREs. Of those deaths, the Department has received 6 reports.

Under the theme of Child Fatality Reviews, there are a total of 16 reports in this report. Of those, 16 have been completed and 6 recommendations are pending.



Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1246	That the Director of Child Welfare for the Province of Manitoba, in association with the four authorities, ensure that a protocol is in place with police services in the province regarding identification of a child in the event of the death of a child in care. (Section 10)	In Progress	Complete

1357	The Children's Advocate recommends that the Agency made immediate contact with foster parents of the deceased child to offer them, their biological children and their foster children grief counseling in regard to their loss.	Pending	Complete
189CDR	That timelines be placed on the completion of CME reports to ensure that reports are available in a timely fashion. This may include retaining outside investigators at times when workloads are higher. (Section 2.1)	Significant Progress	Complete
164CDR	That the Child Protection Branch immediately develop a Crisis Debriefing Team that will be dispatched when a child involved with that agency dies or is seriously injured. This team will work closely with agency workers, family, foster parents and other foster children to ensure that all individuals affected by the death are supported and any necessary paperwork is completed. (Section 10.0)	Significant Progress	Complete
165CDR	That the Department of Family Services and Housing make the sum of \$5,000 available to agencies to provide counseling for foster parents and group home staff after the death of a child placed in their home or facility. This funding would be dispersed upon presentation to the Department of Family Services and Housing all counseling bills related to the death of that child. (Section 10.0)	Complete	Complete Closed Last Report
166CDR	That the Department of Family Services and Housing raise their supplemental allowances of up to \$1,000, with the submission of receipts, to cover the supplemental costs of: a) funerals, wakes and other traditional ceremonies, and b) travel for immediate family members of children in care to attend the funeral, wake or traditional ceremony. (Section 10.0)	Complete	Complete Closed Last Report
	That consideration be given for the payment of the expense and availability of legal counsel to non-profit organizations which organization might contribute to the deliberation of future Fatality Inquiries.	Complete	Complete Closed Last Report
108CMR	That the staff, staff years, salaries and operating funds be transferred from the CME to the OCA and that those staff become a separate division within the office of the OCA to ensure that they are not investigating complaints. Further, we recommend that two additional full time permanent staff years, and necessary salary and operating funds be allocated to the child death review division of the OCA.	Complete	Complete Closed Last Report
106CMR	That The Fatality Inquiries Act be amended to remove the responsibility set out in Section 10 from the Chief Medical Examiner and amend the CFS Act to include the responsibility under those duties and responsibilities of the Office of the Children's Advocate (OCA).	Complete	Complete Closed Last Report

107CMR	That the necessary amendments be made to the CFS Act, to require the OCA to inquire into the circumstances surrounding the death, and make recommendations to prevent similar deaths in the future. These amendments should ensure that the OCA is provided with access to all records held by government that relate to collateral services provided by government, regardless of which department.	Complete	Complete Closed Last Report
109CMR	That the reports of the investigations into the deaths of children conducted by the Office of the Children's Advocate, forwarded to the Director and Authorities, also be forwarded to the Ombudsman to determine what action has been taken in accordance with the recommendations made.	Complete	Complete Closed Last Report
110CMR	That the Ombudsman Act be amended to require the Ombudsman to submit a separate annual report to the Legislature on the results of investigations of the system's compliance with recommendations made by the Office of the Children's Advocate concerning child deaths.	Complete	Complete Closed Last Report
190CDR	That when requested, Section 10 reviews be conducted in the community in which the death occurred. (Section 2.1)	Complete: Pending Signoff	Complete Closed Last Report
167CDR	That the Child Protection Branch draft standards regarding protocols for supporting agency staff in the event of an unexpected death of a client. These protocols should include: a) protocols for informing staff (current and previous), foster parents (current and previous) and family members of the child, b) up to two paid days' bereavement leave for involved staff after the unexpected death of their client, and c) protocols for supporting all survivors including foster siblings of the child who died. (Section 10.0)	Complete: Pending Signoff	Complete Closed Last Report
221S4	That as an independent body, the Office of the Children's Advocate be provided a role in the auditing of children's case files (compliance).	Complete: Pending Signoff	Complete Closed Last Report
147CDR	That the four Authorities ensure that all agencies have upgraded their CFSIS files to reflect the death of any children in their care, and that these files be maintained in the system on a weekly basis. Funding for this initiative must be made available to ensure compliance in this area. (Section 10.0)	In Progress	Complete: Ongoing

1755	The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.	N/A New Report	Pending
1756	The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a clarification statement to all four Child and Family Services Authorities. This statement should advise Authorities and their respective agencies as to interpretation of "Solicitor-Client Privilege" provisions under as it pertains to the removal of documents from Agency services files prior to a review under Section 8.2.3 of The Child and Family Services Act.	N/A New Report	Pending
2080	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.	N/A New Report	Pending
2081	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs consider seeking a legislative amendment to section 8.12 of The Child and Family Services Act, permitting a substantial increase to the fine incurred when repeated incidents of non-compliance to requests for information by the Children's Advocate become evident.	N/A New Report	Pending
2090	The Children's Advocate recommends the First Nations of Northern Manitoba Child and Family Services Authority issue a directive to Cree Nation Child and Family Caring Agency (CNCFCA) to ensure their agency's timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child.	N/A New Report	Pending

2097

The Children's Advocate recommends the Minister of Family Services and Consumer Affairs issue a directive, through the Child Protection Branch, for the four child welfare Authorities to ensure their agencies timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child. The Children's Advocate further recommends the Minister of Family Services and Consumer Affairs put forward a Legislative amendment to Section 8.12 of the Child and Family Services Act to substantially increase the fine and penalty for non-compliance to requests for file information and information of agency service involvement.

N/A New  
Report

Pending

# Tab 5

# CHILD SAFETY AND EDUCATION

## **Changes for Children**

*Complete: 11*

*In Progress: 2*

*Significant Progress: 1*

*Pending: 0*

**Total: 14**

## **Inquests**

*Complete: 0*

*In Progress: 0*

*Significant Progress: 1*

*Pending: 0*

**Total: 1**

## **Special Investigations**

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 4*

**Total: 4**

## **Accomplishments:**

*Continued distribution of SIDS/SUDS resources to various sites throughout the province*

*New shelter bed spaces for high risk youth in the Sexual Exploitation Initiative*

*Staff training in crisis intervention strategies*

*Services for at-risk mothers*

## **Next Steps:**

*Continued implementation of the Sexual Exploitation initiative*



# CHILD SAFETY AND EDUCATION

Child safety and education has been an important issue for child welfare in Manitoba for many years. In May, 2000, Minister Tim Sale announced in the House the release of the video, *It Only Takes a Minute*, about the damage caused by shaken baby syndrome. The video was a joint venture between Healthy Child Initiatives and the Child Protection Centre of the Children's Hospital. At the time, the Minister provided all territorial, provincial and federal ministers with copies of the video and encouraged them to use it freely wherever they can. As well, copies of the video were made available to provincial constituencies and community organizations. Since 2000, numerous other initiatives have been launched or expanded to increase safety for all children in Manitoba.

## **SUDDEN INFANT DEATH SYNDROME/SUDDEN UNEXPLAINED DEATH SYNDROME**

There are currently five Sudden Infant Death Syndrome (SIDS) resources being used in Manitoba with another three resources in development. Existing resources cover a wide variety of information related to SIDS/SUDS and many are available in both French and English. These resources are available at many sites throughout the province including hospitals, regional health authorities, Roots of Empathy classrooms and other Healthy Baby sites. These accurate and up-to-date resources are available to both the public and the professional health care sector throughout the province. There are also a number of SIDS resources that have been produced by American health organizations.

## **GUN STORAGE**

Standards and procedures for the reporting of firearms and other offensive weapons were drafted by the Child Protection Branch.

Directives have been in place for many years and are in the old foster care manual.

## **WATER SAFETY**

In July 2008, Water Safety Training was offered by the Joint Training Unit (JTU) and each Authority has been given a package of materials to be provided to caregivers on a regular and ongoing basis. Each package includes: information from Safe Kids Canada, Description of Safe Kids Week, the Lifesaving Society pamphlets "Within Arms Reach" and Beach Safety information, Swing to Survive Program information, personal flotation device loaner programs and sizing information.

## **CHILD SAFETY**

In January 2004, the Child Protection Branch mailed a letter to all foster parents which included information sheets with respect to crib safety standards. They also offered full-day workshops for foster parents on safety issues, including restraints and crib safety. Instructors included individuals from fire/paramedics services and Health Canada, who spoke to the Canadian Standards Approval rating. In August 2004, a letter was sent out to all of the private, non-mandated agencies who provide foster homes to children in Winnipeg Child and Family Services (WCFS) care reminding them of the related regulations and standards and requesting

that they follow-up with the foster parents they manage. Copies of the material referenced above were provided.

The Province enacted a policy requiring the use of only government approved cribs and car seats for all children in care. As well, eligibility and billing procedures have been added to the provincial child maintenance administration manual. The items continue to be billed as part of child maintenance. A fund has been created for families wishing to foster, but who cannot afford the necessary equipment. These families are usually places of safety and often respond to placement needs in emergency situations.

## **SUICIDE PREVENTION**

There are comic books available...

More details are provided in the 'Suicide and Mental Health' chapter.

Under the theme, Child Safety and Education, there are a total of 19 recommendations. Of those, 11 have been completed, 2 have achieved significant progress, 2 are in progress, and 4 recommendations are pending.

<b>Reference Number</b>	<b>Recommendation</b>	<b>Sept 2009 Report Status</b>	<b>Apr 2010 Report Status</b>
153CDR	That agency staff be given training in safety planning and skills in de-escalating dangerous situations within six months of joining the agency, with refresher courses every two years. (Section 10.0)	Significant Progress	Complete
162CDR	That due to the high number of new or redeployed staff, agencies receive funding for and employ the use of a case management specialist whose duties would be to educate, train and organize case management in accordance with agency philosophy and resources. This individual would be expected to provide this training in the communities to which they provide services. (Section 9.5)	Complete: Alternate Solution	Complete Closed Last Report
125CDR	That the STOP FAS program be expanded to include sites in the highest risk communities in Manitoba and that it be made available to expectant 'high-risk' mothers between the ages of 18 to 25 years of age, on self-referral. (Section 4.2)	Complete	Complete Closed Last Report
11CMR	That a responsibility of the differential response system will be to connect families with other early intervention programs developed by government that may assist in dealing with the issues they are facing such as Healthy Child Programs including, Healthy Baby, Families First, Triple P, and FAS Strategy but that this brokering service be in addition to and not instead of providing direct service to children and families.	Complete	Complete Closed Last Report

126CDR	That where existing prenatal programs or services are available, the mandate be expanded to include voluntary referrals from women aged 18 to 25. (Section 4.2)	Complete	Complete Closed Last Report
123CDR	That the Child Protection Branch, in consultation with the four Authorities, in reviewing the recommendations from the Snowdon Inquest, ensure that foster parents/ alternate care givers whose residence contains a pool, hot tub, or is in close proximity to a body of water, be required to receive water safety training. Further, the cost of this training would be borne by the Child Protection Branch rather than the caregivers. (Section 5.1)	Complete	Complete Closed Last Report
177CDR	That all care providers use only government-approved child safety devices (car seats, cribs, playpens, etc.) in the manner for which they were designed and that they do not make any alterations or modifications to them for any reason. (Section 5.2)	Complete	Complete Closed Last Report
118CDR	That information about suicide, including information about recognition and intervention related to suicide, be made available to all child welfare staff, parents, caregivers, service providers and relevant professional training programs on an annual basis. (Section 6.4)	Complete	Complete Closed Last Report
112CMR	That the provincial standards (foundational standards) to ensure the safety of children be applicable in all situations throughout the province and be completed as a priority.	Complete	Complete Closed Last Report
124CDR	That Healthy Child Manitoba develop and distribute information regarding reducing the dangers of SIDS/SUDS to Healthy Baby sites, health clinics and hospitals throughout Manitoba. (Section 4.3)	Significant Progress	Complete: Ongoing
191CDR	That child welfare agencies ensure that foster homes have adequate information and comply with existing foster home regulations regarding the safe storage of guns, medications and toxic materials.	Significant Progress	Complete: Ongoing
254OCA	That Authorities and agencies develop a practice standard that promotes educational achievement as a priority for children in care and support this by providing practical assistance such as educational assessments, tutoring, counseling, learning aids and tools and assistance with learning.	In Progress	In Progress
266OCA	Education funds should be started for all children in care with those born after 2003 eligible for the Canada Learning Bond.	In Progress	In Progress

1762	The Children's Advocate recommends that Awasis Agency of Northern Manitoba include the provision of culturally-appropriate, water safety educational materials when conducting Agency Foster Parent Orientations for new foster parents.	N/A New Report	Pending
1763	The Children's Advocate recommends that Awasis Agency of Northern Manitoba establish a policy requirements to establish and/or review an appropriate water safety plan as part of the licensing or re-licensing process of all Agency foster homes geographically located near a body of water. This would also include any foster home equipped with pools or hot tubs that are accessible to children in the home.	N/A New Report	Pending
1764	The Children's Advocate recommends that Awasis Agency of Northern Manitoba establish a policy requirement that a water safety plan, which may include but is not limited to appropriate formal training and/or swimming lessons, be established for all Agency children in care over the age of four years. Once established, child in Care Water Safety Plans should be reviewed on an annual basis to ensure that they meet the child's evolving developmental needs and capacities.	N/A New Report	Pending
1720	The Children's Advocate recommends that Opaskwayack Cree Nation Child and Family Services immediately establish a "community committee" to discuss and bring forward recommended community-based initiatives that address the need for a residential youth addictions treatment at OCN, gang prevention strategies, firearms safety training and the safe storage of firearms. Suggested committee members, at minimum, would include Opaskwayak Cree Nation Child and Family Services, Joe A. Ross School, RCMP, Kawechetonanow Centre, and representative from Chief and Council.	N/A New Report	Pending
1244	That programs or workshops be presented on the reserve to educate children and their parents about the dangers of drugs. (Leonard Bushie)	Significant Progress	Significant Progress
251OCA	That authorities and agencies ensure that all youth in care are aware of VOICES, Manitoba Youth in care network by providing information material to all new admissions and having information brochures available at all agency offices and placement resources.	Significant Progress	Significant Progress

# Tab 6

# CONTINUOUS QUALITY IMPROVEMENT

## ***Changes for Children***

*Complete: 78*

*In Progress: 21*

*Significant Progress: 33*

*Pending: 0*

***Total: 132***

## ***Inquests***

*Complete: 4*

*In Progress: 1*

*Significant Progress: 10*

*Pending: 0*

***Total: 15***

## ***Special Investigations***

*Complete: 26*

*In Progress: 14*

*Significant Progress: 15*

*Pending: 79*

***Total: 134***

## ***Accomplishments:***

*Training continues throughout the province in a variety of areas related to child welfare*

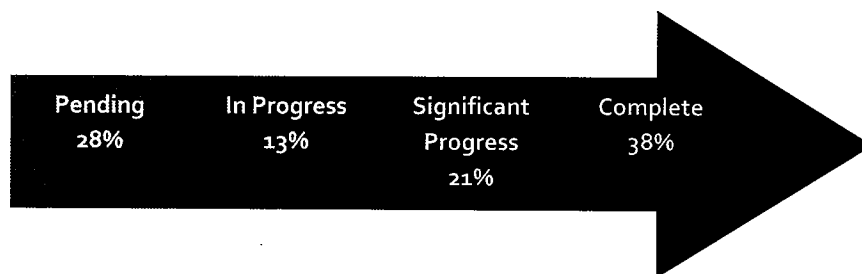
*Standards development continues with a total of 31 new or amended standards since 2005*

*Creation of the Phoenix Sinclair Inquiry team to begin preparations for the public inquiry*

## ***Next Steps:***

*Continue moving forward the Quality Assurance reviews within each Authority*

*Ongoing development of the standards manual*



# CONTINUOUS QUALITY IMPROVEMENT

## TRAINING

Funding has been provided through *Changes for Children* to provide each Authority with one training and education coordinator as well as funds for training agency staff. In 2007, the Joint Training Unit was formed to ensure coordinated training for the entire province. The JTU has been tasked with all provincial training and compiles a training calendar each year to coordinate and prioritize training for the system.

Training has been identified as a priority under the *Changes for Children* action plan. The recommendations specific to training are organized under 10 major work sub-projects:

1. Training in case management foundational standards
2. Specialized training in abuse investigations
3. Transfer documentation standards
4. Orientation/refresher for child and family services staff
5. Compilation and distribution of educational materials
6. Developing new training curricula
7. Mentoring and peer support
8. Critical incident stress management
9. Safety planning and de-escalation
10. Legal requirements for information sharing in child protection

Between April 1, 2008 and March 31, 2009, the JTU, on behalf of the four Authorities and the Province of Manitoba, provided a wide variety of training to more than 3,600 participants. These participants included child and family services staff, support workers and foster parents. Based on the recommendations from the external reviews, the JTU delivered training in three prioritized areas:

1. critical incident stress management
2. suicide intervention and prevention
3. investigating child abuse

In addition, the Joint Training Unit delivered training on a variety of topics in the areas of professional practice and administration:

### Professional Practice Topics

- child and family services standards
- culture and diversity
- crisis intervention
- fetal alcohol spectrum disorder
- non-violent crisis intervention
- relationship-based strength approach to discipline
- standard first aid/CPR
- gang awareness

### Administrative Topics

- board development
- administration
- computer information
- communications

In 2008/09, through the Competency-Based Training (CBT) Program led by the Provincial Training Coordinator, training was provided to close to 1,400 participants. These participants included CFS staff, support workers and foster parents. Training dealt with a variety of topics, including:

- culture and diversity
- working with children and youth who have been sexually exploited
- core training for front-line workers, supervisors, and child and youth care workers

In January 2009, a conference called 'Training for Child Abuse Committee Coordinators' was hosted in Winnipeg by the JTU and the Child Protection Branch.

In 2008/09, as part of a strategy to improve communication in the child and family services system, JTU members were involved in assisting with the coordination of staff engagement activities, some of which included:

- staff recruitment and retention workshops, including a strategy session hosted by the Manitoba Government and General Employees Union (MGEU)
- think-tanks and a summit providing for dialogue on a wide variety of CFS issues
- continued distribution of child and family services information
- regular communication with staff regarding progress made on child welfare recommendations related to training

As well, during this period, JTU members were involved in assisting with activities related to the development of youth engagement strategies.

### **STANDARDS DEVELOPMENT**

Statutory responsibility for the establishment of provincial (foundational) standards under Section 4 of *The Child and Family Services Act* remains with the Executive Director of the Child Protection Branch. Under section 30 of *The Child and Family Services Authorities Act*, the Director is also a member of the Child and Family Services Standing Committee and has a duty to consult and work with the four Authorities to facilitate cooperation and coordination in the provision of services as outlined as well in the Standards Development Protocol. The Authorities have a duty under Section 19 of *The Child and Family Services Authorities Act* to develop culturally appropriate standards, and to ensure their agencies provide services and follow practices and procedures in accordance with both provincial and Authority standards.

In April 2004, the Child Protection Branch in consultation with the four Child and Family Services Authorities approved the development of an online standards manual. The report recommended a manual consisting of four volumes as follows:

- Volume 1 – Agency Standards (CFS and adoption agencies)
- Volume 2 – Child Care Facility Standards
- Volume 3 – Child and Family Services Authority Standards

- Volume 4 – Child Protection Branch Standards

Priority was given to the development of manual sections for Volume 1 beginning with a chapter on case management standards and for Volume 2 with respect to updating the existing licensing and standards manual for child care facilities. Case management standards were approved and posted online in January 2005. Additional sections were added to Volume 1 and posted online, up to and including January 2009. An updated version of the child care facility licensing and standards manual was also posted online in the fall of 2005.

In November 2007, the CFS Standing Committee approved a Standards Development Protocol and, by summer of 2009, 18 new or amended standards were developed and approved. Twelve new or amended standards were approved during the period of 2005 to 2007, for a total of 31 new or amended standards.

The Office of the Child and Family Services Standing Committee has created a standards training package that has been provided to the four Authorities. Each Authority has committed to a training schedule that will ensure all CFS staff members receive training with respect to the standards manual. Training specific to standards has and continues to occur with the Authorities, agencies and Branch staff, including separate training sessions for orientation to new and enhanced standards. Training has also been provided to the Office of the Children's Advocate by the Child Protection Branch.

Priorities have been set for the ongoing development of the standards manual and resources continue to be dedicated to the development of new or revised standards.

### **QUALITY ASSURANCE REVIEWS**

The child welfare system in Manitoba is in a period of continuous improvement. Multiple reviews of Child and Family Services agencies and related organizations are currently underway. Some of the reviews are as a result of concerns, while others are regularly scheduled reviews, such as quality assurance reviews. These reviews are being completed by the Child Protection Branch, the CFS Authorities, and partners at Indian and Northern Affairs Canada. The implementation of recommendations made as a result of these reviews are carefully monitored and tracked by the Child Protection Branch.

Each of the four CFS Authorities have been given funding to develop a quality assurance program, have hired quality assurance staff and are in the process of developing outcome measures specific to their Authority. The Métis, Southern and General Authorities have developed their own quality assurance frameworks and are in varying stages of identifying outcome statements and indicators. The Northern Authority has hired staff and has begun developing outcome measures within their agencies. A culturally appropriate, community based, non-intrusive framework will be developed by the Northern Authority.

### **PHOENIX SINCLAIR INQUIRY**

In October, 2006, Premier Gary Doer announced that a full Public Inquiry would be called into the death of Phoenix Sinclair. Phoenix was killed on Fisher River First Nation in June 2005; her body was not found until March 2006. On December 12, 2008, her mother, Samantha Kematch, and her mother's common-law husband, Karl McKay, were convicted of first degree

murder in her death. Both parties filed appeals with the Manitoba Court of Appeal and on March 4, 2010, the Courts unanimously dismissed both appeals. It is unknown whether either party will take their appeals to the Supreme Court of Canada. Notice to seek leave to appeal must be filed within 60 days of the Manitoba Court of Appeal decision.

In response to the announcement that a Public Inquiry would be called, the Department of Family Services and Consumer Affairs has developed the Phoenix Sinclair Inquiry Team (PSIT) to begin preparing for the Inquiry. The Public Inquiry into the death of Phoenix Sinclair will be called once all avenues of appeal to the criminal convictions have been exhausted. Planning within the Department will continue in preparation of the Inquiry and all efforts are being made to complete the recommendations of the external reviews prior to the Inquiry beginning.

## **AUTHORITY DETERMINATION PROTOCOL**

It is required that an Authority Determination Protocol (ADP) be completed for every child, family or person that requires child welfare services in Manitoba. The ADP tool is used by designated intake agencies to determine the culturally appropriate Authority and the Authority of service for a child or family. The intake worker may complete a new ADP when a case has been closed for more than a year or when there has been a change in a spouse or partner. Adults in the family have the decision to choose either the culturally appropriate Authority or any other Authority; however, only one Authority may be chosen by a family. Once the family chooses an Authority for their service, it is up to the Authority to determine which of its agencies will be the one to deliver services to the family. The Authorities are responsible for providing families with adequate information during this process to ensure that they make an informed choice regarding their Authority.

The complete ADP process is outlined in Part 2 of the Child and Family Services Authorities Regulations.

Under the theme of Continuous Quality Improvement, there are a total of 281 recommendations included in this report. Of those recommendations, 108 have been completed, 58 have achieved significant progress, 36 are in progress, and 79 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
153CDR	That agency staff be given training in safety planning and skills in de-escalating dangerous situations within six months of joining the agency, with refresher courses every two years. (Section 10.0)	Significant Progress	Complete
1246	That the Director of Child Welfare for the Province of Manitoba, in association with the four authorities, ensure that a protocol is in place with police services in the province regarding identification of a child in the event of the death of a child in care. (Section 10)	In Progress	Complete

1256	That the Southern Authority undertake a quality assurance review of Southeast Child and Family Services Agency as a priority item. This should be a comprehensive review of the agency and should include (but not be limited to) a review of agency's governance structure, funding, workloads, case practices, expenditures (operations and maintenance, federal and provincial), staffing, and organizational structure. The review should include a review of the case files of the agency, including a review of every child in care to ensure proper assessments and case plans are completed. The Southern Authority to develop a corrective action plan for the agency where deficiencies exist.	Significant Progress	Complete
1314	The Children's Advocate recommends that Dakota Ojibway Child and Family Services, in concert with the Southern Authority FASD Specialist, identify the children with FASD in the agency's care and ensure that the workers and foster parents providing service to those children receive appropriate training in assessing, planning for, and managing children and youth with a diagnosis of FASD.	N/A New Report	Complete
1316	The Children's Advocate recommends that Dakota Ojibway Child and Family Services monitor the caseplans for children with FASD to ensure that those plans are consistent with meeting the needs of children with FASD.	N/A New Report	Complete
152CDR	That Competency Based Training (CBT) include a module that focuses on anti-oppressive and anti-racist principles within a strength-based perspective. Given their role in setting the tone and values for their teams, a module should also be included in training for supervisors. (Section 8.6)	In Progress	Complete
157CDR	That the Supervisors Competency Based Training Program include a module on mentoring front-line staff to ensure their workers are aware of and comply with provincial standards. (Section 9.3)	In Progress	Complete
1262	That the Southern Authority, together with the agency, INAC, and the Province should participate in a redesign of the services and service approach used in the four remote communities that SECFS serves (Little Grand Rapids, Paungassi, Berens River, Blood vein). A child safety focus must be maintained, but it should be done in the context of building communities and families that are safe for children. All options should be explored, including flexible funding arrangements. The large numbers of children in care from these communities makes that an imperative.	In Progress	Complete

1692	The Children's Advocate recommends that CFS-CM review all open files, within two months of receipt of these recommendations, and ensure that child protection investigations have been conducted where there have been allegations that a child has been maltreated and that the information has been forwarded to the local Law Enforcement and Child Abuse Committee where appropriate and in accordance with the current Provincial Standards.	N/A New Report	Complete
1693	The Children's Advocate recommends that CFS-CM review all open files, within four months of receiving the recommendation, and ensure that assessments are completed and up to date in accordance with the Provincial Standards.	N/A New Report	Complete
1694	The Children's Advocate recommends that the Director of Child Welfare review the current standards in respect to child protection investigations and that the current Standard be amended to state that all children who are verbal be interviewed.	N/A New Report	Complete
1315	The Children's Advocate recommends that the Southern Authority provide the resources necessary to allow Dakota Ojibway Child and Family Services workers and careproviders to participate in training sessions.	N/A New Report	Complete
1319	The Children's Advocate recommends that Dakota Ojibway Child and Family Services immediately review all its place of safety placements to ensure compliance with current standards particularly that criminal record, prior contact and child abuse registry checks have been completed on every adult in the home and that at least one reference has been explored by the agency.	N/A New Report	Complete
1321	The Children's Advocate recommends that Dakota Ojibway Child and Family Services develop a conflict of interest policy to guide workers in conducting abuse investigations within their communities.	N/A New Report	Complete
1323	The Children's Advocate recommends that Dakota Ojibway Child and Family Services review its policy and procedures related to contracting with external service providers to ensure they comply with current standard 1.3.1 "service contracts with collateral service providers" this standard requires individual service contracts to include: service definitions, goals, activities and outcomes; reporting requirements; and service funding arrangements.	N/A New Report	Complete

1327	The Children's Advocate recommends that Child and Family All Nations coordinated Response Network (ANCR) immediately review the abuse submission regarding Danielle Berthelette to ensure that the matter has been heard by the agency's child abuse committee and that a decision has been rendered. In keeping with provincial standards and regulations, the agency is to update all service files (both electronic and hard-copy) with the required documentation regarding the child abuse committee referral.	N/A New Report	Complete
1331	The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network prioritize developing a protocol to ensure that complete intake information is transferred to all receiving agencies.	N/A New Report	Complete
1332	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority undertake a quality assurance review of Child and Family All Nations Coordinated Response Network (ANCR) as a priority item. This should be a comprehensive review of the agency that includes (but is not limited to) a review of the agency's funding, workloads, organizational structure and case management practices. The Children's Advocate further recommends that the Authority, in conjunction with the agency, develop a corrective action plan to address these and any other identified deficiencies.	N/A New Report	Complete
1309	The Children's Advocate recommends, that when The Child and Family All Nations Coordinated Response Network is investigating child protection concerns, workers have direct face-to-face contact and discussion with all children in the family system to ensure that all children are safe and receive appropriate services in relation to protection concerns.	Pending	Complete
1335	The Children's Advocate recommends that MCFCS comply with Section 7 (1) and (2) of the Child Abuse Regulation, Manitoba Reg. 14/99 and proceed with a further investigation of a sexual assault disclosure made by a fourteen year old sibling on June 6, 2006.	Pending	Complete
1336	The Children's Advocate recommends MCFCS comply with Section 18.4 of the Child and Family Service Act and immediately investigate the child protection matter involving the sixteen year old sister and her newborn baby to ensure their safety.	Pending	Complete
1340	The Children's Advocate recommends that the Child Protection Branch / Standing Committee review and amend, as necessary, the client contact at Intake Standard (Volume 1, Chapter 1, Section 1, Standard 16) and reconcile it with the Intake Response Time Standard (Volume 1, chapter 1, Section 1, Standard 10) to reflect that response times include the requirement for contact at intake.	Pending	Complete

1350	The Children's Advocate recommends that the All Nations Coordinated Response Network, in conjunction with the Southern Authority conduct a program evaluation of ANCR. The Program evaluation would examine the ability of the agency to effectively meet it's mandate. Attention would be paid to staffing, workload, training, organizational structure and deliverables to complete the mission. The goal of the evaluation would be to determine specific measures that will improve service.	Pending	Complete
1353	The Children's Advocate recommends that Animikii Ozoson CFS comply with case management standards and ensure that all of the children in the Agency's care receive ongoing services without disruption. Section 7(1)(g) of the Child and Family Services Act states: according to standards established by the Director and subject to the authority of the Director, every Agency shall: provide care for children in its care.	Pending	Complete
1359	The Agency has developed a Case Plan Template for children-in-care and services to families files. The Agency committed to incorporating recommendations from external assessments into the case plans. The Case Management Specialist (Consultant) and supervisors meet with workers case by case to develop and review case plans on an on-going basis and have committed to include recommendations from external assessments.	Pending	Complete
1360	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority assist the Agency to: 1) understand the importance of assessment in developing appropriate services for children in care; and 2) adhere to existing foundational standards (Child and Family Services Standards volume 1, Chapter 1 - Case Management and Volume 1, Chapter 7 - Service Administration.	Pending	Complete
1361	The Children's Advocate recommends that the First Nations of Southern Manitoba child and Family Services Authority assist the Agency to develop a practice of formally reviewing recommendations made in external assessments (i.e., parenting assessments, psycho-education assessments, psychiatric assessments) and in developing case plans that are consistent with the recommendations.	Pending	Complete
1363	The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee office, develop a foundational standard the establishes a review process for children in care who experience multiple placements.	Pending	Complete

148CDR	That in pre-service training, child welfare staff receive specific training on identification of young people with significant adjustment problems, emotional distress and risk of suicide. This training should include information about appropriate resources for intervention. The routine use of this information should be evaluated as part of the normal supervision process and regular updates on this training should be provided. (Section 6.4)	Significant Progress	Complete
146CDR	That the Child Protection Branch develop protocols which ensures that child welfare agencies be required to undertake a complete background check when families requiring service move into their jurisdiction or have changed service providers. (Section 9.1)	Significant Progress	Complete
159CDR	That a module in Crisis Debriefing be added to the Competency Based Training (CBT) Program as a supplemental training and that at least one staff member from each agency be encouraged to attend this training. (Section 10.0)	Significant Progress	Complete
291S10	The General Authority ensure that the program standards for investigation of allegations of mistreatment of children are followed by agencies under its jurisdiction, specifically the requirement to ensure that the children involved are safe be fulfilled by ensuring that a child about whom a report of suspected abuse or neglect is made is seen by the investigating worker(s).	Significant Progress	Complete
59CMR	That efforts be made to ensure that permanent wards whose culturally appropriate authorities were misidentified during AJI-CWI be transferred to their culturally appropriate authority.	Significant Progress	Complete
1324	The Children's Advocate recommends that Dakota Ojibway Child and Family Services explore with its workers the current mechanism for exchanging relevant information between designated intake agencies, on-reserve and off-reserve workers and determine what if any changes need to be made to ensure that the flow of information is timely and efficient.	N/A New Report	Complete
162CDR	That due to the high number of new or redeployed staff, agencies receive funding for and employ the use of a case management specialist whose duties would be to educate, train and organize case management in accordance with agency philosophy and resources. This individual would be expected to provide this training in the communities to which they provide services. (Section 9.5)	Complete: Alternate Solution	Complete Closed Last Report
112CMR	That the provincial standards (foundational standards) to ensure the safety of children be applicable in all situations throughout the province and be completed as a priority.	Complete	Complete Closed Last Report

167CDR	That the Child Protection Branch draft standards regarding protocols for supporting agency staff in the event of an unexpected death of a client. These protocols should include: a) protocols for informing staff (current and previous), foster parents (current and previous) and family members of the child, b) up to two paid days' bereavement leave for involved staff after the unexpected death of their client, and c) protocols for supporting all survivors including foster siblings of the child who died. (Section 10.0)	Complete: Pending Signoff	Complete Closed Last Report
90CMR	The creation of 10 new FTEs with the necessary salaries, benefits and operating funding required allocated equally to the Authorities and the Branch and those employees will have an employee/employer relationship with the entity they represent.	Complete	Complete Closed Last Report
30CMR	That adequate funding be made available to facilitate specialized training in the area of abuse investigations and child maltreatment on an ongoing basis to all workers responsible for investigating abuse.	Complete	Complete Closed Last Report
46CMR	That \$1,000,000 be allocated in 2006/07 to begin the process of planning, recruiting and training for additional foster homes for emergency placements for children as an alternative to placing them in hotels with contract care, or in shelters; and that this be a process of continuous recruitment not a targeted number recruitment.	Complete	Complete Closed Last Report
150CDR	That comprehensive training in FASD, specific to the child welfare system, be undertaken by all child welfare agencies. (Section 8.7)	Complete	Complete Closed Last Report
180CDR	That the four Authorities meet to develop a brief risk assessment tool or tools that are representative of the needs of the province or various regional areas. (Section 7.1)	Complete	Complete Closed Last Report
160CDR	That copies of the booklet 'Child Protection and Child Abuse Manual: Protocols for Social Worker, be distributed to all child welfare workers in Manitoba. (Section 7.1)	Complete	Complete Closed Last Report
192CDR	That the Joint Intake and Response Unit (JIRU) undertake a series of informational training sessions in agencies operating in Winnipeg to provide information about their service. (Section 9.1)	Complete	Complete Closed Last Report
182CDR	That the booklet "Guidelines for Reporting Children in Need of Protection" be distributed by the Child Protection Branch to all pertinent professionals on a yearly basis. (Section 9.2)	Complete	Complete Closed Last Report

176CDR	That the Child Protection Branch prioritize the timely completion of the Provincial Standards Manual. (Section 9.3)	Complete	Complete Closed Last Report
1259	That the agency, with the cooperation of the Southern Authority, should provide training to staff in the following areas: a) How to manage and maintain a case file; b) best practices in the placement of children in out of home care; c) How to complete comprehensive assessments, make diagnostic statements and then develop case plans based on such an assessment; c) how to develop goals and services for contract planning in casework; d) how to maintain the primacy of a child safety focus in the intervention while still considering the needs of the family; e) how to provide social work counseling and intervention at the case management level with children and with families; f) suicide prevention and intervention; g) working with sexually exploited children.	Complete	Complete Closed Last Report
5CMR	The Alberta response model be studied for this purpose.	Complete	Complete Closed Last Report
28CMR	That every worker in the province receive training on the foundational standards.	Complete	Complete Closed Last Report
39CMR	That the foundational standards be published online and that every agency office and sub office receive a manual containing the standards as well.	Complete	Complete Closed Last Report
29CMR	That no standard be implemented without the opportunity for meaningful comment from front line protection workers representing each authority.	Complete	Complete Closed Last Report
19CMR	That the standard that requires supervisors to sign off on decisions in the intake module be replaced with a requirement that a supervisory decision be made in consultation with the worker and that the recording of that decision be done by administrative staff on the direction of supervisors.	Complete	Complete Closed Last Report
20CMR	That in order to ensure that necessary information to make decisions is available to DIAs funding be provided to agencies to hire the additional resources necessary to have sufficient staff available in each agency to answer questions that may come from them regarding children and families. These staff can work on an on call basis, but this responsibility should not be added to front line workers who are already overburdened.	Complete	Complete Closed Last Report

40CMR	That the ADP process be streamlined to the extent possible and be written in language that can be easily understood by people with limited education.	Complete	Complete Closed Last Report
41CMR	That the ADP process be evaluated to determine how choice can effectively be offered to every family in situations where only one agency provides service.	Complete	Complete Closed Last Report
95CMR	That the Department and the Interim board of JIRU collaboratively determine a single reporting structure for JIRU.	Complete	Complete Closed Last Report
96CMR	That clear parameters around each program of JIRU be developed, inclusive of the identification of roles and responsibilities within each program area.	Complete	Complete Closed Last Report
97CMR	These parameters be consistently communicated to the staff of JIRU, the staff of other mandated agencies, and to the core social service agencies that interface with JIRU.	Complete	Complete Closed Last Report
86CMR	That strategy be developed to address how collateral agencies and organizations can send non-urgent referrals to JIRU.	Complete	Complete Closed Last Report
26CMR	That clearly defined processes around the dayside workers requests for after hours service be developed and consistently communicated to all agencies which interface with JIRU.	Complete	Complete Closed Last Report
98CMR	That clear program parameters be established for the general intake program at JIRU.	Complete	Complete Closed Last Report
99CMR	That clear program parameters be developed for the Abuse Investigation Unit. If the unit remains as an auxiliary unit it is imperative that roles and responsibilities of the unit and involved agency be clearly defined.	Complete	Complete Closed Last Report
44CMR	That the abuse investigation unit criteria be expanded to include the scope of abuse as outlined in legislation.	Complete	Complete Closed Last Report
25CMR	That all DIAs have access to CFSIS other than through the Joint Intake Response Unit (JIRU).	Complete	Complete Closed Last Report

105CMR	That the child welfare system adopt Jordan's Principle of Children First, to ensure the provision of uninterrupted services to children while awaiting resolution of jurisdictional funding disputes.	Complete	Complete Closed Last Report
88CMR	That Winnipeg CFS and Rural and Northern CFS report to the General Authority, consistent with the reporting structures for all other agencies in the province.	Complete: Alternate Solution	Complete Closed Last Report
100CMR	That the Authorities and the Branch who are jointly responsible for the protection of children in the province be responsible to ensure that JIRU is functioning effectively and appropriately before it becomes an agency in its own right. Because of the numbers of children and families who come into contact with JIRU and because each authority has agencies for which JIRU will do intake, it is appropriate that it remain under the guidance of the CWS until all issues are resolved and the members of the Standing Committee are satisfied JIRU is functioning to mitigate risk to children.	Complete: Alternate Solution	Complete Closed Last Report
173CDR	That once information is received regarding the abuse of a child or adolescent, a complete investigation is conducted to determine the validity of the report regardless of the age of the child. (Section 8.2)	Complete: Pending Signoff	Complete Closed Last Report
170CDR	That where numbers warrant, an adolescent unit within the local child welfare office and intake agencies be developed which will assess and provide services to adolescents. (Section 8.2)	Complete: Pending Signoff	Complete Closed Last Report
154CDR	That information or training be offered to all agency staff regarding the location, jurisdiction and practice of all child welfare agencies within the province of Manitoba. This training may also include information regarding agency protocols, contact people and a review of provincial standards regarding case transfers. (Section 9.1)	Complete: Pending Signoff	Complete Closed Last Report
163CDR	That the Child Protection Branch reinstate standards regarding 'Alerts' in the Program Standards Manual. (Section 9.1)	Complete: Pending Signoff	Complete Closed Last Report
158CDR	That a provincial directive be issued and that a training module be developed on the "duty to report" and on the role of the Privacy Act with respect to child welfare investigations. (Section 9.2)	Complete: Pending Signoff	Complete Closed Last Report
183CDR	That the Child Protection Branch develop a brief presentation and make it available to all community organizations through an information session on The Freedom of Information and Protection of Privacy Act (FIPPA) and Section 18 of The Child and Family Services Act with respect to their duty to report protection concerns of children. (Section 9.2)	Complete: Pending Signoff	Complete Closed Last Report

295S10	The CPB ensure provincial training for child protection includes or references literature emphasizing that the care or condition of one child in a family cannot be taken as a proxy for the care or condition of any other child in the same family. This point should be extended to eliminate the use of household cleanliness and order as a proxy for good parenting and the absence of abuse.	Complete: Pending Signoff	Complete Closed Last Report
292S10	The CPB ensure the program standards currently under development for child protection services include a warning or reminder to workers that one child may be the target of abuse or neglect in a family that appears to be functioning adequately.	Complete: Pending Signoff	Complete Closed Last Report
290S10	The GA, in conjunction with WCFS, ensure that full names are obtained for persons associated with protection cases upon (WCFS) becoming aware of the involvement of a new individual in a case. The CME further recommends that criminal risk assessments of new family members or associates be requested in cases involving families with a history of child protection concerns.	Complete: Pending Signoff	Complete Closed Last Report
293S10	That the Child Protection Branch and the general Authority, in conjunction with WCFS, review the March 5, 2005 Intake to determine what can be done to prevent similar incidents in the future and to ascertain whether this was a unique response to reports of alleged maltreatment of children or related to systemic issues such as a shortage of resources.	Complete: Pending Signoff	Complete Closed Last Report
219S4	That the Child Protection Branch encourage each Authority to institute a comprehensive conflict of interest policy for staff dealing with high risk situations involving relatives	Complete: Pending Signoff	Complete Closed Last Report
214S4	That the Child Protection Branch will ensure that provincial standards and procedures are in place to guide workers in determining whether kinship homes are to be used for children, who would otherwise be in need of protection.	Complete: Pending Signoff	Complete Closed Last Report
220S4	That the Child Protection Branch will release a position paper that clearly delineates when a placement is "a place of safety" and when a child in care is sent on an "extended family visit" in terms of whether a child is still considered to be in care and under what limitations.	Complete: Pending Signoff	Complete Closed Last Report
218S4	That in the development of the provincial Standards, the Child Protection Branch and the Authorities will consider Best Practice in Child Welfare: Definition, Application and the Context of Child Welfare in Manitoba, by A. Wright as a guiding resource when finalizing best practice standards in Manitoba within the various Authorities.	Complete: Pending Signoff	Complete Closed Last Report

204S4	That this training be delivered in a manner which is appropriate to the learning needs of new, and experienced workers and supervisors.	Complete: Pending Signoff	Complete Closed Last Report
205S4	That this training be offered in a "refresher" format to experienced workers and supervisors as required.	Complete: Pending Signoff	Complete Closed Last Report
210S4	That Winnipeg Child and Family Services will combine all internal procedures into one policy manual once the new Authority Standards are finalized.	Complete: Pending Signoff	Complete Closed Last Report
202S4	That Winnipeg Child and Family Services will ensure that Intra Agency training has been provided to all front line and supervisory staff.	Complete: Pending Signoff	Complete Closed Last Report
211S4	That Winnipeg Child and Family Services will ensure that case reviews (conferences) are completed as per the Standards on all children in care and recorded in both the family and the child's files.	Complete: Pending Signoff	Complete Closed Last Report
212S4	That Winnipeg Child and Family Services will ensure that there are Procedures outlining safe guards for children in out-of-care-alternative-care Arrangements.	Complete: Pending Signoff	Complete Closed Last Report
207S4	Winnipeg Child and Family Services will consider eliminating the present practice of one worker having both the family file and the child file from those families when the children come into care.	Complete: Pending Signoff	Complete Closed Last Report
200S4	That Winnipeg Child and Family Services will reinforce with their social workers and supervisors that it is important to maintain detailed recording.	Complete: Pending Signoff	Complete Closed Last Report
51CMR	That to achieve the time frames for a case transfer throughout the province, if a receiving agency does not accept the transfer within the time frame prescribed by the standards, the sending agency will forward the case record and appropriate documentation to the relevant authority for transfer to the receiving agency.	Complete: Pending Signoff	Complete Closed Last Report
54CMR	We recommend that the standard regarding the type of information to be included with a file at transfer be enforced.	Complete: Pending Signoff	Complete Closed Last Report
36CMR	Completion of training be a condition of passing a probation period.	In Progress	Complete: Ongoing

58CMR	That the necessary steps be taken for the future to ensure that siblings are served by the same authority and agency to avoid the system creating further fragmentation of children's families.	Significant Progress	Complete: Ongoing
66CMR	The recruitment and training of specialized foster parents for high needs children and sibling groups and further recommend that other government programs with responsibility participate in achieving this recommendation.	Significant Progress	Complete: Ongoing
175CDR	That the Child Protection Branch and the four Authorities ensure province-wide adherence to section 1.1.6 of the Standards Manual regarding Case Transfers. (Section 9.1)	Significant Progress	Complete: Ongoing
156CDR	That child welfare staff be required to complete the first module of the Competency Based Training Program within six months of beginning employment with a child welfare agency. (Section 9.3)	Significant Progress	Complete: Ongoing
155CDR	That the Competency Based Training Program include a standard orientation to Child and Family Services including information about The Act, standards and operating procedures which child welfare staff would take as mandatory training prior to caseload assignment. (Section 9.3)	Significant Progress	Complete: Ongoing
203S4	That all workers acting in all front line positions in Manitoba's child welfare agencies be provided with essential core training in abuse, CFSA, assessments, risk assessment, counseling, breaking through resistance, and relationship building with difficult clients.	Significant Progress	Complete: Ongoing
31CMR	That staff receive training regarding the completion of the documentation required at transfer to ensure that adequate and complete information is included with the case record.	Significant Progress	Complete: Ongoing
57CMR	That a review be conducted of the family histories of all permanent wards to ensure that siblings are served by the same authority and agency and to the extent possible that they are placed together.	Significant Progress	Complete: Ongoing
60CMR	That the Authorities monitor the agencies use of VPAs and ensure that they are entered into under the appropriate circumstances.	Significant Progress	Complete: Ongoing
64CMR	That workers establish and maintain effective contact with the children for whom they are responsible.	Significant Progress	Complete: Ongoing
34CMR	A system wide approach to training be implemented that ensures that workers receive the basic training that they need before being assigned to case work.	Significant Progress	Complete: Ongoing
38CMR	That access to a program similar to the government Employee Assistance Program be made available for all agency staff and training for the development of peer support programs be made available.	Significant Progress	Complete: Ongoing

1308	The CME recommends that Winnipeg Rural and Northern CFS (Winnipeg Region) comply with case management standards, specifically standard 1.1.2 (assessment), 1.1.3 (planning), 1.1.4 (service provision), 1.1.5 (evaluation) and 1.1.6 (service completion).	N/A New Report	Complete: Pending Signoff
1307	The CME recommends that the Child Protection Branch develops a Foundational Standard which establishes a review process for children experiencing multiple placements.	Pending	Complete: Pending Signoff
288OAG	That the CFS Authorities develop a risk-based QA review plan that schedules mandated agency reviews on a bi-annual cycle for mandated agencies. Other mandated agencies should be reviewed on a three or four year cycle.	Significant Progress	Complete: Pending Signoff
1338	The Children's Advocate recommends that the Child Protection Branch review and amend the Child and Family Services Act to better reflect the intent of "duty to report".	Pending	Complete
254OCA	That Authorities and agencies develop a practice standard that promotes educational achievement as a priority for children in care and support this by providing practical assistance such as educational assessments, tutoring, counselling, learning aids and tools and assistance with learning.	In Progress	In Progress
139CDR	That agencies follow up any referrals made to community agencies within three months after an adolescent and/or their family is referred to ensure that services are being used and that no additional supports are necessary. (Section 8.2)	In Progress	In Progress
168CDR	That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth who are transitioning out of the child welfare child welfare system, ensuring that an ongoing support system has been established as they exit the child welfare system. (Section 8.3)	In Progress	In Progress
222S4	That the Child Protection Branch consider the Office of the Children's Advocate to have a partnering role in the provisions of Child Welfare Accreditation once it is established in Manitoba.	In Progress	In Progress
1263	That the Southern Authority, together with the agency and the Province, should develop a training program specific to the four remote communities that focuses on training staff for CFS. Curriculum and training delivery model should be suitable to the geographic, language, and cultural factors, while still ensuring that graduates of this training program will be able to meet the workforce qualifications standard.	In Progress	In Progress
227OCA	That the department of Family Services and Housing develop a policy outlining responsibility for post age of majority support and assistance to youth formerly in care.	In Progress	In Progress

229OCA	A policy on youth leaving care enrolled in educational or training programs should outline the responsibilities of agencies and authorities for services until the age of 25.	In Progress	In Progress
235OCA	That standards for service to prepare youth for leaving care provide for the diverse needs of aboriginal youth in care and youth in care with disabilities who are not eligible for adult supported living programs.	In Progress	In Progress
236OCA	That standards for services to prepare youth for leaving care outline a flexible and functional process for graduating from dependence to interdependence and include mandatory needs assessments, individualized transition plans and post care services.	In Progress	In Progress
237OCA	That standards for services to prepare youth for leaving care have provisions for the active involvement of the youth leaving care and for the inclusion of a team of individuals significant to the youth and willing to be a part of independent living planning with the youth.	In Progress	In Progress
238OCA	That the department of Family Services and Housing develop compliance and quality assurance for service to youth leaving care, including post care services.	In Progress	In Progress
243OCA	That the Departments of Family Services and Housing and Education develop a policy paper on reducing school moves due to placement changes, supporting youth to complete high school and improving academic outcomes for children in care.	In Progress	In Progress
247OCA	That the department of Family Services and Housing develop training programs for Social Workers, Support Workers and Youth Care Workers on preparing youth for transitioning from care.	In Progress	In Progress
248OCA	That the Competency-Based Training (CBT) program includes a module on preparing youth in care for independent living.	In Progress	In Progress
249OCA	That the Child Protection and Support Branch, or designate, develop a core set of life skills competencies for youth aged 15, 16 and 17 years and the age of majority. These competencies should provide guidance to caregivers in developing appropriate life skills activities with youth at each age level.	In Progress	In Progress
252OCA	That Authorities and agencies review their case management practices to ensure that all youth in care, at the age of 15, have a transition plan for leaving care. This plan should contain an assessment of the youth's needs, a plan for acquiring life skills, time frames and goals for independent living.	In Progress	In Progress

253OCA	That authorities and agencies develop a practice standard that involves youth, upon reaching age 15, to participate with the case worker in developing a transition plan for independence from care.	In Progress	In Progress
255OCA	That Authorities and agencies develop a practice standard that promotes reconnections with biological and extended family, former foster parents or other significant persons in the life of the youth. Every effort should be made to ensure that youth leaving care have a support system.	In Progress	In Progress
53CMR	That court documentation required for a protection hearing be amended to permit a concurrent application for transfer pursuant to Subsection 28(2) of the CFS Act.	In Progress	In Progress
65CMR	That every child over the age of twelve receive a card with the worker's name and phone number printed on it, and alternatives to contact if they cannot reach the worker.	In Progress	In Progress
75CMR	That a standard child assessment form be established to be used by all agencies to ensure that a child receives the same level of service regardless of where s/he lives. The assessment must be structured to take into account the different costs in the province so that regardless of the cost, the service provided is the same.	In Progress	In Progress
79CMR	That standard rates and standard methods of assessment be established for all resources that may be required regardless of where in the province they are located.	In Progress	In Progress
1721	The Children's Advocate recommends that the Child Protection Branch ensure that standard risk assessment be consistently completed at intake by Designated Intake Agencies in order to make an accurate determination about the need for ongoing child welfare service based on future potential of maltreatment.	N/A New Report	In Progress
1696	The Children's Advocate recommends that the Director of Child Welfare review the current Regulation regarding clarity as to where responsibility for a child abuse investigation falls when the alleged incident occurs outside the geographic jurisdiction of the Designated Intake Agency to whom the alleged incident is first reported and/or where there are key individuals residing in an other geographic jurisdiction.	N/A New Report	In Progress
1322	The Children's Advocate recommends that Dakota Ojibway Child and Family Services ensure that its workers are using the intake module in compliance with current standards.	N/A New Report	In Progress

1328	The Children's Advocate recommends that the director of Child and Family Services immediately develop a policy statement and specific practice standards for child welfare agencies in dealing with age of sexual consent issues. There guidelines should include clarification of current criminal code previsions and any subsequent practice implications e.g. reporting protocols with police, determinations of abuse, role of abuse committees, etc. The children's advocate further recommends that these guidelines be determined in consultation with relevant collaterals/partners to ensure congruent service interventions.	N/A New Report	In Progress
1330	The Children's Advocate recommends that the Director of Child and Family Services require that all reports involving age of sexual consent be forwarded to the agency's regional child abuse committee upon completion of the agency investigation for consultation and external review. The purpose of such referral is to ensure that all relevant contextual information has been considered in reaching a determination as to whether sexual exploitation and/or abuse occurred, and in those cases where abuse did not occur, to ensure alternate supportive, educative and preventative interventions have been identified and implemented where warranted.	N/A New Report	In Progress
1301	The Children's Advocate recommends that Kinosa Sipi Minisowin ensure that when a child is in their care, the social worker for that child has face to face contact with the child at least every two weeks as outlined in Section 1.14 of the Child and Family services Standards Manual.	Pending	In Progress
1302	The Children's Advocate recommends that the Child Protection Branch develop standards that ensure a safety assessment be conducted whenever children are being considered for reunification with their parent or caregiver. Upon reunification a safety plan that the parent or guardian can comprehend must be in place. A failure to follow the safety plan should be an immediate indicator f the need for a further safety assessment which must include an assessment of the caregiver's capacity to follow the safety plan.	Pending	In Progress
1311	The Children's Advocate recommends that The Child and Family All Nations Coordinated Response Network ensure Child Protection Agencies are notified if information is provided in the course of an investigation that alleged offenders and/or victims are in jurisdictions other than the jurisdiction of current investigation to ensure the protection and wellbeing of children in all said jurisdictions. Family centered Child Protective Services (Core 101 training provided to all child protection workers) defines risk assessment in terms of Access of the Perpetrator.	Pending	In Progress

1333	The Children's Advocate recommends that MCFCS comply with the case management standards outlined in the Child and Family Services Standards Manual in the delivery of their services.	Pending	In Progress
1339	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network establish the response time standards (Volume 1, Chapter 1, Section 1, Standard 10) under the client contact section of the Network Tier Two Intake Policy Manual, October 2006, Appendix C.	Pending	In Progress
1342	The Children's Advocate recommends that All Nations Coordinated Response Network provide a staff adolescent awareness program within its youth engagement strategy. Further, that the organization identify and implement ways in which it can enhance intake determination and response to adolescent youth needs.	Pending	In Progress
1343	The Children's Advocate recommends that the four authorities provide training to their agencies on adolescent awareness and sensitivity, within their youth engagement strategies.	Pending	In Progress
1348	The Children's Advocate recommends that the All Nations Coordinated Response Network review their supervision policy for the organization within the next three months. Further, that it include the requirement for supervisors to identify they have reviewed and commented on the intake in the 'supervisor reviews' section of the Intake Module.	Pending	In Progress
1352	The Children's Advocate recommends that the Department of Family Services and Housing and the Authorities determine an acceptable level of skill necessary for front line agency workers to work independently. Further, that they determine a process for these skills to be achieved through apprenticeship, internship, or mentorship combined with training.	Pending	In Progress
1755	The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.	N/A New Report	Pending

1756	The Children's Advocate recommends that the Executive Director of the Child Protection Branch immediately issue a clarification statement to all four Child and Family Services Authorities. This statement should advise Authorities and their respective agencies as to interpretation of "Solicitor-Client Privilege" provisions under as it pertains to the removal of documents from Agency services files prior to a review under Section 8.2.3 of The Child and Family Services Act.	N/A New Report	Pending
2080	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs issue a directive to all four Child and Family Services Authorities. This directive should remind Authorities and their respective agencies of legislative requirements to respond to requests by the Children's Advocate and provide clarification as to information considered part of the complete agency record when receiving a request for "all Agency records" pertaining to an agency's involvement. This directive should also advise of the associated penalties for failure to respond to information requests by the Children's Advocate.	N/A New Report	Pending
2081	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs consider seeking a legislative amendment to section 8.12 of The Child and Family Services Act, permitting a substantial increase to the fine incurred when repeated incidents of non-compliance to requests for information by the Children's Advocate become evident.	N/A New Report	Pending
2090	The Children's Advocate recommends the First Nations of Northern Manitoba Child and Family Services Authority issue a directive to Cree Nation Child and Family Caring Agency (CNCFCA) to ensure their agency's timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child.	N/A New Report	Pending
2097	The Children's Advocate recommends the Minister of Family Services and Consumer Affairs issue a directive, through the Child Protection Branch, for the four child welfare Authorities to ensure their agencies timely compliance in furnishing requested information by the Children's Advocate for the purpose of conducting a review of services after the death of a child. The Children's Advocate further recommends the Minister of Family Services and Consumer Affairs put forward a Legislative amendment to Section 8.12 of the Child and Family Services Act to substantially increase the fine and penalty for non-compliance to requests for file information and information of agency service involvement.	N/A New Report	Pending

1725	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority and the Child Protection Branch, devise and implement a plan that will address Awasis' ability to meet Provincial Standards in the Community of Shamattawa. This plan will address training, adequate staffing and resources. It will also ensure the implementation of required documentation on all files.	N/A New Report	Pending
1783	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that the policy manual of its child in care programs includes policy and practice guidelines for safe and appropriate management of incidents involving substance abuse. It should include a model for working with intoxicated youth returning to a foster home and be supported by training for caregivers and respite workers.	N/A New Report	Pending
1788	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish (if they have not already done so) protocols with federally funded addiction treatment services and federally funded, community based addiction services in the Province of Manitoba to share information and make referrals for follow up for clients.	N/A New Report	Pending
1789	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish a policy that when servicing clients that have an open case with Child and Family Services that the Child and Family Services Case Manager be contacted even if they are not the source of referral. Further, that the policy describe the appropriate exchange of information between service providers. Duty to Report under the CFS Act should also be included in that policy.	N/A New Report	Pending
2087	The Children's Advocate recommends that the Cree Nation Child and Family Services Caring Agency develop a working group in collaboration with First Nations of Northern Child and Family Services Authority, the appropriate federal funding body, in consultation with the Band and Council and the peoples of Mathias Colomb Cree Nation to explore an Addiction Treatment Resource, an accessible Family violence Shelter and a Foster Home Resource in the community of Mathias Colomb Cree Nation.	N/A New Report	Pending
1753	The Children's Advocate recommends that Winnipeg Child and Family Services review their policy concerning the use of Voluntary Placement Agreements to ensure that they fulfill the intent of the Child and Family Services Act and the Manitoba Child Welfare Program standards.	N/A New Report	Pending

1754	The Children's Advocate recommends Winnipeg Child and Family Services ensure that in all future protection investigations all Program Standards are met prior to the Agency Supervisory staff signing off on the file.	N/A New Report	Pending
1687	The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network, along with the Southern Authority, immediately ensure that all Intake Referrals to Tier II Intake are assigned to Intake Social Workers to conduct assessments according to Provincial Standards. Further, that direct client contact is made which includes specifically seeing and interviewing children of interviewable age, as previously recommended by the Children's Advocate in two other reports pertaining to Child and Family All Nations Coordinated Response Network. To ensure the matters are duly assigned and that direct contact occurs, an audit of all open files must occur immediately.	N/A New Report	Pending
1688	The Children's Advocate recommends that Child and Family All Nations Coordinated Response Network, specifically Tier II Intake, immediately begin reporting the Intake Assessment conclusion outcome to referring collateral Agencies or public service providers as outlined in The Child and Family Services Act.	N/A New Report	Pending
1689	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network Management immediately ensure all ANCR personnel be educated about their responsibility for matter transferring from Intake until acceptance by the receiving Agency, and that all information related to significant others and service providers be forwarded accordingly.	N/A New Report	Pending
1690	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network Management conduct random quality assurance audits to ensure relevant and though child protection information is obtained from referral sources, service provision agencies, and previous existing files as would be necessary in conduction through assessments.	N/A New Report	Pending
1304	The Children's Advocate recommends that Dakota Ojibway Child and Family Services standards concerning the transfer of files and ensure there is appropriate documentation when a child or family is transferred from one agency to another agency.	N/A New Report	Pending
1305	The Children's Advocate recommends that Dakota Ojibway Child and Family Services immediately review all of their voluntary placement agreements to ensure that no agreement has been made when there is evidence that a child is in need of protection as defined by the Child and Family Services Act.	N/A New Report	Pending

1306	The Children's Advocate recommends that Island Lakes First Nations Family Services review the records of any children placed in their communities to ensure there is an open child in care file on each child containing an agreement to supervise their placement and a plan outlining how and when they will report to the placing agency on the child's functioning.	N/A New Report	Pending
1697	The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with interviewing, gathering and assessing information, and case planning be appropriately trained and supported in recording all social work activities and service provision. This would include supervisory personnel.	N/A New Report	Pending
1698	The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, immediately ensure that all front-line Child Welfare personnel have access to knowledgeable and informative supervision for all cases.	N/A New Report	Pending
1699	The Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, establish a clearly written Conflict of Interest Service Provider Policy that ensures all community residents, whether they are Agency personnel or relatives of Agency personnel, can access necessary and appropriate Child Protection Services. Further, that all such provided Child Protection activities are duly recorded and filed.	N/A New Report	Pending
1700	The Children's Advocate recommends the Northern Authority revisit the practice of and establish a policy for signatories to legal documents regarding children who are not legally attached to those signatories.	N/A New Report	Pending
1701	The Office of the Children's Advocate recommends that the Island Lake First Nations Family Services Executive Director and the Northern Authority audit all files and interview all staff in Garden Hill immediately to determine what further training and support is required for staff to: a) better understand their mandate around child protection service delivery, and b) meet the current program standards for file recording, assessment and case planning.	N/A New Report	Pending
1757	The Children's Advocate recommends that Awasis Agency of Northern Manitoba immediately ensure that all children in care are given the opportunity to engage in regular on-going contact with biological family members, including birth parents, siblings and any other extended family members as deemed appropriate by the Agency. The Agency should provide adequate financial support to facilitate family/community contact where this has been deemed to be safe and does not present a risk to the child.	N/A New Report	Pending

1759	The Children's Advocate recommends that Awasis Agency of Northern Manitoba immediately ensure that child-in-care related case management duties are formally transferred to a local worker in the child's foster home community when sufficient geographic distance will present a barrier to the assigned worker in conducting and completing child-in-care contact as outlined within Provincial Standards.	N/A New Report	Pending
1760	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in collaboration with the First Nations of Northern Manitoba Child and Family Services Authority, immediately conduct a learning needs assessment with local Shamattawa Agency staff to identify priority training needs related to key competencies in the provision of protective service interventions. Within three months of this assessment, the Agency and/or Authority should develop and begin implementing a comprehensive training schedule for local Shamattawa staff. Wherever possible training should be provided using the community's First Nation language, held locally in Shamattawa and be made available to key community collaterals as deemed appropriate by the Agency and Authority.	N/A New Report	Pending
2067	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately establish a review mechanism to ensure that workers have fully complied with required Provincial Standards related to service completion and file closure. This would include ensuring that there has been recent face-to-face contact with the family, including all children, for the completion of up-to-date assessments of family functioning and risk to the children. The Children's Advocate further recommends that if other collaterals or child welfare agencies are involved or require notification of closure, the closing review must ensure appropriate notifications and/or referrals have been made and received prior to the file being closed.	N/A New Report	Pending
2068	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately review staff training records to ensure all front-line staff/supervisors have completed core competency-based training for workers as outlined within provincial standards and develop a corrective action plan to address any identified deficiencies. The Children's Advocate further recommends that the Agency, in consultation with the First Nations of Northern Manitoba Child and Family Services Authority, ensure all front-line staff, supervisors and other relevant managers receive specialized training on case management standards within the next six months.	N/A New Report	Pending

2069	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately develop clear, written Agency policies and procedures to guide Agency staff in the identification and management of conflict of interest related to service provision. The Children's Advocate further recommend that the Agency ensure that these policies and procedures address conflict of interest related to the handling of foster home application requests.	N/A New Report	Pending
2070	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately review section 18.4(1) of The Child and Family Services Act with all Agency staff to ensure compliance with the Agency's legislated duty to investigate all reports of a child in need of protection. This review should include ensuring workers have direct face-to-face contact and speak with all children in the family to ensure children are safe and that the family receives appropriate services in relation to the identified protection concerns. If the children are residing in a different geographic region, workers must forward the protection concerns to the respective designated intake agency for further follow-up on the Agency's behalf.	N/A New Report	Pending
2071	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency and Family Caring Agency immediately conduct a training audit of all front-line staff/supervisors to ensure staff have requisite knowledge and skills necessary in conducting abuse investigations. The Children's Advocate further recommends that the Agency. In consultation with the First Nations of Northern Manitoba Child and Family Services Authority, establish a schedule of on-going specialized training related to abuse investigations. Training topics should include information on interviewing skills, assessing risk, legislative requirements and relevant Provincial Management Standards.	N/A New Report	Pending
2072	The Children's Advocate recommends that within the next six months the First Nations of Northern Manitoba Child and Family Services Authority initiate a comprehensive quality assurance review of the Designated Intake service program of Cree Nation Child and Family Caring Agency to address issues identified in this Special Investigation Review and those in the Section 4 Operational Review previously completed by the First Nations of Northern Manitoba Child and Family Services Authority.	N/A New Report	Pending
2073	The Children's Advocate recommends that pending completion of a quality assurance review, the First Nations of Northern Manitoba Child and Family Authority actively monitor Designated Intake Services provided by Cree Nation Child and Family Caring Agency to ensure that there are no delays in service provision that may leave children at risk and in need of protection.	N/A New Report	Pending

2074	The Children's Advocate recommends Cree Nation Child and Family Caring Agency, in collaboration with the First Nations of Northern Manitoba Child and Family Services Authority, immediately review Agency administrative practices to determine alternative record management methods and resources requirements to ensure all Agency records are maintained within guidelines in Provincial Standard 1.7.1 Service Records.	N/A New Report	Pending
2075	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease placing children in unlicensed homes. The Children's Advocate recommends that Cree Nation Child and Family Caring Agency submit a monthly listing of all Place of Safety child placements to the First Nations of Northern Manitoba Child and Family Services Authority for a period of at least one year for purposes of quality assurance and to ensure Agency compliance with Provincial Standards governing the use of Places of Safety.	N/A New Report	Pending
2076	The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority immediately review all case transfers that occurred as part of the April 2005 granting of a provincial mandate to Opaskwayak Cree Nation Child and Family Services to ensure that all required case file documentation, as outlined within Provincial Standards, is contained within each agency's service file. Any outstanding documentation should be noted along with an action plan by the identified Agency for completion of required recordings.	N/A New Report	Pending
2078	The Children's Advocate recommend that the First Nations of Northern Manitoba Child and Family Services Authority immediately audit the personnel records of both Cree Nation Child and Family Caring Agency and Opaskwayak Cree Nation Child and Family Services to ensure both Agencies are in compliance with Provincial Standard 1.8.2 human Resource Practices in relation to current staffing. The Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority identify and implement a corrective action plan to address any identified deficiencies with one or both Agencies as necessary.	N/A New Report	Pending

2079	The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority ensure both Cree Nation Child and Family Caring Agency and Opaskwayak Cree Nation Child and Family Services develop and approve written policies regarding the Agency's hiring practice within three months of the date of this report. These policies should demonstrate compliance with Provincial Workforce Qualification Standards, should they not do so, the Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority take further action through administration of appropriate sanctions.	N/A New Report	Pending
2082	The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority take immediate action with regard to identified shortcomings in Cree Nation Child and Family Caring Agency service delivery. These measures should include, but are not limited to, the active oversight of Cree Nation Child and Family Caring Agency's implementation of the recommendation stemming from all Agency review and the application of appropriate sanctions as necessary should the Agency fail to comply.	N/A New Report	Pending
2084	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs hold Child and Family Services Authorities accountable for the appropriate discharge of their legislated duties and responsibilities, including use of timely, appropriate concrete sanctions should Child and Family Services Authorities be found to fail to fully meet their mandates.	N/A New Report	Pending
1722	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, immediately review the current Intake process used in the community of Shamattawa, develop a training plan to address the needs of the local staff to be able to effectively assess, intervene and document intakes, and ensure that Intake Module Provincial Standards are being met in the community.	N/A New Report	Pending
1723	The Children's Advocate recommends that Awasis Agency of Northern Manitoba investigate all child protection concerns reported to the agency. It is recommended that the agency take appropriate steps to immediately ensure that all workers, including after hours, have direct face-to-face contact with the family, including all children in the home to determine children are safe and that the family system receives appropriate services in relation to the identified protection concerns.	N/A New Report	Pending

2107	The Children's Advocate recommends that the practice of requiring VPAs to access services at St. Amant be immediately abolished in cases where no protection concerns exist.	N/A New Report	Pending
2108	The Children's Advocate recommends that in line with best practices of comprehensive service integration, case management responsibilities for children and their families who require services through St. Amant should be through Children's Special Services.	N/A New Report	Pending
2109	The Children's Advocate recommends that the Child Protection Branch immediately review existing VPAs for children accessing services at St. Amant, cancelling VPAs where no protection concerns exist and working with Children's Special Services to transition those case management responsibilities from mandated child protection workers to CSS disability workers within six months of receiving this recommendation.	N/A New Report	Pending
1766	The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, review the provision of service to Shamattawa and address identified needs. The review would include but not be limited to: Staffing and workload levels; Building local capacity; Provision of training; Provision of relief for local staff; Afterhours coverage; and Community development staffing.	N/A New Report	Pending
1767	The Children's Advocate recommends that the Awasis Agency of Northern Manitoba and the Northern Authority provide training on family oriented, while system case work to the Shamattawa regional and local workers. Further, that a limited case review of existing cases be conducted to identify how this case management perspective can be incorporated into practice within the audit.	N/A New Report	Pending
1768	The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern authority, review the placements of children from Shamattawa who are in foster care in other communities and determine what additional resources are required to support placement of children from the community.	N/A New Report	Pending
1769	The Children's Advocate recommends that the Awasis Agency review its practices with regard to supporting transitions from a community family home to outside placements and resources and visa versa.	N/A New Report	Pending
1770	The Children's Advocate recommends the Awasis Agency of Northern Manitoba review its policy and practice regarding termination of care to ensure that case planning is provided in a timely manner.	N/A New Report	Pending

1773	The Children's Advocate recommends that the Child Protection Branch review the process of licensing external organization foster homes (such as for organization like Ma Mawi Wi Chi Itata Centre). The review would determine the appropriate location within the Child Protection Branch for licensing to be located, the level of quality assurance that would ensure licensing is being satisfactorily completed (including the level of independent verification that organizations are maintaining their own appropriate files), the process for tracking facilities and the appropriate staffing levels to complete the work.	N/A New Report	Pending
1784	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre management implement a quality assurance process that reviews on a regular basis the operation of foster home programs. The quality assurance process would include reviewing program policy, the operation of foster homes, the ability of program staff to care manage the foster homes, program and foster home practices and completeness and accuracy of file documentation.	N/A New Report	Pending
1785	The Children's Advocate recommends the Ma Mai Wi Chi Itata Centre, in liaison with the Child Protection Branch, review its specialized foster home placements: 1) to determine the adequacy of case management and program support resources in relation to the needs of high risk youth and 2) to develop a strategy ensuring the level of caregiver skill meets the high level needs of children and youth and is reflective of the funding being applied to homes deemed as "Specialized Placements".	N/A New Report	Pending
2085	The Children's Advocate recommends Cree Nation Child and Family Caring Agency immediately review all open Family and CIC files to ensure documentation regarding service delivery is in accordance with Provincial Standards. The children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority conduct a file audit of CNCFCA to ensure workers' file recordings are up-to-date and that they include a complete history of child protection involvement including planning, interventions, and monitoring of measurable goals of service delivery as per Provincial Standards. This file audit is to occur within six months of the date of this report.	N/A New Report	Pending

2086	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease the practice of using "private arrangements" as Case Management and utilize Case Management as per Provincial Standards in working with a family in the system when a child enters into Agency care and control. The Agency is to ensure all homes utilized for children in Agency care have undergone all relevant checks, i.e. child abuse registry checks, criminal records checks and prior contact checks as a Place of Safety or Child Specific foster home prior to movement and placement of children. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
2088	The Children's Advocate recommends that when child protection concerns are reported to Cree Nation Child and Family Caring Agency (CNCFCA), CNCFCA ensures that it has fulfilled its duty to investigate and that workers have had direct face-to-face contact and discussion with all children in the family system to ensure they are safe and the family system receives appropriate services in relation to child protection concerns. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
2089	The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Cree Nation Child and Family Caring Agency (CNCFCA) develop a clear case plan at the time of file transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The First Nations of Northern Manitoba child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
2092	The Children's Advocate recommends that when child protection concerns are reported to the Manitoba Family Services and Housing, Community Service Delivery Division, Rural and Northern Services (Nor-man CFS), Nor-man CFS ensures that is has fulfilled its duty to investigate and that workers have had direct face-to-face contact and discussion with all children in the family system to ensure they are safe and the family system receives appropriate services in relation to child protection concerns. The General Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending

2093	The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Manitoba Family Services and Housing, Community Service Delivery Division, Rural and Northern Services, Northern Region (Nor-man CFS) develop a clear case plan at the time of file transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The General Child and Family Services Authority should review this service with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
2094	The Children's Advocate recommends when a child protection matter is being transferred from one agency to another, Nisichawayasihk Cree Nation (NCN) develop a clear case plan at the time of transfer to ensure the family system receives appropriate services and interventions to reduce or eliminate child protection concerns. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
1715	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency conduct an internal review within the next six months into the reports that Agency staff have been unable to locate child abuse investigation files created during the period of time that the Child Protection Unit was separately housed. This Review should include corrective action to ensure the Agency is in keeping with Provincial Standards governing records management.	N/A New Report	Pending
1716	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately review staff training records to ensure all front-line staff/supervisors have completed mandatory core competency training for workers as outlines within Provincial Standards and develop a corrective plan to address any identified deficiencies.	N/A New Report	Pending
1717	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services, in consultation with the First Nations of Northern Manitoba Child and Family Services Authority, immediately establish a schedule of on-going specialized training related to child protection investigations, interviewing skills, risk assessment legislative requirements and relevant Provincial Case Management Standards for all front-line Agency workers/supervisors.	N/A New Report	Pending

1718	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services within the next three months review all open family files to ensure that Agency services are being provided under the appropriate case category and that protective services are being provided in all cases where protection concerns are evident. The children's Advocate further recommends future intake transfer recording clearly identify case category of service and that case category be included as part of regular supervisory reviews of on-going service files.	N/A New Report	Pending
1719	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately develop clear, written Agency protocols with key community partners/service providers to enhance information sharing and to facilitate improved coordination in service planning and delivery.	N/A New Report	Pending
1354	The Office of the Children's Advocate recommends that Island Lake First Nations Family Services, in conjunction with the Northern Authority, ensure all family services personnel involved with interviewing, gathering and assessing information, and case planning be appropriately trained and supported in suicide assessment and intervention immediately.	N/A New Report	Pending
1355	The Office of the Children's Advocate recommends that the Island Lake First Nations Family Services executive director and the Northern authority audit all files and interview all staff in Garden Hill immediately to determine what further training and support is required for staff to: a) better understand their mandate around child protection service delivery, and b) meet the current program standards for file recording, assessment, and case planning.	N/A New Report	Pending
2098	The Children's Advocate recommends that all Sandy Bay Child and Family Services staff, including front-line staff and management, receive re-training on the Provincial Standards within six months of the receipt of these recommendations. Special focus should be placed on the chapters related to Case Management, Services to Families and Child Protection. The Southern Authority should ensure that this re-training occurs.	N/A New Report	Pending

2099	The Children's Advocate recommends the Southern Authority immediately begin a file audit of all Sandy Bay Child and Family Services protection and family service files. The audit should include all open and closed files, dating back to August 18, 2007, when Sandy Bay Child and Family Services received their mandate. The purpose of the file audit is: to examine the services from initial referral to service completion; to determine the compliance rate with Provincial Standards; to identify the barriers for compliance where non-compliance exists; and to develop a strategy with Sandy Bay Child and Family Services to address any concerns that may arise. If during this course of the file audit, the Authority identified situations that suggest a child may be at risk of harm, the Authority is to ensure that the identified are addressed in a timely manner, as per the current Provincial Standards.	N/A New Report	Pending
2100	The Children's Advocate recommends that Sandy Bay Child and Family Services review all open files within six months of receiving the recommendation to ensure that all case contacts, relevant documentation, assessments and reports are complete, up to date, and in accordance with the relevant Provincial Standards.	N/A New Report	Pending
2101	The Children's Advocate recommends that the Southern Authority ensure all of the Child Abuse Committees operating under their Authority have received the relevant training regarding their duties, roles and responsibilities under The Child and Family Services Act and the associated Child Abuse Regulation.	N/A New Report	Pending
2102	The Children's Advocate recommends that the Southern Authority work with Sandy Bay Child and Family Services to facilitate their compliance in using the Intake Module in accordance with the current Provincial Standards; and that the Southern Authority ensure this is accomplished within six months of the receipt of the recommendation.	N/A New Report	Pending
2104	The Children's Advocate recommends that Sandy Bay Child and Family Services, in conjunction with the Southern Authority, provide training to all agency frontline and supervisory staff regarding file recording and documentation in accordance with Provincial Standards and best practice.	N/A New Report	Pending

2105	The Children's Advocate recommends that Sandy Bay Child and Family Services immediately review their policy and practice related to the issue of neglect. This should include the initial screening for appropriateness of referrals regarding allegations of neglect; assessment of the alleged neglect, its root cause and the family, community and environmental factors and risk of harm to the children, the potential of future harm and risk of harm to the children; what interventions are currently utilized and endorsed by the agency and what interventions' and resources would be of significant benefit but are not available.	N/A New Report	Pending
1705	The Children's Advocate recommends that Southeast Child and Family Services staff be given Applied Suicide Intervention Skills Training (ASIST) within six months of the date of a workers hiring. The Children's Advocate further recommends that Southeast Child and Family Services staff who do not have ASIST be trained within six months of receiving this report.	N/A New Report	Pending
1707	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority call for a financial audit with respect to Southeast Child and Family Services' practice of support workers billing for more hours than are actually spent with the child. The Children's Advocate further recommends that the practice of billing the Agency for the contracted number of hours, while actually providing fewer hours, immediately cease.	N/A New Report	Pending
1708	The Children's Advocate recommends that Southeast Child and Family Services develop a policy to ensure regular exchange of information between support worker and case manager.	N/A New Report	Pending
133CDR	That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)	Significant Progress	Significant Progress

1325	The Children's Advocate Recommends that Winnipeg Child and Family Services immediately review all "waiting closure" service files and take immediate action to ensure timely closure of any files currently in excess of expected timeframes as outlines in provincial standards. In addressing their issue, it is imperative that service provision to families and children in care be maintained and not be disrupted. Therefore, It is also recommended that the agency ensure resources are made available for case management coverage while workers complete outstanding paperwork and that such resources be determined in consultation with the agency's funding Authority.	N/A New Report	Significant Progress
196S4	That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.	Significant Progress	Significant Progress
149CDR	That child welfare staff and placement caregivers be provided with training to assist them in recognizing the signs of drug and alcohol abuse, and be made aware of resources that are available to help. (Section 8.5)	In Progress	Significant Progress
169CDR	That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth with FASD who are transitioning out of the child welfare system. (Section 8.3)	Significant Progress	Significant Progress
178CDR	That the Province of Manitoba develop a more effective method of supporting children with complex medical needs that does not require their family to sign Voluntary Placement Agreements (VPAs) as a condition of receiving appropriate services. (Section 4.1)	In Progress	Significant Progress
179CDR	That the four Authorities develop a sub-committee on medically complex children that will develop policies and practices regarding best methods of supporting these children within the child welfare system. (Section 4.1)	In Progress	Significant Progress
285OAG	That the CFS Authorities identify outcome-oriented objectives and priorities for the provision of services to child in care and families consistent with the Department (CFS Division) objectives and priorities.	In Progress	Significant Progress
1245	That the Southern Authority, in conjunction with Southeast Child and Family Services and local child care committees use comprehensive family, child risk assessment plans to devise permanency plans for children where familial circumstances resemble those of the deceased child and her family. (Section 10)	In Progress	Significant Progress

1247	That Southeast Child and Family Services maintain its case records in accordance with provincial standards, including placing on its files ongoing summaries of events in the lives of the families and children they serve. (Section 10)	In Progress	Significant Progress
1248	That Southeast Child and Family Services review its policies on the placement and replacement of children in the foster care system, with a view to how multiple placements can be minimized. (Section 10)	In Progress	Significant Progress
1249	That Southeast Child and Family Services, with the assistance of the Southern Authority review with its foster care department as well as its foster parents the placement and replacement of foster children in their homes. (Section 10)	In Progress	Significant Progress
1257	That the Southern Authority to work with the agency to establish outcomes and outcome measures for the agency, particularly with respect to children in care. This could assist in earlier identification of cases where there is a lack of planning and/or where the agencies practice does not meet the standards. For example, one of the outcomes could be a limit on the number of moves within a specified time frame. The data to measure this outcome would identify children who have multiple moves beyond that acceptable level. This would assist both the agency and the authority to become aware of such cases and to take corrective action.	In Progress	Significant Progress
1260	That a mentorship program be established, where community workers are paired up with a mentor that can assist the worker in case management. This mentoring can be done by distance (email, phone) or face to face where feasible.	In Progress	Significant Progress
1261	That supervisors are an important part of the case management process and serve a needed quality assurance role/function. The Southern Authority, in conjunction with the agencies, should develop and implement a management and supervisor training program, mandatory for all agency supervisors and management and that Manitoba provide funding for this purpose.	In Progress	Significant Progress
1269	That a protocol be created that increases resources and support for a youth who discloses an incident of sexual abuse and which protocol emphasizes the immediate investigation of such a disclosure.	In Progress	Significant Progress
2083	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs ensure sufficient resources are made available to adequately support the First Nations of Manitoba Child and Family Services Authority in fulfilling its statutory mandating responsibilities with regard to oversight of Cree Nation child and Family Caring Agency.	N/A New Report	Significant Progress

1317	The Children's Advocate recommends that the Director of Child and Family Services ensure the development of a standard that would require field workers to receive all the modules of core competency training or their equivalent within twelve months of their hiring.	N/A New Report	Significant Progress
1318	The Children's Advocate further recommends that the Director ensure that agencies have the resources necessary to provide training to all staff requiring core competency training.	N/A New Report	Significant Progress
1320	The Children's Advocate recommends that Dakota Ojibway Child and Family Services examine every placement that has been designated as a place of safety for longer than 30 days to ensure that foster home licensing is being actively pursued and will be completed in accordance with the timelines established by current foster home standards (within six months) or that alternative placements are being located.	N/A New Report	Significant Progress
1326	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority undertake a quality assurance review of Child and Family All Nations Coordinated Response Network (ANCR) as a priority item. This should be a comprehensive review of the agency that includes (but is not limited to) a review of the agency's funding, workloads, organizational structure and case management practices. The review should also include any child abuse committees operated by the agency to ensure that matters have been appropriately dealt with and in keeping with the provincial child abuse regulation. The children's advocate further recommends that the Authority, in conjunction with the agency, develop a corrective action plan to address any identified deficiencies.	N/A New Report	Significant Progress
1329	The Children's Advocate recommends that the director of Child and Family Services ensure that an educational/training package is developed in concert with the above policies/practice standards and that such training is delivered in a timely fashion to all Child and Family Services agency staff and child abuse committees who may be dealing with these matters.	N/A New Report	Significant Progress
1310	The Children's Advocate recommends that while conducting Abuse Investigations, all parties (alleged victim and alleged offender) are interviewed by The Child and Family All Nations Coordinated Network so that all of the identified child protection concerns are addressed within initial interviews.	Pending	Significant Progress

1312	The Children's Advocate recommends The All Nations Coordinated Response Network follow Risk Intake Response Time Standards, Levels of Risk to Children, Safety Assessment, as identified within current Provincial Standards when a level of risk has been designated to a child involved in protective services.	Pending	Significant Progress
1334	The Children's Advocate recommends that MCFCS comply with Section 1.1.2 of the Child and Family Service Standards Manual that regulates the updating of family assessments when there is a significant change in circumstances such as: a child returning to his/her family.	Pending	Significant Progress
1337	The Children's Advocate recommends that MCFCS comply with Section 1.1.3 of the Child and Family Services Standards Manual regarding age-of-majority planning.	Pending	Significant Progress
1341	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network provide enhanced assessment training and mentorship for intake staff.	Pending	Significant Progress
1346	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network review the standards of training for its abuse investigators and ensure that all investigators have completed the appropriate requirements for the role before undertaking abuse investigations. Further, that an ongoing process / program of skill and knowledge development for abuse investigators be implemented.	Pending	Significant Progress
1347	The Children's Advocate recommends that the All Nations Coordinated Response Network identify timelines for conducting abuse investigations within their Abuse Investigations Services Program Manual. Further, that a supervision policy be developed when that timeline is unable to be met.	Pending	Significant Progress
1365	The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee office, develop a foundational standard regarding the use of Extension of Care and Maintenance.	Pending	Significant Progress
181CDR	That the four Authorities undertake to ensure that formalized risk assessments are conducted for every serviced child under the age of five upon intake, and that these assessments be redone when the child comes into care, is moved to any new foster home placement or if the child is preparing to return to the natural family. (Section 7.1)	Significant Progress	Significant Progress
151CDR	That the Child Protection Branch reaffirm to agency directors the necessity to follow agency standards regarding home visits, ongoing communication with collateral agencies and regular service meetings when using secondary resources as part of a child or a family's case plan. (Section 9.2)	Significant Progress	Significant Progress

144CDR	That agencies follow the recommendations of the Schmidt Inquest and make as an agency policy, the reduction of caseloads for new staff during the first six months of their employment with the agency. (Section 9.3)	Significant Progress	Significant Progress
286OAG	That the CFS Division develop output / outcome measures (contained in a Strategic Plan) on which CFS Authority performance would be assessed.	Significant Progress	Significant Progress
287OAG	That the CFS Authorities develop output/outcome measures on which mandated agency performance would be assessed.	Significant Progress	Significant Progress
289OAG	That the mandated agencies utilize the output / outcome measures provided by the CFS Authorities, on which their performance would be assessed.	Significant Progress	Significant Progress
294S10	That CPB develop a program standard to address the use of private arrangements when there are child protection concerns such as abandonment, abuse or neglect. Further, that adult participants in such arrangements be clearly advised that no child is to be placed elsewhere, including with the original caregiver's, until the appropriate agency has been advised and has assessed the situation in which the child would be living.	Significant Progress	Significant Progress
198S4	That the Child Protection Branch work with the Authorities to maintain these standards once they have been reached	Significant Progress	Significant Progress
216S4	That the Child Protection Branch will work in partnership with the Authorities to develop a set of Provincial Standards which will apply to all mandated child welfare agencies.	Significant Progress	Significant Progress
217S4	That the Child Protection Branch, in partnership with the various Authorities ensure that all Child Welfare Agencies follow these Provincially approved Standards unless specific written permission to modify or be exempt is granted in writing to them through the designated Authority by the Child Protection Branch.	Significant Progress	Significant Progress
206S4	That Winnipeg Child and Family Services will ensure that it will reinforce a more structured approach to family work with an enhanced emphasis on assessment, diagnosis, and goal planning in order to decrease the present role of intervention at a crisis management level.	Significant Progress	Significant Progress
208S4	Staff should be reinforced that it is important to provide social work counseling and intervention at the case management level with children and with families.	Significant Progress	Significant Progress
209S4	That Winnipeg Child and Family Services will ensure that there are full strength based assessments and risk assessments on all families where a child is found to be in need of protective services.	Significant Progress	Significant Progress

201S4	That Winnipeg Child and Family Services will improve its case note system on protection files.	Significant Progress	Significant Progress
1258	That the agency, with the assistance of the Province and the Southern Authority, ensure that all of its staff are fully trained in CFSIS and the Intake Module and that both are fully used within the agency.	Significant Progress	Significant Progress
1264	That the Province of Manitoba should jointly with the four Authorities complete the foundational standards. The four Authorities should also complete development of culturally appropriate standards and the Province of Manitoba should work with the Authorities to expedite their development.	Significant Progress	Significant Progress
226OCA	That the department of Family Services and Housing develop a policy outlining responsibility for children in care who are reaching the age of majority and leaving care.	Significant Progress	Significant Progress
228OCA	A policy on youth leaving care should outline the responsibilities of agencies and Authorities for services to youth leaving care including independent living preparation prior to leaving care and post care services up to the age of 21 years.	Significant Progress	Significant Progress
231OCA	That the department of Family Services and Housing ensure that the policies for youth leaving care and the Extended Care and Maintenance provision is consistently applied across all Child and Family Services Authorities in the province.	Significant Progress	Significant Progress
267OCA	That the Authorities review the admission to care standards at (ANCR) JIRU, Intake Services to allow for the admission of youth under the age of 18, in need of shelter and support.	Significant Progress	Significant Progress
43CMR	That a consistent model or standardized tool for the assessment of risk be implemented and adopted by all agencies across the province.	Significant Progress	Significant Progress
15CMR	That alternatives to the interventions currently used in the child welfare system be researched, evaluated and planned by the CWS.	Significant Progress	Significant Progress
62CMR	That a mandatory requirement be written in the foundational standards that the social worker for a child who is incarcerated must ensure that an appropriate placement is available for that child so that release from correctional facilities occurs as ordered by a judge.	Significant Progress	Significant Progress
63CMR	That a mandatory requirement be written in the foundational standards that the social worker for a child attend court with a child to ensure that the child can be released to his or her custody as required.	Significant Progress	Significant Progress

71CMR	That the requirements for foster homes be redeveloped to take into consideration community standards and practices in order to prevent the requirements being a barrier to the preferred goal of keeping children in safe and loving environments within their own communities.	Significant Progress	Significant Progress
35CMR	When a new worker begins employment they should shadow a more senior worker until completing an orientation program.	Significant Progress	Significant Progress
37CMR	That a mentorship program should be established to allow workers to gain field experience while receiving advice and guidance from a social worker with experience in the child welfare field.	Significant Progress	Significant Progress
233OCA	That the Department of Family Services and Housing, along with the four authorities develop standards to prepare youth for leaving care and incorporate these standards as a regulatory requirement.	Significant Progress	Significant Progress



# Tab 7

# EARLY INTERVENTION/FAMILY ENHANCEMENT

## ***Changes for Children***

*Complete: 5*

*In Progress: 0*

*Significant Progress: 5*

*Pending: 0*

***Total: 10***

## ***Inquests***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 0***

## ***Special Investigations***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 0***

## ***Accomplishments:***

*Currently in Phase 2 of the DR/FE project which includes testing and demonstrating various elements of the model*

## ***Next Steps:***

*Completion of Phase 2 projects and activities*

*Full implementation of DR/FE with the province's new funding model*

*Continued resource development to assist the field in providing preventative interventions*



# EARLY INTERVENTION/FAMILY ENHANCEMENT

Manitoba's child and family services system is in the process of implementing a fundamental change in the way it provides services and supports to children and their families. Differential Response/Family Enhancement will be a core component of increasing the system's capacity to provide prevention and early intervention services to children and parents. The implementation of DR/FE will assist the child welfare system in providing supports and services where immediate child protection services or the apprehension of a child is not warranted – but where families are struggling with challenges that, if left unaddressed, could result in children being at risk in the future.

Differential response represents a significant practice shift for the field. It will offer a new capacity for the child welfare system to provide support services to families who have traditionally not received service or received only brief intervention at the Intake level. The core element of differential response is a service stream known as family enhancement that is prevention-focused and non-adversarial. However, family enhancement is not for everyone and the safety of children will remain paramount. Safety assessments will continue to be utilized at initial contact to ensure child safety. In all situations where there is an immediate or high probability that children are at risk, these families will continue to receive a child protection response as required in the legislation.

A key component of DR/FE is the use of a standardized risk assessment tool that will determine whether a child and his or her family should be streamed into protective services or preventive services supports.

The differential response/family enhancement approach is being developed and implemented in three phases:

- Phase 1, which is focused on the education of staff and community agencies, and has been completed.
- Phase 2, which involves the testing and demonstration of various elements of the DR/FE model including assessment tools, service provision, engagement, capacity building, as well as planning for the next phase. The project is currently in Phase 2.
- Phase 3, which involves complete implementation in Manitoba as part of the province's new funding model.

In order to ensure a valid baseline and set the stage for a reliable evaluation process, all current and future cases must be on CFSIS. Agencies have been informed of this requirement and a directive has been issued ensuring that there is no confusion around the requirement for all present and future cases (both on and off-reserve) to be kept current in CFSIS.

During the last six months, Authorities and agencies have been working to finalize projects and activities for Phase II implementation. Projects focus on various target populations and employ different intervention strategies. These projects will be evaluated to inform the most effective means to provide prevention services based on community need and cultural practices. The following are some of the projects and activities scheduled for Phase II implementation:

- Child and Family Services of Central Manitoba designated intake – expanding current relationship with the Young Parents Resource Center to include service for families and children between 6 and 18 years of age.
- Parkland Region designated intake – introducing a family enhancement stream at the Intake level incorporating a screening tool, risk assessment and family enhancement assessment tools.
- Nisichawayasihk Cree Nation (NCN) designated intake – a joint project with Awasis will offer a resource center diversion for appropriate cases.
- All Nations Coordinated Response Network (ANCR) designated intake – will test a risk assessment tool designed to determine the appropriate service path; family enhancement or protection services.
- General Authority agencies and regional offices will offer the following:
  - Child and Family Services of Western Manitoba will employ a family strengthening model utilizing community partners in Brandon and Russell. The Safer Families Program will use a multi systems approach to working with families and children exposed to family violence.
  - Family Enhancement services utilizing partner agencies with a focus on adolescent parents in Eastman Region.
  - Intense family preservation services over a three to four month period with families at risk of child placement.
  - Interlake region will host a project in the Stonewall area focussing on enriched front end assessment and community outreach to families experiencing addictions, mental health and family violence issues.
  - Northern Region will host the Parent-Youth Family Enhancement Program which will provide intense support service to families experiencing parent-teen conflict. This project will test the concept of one worker providing both protection and prevention services where specialized services are unfeasible due to size. Additionally, the Family Violence Intervention Initiative will improve the identification and early intervention in Thompson using a multi-system approach.
  - Jewish Child and Family Services and Winnipeg Child and Family Services Branch will work together on the Families of the Future Initiative. The project will focus on newcomers to Canada and will work with community partners to enhance orientation, provide better supports, and assist with living in Canada's new culture while maintaining cultural roots.
- The Métis Authority will sponsor a pilot in Winnipeg providing a short-term intensive family enhancement service with ongoing family service cases active with Métis Child and Family Services. The service will use a 'wrap around' approach involving people from the family's informal support system in case planning and intervention.
- The Northern Authority agencies will offer the following:
  - The communities of Lynn Lake and Leaf Rapids will create the capacity to provide an integrated multi-disciplinary model of working with families and children in these communities.

- Norway House will host a youth risk reduction project targeting youth involved with gangs and those at risk for sexual exploitation.
- The Southern Authority agencies will offer the following:
  - Southeast Child and Family Services will develop service in the community of Pauingassi using a resource center model.
  - West Region Child and Family Services is developing an overall framework for a differential response service delivery capacity within its agency using all community partners.
  - All Southern Authority agencies will be using Phase II of the Differential Response/Family Enhancement to build capacity to be ready for full implementation during the coming year.

Under the theme, Early Intervention/Family Enhancement, there are a total of 10 recommendations included in this report. Of those recommendations, 5 have been completed and 5 have achieved significant progress.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
11CMR	That a responsibility of the differential response system will be to connect families with other early intervention programs developed by government that may assist in dealing with the issues they are facing such as Healthy Child Programs including, Healthy Baby, Families First, Triple P, and FAS Strategy but that this brokering service be in addition to and not instead of providing direct service to children and families.	Complete	Complete Closed Last Report
6CMR	That \$ 750,000 be allocated within this fiscal year to begin the process of planning an effective differential response model in the child welfare system.	Complete: Alternate Solution	Complete Closed Last Report
7CMR	We recommend that funding be allocated in 2007/08 to begin staffing action for the differential response model in that year in the amount of \$7,500,000.	Complete: Alternate Solution	Complete Closed Last Report
4CMR	That the government immediately begin the research and planning necessary for the implementation of a differential response model of service commencing in 07/08.	Complete: Alternate Solution	Complete Closed Last Report
10CMR	That the differential response capacity be attached to the designated intake agencies throughout the province and in First Nations communities in order to ensure assessment and appropriate service at the point of intake.	Complete: Pending Signoff	Complete Closed Last Report

3CMR	That funding be provided to the department immediately to begin the process of planning and implementing support and prevention programs throughout the province. We further recommend that by 2008/09 the full costs of providing these programs be included in the Family Services and Housing budget and that the savings realized from the program be reinvested in the system.	Significant Progress	Significant Progress
9CMR	That any savings achieved elsewhere in the system as a result of the differential response model be reinvested in the system.	Significant Progress	Significant Progress
12CMR	That sufficient funding be put into place to ensure the support and prevention services to a family needing those services follows the family when the file is transferred to an agency as an ongoing case.	Significant Progress	Significant Progress
13CMR	That sufficient funding be allocated to allow support services to continue through the support and prevention program even after a child welfare protection file is closed where a family may need ongoing support.	Significant Progress	Significant Progress
18CMR	The infusion of workers to the system to provide supportive and preventative services as described in the section of this report on differential response.	Significant Progress	Significant Progress

# Tab 8

# FOSTER CARE

## ***Changes for Children***

*Complete: 13*

*In Progress: 5*

*Significant Progress: 6*

*Pending: 0*

***Total: 24***

## ***Inquests***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 3*

*Pending: 0*

***Total: 4***

## ***Special Investigations***

*Complete: 2*

*In Progress: 0*

*Significant Progress: 1*

*Pending: 16*

***Total: 19***

## ***Accomplishments:***

*2,676 new bed spaces developed in 1,236 homes between November 2006 and December 2009*

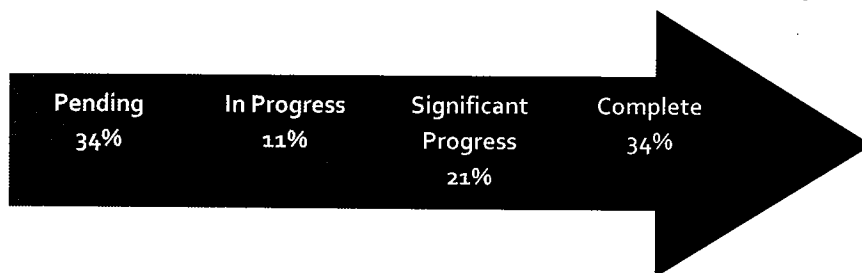
*Creation of new emergency placement resources in Dauphin, Swan River and Winnipeg*

*Reduction in hotel use as emergency placements through the hotel usage policy*

## ***Next Steps:***

*Development of a foster parent mentorship program through MFFN*

*Further development and retention of placement resources for children and youth*



# FOSTER CARE RECRUITMENT, PLACEMENT RESOURCES, AND RESOURCE DEVELOPMENT

The 2006 external reviews of the child and family services system in Manitoba identified many issues and made several recommendations for change regarding child placement resources. Topics included remuneration of foster parents, training, standards, lack of resources, and use of hotels as emergency placements for children. In response to the external reviews, \$6.1 million in new funding was immediately approved to support increases in foster care basic rates, and increases to agency discretionary allowance to provide additional funding for recreational activities for children in care.

Additionally, the larger *Changes for Children* budget has allocated approximately \$1.5 million annually to support resource development, foster home recruitment and retention, and efforts to discontinue the practice of placing children in care in hotels. This fund has provided 20 positions to the four Authorities and is coordinated through the Office of the Child and Family Services Standing Committee.

As a first priority, the provincial Circle of Care campaign was launched in November 2006. Between November 2006 and December 31, 2009, 2,676 new bed spaces in 1,236 homes have been developed throughout Manitoba. Emergency placement resources have been developed in Dauphin and Swan River, to name a few, and Ahsanook Center in Winnipeg is scheduled to open shortly. Ahsanook will provide emergency shelter for youth as well as offer assessment services for youth presenting a challenge in their individual placement needs. Winnipeg's emergency placement resource department will be housed at Ahsanook Center.

The Province is committed to continue further development and retention of placement resources for children and youth. Work continues on curriculum development, a complete foster care remuneration review, and the development of a structured care continuum of placement resources. Special emphasis will be given to youth in care age 16 and up who require individual support and skill development as they prepare for independence.

## **HOTEL PLACEMENT STRATEGY**

The resources developed through the Circle of Care campaign assisted the Authorities in meeting the goal of eliminating the extensive use of hotels as emergency placement resources for children first coming into care or experiencing placement breakdowns. Standing Committee set a goal of July 31, 2007 as the date by which hotel usage would cease except in exceptional cases.

A hotel usage policy was developed allowing hotel placements only under certain circumstances: 1) an extensive community issue such as flood or fire, 2) sibling groups requiring placement together, or 3) a health or mental health issue requiring short term segregation (i.e. high risk behaviour or uncontrolled violence). All hotel placements are approved by the Authorities and are reviewed after a period of three days.

The resources developed over the past three years along with the continued use of the hotel placement policy have resulted in the elimination of routine hotel placements in unplanned placements for children and youth.

## **SUPPORT TO FOSTER FAMILIES**

Training and support is also an important issue for the retention and continual skill development of foster families. Foster parent training is provided to foster families through the Joint Training Team (JTT). The Alternate Care subcommittee of Standing Committee continues to work on a competency based training curriculum for foster families. This curriculum will set the stage for required ongoing professional development for foster caregivers as the province explores 'levelling' of foster families in a care continuum resource structure.

The Manitoba Foster Family Network (MFFN) is funded to develop a foster parent mentorship program. This program will provide newly-recruited foster families with an experienced mentor who is available to provide support and guidance. It is anticipated that the mentorship program will greatly assist with foster parent retention.

Under the theme of Foster Care, there are a total of 47 recommendations included in this report. Of those recommendations, 16 have been completed, 10 have achieved significant progress, 5 are in progress, and 16 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1314	The Children's Advocate recommends that Dakota Ojibway Child and Family Services, in concert with the Southern Authority FASD Specialist, identify the children with FASD in the agency's care and ensure that the workers and foster parents providing service to those children receive appropriate training in assessing, planning for, and managing children and youth with a diagnosis of FASD.	N/A New Report	Complete
1357	The Children's Advocate recommends that the Agency made immediate contact with foster parents of the deceased child to offer them, their biological children and their foster children grief counseling in regard to their loss.	Pending	Complete

1250	That the Child Protection Branch and the Authorities ensure the Province's foundation standards include a provision for pre-placement visits when children are placed in non-emergency or replacement situations. That Southeast Child and Family Services, in the interim, ensure that children in care are provided with pre-placement visits (in non-emergency or replacement situations) prior to being placed. (Section 10).	In Progress	Complete
167CDR	That the Child Protection Branch draft standards regarding protocols for supporting agency staff in the event of an unexpected death of a client. These protocols should include: a) protocols for informing staff (current and previous), foster parents (current and previous) and family members of the child, b) up to two paid days' bereavement leave for involved staff after the unexpected death of their client, and c) protocols for supporting all survivors including foster siblings of the child who died. (Section 10.o)	Complete: Pending Signoff	Complete Closed Last Report
46CMR	That \$1,000,000 be allocated in 2006/07 to begin the process of planning, recruiting and training for additional foster homes for emergency placements for children as an alternative to placing them in hotels with contract care, or in shelters; and that this be a process of continuous recruitment not a targeted number recruitment.	Complete	Complete Closed Last Report
123CDR	That the Child Protection Branch, in consultation with the four Authorities, in reviewing the recommendations from the Snowdon Inquest, ensure that foster parents/ alternate care givers whose residence contains a pool, hot tub, or is in close proximity to a body of water, be required to receive water safety training. Further, the cost of this training would be borne by the Child Protection Branch rather than the caregivers. (Section 5.1)	Complete	Complete Closed Last Report
165CDR	That the Department of Family Services and Housing make the sum of \$5,000 available to agencies to provide counseling for foster parents and group home staff after the death of a child placed in their home or facility. This funding would be dispersed upon presentation to the Department of Family Services and Housing all counseling bills related to the death of that child. (Section 10.o)	Complete	Complete Closed Last Report
166CDR	That the Department of Family Services and Housing raise their supplemental allowances of up to \$1,000, with the submission of receipts, to cover the supplemental costs of: a) funerals, wakes and other traditional ceremonies, and b) travel for immediate family members of children in care to attend the funeral, wake or traditional ceremony. (Section 10.o)	Complete	Complete Closed Last Report

47CMR	That the savings achieved through this process be reinvested in the continuous recruitment of these foster placements.	Complete	Complete Closed Last Report
69CMR	That a fund be established from the Child Care Benefit remitted to the government for the purpose of enhancing respite and support workers for foster families.	Complete	Complete Closed Last Report
32CMR	That funding for education and training of foster parents also be provided from the fund established from the remittance of the Child Care Benefit.	Complete: Alternate Solution	Complete Closed Last Report
72CMR	That the Child Care Benefit that will be remitted to the provincial government be used to create a fund for ongoing support of foster parents, to provide training, promote effective communication with agencies, and provide enhanced respite for foster families.	Complete: Alternate Solution	Complete Closed Last Report
250OCA	That the Manitoba Foster Parent Association receive funding to develop training programs for foster parents to assist youth in care with achieving life skills competence and preparing for independent living.	Complete: Pending Signoff	Complete Closed Last Report
213S4	That Winnipeg Child and Family Services will ensure that all open foster home files have completed detailed home studies.	Complete: Pending Signoff	Complete Closed Last Report
66CMR	The recruitment and training of specialized foster parents for high needs children and sibling groups and further recommend that other government programs with responsibility participate in achieving this recommendation.	Significant Progress	Complete: Ongoing
191CDR	That child welfare agencies ensure that foster homes have adequate information and comply with existing foster home regulations regarding the safe storage of guns, medications and toxic materials.	Significant Progress	Complete: Ongoing
261OCA	That foster parents, caring for youth preparing for independent living, be paid an increased per diem rate established through a review of responsibilities, training expectations and the needs of the youth preparing to leave care.	In Progress	In Progress
274OAG	That the Department (CFS Division) develop a standardized approach for addressing the "specialized parent" category used by various mandated agencies resulting in a provincial system that ensures equity among all foster parents.	In Progress	In Progress

281OAG	That the Department (CFS Division), in conjunction with the CFS Authorities, review the existing needs assessment scoring tools for fee-for-service to understand the different approaches in place and from this, develop a standardized scoring tool that would be used province wide.	In Progress	In Progress
282OAG	That the Department (CFS Division) and the CFS Authorities approve a daily rate to be applied to the fee-for-service that is sensitive to the current local conditions and is established and reviewed annually for each mandated agency.	In Progress	In Progress
260OCA	That foster parents, caring for youth preparing for independent living, are provided with a clear description of responsibilities and attend training in strategies and methods for effective independent living preparation.	In Progress	In Progress
2075	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease placing children in unlicensed homes. The Children's Advocate recommends that Cree Nation Child and Family Caring Agency submit a monthly listing of all Place of Safety child placements to the First Nations of Northern Manitoba Child and Family Services Authority for a period of at least one year for purposes of quality assurance and to ensure Agency compliance with Provincial Standards governing the use of Places of Safety.	N/A New Report	Pending
1768	The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern authority, review the placements of children from Shamattawa who are in foster care in other communities and determine what additional resources are required to support placement of children from the community.	N/A New Report	Pending
1773	The Children's Advocate recommends that the Child Protection Branch review the process of licensing external organization foster homes (such as for organization like Ma Mawi Wi Chi Itata Centre). The review would determine the appropriate location within the Child Protection Branch for licensing to be located, the level of quality assurance that would ensure licensing is being satisfactorily completed (including the level of independent verification that organizations are maintaining their own appropriate files), the process for tracking facilities and the appropriate staffing levels to complete the work.	N/A New Report	Pending

1784	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre management implement a quality assurance process that reviews on a regular basis the operation of foster home programs. The quality assurance process would include reviewing program policy, the operation of foster homes, the ability of program staff to care manage the foster homes, program and foster home practices and completeness and accuracy of file documentation.	N/A New Report	Pending
1785	The Children's Advocate recommends the Ma Mai Wi Chi Itata Centre, in liaison with the Child Protection Branch, review its specialized foster home placements: 1) to determine the adequacy of case management and program support resources in relation to the needs of high risk youth and 2) to develop a strategy ensuring the level of caregiver skill meets the high level needs of children and youth and is reflective of the funding being applied to homes deemed as "Specialized Placements".	N/A New Report	Pending
2086	The Children's Advocate recommends that Cree Nation Child and Family Caring Agency immediately cease the practice of using "private arrangements" as Case Management and utilize Case Management as per Provincial Standards in working with a family in the system when a child enters into Agency care and control. The Agency is to ensure all homes utilized for children in Agency care have undergone all relevant checks, i.e. child abuse registry checks, criminal records checks and prior contact checks as a Place of Safety or Child Specific foster home prior to movement and placement of children. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
2088	The Children's Advocate recommends that when child protection concerns are reported to Cree Nation Child and Family Caring Agency (CNCFCA), CNCFCA ensures that it has fulfilled its duty to investigate and that workers have had direct face-to-face contact and discussion with all children in the family system to ensure they are safe and the family system receives appropriate services in relation to child protection concerns. The First Nations of Northern Manitoba Child and Family Services Authority should review this service requirement with its agency to ensure agency compliance with service standards.	N/A New Report	Pending
1771	The Children's Advocate recommends that WCFS not license foster homes for external organizations until all licensing requirements have been met.	N/A New Report	Pending

1772	The Children's Advocate recommends that the Child Protection Branch ensure that all foster home and group home facilities be tracked and that the information be added to the Child and Family Services Information System in a timely manner.	N/A New Report	Pending
1774	the Children's Advocate recommends that the Ozosunon Neighborhood Care Program, Ma Mawi Wi Chi Itata Centre review all foster home files to ensure that all service providers in foster homes have completed Prior Contact, Child Abuse Registry and Criminal Name Checks and that these have been appropriately maintained on the programs foster home files. Ensure that all service providers are recorded on the Foster Home Annual Review.	N/A New Report	Pending
1775	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre provide more in-depth foster home studies for proposed specialized foster homes.	N/A New Report	Pending
1776	The Children's Advocate recommends that Ma Mawi Wi Chi Itata centre ensure both the Ozosunon program and the foster caregiver have received comprehensive placement information from referring agencies prior to the placement of any child.	N/A New Report	Pending
1780	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre improve the sustainability of the foster care resources by ensuring that appropriate respite resources are available to a foster home and that they are being utilized by the central caregivers.	N/A New Report	Pending
1781	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that specialized placement resources foster parents and respite care providers receive appropriate training for their role including ASIST or other suitable suicide prevention training.	N/A New Report	Pending
1782	The Children's Advocate recommends that the Child Protection Branch undertake a review of foster care resources in the Province of Manitoba. That review would include but not be limited to: The availability of resources to meet the need for foster homes by geographic region and level of child need; The requirement for specialized foster home placements and the competencies required of caregivers to provide service (both foster parents and respite); the maximum number of high risk children or youth that can be reasonably managed in a foster home setting; Standards of practice for programs and caregivers; Guidelines for appropriate compensation (maintenance, service fee and respite); Competency based training for foster caregivers and specialized foster caregivers (including respite).	N/A New Report	Pending

1706	The Children's Advocate recommends that Southeast Child and Family Services examine every placement that has been designated as a place of safety for longer than 30 days to ensure that foster home licensing is being actively pursued and will be completed in accordance with the timelines established by current foster home standards (within six months) or that alternate placements are being located.	N/A New Report	Pending
1248	That Southeast Child and Family Services review its policies on the placement and replacement of children in the foster care system, with a view to how multiple placements can be minimized. (Section 10)	In Progress	Significant Progress
1249	That Southeast Child and Family Services, with the assistance of the Southern Authority review with its foster care department as well as its foster parents the placement and replacement of foster children in their homes. (Section 10)	In Progress	Significant Progress
1320	The Children's Advocate recommends that Dakota Ojibway Child and Family Services examine every placement that has been designated as a place of safety for longer than 30 days to ensure that foster home licensing is being actively pursued and will be completed in accordance with the timelines established by current foster home standards (within six months) or that alternative placements are being located.	N/A New Report	Significant Progress
181CDR	That the four Authorities undertake to ensure that formalized risk assessments are conducted for every serviced child under the age of five upon intake, and that these assessments be redone when the child comes into care, is moved to any new foster home placement or if the child is preparing to return to the natural family. (Section 7.1)	Significant Progress	Significant Progress
71CMR	That the requirements for foster homes be redeveloped to take into consideration community standards and practices in order to prevent the requirements being a barrier to the preferred goal of keeping children in safe and loving environments within their own communities.	Significant Progress	Significant Progress
1254	That steps be taken to ensure all of the child in care files are entered into the Child and Family Services Information System and that files are updated and maintained.	In Progress	Significant Progress
67CMR	That the Branch be responsible for the licensing of "non-mandated" agencies' foster homes.	Pending	Significant Progress
259OCA	That Authorities and agencies increase the number of specialized foster homes for youth over the age of 15 preparing for independent living.	Significant Progress	Significant Progress

48CMR	That the system be designed with the necessary flexibility to allow and encourage emergency foster placements to be converted to regular foster placements where a bond is created between the child and the foster care provider.	Significant Progress	Significant Progress
70CMR	That the foster care regulations be reviewed in consultation with the foster parents to ensure that their ability to establish a routine home environment is supported to the extent possible by the regulations and not impeded by them.	Significant Progress	Significant Progress



# Tab 9

# IMPROVED TECHNOLOGY

## ***Changes for Children***

*Complete: 10*

*In Progress: 1*

*Significant Progress: 0*

*Pending: 0*

***Total: 11***

## ***Inquests***

*Complete: 0*

*In Progress: 1*

*Significant Progress: 3*

*Pending: 0*

***Total: 4***

## ***Special Investigations***

*Complete: 0*

*In Progress: 4*

*Significant Progress: 2*

*Pending: 3*

***Total: 9***

## ***Accomplishments:***

*Ongoing training throughout the province on the CFSA*

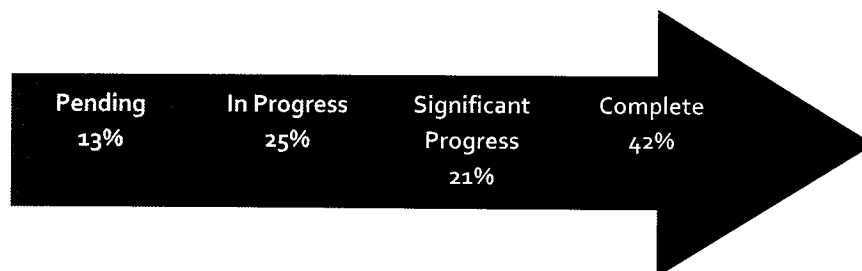
*FAR warning system developed to flag child in care cases requiring attention*

*92.9% of children in care have digital photos entered into CFSIS*

## ***Next Steps:***

*Complete implementation of FAR warnings to generate daily reports of cases needing attention*

*Ensure compliance that all cases be entered in CFSIS*



# IMPROVED TECHNOLOGY

The Department of Family Services and Consumer Affairs provides several types of direct supports to agencies to utilize and comply with the standard to use the Child and Family Services Application (CFSA). The CFSA includes the Intake Module (IM) and the Child and Family Services Information System. This Provincial standard requires mandated agencies to use the CFSA for all cases transferred as part of the implementation of the Aboriginal Justice Inquiry – Child Welfare Initiative and all cases which have been opened off-reserve. The standard also requires mandated agencies to use the Intake Module to open all cases in the province including cases opened on-reserve.

Supports include training and re-training; application Help Desk services; system Help Desk services or an equivalent in direct funding; access via the Government of Manitoba (GOM) network or direct purchase of Internet service; hardware and software; warranty and 'break/fix' service; and hardware and hardware replacement under the GOM policy.

Training to use the CFSA is done using a classroom setting in Winnipeg, at various locations throughout Manitoba using a mobile computer lab, and onsite in mandated agencies. All CFSA training is provided at no cost to the agency. Travel and accommodation funds are also provided to cover all costs for participants attending training. Classroom training is provided throughout the year. An annual schedule is published in advance and distributed to agencies and Authorities. Agencies can register staff for any forthcoming training session and there is no limit on the number of times staff may attend training for a refresher. Mobile training is provided through portable (notebook) computers and has been delivered in Thompson, Dauphin, and Brandon. A mobile training course can be set up upon request for a specific area (e.g., staff from various agencies that operate in Thompson) or for a specific agency (e.g., Awasis Agency). The mobile training is set up in provincial buildings or other suitable sites and utilizes the same CFSA Training Database as the classroom training. Onsite training is provided as follow-up to the classroom or mobile training. The purpose of the onsite visit is to assist the trained staff to integrate the training into actual job requirements at the workstations in the workplace.

The CFSA Help Desk provides 1-800 support for the Intake Module and CFSIS as well as limited courtesy technical service. The CFSA Help Desk also enters High Risk Medical information received from Children's Hospital or individual physicians into CFSIS and transmits and receives digital photographs with the Winnipeg Police Service to help find children who are missing from placement or who may be a victim of sexual exploitation or child pornography. The CFSA Help Desk can also restrict electronic access to a limited number of persons in high profile cases.

A Child and Family Services Authority and its mandated agencies access the CFSA either over the Government of Manitoba network or via the Internet using the Secure Internet Service (SIS). Agencies in rural, northern and remote areas typically access the CFSA via SIS. The quality of the connection via SIS depends to some degree on the type of carrier service. Broad band service such as Digital Subscriber Lines (DSL) over telephone lines or cable service will support connectivity of the same quality as connectivity via the GOM. Approximately 75-85% of the total Provincial caseload is served by agencies that are supported by broad band carriers.

The remaining 15-25% is supported by dial-up or satellite carriers. Therefore, 100% of the Provincial caseload is supported by either GOM or SIS connectivity.

Agencies that rely on dial-up and satellite connections to access the CFSA report that the service is slow and subject to interruptions. This is cited as a barrier to accessing the CFSA and therefore to complying with the Provincial standard requiring the use of the application. In these instances, a substitute procedure can be successful in the short-term. Any agency offices located in a place that is supported by broad band connectivity can input case information on behalf of an office of the same agency that is supported by dial-up or satellite connectivity. Alternately, information can be sent via facsimile, courier, secure mail or by copying information onto a CD-ROM or encrypted memory key and delivering or sending the CD or key via courier or secure mail.

### **MANDATORY USE OF CFSIS**

In April 2010, Authorities received a directive from the Child Protection Branch requiring that all cases, both Federal and Provincial, must be entered in CFSIS. This practice is necessary to provide baseline information for the Phase II Differential Response/Family Enhancement initiative as well as the anticipated implementation of the new funding model. Agencies with connectivity issues have been instructed to bring these issues forward to the Child Protection Branch for resolution.

### **FAR WARNINGS**

The File Action Required (FAR) warning system has been developed to further support child and family services workers in recognizing child in care (CIC) cases that require a greater degree of attention. This system is designed to flag any CIC case where a face to face visit has not been entered in the CFSIS case for over two calendar months. As monthly face to face contact at minimum is required by the standards, this timeline will provide one additional month for data entry. The system also allows for workers to flag a case themselves where there are concerns such as suicidal ideation or sexual exploitation.

The FAR warning system has been up and running since mid-October, 2009. Workers have begun receiving warnings to notify them of children in care cases where there have been frequent case openings and closings, where there has been an unplanned absence of a child, where a child has been named as an alleged victim, or where a child has been in multiple placements over a period of time.

### **DIGITAL PHOTOS**

In March 2010 a directive was issued by the Child Protection Branch requiring the attachment of a digital photo in CFSIS for all open child in care cases where the child has been in care for over 30 days. This requirement is now also integrated into the provincial standards. These images must be updated yearly.

The Child Protection Branch assisted agencies with connectivity issues by having photographs sent to Winnipeg when needed cases were opened, and the photographs were attached at the Child Protection Branch.

Digital photographs of children in care are now available in CFSIS. In a small number of cases several factors including the one -month time period for entry of new children in care, parental refusal to have a photograph taken of a child in care under a VPA, and refusal of youth in care over the age of 18, in some cases prevent us from taking photographs.

Under the theme of Improved Technology, there are a total of 24 recommendations included in this report. Of those recommendations, 10 have been completed, 5 have achieved significant progress, 6 are in progress, and 3 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
199S4	That funds be made available to Winnipeg Child and Family Services to ensure that the computerized information system provides timely and coordinated information on children at risk and their families.	Complete: Pending Signoff	Complete Closed Last Report
271OAG	That the Department (CFS Division) in conjunction with the CFS Authorities clarify and confirm their expectations of how CFSIS is to be used by the CFS authorities and mandated agencies.	Complete	Complete Closed Last Report
273OAG	That the Department (CFS Division) and the CFS Authorities assess the benefits of a consolidated database for an automated billing system that could be interfaced with CFSIS.	Complete	Complete Closed Last Report
276OAG	That the CFS Authorities collaborate with the Department (CFS Division) on determining the future use of CFSIS, or the potential for the development of a new case management system.	Complete	Complete Closed Last Report
272OAG	In conjunction with the CFS Authorities, that the Department (CFS Division) explore the cost-benefits for developing automated interfaces between CFSIS and the case management systems used by certain mandated agencies.	Complete: Alternate Solution	Complete Closed Last Report
24CMR	That the issues with CFSIS be addressed and that staff have access to cases across the Province.	Complete: Alternate Solution	Complete Closed Last Report
277OAG	In conjunction with the Department (CFS Division), that the CFS Authorities explore the cost-benefits for developing automated interfaces for CFSIS, and the case management systems used by certain mandated agencies. One such linkage would be to interface a financial module with the child care file information.	Significant Progress	Complete: Alternate Solution

147CDR	That the four Authorities ensure that all agencies have upgraded their CFSIS files to reflect the death of any children in their care, and that these files be maintained in the system on a weekly basis. Funding for this initiative must be made available to ensure compliance in this area. (Section 10.o)	In Progress	Complete: Ongoing
171CDR	That agencies support and endorse the Manitoba Youth Identification Project by ensuring that digital photographs are available for all children in care so that, in a case of an emergency, photographs of the child can be quickly distributed to the police and/or press. (Section 8.4)	Significant Progress	Complete: Ongoing
172CDR	That agencies undertake to develop a library of digital photographs of children in their care to be used in cases of emergency. (Section 8.4)	Significant Progress	Complete: Ongoing
1322	The Children's Advocate recommends that Dakota Ojibway Child and Family Services ensure that its workers are using the intake module in compliance with current standards.	N/A New Report	In Progress
1348	The Children's Advocate recommends that the All Nations Coordinated Response Network review their supervision policy for the organization within the next three months. Further, that it include the requirement for supervisors to identify they have reviewed and commented on the intake in the 'supervisor reviews' section of the Intake Module.	Pending	In Progress
1255	That the Southern Authority, together with the Province, seek to find and implement a solution to the connectivity challenges faced by the agency with respect to CFSIS.	In Progress	In Progress
68CMR	That foster rates should be consistent throughout the province taking into consideration the costs of providing services in the community in which the home is located.	In Progress	In Progress
1695	The Children's Advocate recommends that the Director of Child Welfare modify the Intake Module to include specific criteria as to who should be included in the family demographics in the Family Group. The children's Advocate suggests this criteria state that all residents residing in the home where the child resides, whether on a full or part-time basis, be included in the Family Group on the Intake Module.	N/A New Report	In Progress
1349	The Children's Advocate recommends that the Child Protection Branch establish an identifier on the CFSIS/Intake Module for cases in which there is interprovincial movement of families and a requirement to notify the Interprovincial Desk.	Pending	In Progress

1722	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, immediately review the current Intake process used in the community of Shamattawa, develop a training plan to address the needs of the local staff to be able to effectively assess, intervene and document intakes, and ensure that Intake Module Provincial Standards are being met in the community.	N/A New Report	Pending
2091	The children's Advocate recommends the Child Protection Branch, the Northern Authority and Cree Nation Child and Family Caring Agency develop a working group to explore the barriers to the agency's use of an information system past the Designated Intake Area (DIA) stage of implementation.	N/A New Report	Pending
2095	The Children's Advocate recommends the Child Protection Branch, the Northern Authority and Cree Nation Child and Family Caring Agency develop a working group to explore the barriers to the agency's use of an information system past the Designated Intake Are (DIA) stage of implementation.	N/A New Report	Pending
1254	That steps be taken to ensure all of the child in care files are entered into the Child and Family Services Information System and that files are updated and maintained.	In Progress	Significant Progress
1258	That the agency, with the assistance of the Province and the Southern Authority, ensure that all of its staff are fully trained in CFSIS and the Intake Module and that both are fully used within the agency.	Significant Progress	Significant Progress
2096	The Children's Advocate recommends the Minister of Family Services and Consumer Affairs ensure through the Child Protection Branch that all mandated Child Protection agencies use an accessible information system for cases that are both a provincial and federal financial responsibility particularly past the Designated Intake Area (DIA) stage. The Children's Advocate further recommends that this be part of the funding agreement between the Department of Family Services and Consumer Affairs and the four child welfare Authorities within one year of receipt of this report.	N/A New Report	Significant Progress
2103	The Children's Advocate recommends that the Minister of Family Services and Consumer Affairs ensure, through his Department, that all mandated Child Protection Agencies are required to use an accessible information system, such as the Child and Family Services Information System (CFSIS), for all open files regardless of which level of government is fiscally responsible for the file. Further, the Children's Advocate recommends that this requirement be part of the next funding agreement between the Department of Family Services and Consumer Affairs and the four Authorities.	N/A New Report	Significant Progress

1251

That there is a need to develop a mechanism which flags or triggers a review of a specific file due to the attainment of an established criteria – that criteria may be an event (a disclosure of sexual abuse), passage of time (no review within past year) or a number of placements (over 5). These are merely examples and it is left to the authorities to establish an appropriate criteria which will prevent a specific file not receiving the appropriate attention and monitoring in such an event. Obviously such triggering mechanisms presupposes proper and current documentation or such process is worthless.

Significant  
Progress

Significant  
Progress

# Tab 10

# INTERDEPARTMENTAL COLLABORATION

## ***Changes for Children***

*Complete: 22*

*In Progress: 6*

*Significant Progress: 14*

*Pending: 0*

***Total: 42***

## ***Inquests***

*Complete: 2*

*In Progress: 0*

*Significant Progress: 2*

*Pending: 0*

***Total: 4***

## ***Special Investigations***

*Complete: 3*

*In Progress: 1*

*Significant Progress: 0*

*Pending: 21*

***Total: 25***

## ***Accomplishments:***

*CWIC created to address C4C recommendations requiring Intersectoral collaboration*

*Youth Safety Roundtable added to the CWIC agenda*

## ***Next Steps:***

*Continued completion of work plans around recommendations*



# INTERDEPARTMENTAL COLLABORATION

## CHILD WELFARE INTERSECTORAL COMMITTEE

The Child Welfare Intersectoral Committee (CWIC) was established by the Child and Family Services Standing Committee to address the *Changes for Children* recommendations that require intersectoral collaboration. These recommendations fall under the four categories of:

1. Service for Children with Complex Medical Needs
2. Children's Mental Health and Suicide Prevention
3. Promoting Healthy Child Development
4. Addictions

The primary purpose of CWIC is to ensure that key intersectoral partners, possessing expertise related to recommendations such as FASD and suicide prevention, are invited to participate in the development and implementation of detailed action plans. CWIC has created work teams consisting of community partners and relevant government staff. These work teams do the planning work necessary to ensure all relevant recommendations are implemented.

The Child Welfare Intersectoral Committee is co-chaired by Jan Sanderson, Assistant Deputy Minister, Healthy Child Manitoba Office and Dr. Keith Hildahl, Medical Director for Child and Adolescent Mental Health Programs, Winnipeg Regional Health Authority. CWIC's other members include Assistant Deputy Ministers and Directors of various Provincial Government departments. Staff members from the Office of the Child and Family Services Standing Committee sit on the various work teams.

Work teams are in place and the work commenced in April, 2009. All work teams have completed their action plans and submitted them to the co-chairs. Work team recommendations and action plans are reviewed by CWIC and brought to the HCMO Deputy Minister's committee prior to moving to Standing Committee for final approval.

Recently, the Youth Safety Roundtable (YSR), an intersectoral group established to oversee issues dealing with high-risk and at-risk children and youth, has been added to the CWIC agenda.

The FASD strategy and MyTEAM initiatives are further examples of co-planning and implementation with other stakeholders and government departments.

Under the theme, Interdepartmental Collaboration, there are a total of 71 recommendations included in this report. Of those recommendations, 27 have been completed, 16 have achieved significant progress, 7 are in progress, and 21 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1262	That the Southern Authority, together with the agency, INAC, and the Province should participate in a redesign of the services and service approach used in the four remote communities that SECFS serves (Little Grand Rapids, Paungassi, Berens River, Blood vein). A child safety focus must be maintained, but it should be done in the context of building communities and families that are safe for children. All options should be explored, including flexible funding arrangements. The large numbers of children in care from these communities makes that an imperative.	In Progress	Complete
1692	The Children's Advocate recommends that CFS-CM review all open files, within two months of receipt of these recommendations, and ensure that child protection investigations have been conducted where there have been allegations that a child has been maltreated and that the information has been forwarded to the local Law Enforcement and Child Abuse Committee where appropriate and in accordance with the current Provincial Standards.	N/A New Report	Complete
1323	The Children's Advocate recommends that Dakota Ojibway Child and Family Services review its policy and procedures related to contracting with external service providers to ensure they comply with current standard 1.3.1 "service contracts with collateral service providers" this standard requires individual service contracts to include: service definitions, goals, activities and outcomes; reporting requirements; and service funding arrangements.	N/A New Report	Complete
142CDR	That the Department of Family Services and Housing and the Department of Health expand funding for out-patient treatment services for children, youth and families such that a child, youth or family is able to access counselling within 12 weeks of referral. (Section 8.1)	In Progress	Complete
136CDR	That the Departments of Health and Justice commit funding for enough youth addiction treatment beds to ensure that treatment is available to youth within four weeks of referral. (Section 8.5)	In Progress	Complete
1242	That a Summit should be held involving all the stakeholders – police, child welfare workers, justice officials, community groups, aboriginal groups, government agencies, etc. – to examine all possible law enforcement, legislative, and legal means to create a strategy for the attack on sexual exploitation and drug abuse of children on our streets.	Significant Progress	Complete

114CDR	That suicide prevention materials be developed which include both culturally sensitive content and which emphasize the development of healthy social connections and healthy self-esteem. This may be achieved through a collaborative relationship with Manitoba Health, Manitoba Family Services and Housing, Manitoba Education and the First Nations Inuit Health Branch. (Section 6.1)	In Progress	Complete
1324	The Children's Advocate recommends that Dakota Ojibway Child and Family Services explore with its workers the current mechanism for exchanging relevant information between designated intake agencies, on-reserve and off-reserve workers and determine what if any changes need to be made to ensure that the flow of information is timely and efficient.	N/A New Report	Complete
182CDR	That the booklet "Guidelines for Reporting Children in Need of Protection" be distributed by the Child Protection Branch to all pertinent professionals on a yearly basis. (Section 9.2)	Complete	Complete Closed Last Report
86CMR	That strategy be developed to address how collateral agencies and organizations can send non-urgent referrals to JIRU.	Complete	Complete Closed Last Report
105CMR	That the child welfare system adopt Jordan's Principle of Children First, to ensure the provision of uninterrupted services to children while awaiting resolution of jurisdictional funding disputes.	Complete	Complete Closed Last Report
183CDR	That the Child Protection Branch develop a brief presentation and make it available to all community organizations through an information session on The Freedom of Information and Protection of Privacy Act (FIPPA) and Section 18 of The Child and Family Services Act with respect to their duty to report protection concerns of children. (Section 9.2)	Complete: Pending Signoff	Complete Closed Last Report
121CDR	That the Department of Health provide funding to expand the existing training program for Child and Adolescent Mental Health to First Nations staff using Telehealth facilities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
122CDR	That the Department of Health provide funding for a mental health Telehealth Program based in Winnipeg to improve availability of psychiatry and mental health expertise in rural Manitoba and First Nation communities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report

134CDR	That the Department of Family Services and Housing provide baseline funding to the FASD Life's Journey program in Winnipeg, and open a similar program in Brandon and Thompson to provide advocacy and support to young adults with FASD who are emancipating from the child welfare system. (Section 8.3)	Complete: Pending Signoff	Complete Closed Last Report
127CDR	That a provincial FASD prevention and intervention committee be established to develop innovative ways that child welfare agencies might employ better support to high-risk mothers to reduce the alcohol and drug problems in young people likely to become parents. (Section 4.2)	Complete: Pending Signoff	Complete Closed Last Report
120CDR	That the Department of Health prioritize the hiring of one or more psychiatrists for the Child and Adolescent Treatment Centre in Brandon to provide full in-hospital and outpatient support for families in Brandon and the surrounding areas. (Section 8.1)	Complete	Complete Closed Last Report
87CMR	That opportunities be established for regular communication between JIRU and the other mandated agencies to address issues that impede the coordination of seamless service delivery.	Complete	Complete Closed Last Report
113CDR	That the Departments of Health, Justice, Family Services and Housing and Healthy Living conduct a separate and comprehensive review of all youth suicides in Manitoba during the past five years and that a report be made available by June 2007. (Section 6.o)	Complete: Alternate Solution	Complete Closed Last Report
119CDR	That the Department of Health conduct a review of current child and adolescent mental health services and intervention resources available in rural and remote areas to ensure that children living in these areas do not always have to travel to Winnipeg and Thompson for service. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
225S4	That the Income Support Program ensure that there are protocols between themselves and the Child Welfare Authorities to allow for sharing of information when there is such a request during a child protection investigation.	Complete: Pending Signoff	Complete Closed Last Report
224S4	That the Department of Health and the Child Protection Branch will ensure that local protocols between Child Welfare Authorities and all Manitoba health professionals allow for the health professionals to share information when there is a request during a child protection investigation.	Complete: Pending Signoff	Complete Closed Last Report

2CMR	That the Healthy Child Committee of Cabinet should be expanded to include representation from the Child Welfare system on its working groups to ensure that the co-coordinated approach to promoting healthy children includes children in the child welfare system who are often those most in need of this kind of co-coordinated support.	Complete: Pending Signoff	Complete Closed Last Report
55CMR	That case consultations occur between sending and receiving agencies, upon the request of receiving agencies that have not received adequate information at transfer, in order to facilitate the transition to ongoing service.	Complete: Pending Signoff	Complete Closed Last Report
56CMR	That meetings occur between designated intake agencies and the agencies they serve in order to develop protocols delineating the roles and responsibilities of intake agencies and ongoing service agencies.	Complete: Pending Signoff	Complete Closed Last Report
124CDR	That Healthy Child Manitoba develop and distribute information regarding reducing the dangers of SIDS/SUDS to Healthy Baby sites, health clinics and hospitals throughout Manitoba. (Section 4.3)	Significant Progress	Complete: Ongoing
52CMR	That there be scheduled meetings among agencies operating in the same region to discuss and resolve barriers to acceptance of cases at transfer.	Significant Progress	Complete: Ongoing
139CDR	That agencies follow up any referrals made to community agencies within three months after an adolescent and/or their family is referred to ensure that services are being used and that no additional supports are necessary. (Section 8.2)	In Progress	In Progress
243OCA	That the Departments of Family Services and Housing and Education develop a policy paper on reducing school moves due to placement changes, supporting youth to complete high school and improving academic outcomes for children in care.	In Progress	In Progress
1303	The Children's Advocate recommends that the Standing Committee begin developing programs and resources in partnership with community leaders and other community agencies that will provide treatment and support to families with addictions on a long term basis.	Pending	In Progress
234OCA	That a Committee with representation from the Department of Family Services and Housing and the authorities, along with service providers, youth in care or formerly in care and stakeholders be established to develop standards for youth leaving care including post care services. The committee should embark on a review of national and international policies, programs and services to learn from these experiences and incorporate strategies that have proven to be effective for sustained positive outcomes.	In Progress	In Progress

244OCA	That the department of Family Services and Housing and Education launch a review of the poor education outcomes for children in care and make recommendations on improving these outcomes.	In Progress	In Progress
246OCA	That Healthy Child Manitoba extends its Healthy Adolescent Development Strategy to address the needs of youth in care and former youth in care.	In Progress	In Progress
263OCA	That the Department of Family Services and Housing work with the Social Planning Council to establish a committee to review the independent living rates for youth in care and based on the review of actual living costs adjust the living allowance in accordance with the recommendations of the committee.	In Progress	In Progress
1774	the Children's Advocate recommends that the Ozosunon Neighborhood Care Program, Ma Mawi Wi Chi Itata Centre review all foster home files to ensure that all service providers in foster homes have completed Prior Contact, Child Abuse Registry and Criminal Name Checks and that these have been appropriately maintained on the programs foster home files. Ensure that all service providers are recorded on the Foster Home Annual Review.	N/A New Report	Pending
1776	The Children's Advocate recommends that Ma Mawi Wi Chi Itata centre ensure both the Ozosunon program and the foster caregiver have received comprehensive placement information from referring agencies prior to the placement of any child.	N/A New Report	Pending
1788	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish (if they have not already done so) protocols with federally funded addiction treatment services and federally funded, community based addiction services in the Province of Manitoba to share information and make referrals for follow up for clients.	N/A New Report	Pending
1789	The Children's Advocate recommends that the Addiction Foundation of Manitoba establish a policy that when servicing clients that have an open case with Child and Family Services that the Child and Family Services Case Manager be contacted even if they are not the source of referral. Further, that the policy describe the appropriate exchange of information between service providers. Duty to Report under the CFS Act should also be included in that policy.	N/A New Report	Pending

2087	The Children's Advocate recommends that the Cree Nation Child and Family Services Caring Agency develop a working group in collaboration with First Nations of Northern Child and Family Services Authority, the appropriate federal funding body, in consultation with the Band and Council and the peoples of Mathias Colomb Cree Nation to explore an Addiction Treatment Resource, an accessible Family violence Shelter and a Foster Home Resource in the community of Mathias Colomb Cree Nation.	N/A New Report	Pending
1760	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in collaboration with the First Nations of Northern Manitoba Child and Family Services Authority, immediately conduct a learning needs assessment with local Shamattawa Agency staff to identify priority training needs related to key competencies in the provision of protective service interventions. Within three months of this assessment, the Agency and/or Authority should develop and begin implementing a comprehensive training schedule for local Shamattawa staff. Wherever possible training should be provided using the community's First Nation language, held locally in Shamattawa and be made available to key community collaterals as deemed appropriate by the Agency and Authority.	N/A New Report	Pending
1719	The Children's Advocate recommends that Opaskwayak Cree Nation Child and Family Services immediately develop clear, written Agency protocols with key community partners/service providers to enhance information sharing and to facilitate improved coordination in service planning and delivery.	N/A New Report	Pending
1720	The Children's Advocate recommends that Opaskwayack Cree Nation Child and Family Services immediately establish a "community committee" to discuss and bring forward recommended community-based initiatives that address the need for a residential youth addictions treatment at OCN, gang prevention strategies, firearms safety training and the safe storage of firearms. Suggested committee members, at minimum, would include Opaskwayak Cree Nation Child and Family Services, Joe A. Ross School, RCMP, Kawechetonanow Centre, and representative from Chief and Council.	N/A New Report	Pending
1787	The Children's Advocate recommends that the Addiction Foundation of Manitoba review the provision of service in its Youth community-Based Services program to identify if service could be enhanced by increasing the frequency of contact over a specified timeframe and clearly identifying the goals of service early within service provision.	N/A New Report	Pending

1702	The Children's Advocate recommends that the Northern Authority, in partnership with Island Lake First Nations Family Services, immediately assess the merit of all available suicide prevention and intervention programs and ensure there are coordinated, accessible, and knowledgeable programs available for the Garden Hill community by engaging with the other human services programs.	N/A New Report	Pending
2077	The Children's Advocate recommends that the First Nations of Northern Manitoba Child and Family Services Authority issue a directive to both Cree Nation Child and Family Caring Agency and Opaskwayack Cree Nation Child and Family Services requiring that they immediately address issues contributing to a lack of collaboration in their working relationship. The Children's Advocate further recommends that the First Nations of Northern Manitoba Child and Family Services Authority make available sufficient resources for both Agencies to engage in any mediation or other healing processes as deemed necessary by the Agencies in order to resolve the issues.	N/A New Report	Pending
1726	The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, aboriginal leadership and the Federal Government in discussion regarding the issues facing Shamattawa and create a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular its suicide prevention strategy; Ensure, in conjunction with the Northern Authority, that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.	N/A New Report	Pending
1765	The Children's Advocate recommends that the Department of Family Services and Consumer Affairs, Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, Aboriginal leadership and the Federal Government in discussion regarding the community issues facing Shamattawa and creating a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular, its suicide prevention strategy; Identify and provide resources for a community development strategy for the community; and Ensure in conjunction with the Northern Authority that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.	N/A New Report	Pending

1777	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure the Ozosunon program takes an active role in assessing the ability of foster homes to provide for the needs of the children being placed through a focus on foster home case management and modify, if necessary, the job description of the Neighborhood Care Helpers to reflect that role.	N/A New Report	Pending
1778	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre review the job description of the Neighborhood Care Helpers and amend as necessary to ensure that it reflects the responsibility of Neighborhood Care Helpers to have a clear and accurate understanding of the nature of services being provided in each Neighborhood Care Home and to communicate that information effectively to the case managers of children placed in the home.	N/A New Report	Pending
1779	The Children's Advocate recommends that the Ma Mawi Wi Chi Itata Centre (1) review its current manner of sharing information with agencies placing children in their facilities, (2) define a protocol for effectively sharing information and (3) implement a process to ensure that: Neighborhood Care Helpers are aware of and involved in agency case plans; case managers are aware of progress and activities within the placement; and youth are encouraged to participate in planning and decision-making meetings wherever possible.	N/A New Report	Pending
1786	The Children's Advocate recommends that the Department of Justice, Province of Manitoba complete the work within the next 6 months to provide an appropriate alternative to detention at the Manitoba youth Centre under The Intoxicated Person's Detention Act for intoxicated youth.	N/A New Report	Pending
1790	The Children's Advocate recommends that Child and Adolescent Mental Health review its service provision, ascertain how it could better respond to situations where children present with chronic mental health issues, and provide recommendations for service provision. This review would incorporate dialogue with: The First Nations and Inuit Health Branch, Communities and Child and Family Services.	N/A New Report	Pending

1791	The Children's Advocate recommends that consideration be given by the Manitoba Minister of Health to engage in discussion with the Federal Minister of Health for the development of coordinated mental health service provision within the Province of Manitoba. Further, that this include biannual work meetings between senior management at First Nations and Unit Health and Child and Adolescent Mental Health Programs, Winnipeg Regional Health Authority to ensure continuity of service and continued quality assurance and improvement of service.	N/A New Report	Pending
1356	The Office of the Children's Advocate recommends that the Northern Authority, in partnership with Island Lakes First Nations Family Services, immediately assess the merit of taking leadership in ensuring there is a coordinated, accessible and knowledgeable suicide intervention and prevention program available to the Garden Hill community by engaging with the community's other human services programs.	N/A New Report	Pending
2106	The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Sandy Bay Ojibway First Nation to engage the community leadership, Aboriginal leadership and the Federal Government in discussion regarding the concerns facing Sandy Bay Ojibway First Nation and create a strategy to address community concerns. Concerns to be addressed should include, but not be limited to: housing, accessibility of public utilities, utilization of community resources and identification of outstanding community needs.	N/A New Report	Pending
196S4	That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.	Significant Progress	Significant Progress
216S4	That the Child Protection Branch will work in partnership with the Authorities to develop a set of Provincial Standards which will apply to all mandated child welfare agencies.	Significant Progress	Significant Progress
269OCA	That the Department of Family Services and Housing establish a fund for after care services to former youth in care. This fund should be available to community organizations to develop an array of services to meet the varying needs of former youth in care.	In Progress	Significant Progress

130CDR	That the Department of Family Services and Housing, along with any relevant government departments should make available prevention funding, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. No-cost, family-focused recreational activities should be promoted as healthy alternatives for 'high risk' families. (Section 7.2)	Significant Progress	Significant Progress
104CMR	That the provincial government enter into discussions with the federal government to develop a plan to ensure consistent funding models that will provide services equitably across the province regardless of the status of a child and regardless of where the child lives.	Significant Progress	Significant Progress
143CDR	That the Clinic for Alcohol and Drug Exposed Children at the Health Sciences Centre be funded and allowed to provide diagnosis and consultation for youths aged 10 to 18 who are suspected of being prenatally exposed to alcohol and/or drugs. (Section 8.7)	Significant Progress	Significant Progress
1243	Creation of a dedicated, specialized, multi-disciplinary unit to implement the strategy decided upon as a result of the summit.	Significant Progress	Significant Progress
242OCA	That the department of Family Services and Housing create a program within its Employment and Income Assistance Program with flexible and supportive admission rules and expectations, providing counseling, guidance and emotional support to former youth in care to engage them in planning for a career. It is essential that the program is responsive to issues of youth development, youth engagement and the varying needs of this special population group.	In Progress	Significant Progress
264OCA	That the Department of Family Services and Housing through the Employment and Income Assistance Program, provide the adjusted living allowance to youth leaving care until the youth is able to earn a comparable or better living allowance through employment or the youth reaches the age of 21 years.	In Progress	Significant Progress
116CDR	That the Department of Health work with the Regional Health Authorities to draft a protocol for assessing and treating children and adolescents who come into hospital emergency rooms with feelings of depression, self-harm or suicide. These protocols should include an assessment protocol, a protocol for ensuring follow-up services are offered and a protocol for immediately informing the local child welfare agency if the safety of that child is in question. (Section 6.3)	Significant Progress	Significant Progress

132CDR	That the Department of Family Services and Housing and the Department of Health work in tandem to develop Mobile Crisis teams and Crisis Stabilization programs in all Manitoba regions that do not currently have such a program. (Section 8.1)	Significant Progress	Significant Progress
161CDR	That a committee comprised of community health professionals, child welfare workers and community members be developed in northern, rural and remote areas to ensure a seamless delivery of services to children and youth living on and off reserve communities. (Section 9.5)	Significant Progress	Significant Progress
1252	That resources need to be found to create and buttress the preventative services necessary in any child welfare system. In order to try and keep the child in the family, support needs to be given to assist the family in areas in which they are lacking. The local child care community can provide much needed advice in this area.	Significant Progress	Significant Progress
241OCA	That the department of Family Services and Housing along with the Manitoba Housing Authority develop a number of housing units in the province solely for youth leaving care. a) housing units should include short term transitional and emergency housing options and long term apartments and b) housing units must be affordable and located in areas that are safe and in close proximity to transportation services.	Significant Progress	Significant Progress
245OCA	That the Departments of Family Services and Housing, Education, Health and Healthy Living launch an exploratory research initiative on the health and mental health needs of street-involved youth.	Significant Progress	Significant Progress
49CMR	That a service delivery steering committee be established in each region to promote the sharing of information, collaboration of resources, coordination of seamless service delivery among the DIA and the agencies. This should be promoted and encouraged by the Authorities	Significant Progress	Significant Progress

# Tab 11

# RURAL AND NORTHERN SERVICES

## ***Changes for Children***

*Complete: 5*

*In Progress: 0*

*Significant Progress: 5*

*Pending: 0*

***Total: 10***

## ***Inquests***

*Complete: 1*

*In Progress: 1*

*Significant Progress: 1*

*Pending: 0*

***Total: 3***

## ***Special Investigations***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 8*

***Total: 8***

## ***Accomplishments:***

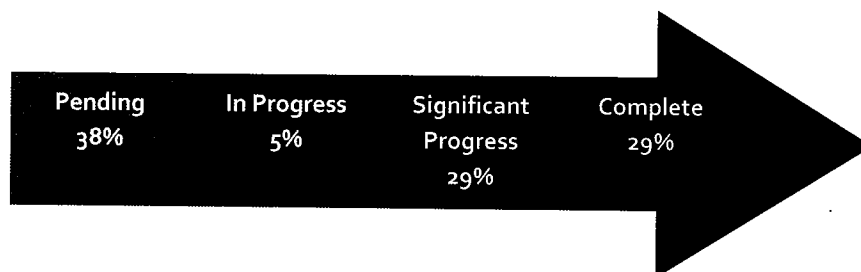
*RCMP officers in Shamattawa created a skating rink for youth*

*Establishment of the Circling Thunderbirds Centre in Little Grand Rapids*

*Expansion of TeleHealth to the North*

## ***Next Steps:***

*Continued creation of programs to support rural and northern communities in Manitoba*



# RURAL AND NORTHERN SERVICES

The external reviews of the Province's child welfare system made many recommendations for the enhancement of services to rural and northern communities in Manitoba. Many of the communities are First Nations where funding for service provision is a Federal responsibility. The Province continues to work with representatives from INAC to implement a new harmonized funding model that will see a significant increase in child welfare prevention funding for First Nations communities in Manitoba. It is a goal to enhance a range of services for children and families in rural and northern Manitoba.

On February 19, 2010, it was announced that RCMP detachment members on the Shamattawa First Nation created a skating rink on God's River to provide the youth in the community with an opportunity to take part in a Canadian pastime. RCMP employees have contributed hockey nets, helmets and sticks and the officers are in the process of collecting more donated skates and equipment for the community. As well, in an effort to build relationships with area youth, officers hold weekly barbecues on Friday nights, as many kids don't get enough to eat at home. In early February 2010, the RCMP also took 55 kids and their families to watch a Manitoba Moose game at the MTS Center in downtown Winnipeg.

Southeast Child and Family Services has recently established the Circling Thunderbirds Centre in Little Grand Rapid to provide Children's Shelter for children from the Pauingassi and Little Grand Rapids First Nations needing protective emergency and temporary care. It will also provide a family resource centre where children and families can access professional services. In addition, it will provide non-community-based agency staff with regular accommodation while working in these remote communities for extended periods of time.

Other initiatives outlined in this report that provide services in the North include TeleHealth and the addition of new crisis beds in Thompson.

Under the theme of Rural and Northern Services, there are a total of 21 recommendations included in this report. Of those recommendations, 6 have been completed, 6 have achieved significant progress, 1 is in progress, and 8 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1262	That the Southern Authority, together with the agency, INAC, and the Province should participate in a redesign of the services and service approach used in the four remote communities that SECFS serves (Little Grand Rapids, Pauingassi, Berens River, Blood vein). A child safety focus must be maintained, but it should be done in the context of building communities and families that are safe for children. All options should be explored, including flexible funding arrangements. The large numbers of children in care from these communities makes that an imperative.	In Progress	Complete

121CDR	That the Department of Health provide funding to expand the existing training program for Child and Adolescent Mental Health to First Nations staff using Telehealth facilities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
122CDR	That the Department of Health provide funding for a mental health Telehealth Program based in Winnipeg to improve availability of psychiatry and mental health expertise in rural Manitoba and First Nation communities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
134CDR	That the Department of Family Services and Housing provide baseline funding to the FASD Life's Journey program in Winnipeg, and open a similar program in Brandon and Thompson to provide advocacy and support to young adults with FASD who are emancipating from the child welfare system. (Section 8.3)	Complete: Pending Signoff	Complete Closed Last Report
119CDR	That the Department of Health conduct a review of current child and adolescent mental health services and intervention resources available in rural and remote areas to ensure that children living in these areas do not always have to travel to Winnipeg and Thompson for service. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
10CMR	That the differential response capacity be attached to the designated intake agencies throughout the province and in First Nations communities in order to ensure assessment and appropriate service at the point of intake.	Complete: Pending Signoff	Complete Closed Last Report
1263	That the Southern Authority, together with the agency and the Province, should develop a training program specific to the four remote communities that focuses on training staff for CFS. Curriculum and training delivery model should be suitable to the geographic, language, and cultural factors, while still ensuring that graduates of this training program will be able to meet the workforce qualifications standard.	In Progress	In Progress
1702	The Children's Advocate recommends that the Northern Authority, in partnership with Island Lake First Nations Family Services, immediately assess the merit of all available suicide prevention and intervention programs and ensure there are coordinated, accessible, and knowledgeable programs available for the Garden Hill community by engaging with the other human services programs.	N/A New Report	Pending

1726	The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, aboriginal leadership and the Federal Government in discussion regarding the issues facing Shamattawa and create a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular its suicide prevention strategy; Ensure, in conjunction with the Northern Authority, that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.	N/A New Report	Pending
1765	The Children's Advocate recommends that the Department of Family Services and Consumer Affairs, Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, Aboriginal leadership and the Federal Government in discussion regarding the community issues facing Shamattawa and creating a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular, its suicide prevention strategy; Identify and provide resources for a community development strategy for the community; and Ensure in conjunction with the Northern Authority that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.	N/A New Report	Pending
1356	The Office of the Children's Advocate recommends that the Northern Authority, in partnership with Island Lakes First Nations Family Services, immediately assess the merit of taking leadership in ensuring there is a coordinated, accessible and knowledgeable suicide intervention and prevention program available to the Garden Hill community by engaging with the community's other human services programs.	N/A New Report	Pending
2106	The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Sandy Bay Ojibway First Nation to engage the community leadership, Aboriginal leadership and the Federal Government is discussion regarding the concerns facing Sandy Bay Ojibway First Nation and create a strategy to address community concerns. Concerns to be address should include, but not be limited to: housing, accessibility of public utilities, utilization of community resources and identification of outstanding community needs.	N/A New Report	Pending

1722	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, immediately review the current Intake process used in the community of Shamattawa, develop a training plan to address the needs of the local staff to be able to effectively assess, intervene and document intakes, and ensure that Intake Module Provincial Standards are being met in the community.	N/A New Report	Pending
1725	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority and the Child Protection Branch, devise and implement a plan that will address Awasis' ability to meet Provincial Standards in the Community of Shamattawa. This plan will address training, adequate staffing and resources. It will also ensure the implementation of required documentation on all files.	N/A New Report	Pending
1355	The Office of the Children's Advocate recommends that the Island Lake First Nations Family Services executive director and the Northern authority audit all files and interview all staff in Garden Hill immediately to determine what further training and support is required for staff to: a) better understand their mandate around child protection service delivery, and b) meet the current program standards for file recording, assessment, and case planning.	N/A New Report	Pending
132CDR	That the Department of Family Services and Housing and the Department of Health work in tandem to develop Mobile Crisis teams and Crisis Stabilization programs in all Manitoba regions that do not currently have such a program. (Section 8.1)	Significant Progress	Significant Progress
161CDR	That a committee comprised of community health professionals, child welfare workers and community members be developed in northern, rural and remote areas to ensure a seamless delivery of services to children and youth living on and off reserve communities. (Section 9.5)	Significant Progress	Significant Progress
138CDR	That funding for prevention and family support programs in the North be increased to ensure that adequate funding is available to provide services that are equitable to services available in the South. (Section 9.6)	Significant Progress	Significant Progress
1253	That urgent and continued discussions need to be participated in to reappraise appropriate funding mechanisms between the Federal and Provincial governments to deal with the critical child welfare issues plaguing our First Nations communities.	Significant Progress	Significant Progress
14CMR	That the DIA function outside of Winnipeg and on-reserve, be adequately funded to allow for the delivery of the range of support and preventative services prescribed under legislation.	Significant Progress	Significant Progress

77CMR	That in the course of developing a needs based funding model that there be a study conducted focused on the costs of providing services in remote communities and that the results of this study be used to develop a model that is appropriate for each community, taking into consideration mode of travel, costs of goods and distance from the service centre.	Significant Progress	Significant Progress
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# Tab 12

# SERVICES TO YOUTH LEAVING CARE

## ***Changes for Children***

*Complete: 4*

*In Progress: 23*

*Significant Progress: 14*

*Pending: 0*

***Total: 41***

## ***Inquests***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 0***

## ***Special Investigations***

*Complete: 2*

*In Progress: 1*

*Significant Progress: 2*

*Pending: 0*

***Total: 5***

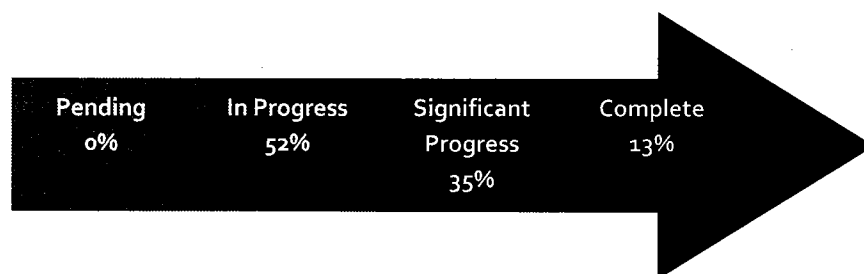
## ***Accomplishments:***

*Developmental stages of MyTEAM complete and ready for implementation in fall 2010*

## ***Next Steps:***

*Continued support to youth as they reach graduation and/or age out of care*

*Increasing the use of extensions as a way of assisting youth needing further care*



# SERVICES TO YOUTH LEAVING CARE

In 2006 as part of the extensive review of the Child and Family Services system in Manitoba, the Office of the Children's Advocate released the report, *Strengthening Our Youth*. The report contained 45 recommendations for change, with a major theme of enhancing services to youth in care who are nearing their legal age of majority.

Work is in progress on all of the recommendations, however, programming and activities for this group need to be coordinated as part of a broad strategy. Creation of standards, resource development and collateral coordination in service delivery provide guidance and resources to the field but also form the basis for best practices to prepare youth to successfully attain independence.

The Department of Family Services and Consumer Affairs currently provides funding support to residential care organizations to assist youth in gaining the life skills necessary to live independently once they attain their age of majority. Examples are B & L Resources for Children, Youth and Families; Macdonald Youth Services; Marymound; Project Neecheewam, and Youth for Christ. These programs focus on issues such as signing a lease, opening a bank account and attaining some form of employment. Some of the larger mandated agencies have developed independent living preparation programs using youth care workers to assist individual youth through mentoring and support relationships. Once these youth leave care, however, support is either transferred to external collaterals or ceases.

It is recognized that youth need much more support than previously provided and that support needs to be ongoing even after the youth has graduated from care. Additionally, the changing job market makes it next to impossible for any young adult to attain acceptable long term employment with only a grade 12 (or less) education. The Child and Family Services system is facing the challenge of effectively meeting the needs of these youth and providing the support necessary to launch their independence in the most successful way possible.

As broad based programs are developed, the Province has provided financial assistance to the Authorities to engage youth presently preparing for independence and youth who have recently graduated from care to gain a further understanding of what their needs are. Future programs can be based on this knowledge.

Funding has also been provided to assist Authorities and agencies with developing a mentorship program for youth whereby young adults who have successfully transitioned from care act as mentors for youth preparing for independence.

Finally, a fund has been set up to provide bursaries to youth who are furthering education, training and skill development opportunities. The four Authorities have developed criteria for agencies to access these funds.

The Department's Child Protection Branch completed a 2008 revision to the document entitled *Transition Planning: Child and Family Services to Adult Supports*. It is designed to assist child

and family services workers in transitioning youth in care with disabilities to provincial and regional health authority adult programs.

In September 2007, the Government of Manitoba Cross Department Coordination Initiatives (CDCI) formed a working group to examine the problem of youth homelessness, in particular for youth who were aging out of the child and family services system. The working group was comprised of divisions and branches of the Department of Family Services and Consumer Affairs and other Departments, including Housing, Strategic Initiatives, the Manitoba Housing Authority, Child Protection and Community Service Delivery.

CDCI completed an action plan to assist Government in developing appropriate housing supports for youth transitioning from care, but in the process determined that housing was not the only issue for these young people. The working group recommended that existing programming be coupled with new programming to address the needs of youth aging out of care in three demographic areas: 1)youth currently participating in high school or other education programs; 2)youth requiring ongoing supports (life skills/training); and 3)youth requiring intensive supports.

### **EXTENSIONS OF CARE AND MAINTENANCE**

At present the only readily available option is to extend the youth's care status in order to provide much needed ongoing support. This option is only available for youth who are permanent wards of agencies.

Extensions of care and maintenance for children permanently in the care of child and family services agencies continue to rise significantly. During the 2007/08 fiscal year, 173 new extensions were granted. In 2008/09 that number rose to 233. In 2009/10, 279 new extensions were approved. This represents a 61% increase in new extensions over a two year period.

*\*Extensions are only counted once, in the first year they are approved.* On March 31, 2010, there were 326 active youth who remained in care under extensions of care and maintenance.

This trend is a direct result of agency's awareness that long term youth in care, youth who do not have families to offer support and a helping hand, require support even after they have reached their official age of majority, presently age 18 in Manitoba.

It must be recognized, however, that extending care arrangements alone is not the solution to ongoing support for youth aging out of care. The Province continues to work with other systems such as education and income assistance to look at more holistic responses to addressing the needs of these young adults. However, this is no small endeavour. The needs of youth and young adults are much greater than life skills training. Many systems need to continue to work together to implement programs and strategies for this population.

### **MYTEAM**

The Manitoba Youth Transitional Employment Assistance Mentorship (MyTEAM) project will improve outcomes for youth, ranging from 16 to 21, who are leaving the child welfare system. MyTEAM offers direct financial assistance, supportive housing, educational assistance, employment placement and job coaching. Services will be individualized, based on the unique needs of participants as determined through comprehensive intake assessments. The

program will target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals. Initially, this four-year project will target 25 to 30 youth annually, specifically those who have been in long-term care of Child and Family Services (voluntary placements and temporary wards) where the Province has been essentially acting as the parent. The project will include a large number of aboriginal youth.

MyTEAM will have 10 components:

1. Education and training
2. work experience/placements
3. Job coaches
4. Safe housing
5. Monthly stipend
6. Money management
7. Manitoba saves
8. Health card
9. Child care
10. Manitoba works subsidies

Participants will be enrolled in the project for two years. However, some participants may require support for a longer period of time while they complete their education or stabilise in a job. Job coaches will help develop self-directed plans which set out educational, occupational and life goals.

A request for proposals held in the fall of 2009 yielded no results and since then, the MyTEAM project parameters have been adjusted to allow for enrolment in Employment and Income Assistance (EIA) in order to access additional costs to reduce the call on project resources for these costs. Meetings have been held with the Disability Programs and Employment and Income Assistance Division (DPEIA) in recent months to coordinate the project as money is coming from their *Rewarding Work* initiative. Five agencies have expressed interest and final proposals are due mid-April 2010 and will be reviewed by the selection committee at the end of the month. A proponent to deliver the project will be identified by early May 2010 with the plan to recruit project participants by the end of the Summer and have participants registered in education and training programs for September 2010. This timeline may need to be more flexible for Thompson; however, the project is moving ahead and will be implemented this year.

Under the theme of Services to Youth leaving Care, there are a total of 46 recommendations included in this report. Of those recommendations, 6 have been completed, 16 have achieved significant progress, and 24 are in progress.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1358	The Children's Advocate recommends that the Agency, with the Support of the First Nations of Southern Manitoba Child and Family Service Authority attend immediately to transition case planning and a referral to the Supported Living Program for the child who is still in care and placed at Cathedral shelter.	Pending	Complete
1362	The Children's Advocate recommends that the First Nations of Southern Manitoba Child and Family Services Authority assist the Agency in understanding the range of provincial services available to adults with disabilities, the referral process when children are in care, and why, if referrals are made in a timely manner there is no need for Extension of Care and Maintenance.	Pending	Complete
134CDR	That the Department of Family Services and Housing provide baseline funding to the FASD Life's Journey program in Winnipeg, and open a similar program in Brandon and Thompson to provide advocacy and support to young adults with FASD who are emancipating from the child welfare system. (Section 8.3)	Complete: Pending Signoff	Complete Closed Last Report
250OCA	That the Manitoba Foster Parent Association receive funding to develop training programs for foster parents to assist youth in care with achieving life skills competence and preparing for independent living.	Complete: Pending Signoff	Complete Closed Last Report
265OCA	That the Department of Family Services and Housing introduce financial incentives to enable youth in care to pursue higher education or training. This can include tuition waivers, education vouchers, bursaries, grants or loans.	Significant Progress	Complete: Ongoing
270OCA	That the Department of Family Services and Housing increase funding to VOICES - Manitoba Youth in care Network to develop a peer support program that is matching former youth in care with those who are preparing to leave care for support, mentoring and role modeling.	Significant Progress	Complete: Pending Signoff
234OCA	That a Committee with representation from the Department of Family Services and Housing and the authorities, along with service providers, youth in care or formerly in care and stakeholders be established to develop standards for youth leaving care including post care services. The committee should embark on a review of national and international policies, programs and services to learn from these experiences and incorporate strategies that have proven to be effective for sustained positive outcomes.	In Progress	In Progress

246OCA	That Healthy Child Manitoba extends its Healthy Adolescent Development Strategy to address the needs of youth in care and former youth in care.	In Progress	In Progress
263OCA	That the Department of Family Services and Housing work with the Social Planning Council to establish a committee to review the independent living rates for youth in care and based on the review of actual living costs adjust the living allowance in accordance with the recommendations of the committee.	In Progress	In Progress
261OCA	That foster parents, caring for youth preparing for independent living, be paid an increased per diem rate established through a review of responsibilities, training expectations and the needs of the youth preparing to leave care.	In Progress	In Progress
260OCA	That foster parents, caring for youth preparing for independent living, are provided with a clear description of responsibilities and attend training in strategies and methods for effective independent living preparation.	In Progress	In Progress
168CDR	That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth who are transitioning out of the child welfare child welfare system, ensuring that an ongoing support system has been established as they exit the child welfare system. (Section 8.3)	In Progress	In Progress
227OCA	That the department of Family Services and Housing develop a policy outlining responsibility for post age of majority support and assistance to youth formerly in care.	In Progress	In Progress
229OCA	A policy on youth leaving care enrolled in educational or training programs should outline the responsibilities of agencies and authorities for services until the age of 25.	In Progress	In Progress
235OCA	That standards for service to prepare youth for leaving care provide for the diverse needs of aboriginal youth in care and youth in care with disabilities who are not eligible for adult supported living programs.	In Progress	In Progress
236OCA	That standards for services to prepare youth for leaving care outline a flexible and functional process for graduating from dependence to interdependence and include mandatory needs assessments, individualized transition plans and post care services.	In Progress	In Progress
237OCA	That standards for services to prepare youth for leaving care have provisions for the active involvement of the youth leaving care and for the inclusion of a team of individuals significant to the youth and willing to be a part of independent living planning with the youth.	In Progress	In Progress
238OCA	That the department of Family Services and Housing develop compliance and quality assurance for service to youth leaving care, including post care services.	In Progress	In Progress

247OCA	That the department of Family Services and Housing develop training programs for Social Workers, Support Workers and Youth Care Workers on preparing youth for transitioning from care.	In Progress	In Progress
248OCA	That the Competency-Based Training (CBT) program includes a module on preparing youth in care for independent living.	In Progress	In Progress
249OCA	That the Child Protection and Support Branch, or designate, develop a core set of life skills competencies for youth aged 15, 16 and 17 years and the age of majority. These competencies should provide guidance to caregivers in developing appropriate life skills activities with youth at each age level.	In Progress	In Progress
252OCA	That Authorities and agencies review their case management practices to ensure that all youth in care, at the age of 15, have a transition plan for leaving care. This plan should contain an assessment of the youth's needs, a plan for acquiring life skills, time frames and goals for independent living.	In Progress	In Progress
253OCA	That authorities and agencies develop a practice standard that involves youth, upon reaching age 15, to participate with the case worker in developing a transition plan for independence from care.	In Progress	In Progress
257OCA	That the Department of Family Services and Housing provide funding to Authorities to develop a range of independent living programs for youth leaving care.	In Progress	In Progress
230OCA	That the department of Family Services and Housing extend the maximum age eligibility for Extended Care and Maintenance (ECM) from 21 to 25 years, to enable youth to achieve higher education and develop work skills.	In Progress	In Progress
232OCA	That the department of Family Services and Housing broaden the Extended Care and Maintenance provisions to include temp wards of the province who will be in care until the age of majority.	In Progress	In Progress
258OCA	That Authorities review the transition plans for youth in care aged 15 and over and based on identified needs, develop appropriate independent living services or programs to ensure successful transitions to adulthood.	In Progress	In Progress
262OCA	That the Department of Family Services and Housing develop a directory of independent living programs and resources in the province.	In Progress	In Progress
1364	The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee address the need for a transition planning initiative to assist child in care who are Permanent Wards and who do not qualify for provincial disability adult supports.	Pending	In Progress

255OCA	That Authorities and agencies develop a practice standard that promotes reconnections with biological and extended family, former foster parents or other significant persons in the life of the youth. Every effort should be made to ensure that youth leaving care have a support system.	In Progress	In Progress
269OCA	That the Department of Family Services and Housing establish a fund for after care services to former youth in care. This fund should be available to community organizations to develop an array of services to meet the varying needs of former youth in care.	In Progress	Significant Progress
242OCA	That the department of Family Services and Housing create a program within its Employment and Income Assistance Program with flexible and supportive admission rules and expectations, providing counseling, guidance and emotional support to former youth in care to engage them in planning for a career. It is essential that the program is responsive to issues of youth development, youth engagement and the varying needs of this special population group.	In Progress	Significant Progress
264OCA	That the Department of Family Services and Housing through the Employment and Income Assistance Program, provide the adjusted living allowance to youth leaving care until the youth is able to earn a comparable or better living allowance through employment or the youth reaches the age of 21 years.	In Progress	Significant Progress
241OCA	That the department of Family Services and Housing along with the Manitoba Housing Authority develop a number of housing units in the province solely for youth leaving care. a) housing units should include short term transitional and emergency housing options and long term apartments and b) housing units must be affordable and located in areas that are safe and in close proximity to transportation services.	Significant Progress	Significant Progress
259OCA	That Authorities and agencies increase the number of specialized foster homes for youth over the age of 15 preparing for independent living.	Significant Progress	Significant Progress
133CDR	That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)	Significant Progress	Significant Progress

169CDR	That the Department of Family Services and Housing develop a policy paper regarding the needs and available supports for youth with FASD who are transitioning out of the child welfare system. (Section 8.3)	Significant Progress	Significant Progress
1337	The Children's Advocate recommends that MCFCS comply with Section 1.1.3 of the Child and Family Services Standards Manual regarding age-of-majority planning.	Pending	Significant Progress
1365	The Children's Advocate recommends that the Child Protection Branch, with the Standing Committee office, develop a foundational standard regarding the use of Extension of Care and Maintenance.	Pending	Significant Progress
226OCA	That the department of Family Services and Housing develop a policy outlining responsibility for children in care who are reaching the age of majority and leaving care.	Significant Progress	Significant Progress
228OCA	A policy on youth leaving care should outline the responsibilities of agencies and Authorities for services to youth leaving care including independent living preparation prior to leaving care and post care services up to the age of 21 years.	Significant Progress	Significant Progress
231OCA	That the department of Family Services and Housing ensure that the policies for youth leaving care and the Extended Care and Maintenance provision is consistently applied across all Child and Family Services Authorities in the province.	Significant Progress	Significant Progress
233OCA	That the Department of Family Services and Housing, along with the four authorities develop standards to prepare youth for leaving care and incorporate these standards as a regulatory requirement.	Significant Progress	Significant Progress
239OCA	That a comprehensive and consistent tracking system be implemented for all children in care measuring the progress in key areas of development while in care. The Canadian Looking after Children (CanLac) is an example of a nationally endorsed measurement of progress in seven key areas of development - education, health, identity, family, social relationships, social presentation, emotional and behavioural development and self care skills.	Significant Progress	Significant Progress
240OCA	That a comprehensive and consistent tracking system be implemented for youth leaving care measuring their progress in preparing for independence while in care and after leaving care. The tracking system should be based on the determinants of health.	Significant Progress	Significant Progress

61CMR	That the child welfare system provide assistance to children who have been in the care of the child welfare system and who are "aging out" of it, to ensure that the support that they receive focuses on independent living skills, rather than being cut off upon reaching majority.	Significant Progress	Significant Progress
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# Tab 13

# SEXUAL EXPLOITATION

## ***Changes for Children***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 0***

## ***Inquests***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 4*

*Pending: 0*

***Total: 5***

## ***Special Investigations***

*Complete: 0*

*In Progress: 2*

*Significant Progress: 0*

*Pending: 0*

***Total: 2***

## ***Accomplishments:***

*Expansion of StreetReach Winnipeg and StreetReach North*

*Partnership with the Manitoba Hotel Association to stop child sexual exploitation*

*Numerous public awareness sessions held throughout Manitoba*

## ***Next Steps:***

*Full implementation of Routes Out safe rural healing lodge in 2011*

*Continued expansion of child sexual exploitation prevention programs*



# SEXUAL EXPLOITATION

## TRACIA'S TRUST

Since 2002, Manitoba has been implementing a focused strategy for responding to children and youth who are at risk for, or are survivors of sexual exploitation. On December 10, 2008, the Minister of Family Services and Housing announced the launch of *Tracia's Trust*, Phase 2 of a \$2.4 million Manitoba sexual exploitation strategy that targets risk factors associated with sexual exploitation. *Tracia's Trust* is named for Tracia Owen, a fourteen year old from the community of Little Grand Rapids who, at the time of her death, was struggling with addiction and involvement in Winnipeg's sex trade. The strategy will be monitored and further developed by a new stakeholder task force and departmental unit over the next two years. Tracia's Trust has many components, including:

- **StreetReach** – A Winnipeg coordinated and integrated effort to: a) help youth escape exploitation; b) help prevent high-risk runaways from becoming exploited; and c) better identify predators, prostitution and drug houses. StreetReach coordinates the outreach efforts of more than a dozen organizations including police, agency outreach workers, CFS runaways or missing children, workers and CFS intake.
- **Street Reach North** – A new community outreach coordinator will link stakeholders and RCMP, increase the focus on runaways, train RCMP officers on sexual exploitation and hold a Northern Forum to help mobilize communities and establish grandmother councils.
- **Routes Out** – The following exit programs will be created or strengthened:
  - A safe rural healing lodge to stabilize and heal the most entrenched youth.
  - A Trafficked Persons Response Team with police, border services, labour, and immigration staff, and service providers for a victim-support network.
  - *Project: Under the Radar* will coordinate and enhance resources for sexually exploited males.
  - Additional funding for an exploited youth mentoring program.
  - Enhancing a prostitution diversion camp and providing help in obtaining personal identification, housing and addictions treatment.
  - A child victim centre for one-stop justice, medical, child-welfare, and mental health services for victims of child abuse.
  - Experiential training, based on a one-year pilot, will be provided with provincial funding so that formerly involved women can help youth get out and stay out of exploitation.
  - Training for police, foster parents, child welfare workers, and addictions workers so that exploited youth get needed help.
- **Prevention** – Five programs will help stop vulnerable youth from becoming exploited:
  - A 12-bed supportive home for youth most at risk of exploitation.
  - Buddy program funding based on an initiative already piloted for vulnerable new arrivals from remote communities.
  - Testing and implementing *Commit to Kids* in child care centres to help prevent victimization by volunteers or employees.
  - An *End the Silence* strategy to strengthen community action on incest.

- Financial support for a school program called *The Lodge Teachings*.
- **New Public Awareness** – Comprising three campaigns:
  - The annual *Stop Child Sexual Exploitation Week*.
  - The [stopsexwithkids.ca](http://stopsexwithkids.ca) website.
  - The *Child Pornography is Child Abuse* campaign.

## **STREETREACH WINNIPEG**

StreetReach Winnipeg was announced in December 2008, as part of the second phase of Manitoba's Sexual Exploitation Strategy. The aim of the program is to provide a coordinated strategy to help those children and youth at the highest risk of exploitation through prostitution (High-Risk Victims).

### **Objectives:**

- Help to prevent high-risk, runaway youth from becoming exploited;
- Help sexually exploited youth who are missing to escape further exploitation;
- Better identify the predators, and the drug and prostitution houses where missing high-risk and sexually-exploited youth are being harboured and exposed to exploitation.

### **Partner Organizations:**

- Winnipeg Police Service: Missing Persons Unit and Vice Unit
- Child and Family Services Agency for Winnipeg - All Nations Coordinated Response Network
- Marymound
- Knowles Centre
- Manitoba Association of Residential Treatment Centres (MARTR)
- Sage House
- Laurel Centre
- Elizabeth Fry Society
- North Point Douglas Women's Centre
- Spence Neighbourhood Association
- Ndinawe
- Métis Child, Family and Community Services Agency
- Ma Mawi Wi Chi Itata Centre
- Child Find Manitoba

## **STREETREACH NORTH**

StreetReach North, based in Thompson, is an initiative within *Tracia's Trust* with the aim of providing a coordinated strategy to help those children and youth at the highest risk of exploitation through prostitution. The StreetReach North Team composition is intended to include those agencies involved in the search and safe return of missing high-risk youth in Thompson, which is currently comprised of:

- A StreetReach North Outreach worker (to be hosted by Thompson Boys and Girls Club with support from the Child Protection Branch)
- RCMP
- Nisichawayasihk Cree Nation CFS Designated Intake Agency

- Thompson Outreach worker, currently Ma-Mow-We-Tak Friendship Centre (the position is currently vacant)
- Child Protection Branch, Sexual Exploitation Unit
- Child Protection Branch, Provincial Investigations Unit (consultation only)

Member organizations on the StreetReach North Advisory Committee include:

- RCMP
- Macdonald Youth Services
- Marymount
- Nisichawayasihk Cree Nation CFS Designated Intake Agency
- Thompson Boys and Girls Club
- Ma-Mow-We-Tak Friendship Centre
- Victim Services
- Mystery Lake School District

## **ROUTES OUT**

One of the initiatives announced as part of *Tracia's Trust* was funding for a safe rural healing lodge for children who are most exploited in the sex trade. It will operate as a six-bed level V licensed residential child care facility. Placements are intended to be short-term, intensive and individualized to meet the needs of each child. Referrals would come from a variety of sources.

The lodge is also intended to provide a blend of clinical and Aboriginal traditional healing services to assist exploited children in exiting their involvement from the sex trade and dealing with other issues, such as current addictions and past abuses.

Through a request for proposals process, Ma Mawi Wi Chi Itata Centre, in partnership with Ka Ni Kanichihk, was selected to develop the lodge. Ma Mawi Wi Chi Itata Centre anticipates having the facility operational for early 2011.

## **PREVENTION**

**Ndinawemaaganag Endaawaad Inc.** is funded by a number of Provincial government departments and provides 24-hour shelter and basic necessities for Winnipeg children and youth who are homeless, at risk of homelessness, or victims of abuse and exploitation. The organization opened a transition house on April 1, 2009 to provide second stage housing and supports to 12 high-risk youth, some who may be aging out of care and/or who may be victims of sexual exploitation. The physical facility was funded by Human Resources and Social Development Canada under the national Homelessness Program; the Department of Housing and Community Development under the Affordable Housing Initiative New Rental Supply Program; the Winnipeg Partnership Agreement; and Investors Group. Program funding was announced as part of Phase 2 of the Sexually Exploited Children and Youth Strategy – *Tracia's Trust*. Start-up funding was provided in the last quarter of 2008/09 and the Department has included program funding within its budget request for 2009/10 to begin accepting youth into the program.

The Department of Family Services and Consumer Affairs is focused on the issue of child abuse, and has piloted an educational program called *Commit to Kids* in partnership with the

Canadian Centre for Child Protection (CCCP). This program trains staff in child care facilities to recognize the warning signs of child abuse. The evaluation results of the pilot study were positive. The Province has demonstrated a committed, multi-jurisdictional and coordinated governmental and community approach to preventing or reducing the incidence of the sexual exploitation of children and youth in Manitoba.

On March 10<sup>th</sup>, 2010, the Province of Manitoba announced a partnership with the Manitoba Hotel Association to empower hotel staff to stop child sexual exploitation. This initiative is based on an award-winning campaign launched in Alberta last year. The Province will be working with the Manitoba Hotel Association to train hotel staff on how to spot and report situations where children could be sexually exploited. More details of the campaign will be announced in April, 2010.

A number of public awareness sessions were held throughout Stop Child Sexual Exploitation Awareness Week which ran from March 8<sup>th</sup> to March 14<sup>th</sup>, 2010, including a public forum in Winnipeg called "Dear John: It's Rape, Not a Date".

Other forums and initiatives included:

- The Sexual Exploitation Northern Regional Team designed and developed postcards, banners, stickers and posters which were distributed in Thompson and area during the week.
- Public meetings offering insight and education were planned for Brandon, Dauphin, Portage la Prairie, and Winnipeg.
- The Grandmothers Protecting our Children Council were on the streets offering coffee and prayer to as many young girls and women as they could.
- The Provincial Advisory Committee on Child Abuse Sexual Exploitation Sub-committee has a one-page fact sheet about child sexual exploitation offenders. It will be distributed through several internal networks and is designed to remind professionals from many sectors that child sexual exploitation occurs in several different forms, that it is a crime, and that it constitutes child abuse.

### **CYBERTIP.CA**

On April 15, 2009, legislative amendments to *The Child and Family Services Act* were proclaimed requiring the mandatory reporting of child pornography to the Cybertip.ca reporting entity by all Manitobans. Cybertip.ca is the national tip line for reporting the online sexual exploitation of children. It is a core program of the Canadian Centre for Child Protection, and has been in operation since September 2002.

Cybertip.ca has a dual mandate. Firstly, it receives and analyzes reports from members of the public regarding the online sexual exploitation of children, and then liaises with appropriate law enforcement and child welfare agencies. Secondly, the program develops prevention materials to educate the public about the sexual exploitation of children. Cybertip.ca is required to produce an annual report relative to the mandatory reporting legislation. The first of these is due following April 15, 2010.

Under the theme, Sexual Exploitation, there are a total of 7 recommendations included in this report. Of those recommendations, 1 has been completed, 4 have achieved significant progress, and 2 are in progress.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1242	That a Summit should be held involving all the stakeholders – police, child welfare workers, justice officials, community groups, aboriginal groups, government agencies, etc. – to examine all possible law enforcement, legislative, and legal means to create a strategy for the attack on sexual exploitation and drug abuse of children on our streets.	Significant Progress	Complete
1328	The Children's Advocate recommends that the director of Child and Family Services immediately develop a policy statement and specific practice standards for child welfare agencies in dealing with age of sexual consent issues. These guidelines should include clarification of current criminal code provisions and any subsequent practice implications e.g. reporting protocols with police, determinations of abuse, role of abuse committees, etc. The children's advocate further recommends that these guidelines be determined in consultation with relevant collaterals/partners to ensure congruent service interventions.	N/A New Report	In Progress
1330	The Children's Advocate recommends that the Director of Child and Family Services require that all reports involving age of sexual consent be forwarded to the agency's regional child abuse committee upon completion of the agency investigation for consultation and external review. The purpose of such referral is to ensure that all relevant contextual information has been considered in reaching a determination as to whether sexual exploitation and/or abuse occurred, and in those cases where abuse did not occur, to ensure alternate supportive, educative and preventative interventions have been identified and implemented where warranted.	N/A New Report	In Progress
1243	Creation of a dedicated, specialized, multi-disciplinary unit to implement the strategy decided upon as a result of the summit.	Significant Progress	Significant Progress
1269	That a protocol be created that increases resources and support for a youth who discloses an incident of sexual abuse and which protocol emphasizes the immediate investigation of such a disclosure.	In Progress	Significant Progress

1268	That there is a need for increased resources for the creation of more residential beds in facilities for youth at high risk for sexual exploitation and drug addictions.	Significant Progress	Significant Progress
1267	That the prevalence and danger of sexual abuse in families needs to be examined in depth as a major concern in the child welfare system. Resources need to be dedicated to such an examination.	Significant Progress	Significant Progress

# Tab 14

# SUICIDE AND MENTAL HEALTH

## ***Changes for Children***

*Complete: 11*

*In Progress: 1*

*Significant Progress: 9*

*Pending: 0*

***Total: 21***

## ***Inquests***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 1***

## ***Special Investigations***

*Complete: 0*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 8*

***Total: 8***

## ***Accomplishments:***

*Roots of Empathy and Life Skills Training programs delivered in schools during the 2009/10 school year*

*Various youth events held in Shamattawa through WASAC*

*Provincial training in Mental Health First Aid provided to nine people*

## ***Next Steps:***

*Provincial implementation of Signs of Suicide program in the fall of 2010*

*Continued training in mental health throughout the province*



# SUICIDE AND MENTAL HEALTH

Youth suicide is a continuing concern in Manitoba for all citizens. Manitoba's core response to preventing youth suicide is driven by *Reclaiming Hope: Manitoba's Youth Suicide Prevention Strategy*. This strategy has been informed by The Canadian Association of Suicide Prevention Blueprint, The Framework for Suicide Prevention in Manitoba and is consistent with the federal government's National Aboriginal Youth Suicide Prevention Strategy. *Reclaiming Hope* is one component of the Manitoba Suicide Prevention Framework. During its development, work was undertaken to identify the special needs of youth and their families in Manitoba with a focus on developing a sustainable system embedded in the community.

For the entire population, suicide is the leading cause of death due to injury in the province. There is no simple explanation for suicide. It is influenced by a complex interaction of factors, including psychiatric, life history, socio-economic status, and cultural stressors. Child welfare populations are, by definition, high risk because many of the above factors contribute to the situations which led to the decision for child welfare to intervene.

Following the Children's Advocate's 2006 report, *Honouring Their Spirits*, which highlighted the need for enhanced awareness, identification, intervention, and training with regard to youth vulnerability to suicide, the Government responded with a commitment to establish a coordinated province-wide strategy for suicide prevention. The Youth Suicide Prevention Strategy (YSPS), called *Reclaiming Hope*, was announced in December 2008 and is implemented through collaborative stakeholder relationships, including Manitoba Health; Healthy Living Youth and Seniors; Family Services and Consumer Affairs; Education; First Nations and Inuit Health; Aboriginal and Northern Affairs; the Child and Family Services Authorities; the Office of the Child and Family Services Standing Committee; the Assembly of Manitoba Chiefs; as well as others. The YSPS progresses with continuous input from stakeholders in terms of advice and recommendations to Manitoba Health and Healthy Living, Youth and Seniors.

Task teams and sub-groups of the Provincial Youth Suicide Prevention Strategy Implementation Steering Committee (PYSPSISC) develop work/action plans that detail the roll-out of each initiative, and provide recommendations to the PYSPSISC for implementation. Work plans are reviewed by Standing Committee and are then submitted to the Department of Family Services and Consumer Affairs for review and authorization of the transfer of funds for the identified projects.

The Initiative was announced as a four-year effort with funding primarily coming from Family Services and Consumer Affairs through the *Changes for Children* initiative budget and Manitoba Health/Healthy Living, Youth and Seniors. For 2009/10 the amount available from *Changes for Children* for identified YSPS projects totals \$1,748,100.

## **ASSESSMENT AND PLANNING INITIATIVES**

The **Provincial Youth Suicide Prevention Strategy Implementation Steering Committee** began meeting in February, 2009 and has a broad range of participants, including a First

Nations Elder and youth. It meets on a monthly basis to provide recommendations on work plans related to the youth suicide prevention strategy initiatives.

On June 30<sup>th</sup>, 2009, RHA-led Suicide Prevention Committees submitted work plans and projected budgets related to regional youth suicide prevention activities to Manitoba Health/Healthy Living, Youth and Seniors. A small committee consisting of representatives from Family Services and Housing, Education, and Manitoba Health and Healthy Living reviewed the submissions and presented recommendations to MHHL. Eleven RHA-led committees are active in moving their work plans forward.

In 2009, MHHL sponsored the Canadian Association for Suicide Prevention National Conference in Brandon with the agreement that a minimum of 30% of the content was related to best-practices in youth suicide prevention, with a focus on Aboriginal youth. The conference hosted nearly 300 people from all across Canada and offered the opportunity to explore promising strategies and increase awareness and knowledge of current best practices in suicide prevention. Nearly 50% of the conference content focused on youth and Aboriginal issues.

Funding to the Assembly of Manitoba Chiefs Youth Secretariat enabled extending the length of their 7<sup>th</sup> Annual Traditional Youth Gathering to a five-day event from three days. Funding also allowed for the increase in the number of youth in attendance from First Nations communities, Tribal Councils, and urban areas. In total, 130 youth participated. The Gathering was held in Keeseekoowenin First Nation during the week of August 5-11, 2009.

The **Communities that Care (CTC)** task team has met on several occasions to develop a process for inviting and selecting communities to adopt the CTC framework. In consultation with the CTC team at the University of Washington, the Task Team has also decided to hire a part-time CTC coordinator on a term basis to move this initiative forward in Manitoba. This coordinator will work under the joint supervision of Healthy Child Manitoba and the Winnipeg Regional Health Authority and will collaborate with the Task Team in facilitating the adoption of CTC in the communities initially chosen.

The Healthy Child Manitoba Office is working with Standing Committee and the Child Welfare Authorities through their differential response teams to develop the criteria for community selection (one from each CFS Authority) and to fully partner in the roll-out of CTC. Selection criteria will be communities with the greatest need coupled with those that have some capacity to move forward.

## **MENTAL HEALTH PROMOTION INITIATIVES**

In March 2009, Mental Health Program Managers from all of the Regional Health Authorities were encouraged to collaborate with other sectors, including education, youth justice committees and recreation committees, to identify mental health promotion opportunities and invest in projects that meet community needs.

**Roots of Empathy** is a school-based program designed to build capacity for caring and compassion and healthy self-esteem. It is currently implemented in over 200 schools in Manitoba. Under the YSPS, it is being expanded into more schools and First Nations

communities. Training for mentors took place in June and August of 2009, and is being delivered in schools during the 2009/10 school year. A randomized control trial evaluation will be in place. This project included support for the introduction of Seeds of Empathy for early-years children.

**Life Skills Training (LST)** is being led by Brian Hatherly at the Department of Education. It is currently being delivered to grade three students in 16 schools in the 2009/10 school year and in 16 schools the following year.

The **Winnipeg Aboriginal Sport Achievement Centre North (WASAC)** has become very involved with the children and families of Shamattawa over the past year. Programming and events with Shamattawa youth include:

- A Youth Summer Business Camp: 18 youth attended a one-week camp in Winnipeg to learn skills in entrepreneurship, leadership, and be exposed to post-secondary education.
- A Youthfest and Community Cultural Event: A cultural celebration held in Shamattawa, led by the WASAC North staff and Shamattawa youth leaders and in partnership with the Chief and Council, with over 450 people in attendance.
- Sham Yap: A program based in Winnipeg to reach out to approximately 13 Shamattawa youth who are attending high school in Winnipeg, offering programming and recreational opportunities on a weekly basis.
- WASAC Mini Olympics Day: WASAC North recently completed a day to focus on physical activity and build recognition of the 2010 Olympics for all the children and youth in Shamattawa, in partnership with the school.
- Christmas celebration: WASAC North partnered with the school and community of Shamattawa, and handed out gifts to each child and 25 turkeys to families, brought in performers and tied into the school's Christmas concert.
- On January 14<sup>th</sup>, 2010, WASAC North staff took an official Olympic torch to Shamattawa for the children and youth to see, as well as planned upcoming events with the school and other community partners.
- WASAC has begun engaging in Pauingassi, Duck Bay, Pine Creek and Camperville over the winter months.

## **AWARENESS AND UNDERSTANDING INITIATIVES**

The Task team has met a number of times and recently reviewed the **Signs of Suicide (SOS)** material. Initial implementation in piloted schools (grades 9-10) is planned for early 2010. Provincial implementation of SOS is planned for the fall of 2010.

The Province has sponsored several interveners to complete the **Mental Health First Aid Training** in the past year. Three people have been funded and successfully completed the training in the Mental Health First Aid (MHFA) Basic version and six northern people have successfully completed the training in the MHFA for Adults who interact with Youth.

Klinic's Teen Talk workshops and peer support program are currently being expanded to schools in Northern Manitoba. First piloted in Nelson House in July 2008, Klinic's **Teen Talk North** program has completed five service provider train-the-trainer sessions for delivering workshops to youth about substance use, body image, teen dating violence, and sexuality in the communities of Flin Flon, Thompson, Cross Lake and Ilford. In addition, Klinic has

developed a toolkit which consists of free-of-charge resources that service providers may use in their work with youth, accessible on the Teen Talk website at [Teen-talk.ca](http://Teen-talk.ca).

## **PREVENTION, INTERVENTION AND POSTVENTION INITIATIVES**

The Northern and Rural Youth Mental Health Treatment Enhancement Plan is a four year plan to improve access to mental health treatment for youth in communities with limited resources. Resource development has focussed on the following:

- Discharge Protocols and Resources: Task team membership is being recruited in order to have appropriate representation from the medical community for this initiative.
- Crisis and Treatment Services for Youth in the North: Manitoba Health and the Burntwood RHA are working together to finalize a functional plan for implementation and development of mobile and crisis-unit services based in Thompson.
- Enhanced Telehealth capacity for Child and Adolescent Mental Health Consultation to the North: The YSPS and Telehealth initiative were presented to First Nations Inuit Health (FNIH) regional staff, including the nurse managers for the nursing stations. Members of the Task team associated with this initiative from MHHL, Manitoba Adolescent Treatment Centre (MATC) and FNIH travelled to Cross Lake to engage in community discussion around the pilot of Telehealth. Cross Lake has agreed to the pilot project. The team will be travelling to the other three First Nations pilot communities (Pukatawagan, Berens River, Garden Hill) in February 2010 to meet with community and health representatives.
- Enhanced Training for Community Child and Adolescent Mental Health Clinicians in the North: Manitoba Adolescent Treatment Centre is advertising their current Community Mental Health training program for their Wellness workers, mental health workers, and other service providers to First Nations communities. MATC completed a scan of training programs that would be relevant to northern and Aboriginal child and adolescent mental health service delivery. Sioux Lookout First Nations health Authority has developed training modules that they use for mental health training and MATC has requested to review them to see if these modules may also be applicable for Manitoba communities. MATC staff will be traveling to Cross Lake, Berens River and Garden Hill for a community consultation regarding training needs, especially in light of the upcoming Telehealth initiative in the community.

The First Nations community of Shamattawa has been identified as requiring significant intervention due to high occurrences of suicide and suicide attempts. The Northern Authority advises that there is escalating violence and gang-like activity in the community, and that the sniffing of solvents continues on a consistent basis by both the young and older population.

On October 20, 2008, a meeting was held in the community of Shamattawa involving representation from the Department of Family Services and Housing, Indian and Northern Affairs of Canada, Manitoba Keewatinowi Okimakanak and Awasis Agency. The purpose of the gathering was to meet with the community to discuss and develop a community strategic plan on suicide prevention.

The Child Protection Branch, in partnership with the Northern Authority, provided funding for a Resource Team to attend the community of Shamattawa following a series of child deaths.

Crisis response teams comprised of one to two social workers and four to five support workers attended the community over three weekends in an effort to provide activities for the youth and children, and to be available to assist the local Awasis Agency workers to focus on the delivery of effective child and family services.

A Coordinator position has been identified. The Coordinator will work towards the development of a community intervention strategy for dealing with the immediate issues in the community, as well as coordinate the existing services in the community to address the suicide issue. This Coordinator will be required to be in the community every other week.

Under the theme of Suicide and Mental Health, there are a total of 30 recommendations included in this report. Of those recommendations, 12 have been completed, 9 have achieved significant progress, 1 is in progress, and 8 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
142CDR	That the Department of Family Services and Housing and the Department of Health expand funding for out-patient treatment services for children, youth and families such that a child, youth or family is able to access counseling within 12 weeks of referral. (Section 8.1)	In Progress	Complete
114CDR	That suicide prevention materials be developed which include both culturally sensitive content and which emphasize the development of healthy social connections and healthy self-esteem. This may be achieved through a collaborative relationship with Manitoba Health, Manitoba Family Services and Housing, Manitoba Education and the First Nations Inuit Health Branch. (Section 6.1)	In Progress	Complete
148CDR	That in pre-service training, child welfare staff receive specific training on identification of young people with significant adjustment problems, emotional distress and risk of suicide. This training should include information about appropriate resources for intervention. The routine use of this information should be evaluated as part of the normal supervision process and regular updates on this training should be provided. (Section 6.4)	Significant Progress	Complete

164CDR	That the Child Protection Branch immediately develop a Crisis Debriefing Team that will be dispatched when a child involved with that agency dies or is seriously injured. This team will work closely with agency workers, family, foster parents and other foster children to ensure that all individuals affected by the death are supported and any necessary paperwork is completed. (Section 10.o)	Significant Progress	Complete
1266	That funding be examined in order to make available mental health resources to benefit agencies, etc. as a resource to their clients.	Significant Progress	Complete
140CDR	That the Winnipeg Mobile Crisis Team be expanded to include one additional evening staff to accommodate youth in crisis. (Section 8.1)	In Progress	Complete
121CDR	That the Department of Health provide funding to expand the existing training program for Child and Adolescent Mental Health to First Nations staff using Telehealth facilities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
122CDR	That the Department of Health provide funding for a mental health Telehealth Program based in Winnipeg to improve availability of psychiatry and mental health expertise in rural Manitoba and First Nation communities. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
119CDR	That the Department of Health conduct a review of current child and adolescent mental health services and intervention resources available in rural and remote areas to ensure that children living in these areas do not always have to travel to Winnipeg and Thompson for service. (Section 8.1)	Complete: Pending Signoff	Complete Closed Last Report
120CDR	That the Department of Health prioritize the hiring of one or more psychiatrists for the Child and Adolescent Treatment Centre in Brandon to provide full in-hospital and outpatient support for families in Brandon and the surrounding areas. (Section 8.1)	Complete	Complete Closed Last Report
113CDR	That the Departments of Health, Justice, Family Services and Housing and Healthy Living conduct a separate and comprehensive review of all youth suicides in Manitoba during the past five years and that a report be made available by June 2007. (Section 6.o)	Complete: Alternate Solution	Complete Closed Last Report
118CDR	That information about suicide, including information about recognition and intervention related to suicide, be made available to all child welfare staff, parents, caregivers, service providers and relevant professional training programs on an annual basis. (Section 6.4)	Complete	Complete Closed Last Report
141CDR	That the Department of Family Services and Housing provide additional funding for five additional beds in the girl's crisis stabilization unit. (Section 8.1)	In Progress	In Progress

1702	The Children's Advocate recommends that the Northern Authority, in partnership with Island Lake First Nations Family Services, immediately assess the merit of all available suicide prevention and intervention programs and ensure there are coordinated, accessible, and knowledgeable programs available for the Garden Hill community by engaging with the other human services programs.	N/A New Report	Pending
1726	The Children's Advocate recommends that the Province of Manitoba immediately facilitate the formation of a task force with stakeholders in the community of Shamattawa to: engage the community leadership, aboriginal leadership and the Federal Government in discussion regarding the issues facing Shamattawa and create a strategy to address community concerns; Priorize support to Shamattawa in its existing Provincial programs, in particular its suicide prevention strategy; Ensure, in conjunction with the Northern Authority, that resources for the Awasis Agency of Northern Manitoba are adequate to meet the complex and chronic needs of the community of Shamattawa.	N/A New Report	Pending
1356	The Office of the Children's Advocate recommends that the Northern Authority, in partnership with Island Lakes First Nations Family Services, immediately assess the merit of taking leadership in ensuring there is a coordinated, accessible and knowledgeable suicide intervention and prevention program available to the Garden Hill community by engaging with the community's other human services programs.	N/A New Report	Pending
1790	The Children's Advocate recommends that Child and Adolescent Mental Health review it's service provision, ascertain how it could better respond to situations where children present with chronic mental health issues, and provide recommendations for service provision. This review would incorporate dialogue with: The First Nations and Inuit Health Branch, Communities and Child and Family Services.	N/A New Report	Pending
1791	The Children's Advocate recommends that consideration be given by the Manitoba Minister of Health to engage in discussion with the Federal Minister of Health for the development of coordinated mental health service provision within the Province of Manitoba. Further, that this include biannual work meetings between senior management at First Nations and Unit Health and Child and Adolescent Mental Health Programs, Winnipeg Regional Health Authority to ensure continuity of service and continued quality assurance and improvement of service.	N/A New Report	Pending

1781	The Children's Advocate recommends that Ma Mawi Wi Chi Itata Centre ensure that specialized placement resources foster parents and respite care providers receive appropriate training for their role including ASIST or other suitable suicide prevention training.	N/A New Report	Pending
1705	The Children's Advocate recommends that Southeast Child and Family Services staff be given Applied Suicide Intervention Skills Training (ASIST) within six months of the date of a workers hiring. The Children's Advocate further recommends that Southeast Child and Family Services staff who do not have ASIST be trained within six months of receiving this report.	N/A New Report	Pending
1704	The Children's Advocate recommends that Southeast Child and Family Services ensure that workers contract for safety and create a safety plan with youth if suicide concerns are raised. The Children's Advocate further recommends that workers must have direct face-to-face contact with the child's guardians(s) if suicide concerns are raised.	N/A New Report	Pending
133CDR	That the Child Protection Branch reconsider its policies regarding extensions of care to vulnerable youth with FASD, ADHD, Learning Disabilities and/or mental health issues who would otherwise not qualify for existing external services, to ensure that youth who are unable to live independently with success are provided with the support they need between 18 to 25 years of age. (Section 8.3)	Significant Progress	Significant Progress
132CDR	That the Department of Family Services and Housing and the Department of Health work in tandem to develop Mobile Crisis teams and Crisis Stabilization programs in all Manitoba regions that do not currently have such a program. (Section 8.1)	Significant Progress	Significant Progress
130CDR	That the Department of Family Services and Housing, along with any relevant government departments should make available prevention funding, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. No-cost, family-focused recreational activities should be promoted as healthy alternatives for 'high risk' families. (Section 7.2)	Significant Progress	Significant Progress
116CDR	That the Department of Health work with the Regional Health Authorities to draft a protocol for assessing and treating children and adolescents who come into hospital emergency rooms with feelings of depression, self-harm or suicide. These protocols should include an assessment protocol, a protocol for ensuring follow-up services are offered and a protocol for immediately informing the local child welfare agency if the safety of that child is in question. (Section 6.3)	Significant Progress	Significant Progress

245OCA	That the Departments of Family Services and Housing, Education, Health and Healthy Living launch an exploratory research initiative on the health and mental health needs of street-involved youth.	Significant Progress	Significant Progress
131CDR	That the Department of Family Services and Housing increase funding through prevention programs to specifically fund counseling to children and adolescents who are seen to be in high need for support but are not in the care of a child welfare agency. (Section 8.2)	Significant Progress	Significant Progress
129CDR	That the Department of Family Services and Housing make available, funding through its prevention programs, to support social and recreational programs encouraging healthy alternatives for children and youth receiving services through a child welfare agency. (Section 7.2)	Significant Progress	Significant Progress
115CDR	That child welfare case managers follow up all reports of suicidal thoughts, actions and/or self-harm behaviors among children receiving services from child welfare agencies by performing an initial assessment themselves and, if required, arrange an assessment by a mental health professional as soon as possible. Based on the assessment of the case manager and the mental health professional, arrangements would be made for prompt follow-up with an appropriate treatment plan that fits the young person's difficulties and life situation. (Section 6.3)	Significant Progress	Significant Progress
117CDR	That all reports or disclosures of suicidal ideation or attempts be assessed by a mental health professional with a follow-up appointment within 30 days of the first assessment. (Section 6.3)	Significant Progress	Significant Progress



# Tab 15

# WORKLOAD

## ***Changes for Children***

*Complete: 8*

*In Progress: 0*

*Significant Progress: 9*

*Pending: 0*

***Total: 17***

## ***Inquests***

*Complete: 1*

*In Progress: 0*

*Significant Progress: 0*

*Pending: 0*

***Total: 1***

## ***Special Investigations***

*Complete: 1*

*In Progress: 1*

*Significant Progress: 3*

*Pending: 2*

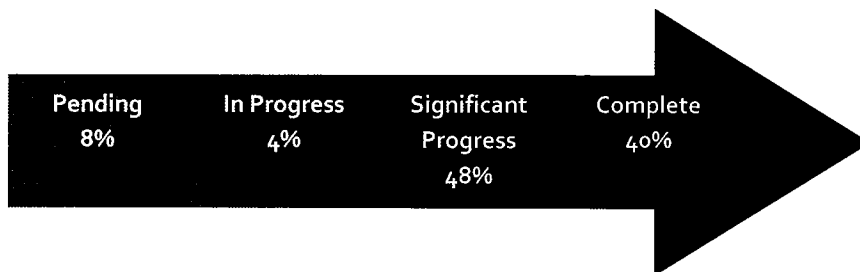
***Total: 7***

## ***Accomplishments:***

*231 new staff enhancements added to the system since 2006/07*

## ***Next Steps:***

*Full implementation of the new funding model will provide additional workload support*



# WORKLOAD

Since 2006/07, 231 new staff enhancements have been added to the system. This includes 29.5 at the Northern Authority, 40.0 at the Southern Authority, 23.0 at Métis, and 65.5 at the General Authority. These additional positions fall under workload relief, foster care initiatives, the Joint Training Team, differential response/family enhancements, and additional relief positions.

Many of the workload issues have been discussed in the chapter 'Agency and Authority Funding'.

Under the theme of Workload, there are a total of 25 recommendations included in this report. Of those recommendations, 10 have been completed, 12 have achieved significant progress, 1 is in progress, and 2 recommendations are pending.

Reference Number	Recommendation	Sept 2009 Report Status	Apr 2010 Report Status
1256	That the Southern Authority undertake a quality assurance review of Southeast Child and Family Services Agency as a priority item. This should be a comprehensive review of the agency and should include (but not be limited to) a review of agency's governance structure, funding, workloads, case practices, expenditures (operations and maintenance, federal and provincial), staffing, and organizational structure. The review should include a review of the case files of the agency, including a review of every child in care to ensure proper assessments and case plans are completed. The Southern Authority to develop a corrective action plan for the agency where deficiencies exist.	Significant Progress	Complete
1350	The Children's Advocate recommends that the All Nations Coordinated Response Network, in conjunction with the Southern Authority conduct a program evaluation of ANCR. The Program evaluation would examine the ability of the agency to effectively meet it's mandate. Attention would be paid to staffing, workload, training, organizational structure and deliverables to complete the mission. The goal of the evaluation would be to determine specific measures that will improve service.	Pending	Complete
69CMR	That a fund be established from the Child Care Benefit remitted to the government for the purpose of enhancing respite and support workers for foster families.	Complete	Complete Closed Last Report

7CMR	We recommend that funding be allocated in 2007/08 to begin staffing action for the differential response model in that year in the amount of \$7,500,000.	Complete: Alternate Solution	Complete Closed Last Report
22CMR	We recommend that the government allocate \$1,250,000 immediately to be annualized in 2007/08 and thereafter at \$5,000,000 million plus necessary increases for price and volume for workload reduction purposes.	Complete	Complete Closed Last Report
23CMR	That this funding be used to hire administrative support staff to relieve the front line workers and supervisors of administrative functions, to hire case aides to assist workers in providing non social work services to children and families, including home makers and hiring additional workers where the need is greatest in the system.	Complete	Complete Closed Last Report
194S4	That Winnipeg Child and Family Services be provided with the financial resources to expand the "Float Social Worker Program" as outlined in the 2005 and 2006 Draft Documents at Winnipeg Child and Family.	Complete: Pending Signoff	Complete Closed Last Report
102CMR	That Animikii be reviewed to determine the level of funding appropriate to allow it to operate with a management structure that does not require that funding for workers be reduced.	Complete: Pending Signoff	Complete Closed Last Report
195S4	That the concerns expressed by Winnipeg CFS regarding the implications for increased caseloads within their agency be addressed prior to the full institution of the Joint intake and Response Unit (JIRU) as an independent body.	Complete: Alternate Solution	Complete Closed Last Report
42CMR	That the ADP process be able to be completed by staff other than front line workers in order to reduce the administrative functions performed by workers.	Complete: Alternate Solution	Complete Closed Last Report
1344	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network, in conjunction with the Southern Authority take urgent steps to reduce abuse investigation caseloads to manageable levels within the next six months without compromising the quality of the abuse investigations. Further, that the Southern Authority provide additional staffing resources to fulfill this recommendation.	Pending	In Progress
1766	The Children's Advocate recommends that the Awasis Agency of Northern Manitoba, in conjunction with the Northern Authority, review the provision of service to Shamattawa and address identified needs. The review would include but not be limited to: Staffing and workload levels; Building local capacity; Provision of training; Provision of relief for local staff; Afterhours coverage; and Community development staffing.	N/A New Report	Pending

1758	The Children's Advocate recommends that Awasis Agency of Northern Manitoba, in conjunction with the First Nations of Northern Manitoba Child and Family Services Authority, immediately seek additional funding to increase staffing resources for child welfare service provision in Shamattawa to stabilize the local service system and allow workers sufficient time to address both emergency and non-emergency service needs.	N/A New Report	Pending
196S4	That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.	Significant Progress	Significant Progress
18CMR	The infusion of workers to the system to provide supportive and preventative services as described in the section of this report on differential response.	Significant Progress	Significant Progress
144CDR	That agencies follow the recommendations of the Schmidt Inquest and make as an agency policy, the reduction of caseloads for new staff during the first six months of their employment with the agency. (Section 9.3)	Significant Progress	Significant Progress
198S4	That the Child Protection Branch work with the Authorities to maintain these standards once they have been reached	Significant Progress	Significant Progress
256OCA	That the Department of Family Services and Housing increase funding to reduce the workload of Social Workers enabling them to increase time in direct service work with youth in care.	Significant Progress	Significant Progress
1313	The Children's Advocate recommends the Province and Authorities working with The Child and Family All Nations Coordinated Response Network reduce abuse unit workers caseloads to ensure the safety of children when abuse is alleged and to ensure Provincial Standards are met in abuse investigations, based on best practices.	Pending	Significant Progress
1345	The Children's Advocate recommends that the Child and Family All Nations Coordinated Response Network determine, and manage for, an ongoing manageable workload level for abuse investigations that allows abuse investigators to meet provincial standards for the completion of abuse investigations without compromising the quality of those investigations.	Pending	Significant Progress
1351	The Children's Advocate recommends that the Department of Family Services and Housing ensure appropriate staffing resources are provided to manage workload.	Pending	Significant Progress

145CDR	That the Department of Family Services and Housing work towards ensuring that workloads are at a manageable level. (Section 9.6)	Significant Progress	Significant Progress
197S4	That the Child Protection Branch work with the Authorities towards meeting the CWLA standards of workload, for the various classifications of social workers and their supervisors	Significant Progress	Significant Progress
193S4	That Winnipeg Child and Family Services will work towards ensuring that staffing levels for social workers and supervisors meet CWLA standards.	Significant Progress	Significant Progress
21CMR	Increase staffing of frontline workers to meet standards for client contact and administration.	Significant Progress	Significant Progress