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

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**Commission Disclosure 1750**

# Manitoba



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May 26, 1999

Ms. Darlene MacDonald  
Winnipeg Child and Family  
Services - Central Area  
2nd floor, 831 Portage Avenue  
Winnipeg MB R3G 0N6

Dear Ms. MacDonald:

**Re: Case Management Standards Package**

Further to our meetings and discussions, enclosed please find the most recent version of the Case Management Standards package. It includes:

- the complete narrative, edited to align with the forms package (Note: These edits have been shaded in this draft);
- an extensive revision to the forms that were previously circulated; and
- a draft manual describing the forms and guidelines for how some of the component parts may be applied.

Because you have not heard from me for several weeks, some explanation for this hiatus is indicated. Simply stated...developing and revising a useful form package that adequately and accurately describes the field experience as you have presented this has taken more time and effort than previously anticipated. You will note that the enclosed forms appear very different from the original draft. As per your advice, we have constructed the forms so they reflect actual activities associated with the case management process. Great care has been taken to ensure that information is collected only once and "moves" with the process as additional materials are gathered. As well, we have integrated the risk assessment process into the case management process. These elements are built into the various steps rather than relying on a free-standing risk assessment instrument. Finally, we made every effort to construct the new forms so that they will be compatible with the CFSIS application...as far as this is reasonable.

In short, we are suggesting that the "narrative" be accepted as is for the present and next step efforts be focused on ensuring that the forms and instruction components meet the needs for which they are designed. Later in this correspondence you will also see that we are suggesting it is now time to begin to consider the issue of workload impact and workload measurement.