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

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**Commission Disclosure 1071**

CONTENTS

NO.1	Introduction
NO.2	Early Intervention
NO.3	Enhanced Support to the Front Line
NO.4	Fiduciary Responsibility of the Provincial & Federal Governments
NO.5	Governance
NO.6	Improved Communication
NO.7	Prevention
NO.8	Child Death Investigation Transfer to the OCA

# Index

Report	Report Recommendation Number	Standing Committee Number	Unique ID #	Chapter	Page
7 Auditor General's Report 2006	1	271OAG	1	3	1
Auditor General's Report 2006	2	272OAG	2	3	1
Auditor General's Report 2006	3	273OAG	3	3	1
Auditor General's Report 2006	4	274OAG	4	3	2
Auditor General's Report 2006	5	275OAG	5	3	2
Auditor General's Report 2006	6	276OAG	6	3	2
Auditor General's Report 2006	7	277OAG	7	3	3
Auditor General's Report 2006	8	278OAG	8	4	1
Auditor General's Report 2006	9	279OAG	9	4	1
Auditor General's Report 2006	10	280OAG	10	4	1
Auditor General's Report 2006	11	281OAG	11	3	3
Auditor General's Report 2006	12	282OAG	12	3	3
Auditor General's Report 2006	13	283OAG	13	3	4
Auditor General's Report 2006	14	284OAG	14	3	4
Auditor General's Report 2006	15	285OAG	15	3	4
Auditor General's Report 2006	16	286OAG	16	5	1
Auditor General's Report 2006	17	287OAG	17	5	1
Auditor General's Report 2006	18	288OAG	18	5	2
Auditor General's Report 2006	19	289OAG	19	5	2
A- Honouring Their Spirits	1	189CDR	20	8	1
Honouring Their Spirits	2	190CDR	21	8	1
Honouring Their Spirits	3	178CDR	22	6	1
Honouring Their Spirits	4	179CDR	23	6	1
Honouring Their Spirits	5	125CDR	24	7	1
Honouring Their Spirits	6	127CDR	25	7	1
Honouring Their Spirits	7	126CDR	26	3	5
Honouring Their Spirits	8	124CDR	27	7	1
Honouring Their Spirits	9	123CDR	28	3	5
Honouring Their Spirits	10	177CDR	29	7	2
Honouring Their Spirits	11	114CDR	30	7	2
Honouring Their Spirits	12	116CDR	31	7	2
Honouring Their Spirits	13	115CDR	32	3	5
Honouring Their Spirits	14	117CDR	33	7	3
Honouring Their Spirits	15	148CDR	34	3	6
Honouring Their Spirits	16	113CDR	35	7	3
Honouring Their Spirits	17	191CDR	36	3	6
Honouring Their Spirits	18	180CDR	37	3	6
Honouring Their Spirits	19	181CDR	38	5	2
Honouring Their Spirits	20	142CDR	49	7	6
Honouring Their Spirits	20	160CDR	39	6	1
Honouring Their Spirits	21	128CDR	40	3	7
Honouring Their Spirits	22	130CDR	41	4	2
Honouring Their Spirits	23	119CDR	42	7	3
Honouring Their Spirits	24	120CDR	43	7	4
Honouring Their Spirits	25	121CDR	44	7	4
Honouring Their Spirits	26	122CDR	45	7	4
Honouring Their Spirits	27	141CDR	46	7	5
Honouring Their Spirits	28	140CDR	47	7	5
Honouring Their Spirits	29	132CDR	48	7	5

<b>Report</b>	<b>Report Recommendation Number</b>	<b>Standing Committee Number</b>	<b>Unique ID #</b>	<b>Chapter</b>	<b>Page</b>
Honouring Their Spirits	32	139CDR	51	6	2
Honouring Their Spirits	33	131CDR	52	4	2
Honouring Their Spirits	34	135CDR	53	4	2
Honouring Their Spirits	35	170CDR	54	3	7
Honouring Their Spirits	36	186CDR	55	3	7
Honouring Their Spirits	37	168CDR	56	3	8
Honouring Their Spirits	38	169CDR	57	3	8
Honouring Their Spirits	39	133CDR	58	3	8
Honouring Their Spirits	40	134CDR	59	7	6
Honouring Their Spirits	41	171CDR	60	6	2
Honouring Their Spirits	42	172CDR	61	6	2
Honouring Their Spirits	43	149CDR	62	3	9
Honouring Their Spirits	44	136CDR	63	7	6
Honouring Their Spirits	45	137CDR	64	6	3
Honouring Their Spirits	46	152CDR	65	3	9
Honouring Their Spirits	48	185CDR	67	3	9
Honouring Their Spirits	49	174CDR	68	7	7
Honouring Their Spirits	50	150CDR	69	3	10
Honouring Their Spirits	51	143CDR	70	7	7
Honouring Their Spirits	52	154CDR	71	3	10
Honouring Their Spirits	53	175CDR	72	5	3
Honouring Their Spirits	54	192CDR	73	6	3
Honouring Their Spirits	55	163CDR	74	3	10
Honouring Their Spirits	56	146CDR	75	3	11
Honouring Their Spirits	57	151CDR	76	5	3
Honouring Their Spirits	58	158CDR	77	6	4
Honouring Their Spirits	59	182CDR	78	6	4
Honouring Their Spirits	60	183CDR	79	6	4
Honouring Their Spirits	61	156CDR	80	3	11
Honouring Their Spirits	62	176CDR	81	3	11
Honouring Their Spirits	63	144CDR	82	3	12
Honouring Their Spirits	64	157CDR	83	3	12
Honouring Their Spirits	65	155CDR	84	3	12
Honouring Their Spirits	66	184CDR	66	6	3
Honouring Their Spirits	66	187CDR	85	6	5
Honouring Their Spirits	67	188CDR	86	4	3
Honouring Their Spirits	68	162CDR	87	3	13
Honouring Their Spirits	69	161CDR	88	6	5
Honouring Their Spirits	70	145CDR	89	3	13
Honouring Their Spirits	71	138CDR	90	4	3
Honouring Their Spirits	72	147CDR	91	3	13
Honouring Their Spirits	73	167CDR	92	3	14
Honouring Their Spirits	74	164CDR	93	3	14
Honouring Their Spirits	75	159CDR	94	3	14
Honouring Their Spirits	76	153CDR	95	3	15*
Honouring Their Spirits	77	165CDR	96	3	15*
Honouring Their Spirits	78	166CDR	97	3	15*
Honouring Their Spirits	79	118CDR	98	3	16
Honouring Their Spirits	80	129CDR	99	4	3
OCA Special Investigation – Campbell, Allan	1		1106	3	67
OCA Special Investigation – Campbell, Allan	2		1107	3	67
OCA Special Investigation – Campbell, Allan	3		1108	6	14

Report	Report Recommendation Number	Standing Committee Number	Unique ID #	Chapter	Page
OCA Special Investigation – Chornoby, Cheyenne	1		1063	3	65
OCA Special Investigation – Chornoby, Cheyenne	2		1064	3	65
OCA Special Investigation – Chornoby, Cheyenne	3		1065	3	65
OCA Special Investigation – Chornoby, Cheyenne	4		1066	3	65
OCA Special Investigation – Chornoby, Cheyenne	5		1067	3	66
OCA Special Investigation – Claridge, Cassandra	1		1109	3	68
OCA Special Investigation – Keewatin, Ocean	1		1110	3	68
OCA Special Investigation – Langan, Michael	2		1049	3	62
OCA Special Investigation – Langan, Michael	3		1050	3	62
OCA Special Investigation – Langan, Michael	4		1051	3	62
OCA Special Investigation – Langan, Michael	5		1052	3	62
OCA Special Investigation – Langan, Michael	6		1053	3	63
OCA Special Investigation – Langan, Michael	7		1054	3	63
OCA Special Investigation – Langan, Michael	8		1055	3	63
OCA Special Investigation – Langan, Michael	9		1056	3	63
OCA Special Investigation – Langan, Michael	10		1057	3	64
OCA Special Investigation – Langan, Michael	11		1058	3	64
OCA Special Investigation – Langan, Michael	12		1059	6	14
OCA Special Investigation – Langan, Michael	14		1061	3	64
OCA Special Investigation – Langan, Michael	15		1062	3	64
OCA Special Investigation – Langan, Michael	1		1048	5	14
OCA Special Investigation – Langan, Michael	13		1060	5	15
OCA Special Investigation – Smith, Vern	1		1039	3	60
OCA Special Investigation – Smith, Vern	2		1040	6	14
OCA Special Investigation – Smith, Vern	3		1041	3	60
OCA Special Investigation – Smith, Vern	4		1042	5	14
OCA Special Investigation – Smith, Vern	5		1043	3	61
OCA Special Investigation – Smith, Vern	6		1044	5	14
OCA Special Investigation – Smith, Vern	7		1045	3	61
OCA Special Investigation – Smith, Vern	8		1046	3	61
OCA Special Investigation – Smith, Vern	9		1047	3	61
OCA Special Investigation – Thompson, Kasey	1		1101	3	66
OCA Special Investigation – Thompson, Kasey	2		1102	3	66
OCA Special Investigation – Thompson, Kasey	3		1103	3	66
OCA Special Investigation – Thompson, Kasey	4		1104	3	67
OCA Special Investigation – Thompson, Kasey	5		1105	3	67
② Phoenix Sinclair Section 10	1	294S10	100	3	16
Phoenix Sinclair Section 10	2	291S10	101	5	4
Phoenix Sinclair Section 10	3	295S10	102	3	16
Phoenix Sinclair Section 10	4	292S10	103	5	4
Phoenix Sinclair Section 10	5	290S10	104	3	17
Phoenix Sinclair Section 10	6	293S10	105	5	4
① Phoenix Sinclair Section 4 Review	RS4	216S4	116	6	6
Phoenix Sinclair Section 4 Review	RS12	214S4	112	3	17
Phoenix Sinclair Section 4 Review	RS13	220S4	113	3	17
Phoenix Sinclair Section 4 Review	RS2	197S4	114	3	18
Phoenix Sinclair Section 4 Review	RS6	218S4	118	3	18
Phoenix Sinclair Section 4 Review	RS7	203S4	119	3	18
Phoenix Sinclair Section 4 Review	RS8A	204S4	120	3	19
Phoenix Sinclair Section 4 Review	RS8B	205S4	121	3	19
Phoenix Sinclair Section 4 Review	RW1	193S4	123	3	19
Phoenix Sinclair Section 4 Review	RW11	202S4	125	3	20

<b>Report</b>	<b>Report Recommendation Number</b>	<b>Standing Committee Number</b>	<b>Unique ID #</b>	<b>Chapter</b>	<b>Page</b>
Phoenix Sinclair Section 4 Review	RW13	212S4	127	3	20
Phoenix Sinclair Section 4 Review	RW14	213S4	128	3	20
Phoenix Sinclair Section 4 Review	RW15	199S4	129	3	20
Phoenix Sinclair Section 4 Review	RW2	194S4	131	3	21
Phoenix Sinclair Section 4 Review	RW3	195S4	132	3	21
Phoenix Sinclair Section 4 Review	RW4	206S4	133	3	21
Phoenix Sinclair Section 4 Review	RW5	207S4	134	3	22
Phoenix Sinclair Section 4 Review	RW6	208S4	135	3	22
Phoenix Sinclair Section 4 Review	RW7	209S4	136	3	22
Phoenix Sinclair Section 4 Review	RW8	200S4	137	3	23
Phoenix Sinclair Section 4 Review	RW9	201S4	138	3	23
Phoenix Sinclair Section 4 Review	RS10	225S4	110	6	5
Phoenix Sinclair Section 4 Review	RS9	224S4	122	6	6
Phoenix Sinclair Section 4 Review	RW10	210S4	124	6	6
Phoenix Sinclair Section 4 Review	RW16	215S4	130	6	7
Phoenix Sinclair Section 4 Review	RCA1	221S4	106	5	5
Phoenix Sinclair Section 4 Review	RCA2	222S4	107	5	5
Phoenix Sinclair Section 4 Review	RCA3	223S4	108	5	5
Phoenix Sinclair Section 4 Review	RS11	219S4	111	5	6
Phoenix Sinclair Section 4 Review	RS3	198S4	115	5	6
Phoenix Sinclair Section 4 Review	RS5	217S4	117	5	6
Phoenix Sinclair Section 4 Review	RW12	211S4	126	5	7
Phoenix Sinclair Section 4 Review	RS1	196S4	109	4	4
Strengthen the Commitment	1	3CMR	139	4	4
Strengthen the Commitment	2	88CMR	140	5	7
Strengthen the Commitment	3	82CMR	141	6	7
Strengthen the Commitment	4	83CMR	142	6	7
Strengthen the Commitment	5	84CMR	143	6	8
Strengthen the Commitment	6	85CMR	144	5	7
Strengthen the Commitment	7	1CMR	145	6	8
Strengthen the Commitment	8	2CMR	146	6	8
Strengthen the Commitment	9	4CMR	147	2	1
Strengthen the Commitment	10	5CMR	148	2	1
Strengthen the Commitment	11	6CMR	149	4	4
Strengthen the Commitment	12	7CMR	150	4	5
Strengthen the Commitment	13	8CMR	151	4	5
Strengthen the Commitment	14	9CMR	152	4	6
Strengthen the Commitment	15	10CMR	153	2	1
Strengthen the Commitment	16	11CMR	154	2	2
Strengthen the Commitment	17	12CMR	155	4	6
Strengthen the Commitment	18	13CMR	156	4	6
Strengthen the Commitment	19	89CMR	157	5	8
Strengthen the Commitment	20	90CMR	158	5	8
Strengthen the Commitment	21	91CMR	159	5	8
Strengthen the Commitment	22	92CMR	160	5	9
Strengthen the Commitment	23	93CMR	161	5	9
Strengthen the Commitment	24	94CMR	162	2	2
Strengthen the Commitment	25	106CMR	163	8	1
Strengthen the Commitment	27	108CMR	165	8	2
Strengthen the Commitment	28	109CMR	166	8	2
Strengthen the Commitment	29	110CMR	167	8	2
Strengthen the Commitment	30	112CMR	168	3	23

<b>Report</b>	<b>Report Recommendation Number</b>	<b>Standing Committee Number</b>	<b>Unique ID #</b>	<b>Chapter</b>	<b>Page</b>
Strengthen the Commitment	31	28CMR	169	3	24
Strengthen the Commitment	32	39CMR	170	3	24
Strengthen the Commitment	33	29CMR	171	3	24
Strengthen the Commitment	34	19CMR	172	3	25
Strengthen the Commitment	35	20CMR	173	5	9
Strengthen the Commitment	36	24CMR	174	3	25
Strengthen the Commitment	37	40CMR	175	3	25
Strengthen the Commitment	38	41CMR	176	5	10
Strengthen the Commitment	39	42CMR	177	3	25
Strengthen the Commitment	40	95CMR	178	6	9
Strengthen the Commitment	41	96CMR	179	3	26
Strengthen the Commitment	42	97CMR	180	6	9
Strengthen the Commitment	43	86CMR	181	6	9
Strengthen the Commitment	44	26CMR	182	6	9
Strengthen the Commitment	45	98CMR	183	3	26
Strengthen the Commitment	46	43CMR	184	3	26
Strengthen the Commitment	47	99CMR	185	6	10
Strengthen the Commitment	48	44CMR	186	3	27
Strengthen the Commitment	49	30CMR	187	3	27
Strengthen the Commitment	50	87CMR	188	6	10
Strengthen the Commitment	51	45CMR	189	3	27
Strengthen the Commitment	52	46CMR	190	3	28
Strengthen the Commitment	53	47CMR	191	3	28
Strengthen the Commitment	54	48CMR	192	3	28
Strengthen the Commitment	55	100CMR	193	5	10
Strengthen the Commitment	56	111CMR	194	6	10
Strengthen the Commitment	57	27CMR	195	5	10
Strengthen the Commitment	58	14CMR	196	4	7
Strengthen the Commitment	59	25CMR	197	3	29
Strengthen the Commitment	60	49CMR	198	6	10
Strengthen the Commitment	61	50CMR	199	3	29
Strengthen the Commitment	62	51CMR	200	6	11
Strengthen the Commitment	63	52CMR	201	6	11
Strengthen the Commitment	64	53CMR	202	5	11
Strengthen the Commitment	65	54CMR	203	5	11
Strengthen the Commitment	66	31CMR	204	3	29
Strengthen the Commitment	67	55CMR	205	6	11
Strengthen the Commitment	68	56CMR	206	6	12
Strengthen the Commitment	69	57CMR	207	3	29
Strengthen the Commitment	70	58CMR	208	3	30
Strengthen the Commitment	71	59CMR	209	5	11
Strengthen the Commitment	72	21CMR	210	3	30
Strengthen the Commitment	73	15CMR	211	2	2
Strengthen the Commitment	74	16CMR	212	4	7
Strengthen the Commitment	75	60CMR	213	5	12
Strengthen the Commitment	76	61CMR	214	3	30
Strengthen the Commitment	77	62CMR	215	3	31
Strengthen the Commitment	78	63CMR	216	3	31
Strengthen the Commitment	79	64CMR	217	3	31
Strengthen the Commitment	80	65CMR	218	3	32
Strengthen the Commitment	81	66CMR	219	3	32
Strengthen the Commitment	82	67CMR	220	3	32

Report	Report Recommendation Number	Standing Committee Number	Unique ID #	Chapter	Page
Strengthen the Commitment	83	68CMR	221	3	33
Strengthen the Commitment	84	69CMR	222	3	33
Strengthen the Commitment	85	32CMR	223	3	33
Strengthen the Commitment	86	70CMR	224	3	34
Strengthen the Commitment	88	72CMR	226	3	34
Strengthen the Commitment	89	73CMR	227	3	35
Strengthen the Commitment	90	74CMR	228	4	7
Strengthen the Commitment	91	17CMR	229	4	8
Strengthen the Commitment	92	75CMR	230	3	35
Strengthen the Commitment	93	76CMR	231	4	8
Strengthen the Commitment	94	77CMR	232	4	8
Strengthen the Commitment	95	78CMR	233	4	9
Strengthen the Commitment	96	104CMR	234	4	9
Strengthen the Commitment	97	71CMR	225	3	34
Strengthen the Commitment	97	79CMR	235	3	35
Strengthen the Commitment	98	80CMR	236	4	9
Strengthen the Commitment	99	81CMR	237	4	10
Strengthen the Commitment	100	33CMR	238	3	36
Strengthen the Commitment	101	105CMR	239	7	7
Strengthen the Commitment	102	101CMR	240	4	10
Strengthen the Commitment	103	102CMR	240	3	36
Strengthen the Commitment	104	103CMR	242	6	12
Strengthen the Commitment	105	34CMR	243	3	36
Strengthen the Commitment	106	35CMR	244	3	37
Strengthen the Commitment	107	36CMR	245	3	37
Strengthen the Commitment	108	37CMR	246	3	37
Strengthen the Commitment	109	22CMR	247	3	37
Strengthen the Commitment	110	23CMR	248	3	38
Strengthen the Commitment	111	38CMR	249	5	12
Strengthen the Commitment	112	18CMR	250	2	3
Strengthening Our Youth	1	226OCA	251	3	38
Strengthening Our Youth	2	227OCA	252	3	38
Strengthening Our Youth	3	228OCA	253	3	39
Strengthening Our Youth	4	229OCA	254	3	39
Strengthening Our Youth	5	230OCA	255	3	39
Strengthening Our Youth	6	231OCA	256	3	40
Strengthening Our Youth	7	232OCA	257	3	40
Strengthening Our Youth	8	233OCA	258	3	40
Strengthening Our Youth	9	234OCA	259	3	41
Strengthening Our Youth	10	235OCA	260	3	41
Strengthening Our Youth	11	236OCA	261	3	41
Strengthening Our Youth	12	237OCA	262	3	42
Strengthening Our Youth	13	238OCA	263	5	12
Strengthening Our Youth	14	239OCA	264	3	42
Strengthening Our Youth	15	240OCA	265	3	42
Strengthening Our Youth	16	241OCA	266	3	43
Strengthening Our Youth	17	242OCA	267	3	43
Strengthening Our Youth	18	243OCA	268	3	43
Strengthening Our Youth	19	244OCA	269	6	12
Strengthening Our Youth	20	245OCA	270	7	8
Strengthening Our Youth	21	246OCA	271	3	44
Strengthening Our Youth	22	247OCA	272	3	44



<b>Report</b>	<b>Report Recommendation Number</b>	<b>Standing Committee Number</b>	<b>Unique ID #</b>	<b>Chapter</b>	<b>Page</b>
Strengthening Our Youth	23	248OCA	273	3	44
Strengthening Our Youth	24	249OCA	274	3	45
Strengthening Our Youth	25	250OCA	275	3	45
Strengthening Our Youth	26	251OCA	276	3	45
Strengthening Our Youth	27	252OCA	277	3	46
Strengthening Our Youth	28	253OCA	278	3	46
Strengthening Our Youth	29	254OCA	279	3	46
Strengthening Our Youth	30	255OCA	280	3	46
Strengthening Our Youth	31	256OCA	281	3	47
Strengthening Our Youth	32	257OCA	282	3	47
Strengthening Our Youth	33	259OCA	283	3	47
Strengthening Our Youth	34	260OCA	284	3	47
Strengthening Our Youth	35	261OCA	285	3	48
Strengthening Our Youth	36	258OCA	286	3	48
Strengthening Our Youth	37	262OCA	287	3	48
Strengthening Our Youth	38	263OCA	288	3	49
Strengthening Our Youth	39	264OCA	289	3	49
Strengthening Our Youth	40	265OCA	290	3	50
Strengthening Our Youth	41	266OCA	291	3	50
Strengthening Our Youth	42	267OCA	292	5	13
Strengthening Our Youth	43	268OCA	293	3	50
Strengthening Our Youth	44	269OCA	294	3	51
Strengthening Our Youth	45	270OCA	295	3	51
Tracia Owen Inquest	1		461	6	13
Tracia Owen Inquest	2		462	6	13
Tracia Owen Inquest	3		463	7	8
Tracia Owen Inquest	4		464	3	51
Tracia Owen Inquest	5		465	6	14
Tracia Owen Inquest	6		466	3	52
Tracia Owen Inquest	7		467	3	52
Tracia Owen Inquest	8		468	3	52
Tracia Owen Inquest	9		469	3	52
Tracia Owen Inquest	10		470	3	53
Tracia Owen Inquest	11		471	7	8
Tracia Owen Inquest	12		472	4	10
Tracia Owen Inquest	13		473	3	54
Tracia Owen Inquest	14		474	3	54
Tracia Owen Inquest	15		475	5	13
Tracia Owen Inquest	16		476	5	13
Tracia Owen Inquest	17		477	3	55
Tracia Owen Inquest	18		478	3	55
Tracia Owen Inquest	19		479	3	56
Tracia Owen Inquest	20		480	3	56
Tracia Owen Inquest	21		481	4	11
Tracia Owen Inquest	22		482	3	57
Tracia Owen Inquest	23		483	3	57
Tracia Owen Inquest	24		484	8	3
Tracia Owen Inquest	25		485	7	9
Tracia Owen Inquest	26		486	3	58
Tracia Owen Inquest	27		487	3	59
Tracia Owen Inquest	28		488	3	60

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# External Review Recommendation Progress Report

April 30, 2009

Number of  
Recommendations: 362

*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 362 recommendations from the following reports:*

*The 2006 Report from the Auditor General: 19*

*Honoring 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*

**Recent Reports:**

*OCA Special Investigations: 39*

*Tracia Owen Inquest: 28*

Complete: 125  
Significant Progress: 109  
In Progress: 60  
Pending: 1

**Accomplishments:**

125 or 42.4% of the recommendations are complete.

109 or 36.9% of the recommendations have achieved significant progress.

60 or 20.3% of the recommendations are in progress.

Only 1 recommendation is pending as it would require legislative change.

**Recent Reports**

The recommendations from the OCA Special Investigations and the Tracia Owen Inquest are not counted in overall percentages.

Complete 42.4%	Significant Progress 36.9%	In Progress 20.3%	Pending 0.4%
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# 1. Introduction / Background

The Child and Family Services Division has developed and implemented a process to track the progress of all recommendations made in reviews of the Child Welfare system in Manitoba. The recommendations come from a variety of sources and range in scope from being case-specific to those that call for broad system change. Data for this report has been received from the Standing Committee based on the recommendation sign off process from Healthy Child Manitoba, Healthy Living and the Child and Family Services Division.

This Report to the Ombudsman provides progress information pertaining to 295 recommendations from the following reviews:

- *The 2006 Report from the Auditor General* – 19 recommendations
- *Honouring Their Spirits* – 80 recommendations
- *Phoenix Sinclair CME Review* – 6 recommendations
- *Phoenix Sinclair Section 4 Director's Review* – 33 recommendations
- *Strengthen the Commitment Case Management Review* – 112 recommendations
- *Strengthening Our Youth Report from the Children's Advocate* – 45 recommendations.

To date, 125 (42.4%) of these recommendations are complete, significant progress has been made on 109 (36.9%), another 60 (20.3%) are in progress, and only one recommendation is pending and requires legislative change.

The Report also includes 67 recommendations from the following recent reviews; however, they are not counted in the overall percentages:

- *Tracia Owen Inquest* – 28 recommendations
- *OCA Special Investigations* – 39 recommendations

This document provides a synopsis of progress made to date, with recommendations being grouped by the seven themes identified in the Changes for Children blueprint. Specific recommendation-by-recommendation progress details are contained in the attached binder – with recommendations being divided into the seven theme areas. It should be noted that the complexity of many recommendations means that, at times, the assignment of one theme over another may be somewhat arbitrary, as many recommendations will relate to more than one theme. Given this, the recommendations have been assigned to the theme in which they have been determined to fit best.

This synopsis is structured as follows:

- **Section 2** contains progress details on the 7 recommendations related to the theme of *Early Intervention*
- **Section 3** provides progress details on the 207 recommendations related to the theme of *Enhanced Support to the Front Line*
- **Section 3** provides progress details on the 30 recommendations pertaining to the theme of *Fiduciary Responsibility of the Provincial and Federal Governments*
- **Section 4** provides progress details on the 41 recommendations related to the theme of *Governance*
- **Section 5** provides progress details on the 44 recommendations pertaining to the theme of *Improved Communication*
- **Section 6** provides progress details on the 25 recommendations pertaining to the theme of *Prevention*
- **Section 7** provides an update on the 8 recommendations related to the theme of *Child Death Investigation Transfer to the OCA*.

## 2. Early Intervention

The primary vehicle for increasing the system's capacity to provide early intervention services is the movement towards a Differential Response/Family Enhancement (DR/FE) model of service. This model represents a fundamental change in how child and family services are delivered – with the main emphasis being on prevention and early intervention supports that will assist families to care for their children at home.

Phase 1 of the DR/FE approach is complete and Phase 2 has begun, with implementation continuing during 2009/10. During this phase, pilot projects will be undertaken by all agencies to test how best to provide ongoing prevention and early intervention programs within their communities. An evaluation will also be initiated that will help inform how full implementation will occur and best meet demand in different locations throughout the province. It will also identify the most effective service delivery methods at both the intake and ongoing service stages. The total cost of Phase 2 is approximately \$8.5 million.

Progress to date on DR/FE includes:

- Completion by the Authorities of DR/FE promotion and educational activities with their agencies.
- Completion of research on DR/FE best practices.

- Completion of a comprehensive plan for establishing DR/FE test.
- Creation of a Manitoba-specific DR/FE concept paper and model.
- Development of a cross-Authority strategy for funding test/demonstration sites.
- Development of a preliminary evaluation framework for evaluating DR/FE test sites.
- Development of a new standardized risk assessment tool which will be tested during Phase 2.
- Identification of a strengths-based family assessment tool.
- Implementation of changes to CFSIS to accommodate the DR/FE case category.
- Creation of Authority DR/FE Coordinator positions.
- Provision of funding to Authorities in 2008/09 to initiate planning and preparation for the introduction of test and demonstration sites and for additional research.

Next steps include:

- Testing of the selected standardized risk assessment tool.
- Finalization and testing of the strengths-based family assessment tool.
- Introduction of DR/FE as part of the service framework in child and family services at selected Designated Intake and on-going service agencies, in conjunction with community partners as appropriate.
- Delivery of training in the new DR/FE approach to staff in test sites.
- Identification and development of DR/FE practice standards.
- Initiation of the DR/FE evaluation.
- Establishment of DR/FE test/demonstration sites in each Authority along with required additional research.
- Further enhancements to the Intake Module/CFSIS in support of DR/FE.

Phase 3 will focus on further enhancing the capacity of agencies to support full provincial roll-out of the new model. This will be coordinated with the finalization and implementation of a federal on-reserve CFS Prevention Framework and a new CFS agency funding model (see Theme 4 – *Fiduciary Responsibility of the Federal and Provincial Governments*).

### **3. Enhanced Support to the Front Line**

The Department has prioritized enhancing support for front-line child protection workers. Since the launch of “Changes for Children” (C4C) in October 2006, progress has been realized not only in terms

of staff workload relief, but also in the areas of training, the redesign of the Child and Family Services Information System (CFSIS), the development of a foster parent training curriculum, and the review of CFS service delivery standards.

- **Staff Workload Relief.** 103 positions were added to the CFS system between October 2006 and December 2008. During the 2009/10 fiscal year, implementation of new provincial and federal CFS agency funding models will provide additional staff for protection and prevention work.
- **Training.** The Joint Training Unit (JTU) works on behalf of the four Authorities and the Department. Based on recommendations from the external reviews, the JTU has set training priorities in three areas of practice:
  - Critical incident stress management
  - Suicide intervention and prevention
  - Child abuse

The JTU has identified and provided training on a variety of topics in the areas of professional practice and administration. From April 2, 2007 to December 31, 2008, CFS staff, support workers, and foster parents' attendance at training sessions exceeded 6,200 (over 4,000 attended specialized training and over 2,200 attended competency-based training).

During the 2009/10 fiscal year, the Authorities will develop an orientation package for all new staff and training will continue to be provided for staff and foster parents on a wide range of topics relating to professional practice and administration.

- **CFSIS Redesign.** After consulting with staff and management, immediate changes were made to improve the system including:
  - Improved access to information for designated workers.
  - Improved security for highly sensitive cases.
  - Better coordination among different parts of the system.
  - Easier navigation through the system.
  - Improved tools to manage foster home licenses more effectively.
  - Better recording of medical information for children in care.
  - Better tools to identify children in care with high-risk medical needs.
  - Improved accuracy and easier inputting of records.

Work will continue regarding the replacement of CFSIS with a new, improved system that will be consistent with case management practices and DR/FE in CFS agencies. The CFSIS

redevelopment process is currently underway.

Next steps for CFSIS redevelopment will include:

- An evaluation of the current system to identify opportunities for streamlining CFSIS.
- The final identification of specific system requirements guided by what system users want the system to provide.
- The finalization and implementation of a formal selection process for choosing a new computer information system.
- Ongoing work on connectivity problems still experienced by some agency offices.
- **Supports for Foster Parents.** \$6.1 million in new funding was approved for C4C to enhance the foster care system, with an emphasis on recruitment, training and increased funding for foster parents. This work has involved collaboration with the four Authorities and the C4C Implementation Team. There has been a significant increase in supports for foster parents, particularly in the areas of recruitment, training, and bereavement supports. There was a 10% increase in the basic foster care rate in 2007/08, and a further 10% increase in 2008/09. Other accomplishments include:
  - The creation of a fund to allow for additional bereavement supports to agencies, foster parents and natural families who have experienced the death of a child, either in care, or receiving service from an agency.
  - The November 2006 launch of Phase 1 of the “Circle of Care” foster home recruitment campaign. As of December 2008, 1,944 new bed spaces had been licensed.
  - \$400,000 has been set aside for foster parent training as part of C4C. The Manitoba Foster Family Network also receives a yearly grant for training and the Foster Care Design Team has provided training to foster parents throughout the province on mentoring new foster parents.
  - The Joint Training Unit has created a Foster Care Curricula Design Team that has been tasked with developing modules focused on working with children in care. A Foster Parent Manual is part of this initiative.

The following activities are planned for this fiscal year (2009/10):

- Continuation of the “Circle of Care” campaign. This will focus on the recruitment and development of specialized resources for children and youth who are more challenging to place, and on keeping siblings together whenever possible.



- The Standing Committee's Alternative Care Sub-Committee is completing a system-wide Foster Care Review in response to all foster care recommendations from the external reviews. This is to be submitted to Standing Committee early in the 09/10 fiscal year.
- **Review of CFS Service Delivery Standards.** In November 2007, Standing Committee approved a Standards Development Protocol which has guided the development of new standards. The Protocol adheres to the AJI-CWI principles of cultural inclusivity, reflects best practice and ensures that staff members are consulted before new standards are put in place.

Accomplishments to date include:

- The development of draft standards by Standing Committee that included an extensive review process.
- The approval of 30 new standards as of March 31, 2009 (**Appendix 1** contains a full listing).
- The development of training modules to introduce staff to the new standards, with training commencing in Fall 2008, and continuing as required.

Next steps include the following Standing Committee priorities:

- Completion of standards in *Volume 1*, particularly Chapter 4, Children in Care, and Chapter 8, Agency Operations.
- To proceed with work on standards in *Volume 3*, Authority Standards, particularly with regard to the agency mandating process.
- The development of standards in *Volume 4*, Branch Standards, regarding licensing of adoption agencies.

## 4. Fiduciary Responsibility of the Provincial and Federal Governments

Significant progress has been made in addressing the fiduciary responsibility of the Provincial and Federal governments – with the two key vehicles being Jordan's Principle and the development of a new funding formula.

- **Jordan's Principle.** Jordan's Principle is named for Jordan Anderson, a young First Nations boy who was born with severe disabilities. Jordan's Principle puts the needs of children with multiple disabilities first and supports the principle that needed care not be delayed or disrupted by jurisdictional disputes. Over the past few months governments have been working together to formalize and finalize processes including a dispute resolution mechanism. In the interim, agreed-upon principles and processes will apply to ensure that another case like Jordan's does not occur. Progress to date has included:

- An announcement by provincial and federal Ministers that an agreement had been reached to implement Jordan's Principle in Manitoba so that First Nations children with multiple disabilities will continue to receive needed care without delays or disruptions resulting from jurisdictional disputes.
- The establishment of the Canada/Manitoba Joint Committee on Jordan's Principle. The Committee began meeting in June 2008. It is comprised of senior officials from Health Canada, Indian and Northern Affairs Canada, Manitoba Health and Healthy Living, and Manitoba Family Services and Housing. The Terms of Reference for the work required to implement Jordan's Principle were finalized by the Canada/Manitoba Joint Committee on September 22, 2008.
- The Canada/Manitoba Joint Committee established a Terms of Reference Officials Working Group (TOROWG) which has been tasked with developing an implementation plan for Jordan's Principle as outlined in the Terms of Reference. The TOROWG's work began in October 2008. Participants on this group consist of officials from the two levels of government representing the Departments which make up the Joint Committee (which includes Family Services and Housing representatives from the Child and Family Services Division and the Disability Programs-Employment and Income Assistance Division). The work of TOROWG is submitted to the Joint Committee for their review, direction, and any decisions.

The TOROWG efforts to date have been focused on identifying a dispute resolution mechanism. The desired outcomes/outputs of this work include the drafting of two reports: *The Implementation of Jordan's Principle: A Dispute Resolution Mechanism* and *Services Available to Children with Disabilities and Complex Medical Needs in Manitoba*. The first draft report is in the process of being finalized for submission to the Joint Committee.

- ***New Funding Model.*** In May 2008 the Province, the Authorities and agencies began discussions with the federal government to determine future funding of First Nations agencies. A harmonized funding formula has been developed which will provide similar funding regardless of funder. The proposed funding formula:
  - Ensures consistent funding models that provide services equitably across the province regardless of where the child lives.
  - Provides family support funding for early intervention goods and services for families in order to prevent children coming into care. This funding is matched in the federal funding proposal for First Nations communities.

- Introduces prevention funding and provides for long term sustainment of the DR/FE model of service delivery. The new funding model will add \$6.7 million provincially, plus the \$6.8 million allocated to Phase 2 of the DR/FE Initiative in 2009/10.
- Provides for annual review, with funding based on families and children served.
- Includes the principle of reinvestment in agency funding. As prevention services become established throughout the province – with the goal being to decrease the number of children requiring out of home placement – decreases in child maintenance funding will be considered for reinvestment for agency service funding.
- Incorporates shared funding of agency core executive positions between the province and federal government.

Next steps include:

- Agreement on the funding model by the Provincial and Federal governments. The federal government is awaiting approval of the budget for its funding of this initiative, and a Memorandum of Understanding.
- Continued work on implementing the first phase of the funding model which includes authority, agency core and agency service funding.
- The review of funding for Designated Intake Agencies.
- The review of Child Maintenance funding.

## 5. Governance

Work continues on initiatives focused on strengthening the new governance structure. Key accomplishments during the last year have included:

- Establishing the Office of the Child and Family Services Standing Committee, and creating 16 staff positions. Staffing includes 8 policy analysts who have dual reporting responsibilities – to both the Standing Committee and the Authorities. A policy analyst position within the Child Protection Branch has also been dedicated to the Office.
- Bolstering the system's quality assurance capacity. Activities have included:
  - The provision of additional resources to each Authority to support the Authorities' responsibility for agency oversight which includes regular monitoring and the review of agency performance in key areas. The Authorities have hired Quality Assurance specialists to fulfill this function.

- Developmental work by Standing Committee on an Outcomes Framework which will include both child outcomes and system outcomes.
- Developmental work by the Authorities on Authority-specific quality assurance plans.
- Implementation of quality assurance reviews of agencies by their respective Authorities. Reviews are concentrating on three key areas: 1) foster home licensing; 2) face-to-face contact; 3) abuse registry and criminal record checks for foster homes.
- Monthly meetings are occurring between Authorities and agency directors, and regularly held meetings with agency boards.
- Implementation of an operational review of the All Nations Coordinated Response (ANCR) by the Southern Authority and the Child Protection Branch. Results of this audit will inform future operations.

Next steps include:

- The completion of a joint federal/provincial Agency accountability framework for reporting and reconciliation.

## **6. Improved Communication**

There are a number of initiatives underway that are addressing the need to improve communication, both within the system and between systems. These include:

- Establishing the Child Welfare Intersectoral Committee (CWIC). The CWIC held its first meeting on November 24, 2008, and initial discussions have been held to address recommendations and identify potential working group members.
- The launch of the C4C website and the provision of funding to the four Authorities for website development. Authority planning for these websites is underway.
- The provision of funding to the Authorities to support the development of youth engagement processes, the 'Vision Catchers Fund' and a mentorship program for youth leaving care.
- Implementation of a specialized 'newcomer' unit by WCFS that works closely with the immigrant community and provides community education regarding services provided by the agency.
- Creation of a fact sheet on PHIA / FIPPA for both Child and Family Services staff and external agencies which clearly outlines the Duty to Report. The fact sheet has been sent to Authorities and distributed to agencies. PACCA representatives will be responsible for distributing this fact sheet on a regular and ongoing basis to their various systems.

- Development and implementation of the EIA and Child and Family Services Protocol that addresses working relationships between EIA and the Child and Family Services system.
- Implementation and delivery of training in conjunction with health care providers (e.g., public health nurses, community health nurses) in various settings (e.g., hospitals) to reinforce awareness of indicators of abuse, reporting requirements and the role of PHIA.
- Holding a one-day Child Welfare Trends and Challenges conference in 2007 and two conferences for Child Abuse Coordinators (one in 2007 and another in early 2009).
- Provision of time-limited resources in support of communications efforts associated with the introduction of the C4C initiative.

Next steps include:

- Continued development of strategies for youth engagement.
- Implementation of youth mentorship programs.
- Continued facilitation of staff engagement.
- Implementation of mechanisms for cross-system collaboration.

## 7. Prevention

Since 2007, key prevention initiatives have focused on Fetal Alcohol Spectrum Disorder (FASD), youth suicide and the continued roll out of the DR/FE model.

- ***Fetal Alcohol Spectrum Disorder (FASD).*** During the 2008/09 fiscal year, the Provincial Coordinated FASD Strategy was implemented, FASD Specialist positions were established at each CFS Authority, the FASD Strategy Implementation Team (SIT) was put in place, and the Spectrum Connections program was launched.

During 2009/10, the focus will be on developing, implementing and evaluating standards for FASD services, establishing three new sites for the Stop FASD program and expanding pre- and post-diagnostic services in rural and northern Manitoba.

- ***Youth Suicide Prevention.*** In December 2008, the Reclaiming Hope – A Youth Suicide Prevention Strategy was announced and suicide intervention training provided to over 250 CFS staff, foster parents and other care providers.

During 2009/10, the Strategy will focus on creating a youth crisis stabilization unit in Thompson, improving access to mental health treatment in rural and northern areas, expanding peer support, and designing trauma training for service providers.

- ***Differential Response/Family Enhancement.*** Phase II of the DR/FE initiative is underway and project-based evaluations will commence during this fiscal year. Phase 2 is using a pilot project approach to collect information on the best way to deliver prevention services to children and families, taking geographic and cultural variables into account. An evaluation of Phase 2 will inform how prevention services will be provided on an ongoing basis.

## 8. Child Death Investigations – Transfer to OCA

The Department has responded to the need for an external oversight mechanism in child death investigations. *The Children's Advocate's Enhanced Mandate Act* was proclaimed on September 15, 2008 to transfer authority from the Chief Medical Examiner to the Officer of the Children's Advocate and to amend the OCA duties to include the child death reviews.

Section 10 Reviews have been replaced by Child Death Review Special Investigations, the scope of these investigations has been expanded and the community-based emphasis on investigations has increased. In addition, an Advisory Committee for Special Investigations has been established by the Office of the Children's Advocate.

At the time that responsibility for child death reviews was transferred to the OCA, a 'backlog' list of outstanding CME reviews was developed. The Special Investigations Review Unit has been provided with 6 additional staff positions to facilitate the completion of reviews. At the present time, 4.5 of these positions have been filled.

Next steps include:

- Continuing the process of filling the remaining 1.5 staff positions in the Special Investigations Review Unit.
- Continuing with the monthly review of the backlog by the OCA and the Province in order to ensure the timely completion of these reports.

## Appendix 1

### Revised Draft Outline for Standards Manual

<b>Volume 1: Agency Standards</b>		<b>1.0.0</b>
<b><i>Chapter 1: Case Management</i></b>	<b><i>Comments/Decisions</i></b>	
1.1.0: Introduction	Approved and online Jan 1, 2005.	
1.1.1: Intake	Approved and online Jan 1, 2005.	
1.1.2: Assessment	Approved and online Jan 1, 2005.	
1.1.3: Planning	Approved and online Jan 1, 2005.	
1.1.4: Service Provision	Approved and online Jan 1, 2005.	
1.1.5: Evaluation	Approved and online Jan 1, 2005.	
1.1.6: Service Completion	Approved and online Jan 1, 2005.	
<b><i>Chapter 2: Services to Families</i></b>	<b><i>Comments/Decisions</i></b>	
1.2.0: Introduction	Approved and online Jan 1, 2005. Revised April 2006 and July 2008 to list new manual sections.	
1.2.1: Community Involvement	Approved Nov 1, 2005. Online April 2006.	
1.2.2: Voluntary Family Services	Approved Nov 1, 2005. Online April 2006.	
1.2.3: Child Day Care Services	Approved July 2 and revised Oct 10, 2008. Online Jan 2009. Replaces PSM 230 and 703.	
1.2.4: Family Support Services	Approved July 2, 2008 and online Jan 2009. Replaces PSM 220 and 240.	
1.2.5: Voluntary Placement of Children	Approved July 2, 2008 and online Jan 2009. Replaces PSM 250.	
1.2.6: Service Agreements	PSM 260 and 261. To be completed.	
1.2.7: Voluntary Surrender of Guardianship	Approved July 2 and revised Oct 10, 2008. Online Jan 2009. Replaces PSM 270.	
<b><i>Chapter 3: Child Protection</i></b>	<b><i>Comments/Decisions</i></b>	

<b>Volume 1: Agency Standards</b>		<b>1.0.0</b>
1.3.0: Introduction	Approved and online Jan 1 2005. Revised July 2008 to list new manual sections.	
1.3.1: Child Protection Services	Approved July 2 and revised Sept 9, 2008. Online Jan 2009. Replaces PSM 300, 310, 313 and 320.	
1.3.2: Legal Proceedings	Approved July 2, 2008. Online Jan 2009.	
1.3.3: Child Abuse Investigations	Approved July 2 and revised Oct 10, 2008. Online Jan 2009. Replaces PSM 330.	
1.3.4: Provincial Child Abuse Investigations	Approved Jan 21, 2009 and online April 2009. Replaces PSM 336.	
1.3.5 Child Pornography	Consultation draft completed in April 2009. Awaiting feedback from CFS Authorities and Canadian Centre for Child Protection (Cybertip).	
1.3.6: Apprehension for Medical Treatment	Approved July 2, 2008 and online Jan 2009. Replaces PSM 341.	
1.3.7: Working with Law Enforcement	Approved July 2 and revised Oct 10, 2008. Online Jan 2009. Replaces PSM 342 and 343.	
1.3.8: Youth Involved with the Law	PSM 703. Outdated – based on YOA. Need to develop with Youth Corrections. Not started.	
<b>Chapter 4: Children in Care</b>	<b>Comments/Decisions</b>	
1.4.0: Introduction	Approved and online Jan 1 2005. Revised July 2008 to list new manual section.	
1.4.1: Child Placement Services	PSM 400, 421, 422 and 424. Need to address discharge planning and private arrangements. Provincial Placement Desk procedures document.	
1.4.2: Places of Safety	Approved July 2 and revised Oct 10, 2008. Online Jan 2009. Replaces PSM 411 except use of hotels.	
1.4.3: Use of Hotels	Approved May 9, 2009. Replaces part of PSM 411. Referred for French translation and posting online.	
1.4.4: Care and Supervision	PSM 342 (interference), 450, 455 and 433. CFSA s. 8(2). Health and safety. Incidents and absences.	
1.4.5: Child Maintenance	PSM 460. Chart of Accounts. Special Needs Funding Guidelines.	



<b>Volume 1: Agency Standards</b>		<b>1.0.0</b>
1.4.6: Permanency Planning	PSM 400, 500 and 510. CME recommendations re emotional abuse. Consider including under proposed Section 1.4.1.	
1.4.7: Independent Living Arrangements	Inquest reports and recommendations.	
<b>Chapter 5: Foster Care</b>	<b>Comments/Decisions</b>	
1.5.0: Introduction	Approved and online Jan 1, 2005. Revised July 2008 to list new manual section.	
1.5.1: Resource Management	Approved July 2 and revised Sept 9, 2008. Online Jan 2009. Replaces PSM 460, 465 and 467.	
1.5.2: Licensing and Licensing Appeals	Approved July 2, 2008 and last revised Jan 21, 2009. Online Jan 2009.	
1.5.3: Child Placements	Approved July 2, 2008 and last revised Jan 21, 2009. Online Jan 2009. Partly replaces PSM 455.	
1.5.4: Care Responsibilities	Approved Jul 2, 2008 and online Jan 2009. Replaces PSM 450, 451, 455 and 543.3.	
1.5.5: Support and Respite	Approved Jul 2, 2008 and online Jan 2009. Replaces PSM 460, 461 and 466.	
1.5.6: Removing Foster Children	Approved Jul 2, 2008 and online Jan 2009. Replaces PSM 336, 467, 468, 469.	
<b>Chapter 6: Adoption Services</b>	<b>Comments/Decisions</b>	
1.6.0: Introduction	Approved and online Jan 1 2005.	
1.6.1: Adoption Services	PSM 500, 502, 503 and 510	
1.6.2: Services to Children	PSM 530, 531, 532 and 533	
1.6.3: Services to Adoptive Applicants	PSM 540, 541, 542, 543 and 544	
1.6.4: Non-Ward Adoption Services	PSM 550, 551, 552, 553 and 554	
1.6.5: Intercountry Adoption Services	PSM 560	
1.6.6: Post-Adoption Services	PSM 560, 571, 573, 574, 575 and 576	

<b>Volume 1: Agency Standards</b>		<b>1.0.0</b>
<b>Chapter 7: Service Administration</b>	<b>Comments/Decisions</b>	
1.7.0: Introduction	Approved and online Jan 1 2005. Revised in Oct 2005 to list new manual sections.	
1.7.1: Service Records	Approved Oct 10, 2005 and revised Jan 21, 2009. Online Jan 2006.	
1.7.2: Data Entry and Service Statistics	New. Recommended	
1.7.3: Complaint Review Process	Approved Oct 10, 2005 and online Jan 2006.	
1.7.4: Death or Injury of a Child	Approved Oct 10, 2005 and revised Jan 21, 2009. Online Jan 2006.	
1.7.5: Delegation of Authority	New. Recommended.	
<b>Chapter 8: Agency Operations</b>	<b>Comments/Decisions</b>	
1.8.0: Introduction	Approved and online Jan 1, 2005. Revised in Jan 2006 to list new manual sections.	
1.8.1: Agency Governance and Management	New. Recommended	
1.8.2: Human Resource Practices	Approved Jan 16, 2006 and online April 2006.	
1.8.3: Screening Tools and Practices	New. Recommended	
1.8.4: Agency Financial Management	New. Recommended	
1.8.5: Child Care by Agency Staff	New. Recommended	

[illegible]

## Theme: Early Intervention

### Number of Recommendations: 7

*In 2007/08 the province began planning for a new model of service delivery with an emphasis on early intervention and family enhancement services. These services would be delivered in an alternate stream than traditional protection services. This initiative became known as Differential Response / Family Enhancement. During the first year of development extensive research was done regarding how early intervention service was delivered in other jurisdictions.*

*In 2008/09 Differential Response / Family Enhancement Coordinators were hired at each of the four authorities to carry out community needs assessments and develop authority specific plans for implementation. A decision was made to phase in Differential Response / Family Enhancement through project based services to test various means by which early intervention services could be delivered. An evaluation framework has been developed which will be used to document successes and inform how best to deliver early intervention and family enhancement programming on an ongoing basis, taking into account geographic and cultural variables.*

*2009/10 will see the implementation of these phase II projects with full implementation of the model targeted for 2010/11.*

*Complete: 4*

*Significant Progress: 3*

#### **Accomplishments:**

*Extensive Research in Differential Response Models completed*

*Differential Response Coordinators hired at each Authority*

*Evaluation Framework complete*

*Risk Assessment / Screening Tool developed and piloted during phase II*

#### **Next Steps:**

*Phase II projects to begin in April 2009*

*Risk Assessment / Screening tool training*

*RFP has been developed for the evaluation of Phase II.*

**Unique ID #**

147

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the government immediately begin the research and planning necessary for the implementation of a differential response model of service commencing in 07/08.

**Accomplishments**

Phase 2 of the Initiative is scheduled for implementation in 2009/2010. During this phase pilot projects will be undertaken by all agencies to test how best to provide ongoing prevention programs within their communities. The total cost of phase 2 is \$7 million.

**Next Steps**

Phase 2 is scheduled to begin April 1, 2009 with full implementation targeted for 2010/2011.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

148

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

The Alberta response model be studied for this purpose.

**Accomplishments**

Phase 1 of Differential Response/Family Enhancement involved research and education on best practice differential response models and included consultation with Alberta.

**Next Steps**

Extensive consultation occurred during the initial planning stages and will continue with Alberta as necessary.

**Current Status**

Complete

**Unique ID #**

153

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Phase 2 of Differential Response/Family Enhancement provides service projects both at the intake level (DIA) and at the agency level. The evaluation will inform best ways to deliver Differential Response/Family Enhancement services taking into consideration different geographical locations in Manitoba.

**Next Steps**

Phase 2 is scheduled to begin April 1, 2009 after which Differential Response/Family Enhancement will be fully implemented in 2010/2011. The proposed new federal funding model will provide prevention funding to First Nations communities at the same worker to case ratios as the province.

**Current Status**

Complete

**Unique ID #**

154

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Phase 2 projects include many differing ways of delivering early intervention services to families. In communities where other service providers are abundant, mandated agencies may play a minimal role in active service delivery depending on the service needs of the families and children. In other cases where collateral services are not available agencies will play the role of primary service provider.

**Current Status**

Complete

**Unique ID #**

162

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

Work plans were developed on all Review Recommendations. The Office of the Standing Committee tracks and reports on progress on a regular basis.

**Next Steps**

The Office of the Standing Committee is in the final stages of their next report to the Office of the Ombudsman.

**Current Status**

Significant Progress

**Unique ID #**

211

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

The Differential Response/Family Enhancement response model provides alternatives to traditional child welfare interventions. Phase 2, scheduled for 2009/2010 will test and evaluate these different interventions to inform best practice.

**Current Status**

Significant Progress

***Unique ID #***

250

***Report***

Strengthen the Commitment' Sept 2006

***Recommendation***

The infusion of workers to the system to provide supportive and preventative services as described in the section of this report on differential response.

***Accomplishments***

The purpose of the new funding model is to develop a new funding framework and funding models for the restructured child and family service system that reflects the strategic design principles of AJI-CWI; promotes and supports reform in the best interest of children; provides equitable distribution of funding while recognizing unique needs, regional disparities and cultural differences; takes into account the recommendations of external review (e.g. workload relief, differential response, etc.) and the on-reserve funding work being undertaken between INAC and First Nations.

***Next Steps***

Phase 2 of the Differential Response/Family Enhancement Initiative will provide approximately 125 additional positions throughout the province. These enhancements will assist agencies in their ability to assign reduced caseloads to new employees. 2010/2011 will see prevention funding as part of the new funding model. The federal government is in the final stages of the development of their plan to provide prevention funding for First Nations agencies in Manitoba. Funding is scheduled to begin in 2009/2010.

***Current Status***

Significant Progress

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## *Theme: Enhanced Support to the Front Line*

*Number of  
Recommendations: 207*

*In 2006/07 \$5 million in funding was immediately dedicated to fulfilling major priority areas identified in the external reviews of Manitoba's child welfare system. Workload relief was at the forefront of planning. Funds were immediately allocated to assist agencies in augmenting resources to the front line. To date 103.5 positions have been added to the system to directly assist with the front line activities of child and family services staff.*

*Training was another priority that received immediate attention. A coordinated joint training unit was established to coordinate agency and system training plans and begin training activities throughout the province.*

*The 'Join the Circle of Care' foster care recruitment strategy began in November 2006. Since that time almost 1900 new bed spaces have been developed to provide emergency and long term placement for Manitoba's children in care.*

*In 2007/08 the authorities, in partnership with the province have developed 30 new foundational standards for service provision.*

*Standing Committee has ratified a standards development protocol for use in ongoing standards development. Agency consultation is a key component in this protocol and further standards are slated for development in the coming year.*

*Complete: 58  
Significant Progress: 54  
In Progress: 45  
Pending: 1*

### **Accomplishments:**

*103.5 new positions added in workload relief*

*Establishment of the Joint Training Unit*

*Enhancements to the Foster Care system through recruitment and resource development*

*30 new foundational standards developed*

### **Next Steps:**

*Additional Standards scheduled for development in 2009/10*

### **OCA Special Investigations**

*In Progress: 32*

### **Tracia Owen Inquest**

*Complete: 1  
Significant Progress: 5  
In Progress: 11*

**Unique ID #**

1

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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.

**Accomplishments**

Phase 2 of the Differential Response/Family Enhancement Initiative requires that all cases, regardless of case category be entered into CFSIS. This requirement will be part of the funding expectations for Phase 2 as CFSIS records are an integral requirement for the evaluation of Phase 2. This expectation is explicit in the funding letters to the Authorities.

**Current Status**

Complete

**Unique ID #**

2

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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.

**Accomplishments**

In December 2008, after extensive consultation with agencies and Authorities, a decision was made to develop one common system for province wide use.

**Next Steps**

The results of the province wide consultation, undertaken in 2008, will be used to recommend the next steps including the selection of a specific computer-based case management program and a detailed implementation plan.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

3

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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.

**Accomplishments**

Renewal of Child and Family Services Information System CFSIS will include a case management system. Phase 1 is complete and discussion for Phase 2 has begun with Standing Committee. An Inter-Phase Charter was approved by the Standing Committee in December 2008 that will identify activities and supports in advance of the decision to proceed to the next phase of Information Matters.

**Next Steps**

The results of the province-wide consultation, undertaken in 2008, will be used to recommend the next steps including the selection of a specific computer-based case management program and a detailed implementation plan.

**Current Status**

Complete

**Unique ID #**

4

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

The four Authorities have reviewed their agencies' internal processes and submitted results to Standing Committee. Standing Committee is in the process of reviewing a concept paper on a standardized approach to rate setting. Child maintenance funding is part of the funding model review work that is currently underway by the CFS Division.

**Next Steps**

Child Maintenance will be the third part of the new provincial funding model. Work will begin upon the completion of the Designated Intake funding.

**Current Status**

In Progress

**Unique ID #**

5

**Report**

Auditor General's Report Dec 2006

**Recommendation**

That the Department (CFS Division) explore the benefits of assigning unique identifying numbers to each child in care.

**Accomplishments**

When cases are entered into Child and Family Services Information System (CFSIS) a unique identifier is assigned.

**Current Status**

Complete

**Unique ID #**

6

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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.

**Accomplishments**

Work on Phase 2 of the Information Matters project has begun. An inter-phase Charter was approved by Standing Committee in December 2008 that will identify activities and supports in advance of the decision to proceed to the next phase of the project.

**Next Steps**

The results of the Information Matters project will be used to recommend the next steps including a process to select a specific computer-based case management program and a detailed implementation plan. The Child and Family Services Information system (CFSIS) will be kept as an archival history of contact when the new system is ready for implementation.

**Current Status**

Complete

**Unique ID #**

7

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

In December 2008, after extensive consultation with agencies and Authorities, a decision was made to develop one common system for province wide use.

**Next Steps**

The results of the province wide consultation, undertaken in 2008, will be used to recommend the next steps including the selection of a specific computer-based case management program and a detailed implementation plan.

**Current Status**

Significant Progress

**Unique ID #**

11

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

The four Authorities have reviewed their internal processes and submitted results to Standing Committee. Standing Committee is in the process of reviewing a concept paper on a standardized approach to rate setting. Child maintenance funding is part of the funding model review work that is currently underway by the CFS Division.

**Next Steps**

Child Maintenance will be the third part of the new provincial funding model. Work will begin upon completion of the Designated Intake funding.

**Current Status**

In Progress

**Unique ID #**

12

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

The four Authorities have reviewed their internal processes and submitted results to Standing Committee. Standing Committee is in the process of reviewing a concept paper on a standardized approach to rate setting. Child maintenance funding is part of the funding model review work that is currently underway by the CFS Division.

**Next Steps**

Child Maintenance will be the third part of the new provincial funding model. Work will begin upon completion of the Designated Intake funding.

**Current Status**

In Progress

**Unique ID #**

13

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

The four Authorities have reviewed their internal processes and submitted results to Standing Committee. Standing Committee is in the process of reviewing a concept paper on a standardized approach to rate setting. Child maintenance funding is part of the funding model review work that is currently underway by the CFS Division.

**Next Steps**

Child Maintenance will be the third part of the new provincial funding model. Work will begin upon completion of the Designated Intake funding.

**Current Status**

In Progress

**Unique ID #**

14

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

The four Authorities have reviewed their internal processes and submitted results to Standing Committee. Standing Committee is in the process of reviewing a concept paper on a standardized approach to rate setting. Child maintenance funding is part of the funding model review work that is currently underway by the CFS Division.

**Next Steps**

Child Maintenance will be the third part of the new provincial funding model. Work will begin upon completion of the Designated Intake funding.

**Current Status**

In Progress

**Unique ID #**

15

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

Standing Committee is in the process of developing an Outcomes Framework which will include child outcomes as well as system outcomes.

**Next Steps**

The new funding model will require agencies to submit a five year business plan that will contain measurable performance indicators. These performance indicators will be directly tied to divisional, Authority and agency objectives and priorities. Annual review and updating of agency five year plans will ensure continuous evaluation and realignment of an agency's strategic direction. In September 2009, agency directors, Authority CEOs and the Child and Family Services Division will hold a session to gather agency input into the development of the outcomes framework.

**Current Status**

In Progress

**Unique ID #**

26

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That where existing prenatal programs or services are available that the mandate be expanded to include voluntary referrals from women aged 18 to 25. (Section 4.2)

**Accomplishments**

Agencies are presently able to meet this recommendation if it is deemed to be best practice. Agencies have the capacity to develop 'specialized teams' of front line workers to deliver service to targeted populations.

**Next Steps**

Enhancing parameters would require the transfer of generic staff which would require agency analysis of best use of human resources to meet service demand.

**Current Status**

Complete

**Unique ID #**

28

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Water safety materials were distributed to all Foster Homes, Alternate Care Homes, and Residential Care Facilities. Water safety training was offered by the Joint Training Unit (JTU) with minimal participation, so the decision was made to have each Authority circulate appropriate water safety information to caregivers on a regular basis.

**Current Status**

Complete

**Unique ID #**

32

**Report**

Honouring Their Spirits' Sept 2006

**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**

Suicide prevention training has been provided to child welfare case managers throughout the province. The Intersectoral committee has coordinated and developed proposals to meet specific recommendations regarding suicide prevention and treatment. Funding has been secured to provide both prevention and treatment services with a target to address specific needs in the North.

**Next Steps**

Extensive diagnostic and treatment activities are scheduled for implementation in 2009/2010 coordinated through the Child Welfare Intersectoral Committee. Manitoba Health and Healthy Living are the leads for these activities. The development of an electronic flag on the Child and Family Services Information system (CFSIS) will alert workers when a child/youth is at risk, including suicide. This process has a target for completion by May 2009. Once a report has been made that a child/youth has expressed suicidal thoughts or engaged in self-harm behaviours, this alert can be used to flag the need for an assessment and follow-up.

**Current Status**

Significant Progress

**Unique ID #**

34

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That during pre-service training, child welfare staff receives 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**

The Joint Training Unit provides training in Suicide Intervention and Prevention. From April 1, 2007 to December 31, 2008, 414 CFS staff, support workers and foster parents attended these sessions. Additionally there is a specialized suicide prevention module within the provincial competency based training package for all child welfare staff. This training is included in the provincial training calendar and is available on an ongoing bases

**Current Status**

Significant Progress

**Unique ID #**

36

**Report**

Honouring Their Spirits' Sept 2006

**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**

Standards and procedures for the reporting of firearms and other offensive weapons were drafted by the Child Protection Branch. Policies are already in place for the safe storage of medications in placement resources.

**Next Steps**

Materials and a distribution plan is before Standing Committee for approval.

**Current Status**

Significant Progress

**Unique ID #**

37

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

A standardized 'risk assessment and streaming tool' has been developed for use during Phase 2 of the Differential Response/Family Enhancement Initiative.

**Next Steps**

This tool will be tested during Phase 2 of the Differential Response/Family Enhancement Initiative and information will be gathered on any variables that require amendments. Final alterations will be made and it will become a permanent initial risk assessment and streaming tool when full implementation of the province's Differential Response/Family Enhancement is implemented.

**Current Status**

Complete

**Unique ID #**

40

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That the Department of Family Services and Housing immediately raise the funding for social and recreational activities for children in care from \$1.47 a day to \$2.00 a day and that the money be held in an agency pool to provide recreational programming, such as camps, lessons and club fees for children in care. (Section 7.2)

**Accomplishments**

Agency discretionary allowances have been increased from \$1.47 to \$2.00 per day as recommended. Although paid to agencies as part of per diem child in care rates, the discretionary allowance is available to agencies to fund items for specific children in care at their discretion.

**Current status**

Complete

**Unique ID #**

54

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Agencies are presently able to meet this recommendation if it is deemed to be best practice. Agencies have the capacity to develop 'specialized teams' of front line workers to deliver service to targeted populations.

**Next Steps**

Enhancing parameters would require the transfer of generic staff which would require agency analysis of best use of human resources to meet service demand.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

55

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That the Child Protection Branch undertake a review of service needs for adolescents, paying particular attention to models of practice that recognize the unique needs of adolescents and that a report outlining the findings be made available to the Department of Family Services and Housing by December 2007. (Section 8.2)

**Accomplishments**

The report 'Strengthening Our Youth' was completed by the Office of the Children's Advocate. Recommendations from this report have been added to the Changes for Children External Review Recommendations for implementation. In 2007/2008 and again in 2008/2009 Authorities received funding to hold forums with youth in care preparing for their age of majority independence. These forums provide opportunities for youth to provide information to Authorities and agencies on the particular needs of youth as they leave care. Agencies can then use this information for program and policy development.

**Current Status**

Complete: Alternate Solution



**Unique ID #**

56

**Report**

Honouring Their Spirits' Sept 2006

**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**

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 and job coaching. The services will be individualized and the program will target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals.

**Next Steps**

Initially, this four year project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed. The Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project is not intended to replace or duplicate the WCFS extension of care program currently in place for permanent wards, but rather offer a program for youth aging out of care who are without transitional supports.

**Current Status**

In Progress

**Unique ID #**

57

**Report**

Honouring Their Spirits' Sept 2006

**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**

In April 2007, the Province, in collaboration with the four CFS Authorities, announced the FASD Strategy. FASD Specialists were funded for each of the four Authorities, new provincial standards are being developed which focus on services to children living with FASD, and Spectrum Connections, delivered by FASD Life's Journey, was launched in the Summer of 2008.

**Next Steps**

Stop FASD will be expanded to three new communities in Manitoba; Portage la Prairie, Flin Flon and Dauphin.

**Current Status**

Significant Progress

**Unique ID #**

58

**Report**

Honouring Their Spirits' Sept 2006

**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**

The Child and Family Services division is exploring options for these youth through joint program planning with other divisions such as Income Assistance.

**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

**Unique ID #**

62

**Report**

Honouring Their Spirits' Sept 2006

**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**

There is a proposed inter-departmental working group through the Child Welfare Intersectoral Committee (CWIC) that will be addressing this recommendation.

**Next Steps**

Manitoba Health & Healthy Living are the leads on this project and will be approaching potential members to finalize membership by May 15, 2009.

**Current Status**

In Progress

**Unique ID #**

65

**Report**

Honouring Their Spirits' Sept 2006

**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**

Competency-based training includes a course on Culture and Diversity. In 2007/2008, 104 staff attended this training.

**Current Status**

In Progress

**Unique ID #**

67

**Report**

Honouring Their Spirits' Sept 2006

**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**

An information package was put together by the Standing Committee Staff Team. The information package includes: a resource package from the Rainbow Resource Centre, Winnipeg; a resource package from Sexuality Resource Centre; "Two-Spirited Youth Speak Out!" a report on a study funded by Population Health/Health Canada; and "Youth in the Margins - a Report on the Unmet Needs of Lesbian, Gay, Bisexual and Transgender Adolescents in Foster Care."

**Next Steps**

The information package will be presented to Standing Committee and once signed off will be distributed to the Authorities for further distribution to the agencies.

**Current Status**

Significant Progress

**Unique ID #**

69

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That comprehensive training in FASD, specific to the child welfare system, be undertaken by all child welfare agencies. (Section 8.7)

**Accomplishments**

The Joint Training Unit (JTU) met with the FASD specialists to discuss training. FASD specialists provide consultation and training on a case by case basis in the agencies. Between April 1, 2007 and December 31, 2008, 386 CFS staff, support workers and foster parents attended training on FASD delivered by the JTU. CFS staff can also attend sessions offered by other organizations (eg. Spectrum Connections). Five staff from two authorities attended the FASD conference in April and May of 2008 using training funds provided by the Province. Training in FASD is occurring in a variety of ways under each Authority.

**Current Status**

Complete

**Unique ID #**

71

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The Joint Training Unit (JTU) has built this into their training. Competency Based Training is designed for new workers and supervisors, but is applicable to experienced staff as well. Additionally, the Authorities have developed a training package regarding the new foundational standards.

**Next Steps**

Training is currently underway and is scheduled for completion in the Spring of 2009.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

74

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That the Child Protection Branch reinstate standards regarding 'Alerts' in the Program Standards Manual. (Section 9.1)

**Accomplishments**

The CPB continues to provide service to agencies through its inter-provincial coordinator in the creation and distribution of 'birth alerts' and missing persons' alerts. This process alerts hospitals and other jurisdictions, including other provinces, of possible high-risk situations that may come to their attention.

**Current Status**

Complete: Pending Standing Committee Signoff

*Unique ID #*

75

*Report*

Honouring Their Spirits' Sept 2006

*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*

This process forms part of an initial and, if necessary, ongoing risk assessment process.

*Current Status*

Significant Progress

*Unique ID #*

80

*Report*

Honouring Their Spirits' Sept 2006

*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*

The agencies continue to access competency based training at the first available opportunity when new staff are hired. The joint training unit has also developed an orientation training package for new staff to augment competency based training.

*Current Status*

Significant Progress

*Unique ID #*

81

*Report*

Honouring Their Spirits' Sept 2006

*Recommendation*

That the Child Protection Branch prioritize the timely completion of the Provincial Standards Manual. (Section 9.3)

*Accomplishments*

The thirty new standards were posted online on January 30, 2009 and have been developed and comprehensively reviewed by agencies and the Authorities include: Services to Families standards (child day care services, family support services, voluntary placement of children, voluntary surrender of guardianship), Child Protection standards (child protection services, legal proceedings, child abuse investigations, provincial child abuse investigations, apprehension for medical treatment, working with law enforcement), Children in Care standards (child placement services, places of safety, use of hotels), and, Foster Care standards (resource management, licensing and licensing appeals, child placement, care responsibilities, support and respite, removing foster children).

*Next Steps*

Development of new standards according to priorities set by Standards Development Team in 2009/2010. At this time the priority is to work on Chapter 4, Children in Care, and Chapter 8, Agency Operations with respect to agency governance and management.

*Current Status*

Complete

**Unique ID #**

82

**Report**

Honouring Their Spirits' Sept 2006

**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**

Workload relief funding was provided to agencies as a priority of the Changes for Children Initiative. Agencies do try to accommodate the training and orientation of new staff during the first six months of employment and beyond.

**Next Steps**

Phase 2 of the Differential Response/Family Enhancement Initiative will provide approximately 60 additional positions throughout the province. These enhancements will assist agencies in their ability to assign reduced caseloads to new employees.

**Current Status**

Significant Progress

**Unique ID #**

83

**Report**

Honouring Their Spirits' Sept 2006

**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**

This recommendation has been referred to the Joint Training Unit for future development of curriculum on supervisory training and mentoring of

**Current Status**

In Progress

**Unique ID #**

84

**Report**

Honouring Their Spirits' Sept 2006

**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**

An orientation package has been developed and implemented. During 2008/2009, 60 staff attended "The Job: Child and Youth Care Work as a Profession".

**Current Status**

Significant Progress

**Unique ID #**

87

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The Changes for Children Initiative provided a training coordinator for each authority which together have formed the Joint Training Unit. This unit works closely with the provincial training coordinator regarding the competency based training package for front line staff and supervisors.

**Next Steps**

Organization of case management duties of staff remain with agency supervisors and managers.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

89

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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

**Accomplishments**

91.5 new staff were added across the system as of March 31, 2008 and this number has increased to 99.5 as of February 2009. New staff includes supervisors, service assistants and administrative assistants.

**Next Steps**

Phase 2 of the Differential Response/Family Enhancement Initiative is scheduled to increase staffing by approximately 60 positions as agencies implement early intervention projects throughout the province. A further 65 new positions will be added to the system from the implementation of the new funding model. Phase 2 of the Initiative will include prevention services in the new funding model for child and family services agencies.

**Current Status**

Significant Progress

**Unique ID #**

91

**Report**

Honouring Their Spirits' Sept 2006

**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**

Funding was made available in 2007 to assist agencies in updating records in the Intake Module. The province and the Authorities continue to work toward a solution to the issue of connectivity in remote locations. At minimum each agency has a network connection allowing access to CFSIS in their head office. Additionally, each designated intake agency has intake module and CFSIS access.

**Next Steps**

All active cases must be entered in CFSIS as a requirement of Differential Response/Family Enhancement funding.

**Current Status**

In Progress

**Unique ID #**

92

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Funding has been provided to agencies to support children, families, alternate care providers and staff in the case of a child death. This funding supports counseling services to address grieving and loss. As well, Critical Incident Stress Management training has been provided throughout the province and the use of elders has been added to the eligibility list of service providers for therapeutic interventions. As part of the 30 new standards, Standard 1.7.4, Child Death or Injury, has a section on reporting the death of a child in care.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

93

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The four Authorities have developed teams within their structures as an alternative to the Child Protection Branch.

**Next Steps**

The Joint Training Unit (JTU) has contracted an expert trainer to develop and deliver Critical Incident Stress Management training. Each Authority is developing their own plan for this function.

**Current Status**

Significant Progress

**Unique ID #**

94

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The four Authorities have developed teams within their structures as an alternative to the Child Protection Branch.

**Next Steps**

The Joint Training Unit has contracted an expert trainer to develop and deliver CISM training. Each Authority is developing their own plan for this function.

**Current Status**

Significant Progress

**Unique ID #**

95

**Report**

Honouring Their Spirits' Sept 2006

**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 10.0)

**Accomplishments**

Non-violent crisis intervention training has been provided throughout the province.

**Current Status**

Significant Progress

**Unique ID #**

96

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

A fund has been developed to support counseling for children, staff, foster parents and other foster children in the event of a death of a child in care. Additionally, funds are available to support staff and natural family in the event of the death of a child not in care that they have been working with.

**Current Status**

Complete

**Unique ID #**

97

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

A fund has been created to allow additional supports to agencies, foster parents and natural families who have experienced the death of a child either in care or receiving service from an agency. The fund covers increased funeral-related costs as well as counseling supports.

**Current Status**

Complete



**Unique ID #**

98

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The Provincial Training Centre continues to provide suicide intervention training (ASIST) to staff, foster parents and collaterals. ASIST training is now included in the provincial training calendar and is available on an on-going basis. Between April 1, 2007 to December 31, 2008, 414 CFS staff, support workers and foster parents attended these sessions.

**Current Status**

Complete

**Unique ID #**

100

**Report**

Section 10

**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**

In July 2008, following consultation with the four CFS Authorities, the Branch approved Section 1.4.2, Places of Safety, for inclusion in the current on-line CFS Manual. This new section was revised in October 2008 following further consultation with the four Authorities to clarify and strengthen requirements with respect to the approval and use of family residences and agency staff residences as a place of safety. Procedures were strengthened with respect to the screening, assessment and inspection of residences as follows: criminal record, child abuse registry & prior contact checks within three months prior to placement of a child; assessment prior to placement; homes inspected prior to placement; homes approved by agency managers (supervisors or higher); workers to visit within two days of placement, or, in remote areas, within five days of placement; and, placements not to exceed one month unless the place-of-safety parents apply to be licensed as a foster home.

**Current Status**

Significant Progress

**Unique ID #**

102

**Report**

Section 10

**Recommendation**

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.

**Accomplishments**

A key standard was enshrined in June, 2008 when the legislature passed a bill that clearly enunciates the safety, protection and well-being of children must be the primary consideration. This includes a provision that every child should be seen every time. Further, the Joint Training Unit has developed an Orientation to Child Welfare curriculum which helps new staff become familiar with case management expectations according to provincial standards. Additionally the CPB directed the Authorities do a quality assurance review of all of their member agencies which began in the Fall of 2008 and examined the last date each child was seen.

**Next Steps**

The Child Protection Branch and the Authorities will work on addressing any cases where the contact did not meet the standard.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

104

**Report**

Section 10

**Recommendation**

The GA, in conjunction with WCFS, ensures 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.

**Accomplishments**

In May 2006, WCFS developed a protocol regarding acquiring full names and completing criminal risk assessments for any adult who has significant care and control of a child in care. As WCFS identifies these new individuals, the processes are completed.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

112

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

In October 2008 the Child Protection Branch consulted with the four Authorities regarding priorities for completing Volume 1 of the CFS Standards Manual. All family residences used as place of safety must be licensed if children are placed by an agency for more than a month. Section 1.4.2, Places of Safety, contains policies and standards relating to the use of family and staff residences as places of safety.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

113

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

The legal status of a child is the main criteria by which a child is deemed to be in care. When a child has legal status with an agency, the agency must arrange, authorize, and endorse the placement of a child, whether in paid or non-paid care, whether with extended family or any other kind of placement. When legal status has ended, a child is no longer deemed to be in care of an agency, even though an agency may support a particular plan for a child.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

114

**Report**

Section 4 Review - PS Sept 2006

**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**

Efforts to address workload have been initiated and will be continuing throughout the Workload Relief Strategy. At this point in time, exploration of caseload standards is occurring, but jurisdictions in Canada generally do not follow the Child Welfare League of America (CWLA) recommendations. It is also recognized, including by the CWLA, that the measurement of workload is a complex process that requires attention to regional variations that affect how service is delivered.

**Next Steps**

The Funding Model framework will also consider staffing resources. The new funding model introduces prevention funding and will provide a long term sustainment of the Differential Response/Family Enhancement model of service delivery. The model is responsive to worker-to-client ratios which allow for phased attainment of identified goals. Presently the average protection caseload is 27.

**Current Status**

Significant Progress

**Unique ID #**

118

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

The source was reviewed by the Child Protection Branch and the Authorities and has been considered.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

119

**Report**

Section 4 Review - PS Sept 2006

**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, counseling, breaking through resistance, and relationship building with difficult clients.

**Accomplishments**

Some of this training content is already covered in Competency Based Training. Revisions and additions to the CFS standards manual include a section on policy direction with respect to in-services training for child protection workers and initial and ongoing investigations and standard statements relating to orientation of staff, opening and closing a child protection case, and leaving a child in need of protection in the child's home. Another section includes policy direction with respect to child abuse investigation services and child abuse registry checks. Standard statements include requirements relating to the coordination of child abuse cases and reporting names for entry in the child abuse registry.

**Next Steps**

Training regarding the new provincial standards is near completion with a target completion date of Spring 2009.

**Current Status**

Significant Progress

**Unique ID #**

120

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That this training be delivered in a manner which is appropriate to the learning needs of new, and experienced workers and supervisors.

**Accomplishments**

The Joint Training Unit has built this into their training. Competency Based Training is designed for new workers and supervisors, but is applicable to experienced staff as well. Further, the intent of the new Risk Assessment module is to meet the needs of both new and experienced workers, support workers, and supervisors.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

121

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That this training be offered in a "refresher" format to experienced workers and supervisors as required.

**Accomplishments**

The Joint Training Unit (JTU) has built this into their training schedule.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

123

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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

**Accomplishments**

Exploration of caseload standards is occurring, but jurisdictions in Canada generally do not follow the CWLA recommendations. Efforts to address workload were initiated in 2006/07 at which time a grant totaling \$787,500 was distributed to Authorities. In early 2007, WCFS received funding in the amount of \$851,600 annually to support workload relief. Workload Relief funding has been rolled into the general agency & Authority operating grant. Release of additional staffing (between 60-70) resources through Phase 2 of Differential Response/Family Enhancement initiative for prevention funding by April 1, 2009.

**Next Steps**

The new funding model is case sensitive. Present funding ratios are 1:25 within the model for protection funding and 1:20 for prevention funding. Prevention funding will be rolled into the funding model at the completion of Phase 2 of the Differential Response/Family Enhancement Initiative.

**Current Status**

Significant Progress

**Unique ID #**

125

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That Winnipeg Child and Family Services will ensure that Intra Agency training has been provided to all front line and supervisory staff.

**Accomplishments**

WCFS supports this recommendation and is currently complying with it. There has been discussion between the Child Protection Branch and the General Authority for core competency training courses for workers and supervisors. The clinical supervision policy is currently being revised for WCFS. Also, WCFS staff have received the Winnipeg Integrated Services "Service Coordination Protocol" training. WCFS has also introduced a Complex Case Protocol that facilitates regular reviews of complex and high risk cases. Training was completed in February 2009.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

127

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That Winnipeg Child and Family Services will ensure that there are Procedures outlining safe guards for children in out-of-care-alternative-care arrangements.

**Accomplishments**

The General Authority has recently completed a compliance review with respect to the "Place of Safety" provincial standard.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

128

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That Winnipeg Child and Family Services will ensure that all open foster home files have completed detailed home studies.

**Accomplishments**

WCFS supports this recommendation and points out that all open foster home files do already have a detailed approved home study.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

129

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

Recent enhancements in Child and Family Services Information System (CFSIS) have allowed province-wide access within Authorities and the introduction of "red flags" for high-risk cases. WCFS supports the Government's commitment to enhance the existing CFSIS application.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

131

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

WCFS received 12.5 staff under the initial Workload Relief Strategy, some of which were dedicated to float positions. These positions provide flexibility and allow for the deployment of staff resources in sudden increases in caseloads or when there is a decrease in staff (e.g., sick leave) and support is required. As part of the eight new positions added in 2008 two are designated as float worker positions for a total of six within WCFS.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

132

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

The All Nations Coordinated Response Network (ANCR) started operations as an agency mandated under the Southern Authority in February 2007. Resources have been dedicated for ANCR to establish a third abuse unit which will address investigations.

**Next Steps**

When the All Nations Coordinated Network (ANCR) was mandated there was a commitment to do a Quality Assurance (QA) review of ANCR to address a number of areas. This QA has been initiated and will include a review of business processes in after-hours and intake unit, staffing levels and ratios, scheduling, the phone system, the referral process, the continuum of services and timeframes.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

133

**Report**

Section 4 Review - PS Sept 2006

**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**

Winnipeg Child and Family Services 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.

**Next Steps**

The General Authority, in collaboration with its agencies, has finalized a strength and needs-based assessment tool. In addition, the Authorities have developed strength-based assessments to be piloted in Phase 2 of Differential Response/Family Enhancement.

**Current Status**

Significant Progress

**Unique ID #**

134

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

WCFS does not support separation of the family and child work functions. Best Practice experience supports the continuity and consistency of a lead case manager with the family and their children.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

135

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

WCFS supports the direction of Government in increasing supports to ensure competency-based training is available for field staff. With increased support such as staffing enhancements and training, social work counseling can be further enhanced in everyday practice by increasing direct contact with families and not relying on less formal contacts.

**Next Steps**

The Differential Response/Family Enhancement model of the Changes for Children initiative will reinforce the inclusion of preventative strategies such as counseling services when working with families.

**Current Status**

Significant Progress

**Unique ID #**

136

**Report**

Section 4 Review - PS Sept 2006

**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**

Currently, by policy, WCFS directs staff to use either the Manitoba Risk Estimation Scale or the Competency Based Training Risk Assessment Protocol. 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.

**Next Steps**

The new tool will be tested as part of Phase 2 of Differential Response/Family Enhancement.

**Current Status**

Significant Progress

**Unique ID #**

137

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That Winnipeg Child and Family Services will reinforce with their social workers and supervisors that it is important to maintain detailed recording.

**Accomplishments**

WCFS supports this recommendation. The General Authority is engaged in a Quality Assurance review of standards with respect to "Place of Safety" and "Face-to-Face Contact" in all of their agencies. Between January and March 2009, the Authority completed quality assurance reviews on a sample of cases from each of its agencies and service delivery regions specific to Chapter 1 (Case Management) of the Provincial Child and Family Services

**Next Steps**

The Authority is reviewing the Quality Assurance reviews and is in the final stages of analysis. Any issues identified will be resolved by the agency in the coming months.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

138

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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

**Accomplishments**

WCFS reviewed case note procedure requirements with workers and supervisors. As well, WCFS has a Recording Manual which outlines expectations and formats of case recording, including details on proper case notes. Revisions and additions to the Standards Manual, which went online in January 28, 2009, 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.

**Current Status**

Significant Progress

**Unique ID #**

168

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Thirty new Standards have been developed that determine the nature and frequency of contact with a child by a child welfare agency to ensure the child is safe and receiving appropriate services. The new Standards, which were published online in January 2009, establish in which exceptional circumstances child welfare Authorities could approach third parties to establish the child's well-being. The Joint Training Unit developed a new standards training package for Authorities to deliver to agencies. The Authorities commenced training staff in November 2008 with a target for completion in April 2009. The Child and Family Services Act has been amended to state that the safety of a child is paramount. A statement regarding face to face contact with children has been incorporated into the new standards.

**Next Steps**

The Department, through the Child Protection Branch, works with the Authorities to ensure that child and family services are delivered in accordance with provincial standards. The next round of new standards will be developed according to priorities set by the Standards Development Team in 2009/2010. At this time priority is to work on Chapter 4, Children in Care, and Chapter 8, Agency Operations with respect to agency governance and management.

**Current Status**

Complete



**Unique ID #**

169

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That every worker in the province receives training on the foundational standards.

**Accomplishments**

Training regarding the thirty new foundational standards is in the process of being provided by all Authorities to their agencies with a target completion date of March 31, 2009.

**Current Status**

Complete

**Unique ID #**

170

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the foundational standards be published online and that every agency office and sub office receive a manual containing the standards as well.

**Accomplishments**

All approved foundational Standards are online. All agencies and sub-offices received a copy of the published approved standards. All sections approved in 2008 were translated into French and posted online as of January 2009. The Joint Training Unit developed a new standards training package for Authorities on October 15, 2008. Authorities commenced training in November 2008 with a target date of completion in April 2009.

**Current Status**

Complete

**Unique ID #**

171

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That no standard be implemented without the opportunity for meaningful comment from front line protection workers representing each authority.

**Accomplishments**

Standing Committee developed a standard development protocol to guide development of standards including requiring field input before any standard is implemented. A standards development team was created in February 2008 to recommend revisions to the provincial standards manual. Consultation is included in the standards development protocol.

**Current Status**

Complete

**Unique ID #**

172

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The Intake Module automatically generates "Supervisor Review" forms that need to be completed before the Intake can be concluded. These reviews appear on the supervisor's "to-do" list and must be completed, either by the supervisor or an administrative assistant on their behalf. It is assumed, as per the standards, that the supervisor has given offline approval for the administrative assistant to do so. If the administrative assistant completes the form, the Intake Module records both names. CFSIS has the ability for administration staff to enter the information on behalf of the supervisor.

**Current Status**

Complete

**Unique ID #**

174

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the issues with CFSIS be addressed and that staff have access to cases across the Province.

**Accomplishments**

Each Authority has been asked to develop a list of staff members that require access to restricted cases. These names will be forwarded to the Branch on an ongoing basis as needed so that access can be granted. All Designated Intake Agencies have access to the Child and Family Services Information system (CFSIS) information through the Intake Module.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

175

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The Authority Determination Protocol Guide has been revised in plain language style and reviewed by legal counsel. This protocol is also in the standards manual and an existing Administration Determination Protocol (ADP) pamphlet for families has been updated.

**Current Status**

Complete

**Unique ID #**

177

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The Authority Determination Protocol (ADP) process is considered a social work function as it involves discussion on choice and various options available to clients.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

179

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That clear parameters around each program of JIRU be developed, inclusive of the identification of roles and responsibilities within each program

**Accomplishments**

This process was done as part of the All Nations Coordinated Response Network (ANCR) receiving its mandate.

**Next Steps**

The Southern Authority and the Province are in the process of completing a full operational review of ANCR.

**Current Status**

Complete

**Unique ID #**

183

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That clear program parameters be established for the general intake program at JIRU.

**Accomplishments**

This process was done as part of All Nations Coordinated Response Network (ANCR) receiving its mandate. In 2008 the definition of 'abuse' was expanded at ANCR to determine which cases were streamed to the abuse units. Additional staff has been approved to create a third abuse unit.

**Next Steps**

The Southern Authority and the Province are in the process of completing a full operational review of ANCR.

**Current Status**

Complete

**Unique ID #**

184

**Report**

Strengthen the Commitment' Sept 2006

**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 four Authorities have selected a risk assessment tool through the "Assessment Processes and Tools Working Group" under the Differential Response/Family Enhancement Project. Based on research, analysis, and test applications, the working group has selected a variation of the new Ontario Risk Assessment Tool which is a validated standardized tool based on the California Risk Assessment Tool.

**Next Steps**

The new tool will be tested as part of Phase 2 of Differential Response/Family Enhancement. Once tested and implemented, the agency will have standardized guidelines and formats for strength-based and risk assessments.

**Current Status**

Significant Progress

**Unique ID #**

186

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the abuse investigation unit criteria be expanded to include the scope of abuse as outlined in legislation.

**Accomplishments**

This process was done as part of the All Nations coordinated Response Network (ANCR) receiving its mandate. In 2008 the definition of 'abuse' was expanded at ANCR to determine which cases were streamed to the abuse units. Additional staff has been approved to create a third abuse unit.

**Next Steps**

The Southern Authority and the Province are in the process of completing a full operational review of ANCR.

**Current Status**

Complete

**Unique ID #**

187

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Each of the four CFS Authorities conducted a thorough survey into their current approaches for child abuse training and needs. A work plan was developed and submitted to the Joint Training Unit (JTU) to proceed. Working on behalf of the four Authorities and Manitoba Family Services and Housing, the JTU is responsible for establishing and maintaining a training initiative to develop a qualified, culturally competent workforce for child and family services. Based on recommendations from the external reviews, the JTU set training priorities in three areas of practice including child abuse investigations. Each Authority initiated specialized training in this area. As part of each Authorities training work plan, this training is available for all new staff who are responsible for investigating incidents of child abuse. On-going funding has been provided to the Authorities for this purpose. Between April 1, 2007 and December 31, 2008, 502 members received training in "Investigating Child Abuse/Child Abuse Committees", and 191 received training in "The Effects of Abuse and Neglect on Child Development". In December 2007, a conference called "Training for Child Abuse Committee Coordinators" was hosted in Winnipeg by the JTU and the CPB. Based on the success of this event, a second conference was held in January 2009. A training session on Forensic Interviews occurred between March 16 and 20, 2009. The All Nations Coordinated Response Network (ANCR) and the Authorities sent twenty participants each. A Train the Trainer session on Forensic Interviews also occurred between March 16 and 20, 2009. ANCR trained five trainers and the Authorities trained fifteen trainers. In December 2007, a conference called Training for Child Abuse Committee Coordinators was hosted in Winnipeg by the JTU and the CPB. A second conference was held in January 2009.

**Current Status**

Complete

**Unique ID #**

189

**Report**

Strengthen the Commitment' Sept 2006

**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 Office of the Children's Advocate has recently released their follow up status report of the 2004 Shelter Review of Winnipeg's Emergency Placement Resources.

**Next Steps**

Outstanding issues and recommendations of this follow up review will be reviewed and action plans for implementation created.

**Current Status**

Significant Progress

**Unique ID #**

190

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

\$6.1 million in new funding was approved through Changes for Children to enhance the foster care system, with an emphasis on recruitment, training and increased funding for foster parents. This work has been done in collaboration with the four child and family services Authorities and the Changes for Children Implementation Team. The 'Circle of Care' foster home recruitment campaign was launched in November 2006 which included a provincial media campaign and a 1-888-Foster Parent Recruitment line. By July 31, 2007, the Authorities and their foster care teams reported that alternative placements had been located for all children and there were no children placed in hotels. As of December 2008, 1,944 new bed spaces have been licensed since the inception of the recruitment campaign.

**Next Steps**

A foster care mentoring package is in its final stages of completion and training will be provided in the Spring of 2009 to assist agencies in implementing a foster care mentoring program. Phase 2 of the Circle of Care recruitment campaign is presently under development. This campaign will target potential foster parents for specific groups of children including children with special needs, emergency care and sibling groups.

**Current Status**

Complete

**Unique ID #**

191

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the savings achieved through this process be reinvested in the continuous recruitment of these foster placements.

**Accomplishments**

Foster Home and Alternative Resource development continues. Hotel placements must now adhere to the Hotel Placement protocol passed by Standing Committee. The provincial Foster Care Strategy has received continued funding since 2006/2007.

**Next Steps**

An additional foster home recruitment campaign is scheduled for the Spring and Fall of 2009 with an emphasis on placement development for siblings and difficult to place youth.

**Current Status**

Complete

**Unique ID #**

192

**Report**

Strengthen the Commitment' Sept 2006

**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 its in the best interests of the child in individual circumstances.

**Next Steps**

The designation of foster home facilities continues to be a challenge. If emergency placements are converted to long term placements then new emergency placements are required to meet the needs of new children requiring placement. This issue will be further examined as part of the Child Maintenance Review, scheduled as part 2 of the new funding model.

**Current Status**

Significant Progress

**Unique ID #**

197

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That all DIAs have access to CFSIS other than through the Joint Intake Response Unit (JIRU).

**Accomplishments**

All Designated Intake Agencies have access to the Child and Family Services Information System (CFSIS) through the Intake Module.

**Current Status**

Complete

**Unique ID #**

199

**Report**

Strengthen the Commitment' Sept 2006

**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 provided through the Foster Care Initiative was province wide. Many resources were developed outside of Winnipeg and these resources are available to Designated Intake Agencies.

**Current Status**

Significant Progress

**Unique ID #**

204

**Report**

Strengthen the Commitment' Sept 2006

**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 addressed in the standards manual. Case management standards specifically outline what is required to transfer a case and the Joint Training Unit has developed a training package to address this recommendations.

**Next Steps**

Standards training is currently underway and will be completed in the Spring of 2009.

**Current Status**

Significant Progress

**Unique ID #**

207

**Report**

Strengthen the Commitment' Sept 2006

**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**

Annual Children in Care reviews are required under the Act and a Permanent Ward transfer process protocol has been drafted for review by Standing Committee - these are/will be two Quality Assurance mechanisms that are on-going. The Authorities are reviewing and re-aligning their processes as appropriate.

**Current Status**

Significant Progress

**Unique ID #**

208

**Report**

Strengthen the Commitment' Sept 2006

**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**

Agencies have been doing this review taking into consideration the best interests of the child.

**Current Status**

Significant Progress

**Unique ID #**

210

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

Efforts to address workload were initiated in 2006/07 at which time a grant totaling \$787,500 was distributed to Authorities. Funding for: 2007/08 was \$4,487,700; 2008/2009 was \$5,019,700; and, 2009/10 is \$5,143,400. 103.5 new staff were added across the system as of February 2009. Supervisors, service assistants, administrative assistants, and other staff were hired. There will be a release of additional staffing (between 60-70) resources through Phase 2 of the Differential Response/Family Enhancement initiative for prevention funding scheduled for implementation by April 1, 2009.

**Next Steps**

Differential Response/Family Enhancement moves into Funding Model by April 1, 2010 which will provide staffing resources of up to 125, which includes staff from Phase 2 of Differential Response/Family Enhancement.

**Current Status**

Significant Progress

**Unique ID #**

214

**Report**

Strengthen the Commitment' Sept 2006

**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**

The Age of Majority Initiative of Changes for Children provides funding to Authorities and agencies for The Vision Catcher Fund which is a fund to provide bursaries, apprentice opportunities and grants to youth aging out of care to continue skill enhancing opportunities. The Mentorship program allows agencies to financially remunerate youth who have successfully completed their transitions from care to work with you preparing to leave care. Youth engagement is a fund provided to agencies to allow for opportunities to bring youth preparing for independence together to provide input to agencies to best develop programs to meet their needs.

**Next Steps**

The Department is currently finalizing work on the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) initiative. Initially, this four year project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed.

**Current Status**

Significant Progress

**Unique ID #**

215

**Report**

Strengthen the Commitment' Sept 2006

**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."

**Next Steps**

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

**Current Status**

Significant Progress

**Unique ID #**

216

**Report**

Strengthen the Commitment' Sept 2006

**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**

Recommendation to be reviewed following 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

**Unique ID #**

217

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

The standard requiring an investigating worker to see a child who is the subject of an abuse investigation has been in place since 1998. This requirement has been reiterated in communication to all agencies since the death of Phoenix Sinclair. Authorities require all children in care to be seen in the weeks immediately following the death, to satisfy the public that children in care were not "slipping through the cracks". The Standards Manual lists services where there must be direct face-to-face contact with a child.

**Next Steps**

The Authorities are presently doing a system wide agency Quality Assurance review and are collecting information on 'last contact' with children in care. Any issues identified will be resolved.

**Current Status**

Significant Progress



**Unique ID #**

218

**Report**

Strengthen the Commitment' Sept 2006

**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**

This process forms best practice in working with children old enough to be able to make direct contact with their worker. All agencies are responsible for dedicating a 'covering worker' when staff are away.

**Current Status**

In Progress

**Unique ID #**

219

**Report**

Strengthen the Commitment' Sept 2006

**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**

Phase 2 of the Circle of Care Campaign will target emergency placement resources for difficult-to-place children. The Foster Care Design team has recently provided training to foster parents throughout the province on mentoring new foster parents.

**Next Steps**

The Alternate Care Sub Committee of the Standing Committee is currently working on the development of a foster care training curriculum.

**Current Status**

Significant Progress

**Unique ID #**

220

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

Current legislation would not allow this recommendation to be implemented.

**Next Steps**

The Alternative Care Sub Committee report is to be submitted to Standing Committee for review shortly. The report will provide information to Standing Committee regarding all foster care recommendations from the external reviews. All recommendations regarding legislative change have been itemized for discussion during the Legislative Review scheduled for 2009/2010.

**Current Status**

Pending

**Unique ID #**

221

**Report**

Strengthen the Commitment' Sept 2006

**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 Province is in the process of reviewing child maintenance billings to determine trends.

**Next Steps**

A full review will be part of Phase 3 of the funding model and work will begin in 2009/2010.

**Current Status**

In Progress

**Unique ID #**

222

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Foster home respite is now funded within child maintenance and agencies are reimbursed for actual costs.

**Current Status**

Complete

**Unique ID #**

223

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That funding for education and training of foster parents also be provided from the fund established from the remittance of the Child Care Benefit.

**Accomplishments**

The province provides CFS agencies with funding for foster parent training through the Agency Allowance portion of the foster parent Basic Maintenance rate. Additionally, funding (\$400.0) for education and training of foster parents has been enhanced through the Changes for Children foster care initiative.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

224

**Report**

Strengthen the Commitment' Sept 2006

**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**

The Alternate Care Sub Committee coordinated a one day forum on March 19, 2008 including foster care staff from CFS agencies across the province. They have identified issues concerning interpretation of the provincial foster care regulations and are seeking a legal opinion on the variance clause. The Alternate Care Sub Committee has representation from the province, Authorities and agencies, foster parents and the Manitoba Foster Family Network.

**Next Steps**

The Alternate Care Sub Committee report is to be submitted to Standing Committee for review in early 2009. The report will provide information to Standing Committee regarding all foster care recommendations from the external reviews.

**Current Status**

Significant Progress

**Unique ID #**

225

**Report**

Strengthen the Commitment' Sept 2006

**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**

The Provincial Standards Manual sections regarding places of safety and licensed foster homes have been approved and distributed. Section 1.4.2 includes the following procedures: Prior Contact Checks, Assessment of Person or Family, Inspection of Residence, Criminal Record and Child Abuse Registry Checks, Placement Approval, Placement Agreement, Contact Following Placement, Referral to Another Agency, Foster Home Application and Licensing of Home.

**Next Steps**

Certain licensing requirements are necessary to meet safety standards, such as fire codes. These requirements cannot be varied.

**Current Status**

Significant Progress

**Unique ID #**

226

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The Province provides CFS agencies with funding for foster parent training through the Agency Allowance portion of the foster parent Basic Maintenance rate. In January 2009, Changes for Children dedicated a fund of \$400,000 for recruitment and training of foster parents. The province also provides funding to Manitoba Foster Family Network (MFFN) for foster family training Joint Training Unit (JTU) also includes foster parent training in their mandate.

**Next Steps**

The Alternate Care Sub Committee of standing committee is in the process of completing a training schedule for a foster parent mentoring program. Training is scheduled for the Spring of 2009.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

227

**Report**

Strengthen the Commitment' Sept 2006

**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. The plan is to do the review in 2009/2010. Foster parents obtained increases in their basic maintenance rates of 10% on January 1, 2007 and 10% again on January 1, 2008.

**Current Status**

In Progress

**Unique ID #**

230

**Report**

Strengthen the Commitment' Sept 2006

**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**

Preparatory work has been done in researching funding in different jurisdictions.

**Next Steps**

Child maintenance funding will be reviewed and form Phase 3 of the new funding model. The province is presently in the planning stage for reviewing current funding practices.

**Current Status**

In Progress

**Unique ID #**

235

**Report**

Strengthen the Commitment' Sept 2006

**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 province is presently in the planning stage for reviewing current funding practices. Preparatory work has been done in researching funding in different jurisdictions.

**Next Steps**

This recommendation has become part of the funding model review work that is currently underway by the CFS Division. Phase 3 of the funding model will examine how foster care rates are determined and paid throughout the province. Following review and consultation, a new child maintenance funding model will be developed. The model will ensure equitable and consistent child maintenance funding throughout Manitoba.

**Current Status**

In Progress

**Unique ID #**

238

**Report**

Strengthen the Commitment' Sept 2006

**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**

An additional \$400.0 annually was allocated for foster parent training as part of the Changes for Children Initiative. Respite for foster families continues to be approved based on need by each agency's special needs committee. Respite expenses are billed as part of child maintenance.

**Next Steps**

Children's Special Allowances (CSA) continues to be remitted to the province by agencies. The Changes for Children Initiative was funded from general revenue rather than specific items such as daycare credits. Work with the Department of Finance will occur to identify the CSA remittances within the Child and Family Appropriation.

**Current Status**

In Progress

**Unique ID #**

241

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The workload relief initiative required authorities to review agency operations and staffing needs. The Southern Authority determined Animikii was eligible to receive workload relief funding which provided an additional four frontline or frontline support staff. In addition, in 2008 Animikii received additional funding for one financial analyst.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

243

**Report**

Strengthen the Commitment' Sept 2006

**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**

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 are trained as quickly as possible and sessions are provided throughout the province.

**Current Status**

Significant Progress

**Unique ID #**

244

**Report**

Strengthen the Commitment' Sept 2006

**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 are trained as quickly as possible and sessions are provided throughout the province.

**Current Status**

Significant Progress

**Unique ID #**

245

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**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 are trained as quickly as possible and sessions are provided throughout the province.

**Current Status**

In Progress

**Unique ID #**

246

**Report**

Strengthen the Commitment' Sept 2006

**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 are trained as quickly as possible and sessions are provided throughout the province.

**Current Status**

Significant Progress

**Unique ID #**

247

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Efforts to address workload were initiated in 2006/2007 at which time a grant totaling \$787,500 was distributed to Authorities. Funding in 2007/2008 was \$4,487,700, \$5,019,700 in 2008/2009 and \$5,143,400 in 2009/2010.

**Current Status**

Complete

**Unique ID #**

248

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Workload relief allowed for agencies to hire various types of additional staff as long as that staff assisted in relief to front line workers. Positions hired included front line workers, service assistants, administrative support and supervisors. As of March 2009 an additional 103.5 positions have been

**Next Steps**

Phase 2 of the Differential Response/Family Enhancement Initiative will add up to an additional 60 positions to agencies. The new funding model also provides additional resources to agency executive core to meet accountability requirements and funds front line social work positions at a case ratio of 1:25.

**Current Status**

Complete

**Unique ID #**

251

**Report**

Strengthening Our Youth' 2006

**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**

This exists now for certain sub-categories of children, including children with disabilities who will be transitioning to the adult system and other permanent wards whose care has been/will be extended to age twenty-one. In addition, new or revised guidelines are being finalized in terms of working with the education system around transitioning.

**Next Steps**

The Department is currently finalizing work on the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) initiative. Initially, this four year project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed.

**Current Status**

Significant Progress

**Unique ID #**

252

**Report**

Strengthening Our Youth' 2006

**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** Transition Planning: Child and Family Services to Adult Supports, was circulated to all Authorities and Agencies in the Fall of 2008.

**Next Steps**

The Department is currently finalizing work on the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) initiative. Initially, this four year project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed.

**Current Status**

In Progress

**Unique ID #**

253

**Report**

Strengthening Our Youth' 2006

**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 twenty-one years.

**Accomplishments**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care.

**Next Steps**

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.

**Current Status**

Significant Progress

**Unique ID #**

254

**Report**

Strengthening Our Youth' 2006

**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.

**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**

In Progress

**Unique ID #**

255

**Report**

Strengthening Our Youth' 2006

**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.

**Accomplishments**

The Child and Family Services division is exploring options for these youth through joint program planning with other divisions such as Income Assistance.

**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**

In Progress



**Unique ID #**

256

**Report**

Strengthening Our Youth' 2006

**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**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care.

**Next Steps**

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.

**Current Status**

Significant Progress

**Unique ID #**

257

**Report**

Strengthening Our Youth' 2006

**Recommendation**

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.

**Accomplishments**

Guardianship reverts to parents and long-term guardians at the termination of any temporary order. Extensions of care for permanent wards are possible as the Minister is the legal guardian. This is not the case for temporary wards.

**Next Steps**

This requires legislative change and has significant implications.

**Current Status**

In Progress

**Unique ID #**

258

**Report**

Strengthening Our Youth' 2006

**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**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care.

**Next Steps**

Chapter 4 of the CFSA, Children in Care, is part of package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol.

**Current Status**

Significant Progress

**Unique ID #**

259

**Report**

Strengthening Our Youth' 2006

**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**

Authorities received funding in 2007/2008 and 2009/2009 for the Youth Engagement Strategy. This funding allowed Authorities and agencies to embark on a number of activities to consult with present youth in care and youth who have recently left care to gain information on their specific needs.

**Next Steps**

Chapter 4 of the CFSA, Children in Care, is part of package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol. Information gained through youth forums will assist in the development of standards that meet the needs of youth leaving care at their age of majority.

**Current Status**

In Progress

**Unique ID #**

260

**Report**

Strengthening Our Youth' 2006

**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**

Currently there is a general standard indicating the requirements that transition planning occur for children expected to age out of care.

**Next Steps**

Chapter 4 of the CFSA, Children in Care, is part of package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol. Information gained through youth forums will assist in the development of standards that meet the needs of youth leaving care at their age of majority.

**Current Status**

In Progress

**Unique ID #**

261

**Report**

Strengthening Our Youth' 2006

**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.

**Next Steps**

Chapter 4 of the CFSA, Children in Care, is part of package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol. Information gained through youth forums will assist in the development of standards that meet the needs of youth leaving care at their age of majority.

**Current Status**

In Progress

**Unique ID #**

262

**Report**

Strengthening Our Youth' 2006

**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**

Authorities received funding in 2007/2008 and 2009/2009 for the Youth Engagement Strategy. This funding allowed Authorities and agencies to embark on a number of activities to consult with present youth in care and youth who have recently left care to gain information on their specific needs.

**Next Steps**

Chapter 4 of the CFSA, Children in Care, is part of package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol. Information gained through youth forums will assist in the development of standards that meet the needs of youth leaving care at their age of majority.

**Current Status**

In Progress

**Unique ID #**

264

**Report**

Strengthening Our Youth' 2006

**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**

CFSIS includes windows to record information related to well-being and development. These windows are base on the CanLac project. Information recorded here would include only those youth whose care has been extended to age twenty-one.

**Next Steps**

Use of CFSIS windows where data would be kept is an issue. Additional Child and Family Services Information system (CFSIS) developmental work might be required. Authorities and the Child and Family Division will be developing an outcomes framework. Preliminary work has begun, and a system workshop inclusive of agency directors, Authorities and the CFS division is planned for mid-September 2009 to gather agency input for the outcomes framework.

**Current Status**

Significant Progress

**Unique ID #**

265

**Report**

Strengthening Our Youth' 2006

**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**

CFSIS includes windows to record information related to well-being and development. These windows are based on the CanLac project. Information recorded here would include only those youth whose care has been extended to age twenty-one.

**Next Steps**

Use of Child and Family Services Information system (CFSIS) windows where data would be kept is an issue. Additional CFSIS developmental work might be required.

**Current Status**

Significant Progress

**Unique ID #**

266

**Report**

Strengthening Our Youth' 2006

**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 proposal from Ndinawe to provide transitional housing for youth leaving care is under consideration and awaiting approval of program funding in order to proceed.

**Next Steps**

A component of the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project is safe and affordable housing for participants in Winnipeg and Thompson.

**Current Status**

Significant Progress

**Unique ID #**

267

**Report**

Strengthening Our Youth' 2006

**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 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.

**Accomplishments**

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

**Next Steps**

The department is currently finalizing work on the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) initiative. Initially, this four year project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed.

**Current Status**

In Progress

**Unique ID #**

268

**Report**

Strengthening Our Youth' 2006

**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.

**Accomplishments**

This recommendation was referred to the Child Welfare Intersectoral Committee (CWIC).

**Next Steps**

Co-chairs of the Child Welfare Intersectoral Committee (CWIC) are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the education outcomes project.

**Current Status**

In Progress

**Unique ID #**

271

**Report**

Strengthening Our Youth' 2006

**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**

Co-chairs of the Child Welfare Intersectoral Committee (CWIC) are meeting with Standing Committee in May 2009 to determine a strategy and point of responsibility regarding the education outcomes project.

**Current Status**

In Progress

**Unique ID #**

272

**Report**

Strengthening Our Youth' 2006

**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**

This recommendation was referred to the Joint Training Unit for review and action. Standing Committee members met with RRCC during their youth care worker training in March 2008 to determine dovetailing opportunities.

**Current Status**

In Progress

**Unique ID #**

273

**Report**

Strengthening Our Youth' 2006

**Recommendation**

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

**Accomplishments**

This recommendation was referred to the Joint Training Unit for review and action. The Foster Care Curricula Design Team has been created and work will result in the development of modules appropriate to working with children in care. Training is an ongoing need and activity that is provided either jointly (Authorities and Branch), via the Joint Training Unit (JTU) or individually by each Authority and/or their agencies. The JTU coordinates collective training for those delivering services and identifies needs and develops new training.

**Current Status**

In Progress

**Unique ID #**

274

**Report**

Strengthening Our Youth' 2006

**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.

**Next Steps**

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.

**Current Status**

In Progress

**Unique ID #**

275

**Report**

Strengthening Our Youth' 2006

**Recommendation**

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.

**Accomplishments**

\$400,000 has been set aside for foster parent training as part of the Changes for Children Initiative. The Manitoba Foster Family Network also receives a yearly grant for training.

**Next Steps**

The Alternative Care sub committee of Standing Committee is in the process of designing a foster care training curriculum.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

276

**Report**

Strengthening Our Youth' 2006

**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 current children in care.

**Next Steps**

Partners to Standing Committee will continue to look for ways to engage with VOICES and other relevant structures on youth in care issues.

**Current Status**

Significant Progress

**Unique ID #**

277

**Report**

Strengthening Our Youth' 2006

**Recommendation**

That Authorities and agencies review their case management practices to ensure that all youth in care, at the age of fifteen 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.

**Current Status**

In Progress

**Unique ID #**

278

**Report**

Strengthening Our Youth' 2006

**Recommendation**

That Authorities and agencies develop a practice standard that involves youth, upon reaching age fifteen, 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.

**Current Status**

In Progress

**Unique ID #**

279

**Report**

Strengthening Our Youth' 2006

**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, counseling, 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.

**Current Status**

In Progress

**Unique ID #**

280

**Report**

Strengthening Our Youth' 2006

**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**

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**

Chapter 4 of the CFSA, Children in Care, is part of a package of new standards to be developed which will be prioritized for action in accordance with the Standards Protocol.

**Current Status**

In Progress

**Unique ID #**

281

**Report**

Strengthening Our Youth' 2006

**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**

Government provided \$5 million in workload relief funding in 2007/2008 in part to reduce workloads and increase time with clients. 103.5 positions were added as a result of this funding as of Feb 2009.

**Current Status**

Significant Progress

**Unique ID #**

282

**Report**

Strengthening Our Youth' 2006

**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**

A range of Independent Living programs exist in the province as noted by the OCA. Prior to providing additional funding the Authorities are to submit their specific plans to achieve this objective. The Southern Authority has created a child in care specialist position to review current practices within agencies to look for ways to improve case planning and links to education.

**Current Status**

In Progress

**Unique ID #**

283

**Report**

Strengthening Our Youth' 2006

**Recommendation**

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

**Accomplishments**

Additional resources have been invested in the creation of general and specialized foster care resources including emergency placement resources.

**Next Steps**

Phase 2 of the Circle of Care campaign is focused on the recruitment and development of specialized resources for children with specialized needs including youth.

**Current Status**

Significant Progress

**Unique ID #**

284

**Report**

Strengthening Our Youth' 2006

**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.

**Next Steps**

The recommendation will be included within standards development work. The Foster Parent Curricula Design team is developing a foster parent's manual which will include such information.

**Current Status**

In Progress



***Unique ID #***

285

***Report***

Strengthening Our Youth' 2006

***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***

Foster Care Special Rates (fee for service) provide the capacity for increased rates based on foster parent activities with the child in care. Special Rates can also be used to purchase services from external resources such as independent living preparation.

***Current Status***

In Progress

***Unique ID #***

286

***Report***

Strengthening Our Youth' 2006

***Recommendation***

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

***Accomplishments***

A range of Independent Living programs exist in the province as noted by the OCA. Prior to providing additional funding the Authorities are to submit their specific plans to achieve this objective. The Southern Authority has created a child in care specialist position to review current practices within agencies to look for ways to improve case planning and links to education.

***Current Status***

In Progress

***Unique ID #***

287

***Report***

Strengthening Our Youth' 2006

***Recommendation***

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

***Accomplishments***

The Alternate Care Subcommittee is in the process of compiling a listing of known independent living resources.

***Current Status***

In Progress

**Unique ID #**

288

**Report**

Strengthening Our Youth' 2006

**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**

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 and job coaching. 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.

**Next Steps**

Initially, the four year Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed. The MYTEAM project is not intended to replace or duplicate the WCFS extension of care program currently in place for permanent wards, but rather offer a program for youth aging out of care who are without transitional supports.

**Current Status**

In Progress

**Unique ID #**

289

**Report**

Strengthening Our Youth' 2006

**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 twenty-one years.

**Accomplishments**

The Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will improve outcomes for youth, ranging from age sixteen to twenty-one<sup>1</sup>, who are leaving child welfare. The project will offer direct financial assistance, supportive housing, educational assistance, employment placements and job coaching. 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.

**Next Steps**

Initially, the four year the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project will target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project will include a large number of aboriginal youth. The project will have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants will be enrolled in the project for two years and will be expected to fully participate to make sure they succeed. The MYTEAM project is not intended to replace or duplicate the WCFS extension of care program currently in place for permanent wards, but rather offer a program for youth aging out of care who are without transitional supports.

**Current Status**

In Progress

**Unique ID #**

290

**Report**

Strengthening Our Youth' 2006

**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 in order for the Authorities to develop supports for youth aging out of care. The Vision Catchers fund is geared towards supporting the personal and educational development aspirations of youth.

**Next Steps**

Implementation and evaluation of the Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) to determine expansion possibilities. Information and support to Children in Care to receive access to existing supports available.

**Current Status**

Significant Progress

**Unique ID #**

291

**Report**

Strengthening Our Youth' 2006

**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

**Unique ID #**

293

**Report**

Strengthening Our Youth' 2006

**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**

Many additional resources have been developed to meet the emergency care needs of children and youth entering unplanned care. Ahsinook is the most recent example of an emergency and short term assessment facility in Winnipeg developed to meet the transition care needs of youth.

**Next Steps**

The next foster care recruitment campaign will focus on the development of placement resources for sibling groups and difficult to place youth.

**Current Status**

Significant Progress

**Unique ID #**

294

**Report**

Strengthening Our Youth' 2006

**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**

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 and job coaching. The services will be individualized and the program will target unemployed youth who have reasonable potential to become employed, complete school or achieve other goals.

**Next Steps**

Initially, the four year Manitoba Youth Transitional Employment Assistance Mentorship (MYTEAM) project would target twenty-five to thirty youth annually, specifically those who have been in long term care of CFS. The project would include a large number of aboriginal youth. The project would have ten components including education and training, work experience/placements, on-site job coaches, housing, a monthly stipend, health cards and child care. Participants would be enrolled in the project for two years and would be expected to fully participate to make sure they succeed. The MYTEAM project is not intended to replace or duplicate the WCFS extension of care program currently in place for permanent wards, but rather offer a program for youth aging out of care who are without transitional supports.

**Current Status**

In Progress

**Unique ID #**

295

**Report**

Strengthening Our Youth' 2006

**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 with \$20K of additional funding in 2007/2008 which has since been incorporated within their annual grant. Funding is available to the Authorities, based on submitted plans for age of majority initiatives in three areas; mentoring, development, and engagement.

**Current Status**

Significant Progress

**Unique ID #**

464

**Report**

Inquest - Owen, Tracia

**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**

Phase 2 of the province's Differential Response Initiative requires risk assessments to be done on all families receiving service from an agency whether the service is of a prevention or protection nature. In addition to the risk assessment agencies will be testing various strength based assessment tools for more in depth assessments. These assessments will include cultural components to account for the realities of life circumstance in First Nations communities.

**Current Status**

In Progress

**Unique ID #**

466

**Report**

Inquest - Owen, Tracia

**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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the Agency will be assessed.

**Current Status**

In Progress

**Unique ID #**

467

**Report**

Inquest - Owen, Tracia

**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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the agency will be assessed.

**Current Status**

In progress

**Unique ID #**

468

**Report**

Inquest - Owen, Tracia

**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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the agency will be assessed.

**Current Status**

In Progress

**Unique ID #**

469

**Report**

Inquest - Owen, Tracia

**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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the agency will be assessed.

**Current Status**

In progress

*Unique ID #*

470

*Report*

Inquest - Owen, Tracia

*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 presupposes proper and current documentation or such process is worthless.

*Accomplishments*

Flags / Triggers for File Reviews – There are a number of criteria which could be recommended to trigger a file review. The following are some examples: a) disclosure of abuse; b) serious injury of child in care; c) no review within the past year; d) over five placements; e) over five changes in legal status; f) death of another child in family or death of close peer; g) depth of child's involvement with criminal justice system; h) suicide attempt or suicidal ideation; i) identification of child's involvement in gang activity; j) evidence of sexual exploitation; k) evidence of addiction issues; l) death or incarceration of parent; m) number of concerns reported at Intake level. Once the criteria has been determined, the Department will be able to: 1) Build automated case-based flags into the Child and Family Service Applications information system that will alert the worker, agency, Authority and Department that a review is required. 2) Provide follow-up cues and reports which track case reviews by documenting the number of such reviews, the agencies responsible, the number of days since the review was flagged and so on; and c) provide a measure of quality assurance by detailing which agencies may have an inordinate number of reviews. Tactical Projects – Ten tactical projects were identified for 2007/2008. These projects were selected on the basis of being consistent with, and advancing the recommendations of, the External Reviews conducted in 2006. The projects were assessed against the following three principles: i) Streamline and simplify the use of CFSIS; ii) Enhancements to provide more information to field staff and agency management, and; iii) Improvements to reduce risk to children. The projects were presented to the Standing Committee and Department in February and June, 2007. On the recommendation of the CFSIS Business Unit, the Committee endorsed 10 projects: 1) Prior Contact Check upgrade to ensure 100% match (Improvement to Reduce Risk); 2) Eliminate accidental creation of duplicate records (Improvement to Reduce Risk); 3) Province wide direct access to any CFSIS case (Streamline and Simplify); 4) Streamline navigation to any case recording (Streamline and Simplify); 5) Improve security for Confidential Cases (Enhancement for Agency Management); 6) Province wide direct access to intakes (Streamline and Simplify); 7) Advance notice of expiration of foster home licenses (Improvement to Reduce Risk and Enhancement for Field Staff); 8) High risk medical information record (Improvement to Reduce Risk); 9) Identifying high risk medical conditions of foster children (Improvement to Reduce Risk and Enhancement for Field Staff); 10) Automation of copying household information (Streamline and Simplify and Enhancement for Field Staff). All projects were completed and are functioning as intended. The total cost of these projects was \$1,816,300.

*Next Steps*

Two projects were identified for 2008/2009: 1) Implement Recommendation 10 of the Tracia Owen Inquest – Provision of automated alerts to social workers when CFSIS information indicates a risk condition to children including, but not necessarily limited to: a) an excessive number of foster home changes in one year or over the lifespan of the case; b) evidence of sexual exploitation; c) no evidence of required social worker contact and so on, and 2) Create information and evaluation framework in CFSIS to record Differential Response pilot project data. These projects are expected to be completed on schedule by March 2009. Deliverables include: a) Creating a number of risk warning indicators to assist workers in prioritizing high risk cases. These include risk arising from sexual abuse and exploitation, excessive number of care placements, suicidal ideation and unplanned absences; b) Creating a risk warning if a face-to-face visit has not been recorded in the case as per provincial standards; c) Developing changes to the electronic case tracking system to accommodate Differential Response/Family Enhancement initiatives. These will include the capacity to create a Differential Response/Family enhancement case and to store risk assessments.

*Current Status*

Significant Progress

**Unique ID #**

473

**Report**

Inquest - Owen, Tracia

**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**

1) CFSIS Standards – The use of Child and Family Service Applications (CFSA) is mandatory and established in the provincial Child and Family Service Standards Manual (January 1, 2005). CFSA's include: i) the Intake Module (IM) for managing intakes and; ii) the Child and Family Service Information System (CFSIS) for case recording, tracking and monitoring. Also: iii) Prior to the transfer of responsibility for cases under the Aboriginal Justice Inquiry – Child Welfare Initiative, the Department established a continuing requirement that the pre-transfer capacity of the CFSIS be maintained, and that maintaining the use of CFSIS at the current level was as a prerequisite to the transfer of cases; iv) The use of the Intake Module is mandatory for all child and family service intakes in Manitoba; v) The use of the Child and Family Service Information System is mandatory for all cases opened off-reserve (provincial cases); vi) The System may be used for cases opened on-reserve (federal cases). 2) Supports / Training: The Department has provided supports including: a) Training, hardware, software and connectivity; b) Issuing a Child and Family Services Information System Minimum Information Completion Guide in early 2007 to provide greater detail to complement the Provincial Case Management Standard – describes the type, content and frequency of information that must be added and updated to CFSIS. 3) New System Monitoring Report: The Department is currently designing a new system monitoring report that will complement the Completion Guide. This report will be provided to each Child and Family Service Authority and will describe, on an agency-by-agency basis, the percentage of cases that meet the criteria established in the Completion Guide. The Department will work with the Authorities to identify and respond to the issues that affect the percentage completion in order to attain a 100% rate.

**Next Steps**

The Agencies are to develop and implement policy and procedures for CFSIS data entry for all front line workers and their supervisors. Examine connectivity issues and work with other government departments to solve. Continue training. Support agencies where compliance is an issue, with training as needed.

**Current Status**

In Progress

**Unique ID #**

474

**Report**

Inquest - Owen, Tracia

**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**

1) Hardware, Software and Internet-based Connectivity – The Department provides hardware, software and Internet-based connectivity without cost to every agency office. The Internet connectivity is based on a new technology that provides a highly secure means of accessing the Child and Family Service Applications. For each office, the Department arranges for the highest speed connection available. In most cases, this is a broad band digital subscriber or cable connection. In certain Northern, rural and remote areas of Manitoba, alternatives such as satellite connections must be utilized. These alternatives connections are used in every case where they are available. 2) Agency-by-Agency Assessment / Inventory: In January 2007, in order to optimize the speed and reliability of internet connections, the Authorities agreed to complete an agency-by-agency inventory of connectivity issues and provide it to the Department. The Department then conducted a technical assessment of the issues and worked with the Authorities and connectivity providers to resolve the issues.

**Next Steps**

Science, Technology Energy and Mines is currently conducting an assessment of the Virtual Local Area Network that was proposed by the Southern Authority.

**Current Status**

In Progress

**Unique ID #**

477

**Report**

Inquest - Owen, Tracia

**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**

Hardware, Software, Consultation, Help Desk and Training Supports – The Department provides the following at no cost the Authorities or agencies: a) modern computer hardware consistent with the same equipment provided to government offices; b) a separate telephone line; c) a high speed Internet connection; d) training and re-training for all staff in the Intake Module and Child and Family Service Information System including travel and accommodation if necessary to attend the training; e) unlimited follow-up on-site consultation and 'over-the-shoulder' training; f) CFSA Help Desk support during office hours; g) System Help Desk support 24 hours per day, 365 days per year; h) the option to obtain equivalent funds to purchase their own system help desk support. The Department also monitors the turnover of staff via the issuance of new log on identities and ensures that agencies are aware of the availability of the training. Revisions and additions to the Standards Manual (On-Line January 28, 2009) specify 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. Agency responsibilities include record management practices that facilitate the case management process (intake, assessment, planning services provision, evaluation, and service completion).

**Current Status**

Significant Progress

**Unique ID #**

478

**Report**

Inquest - Owen, Tracia

**Recommendation**

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; d) how to develop goals and services for contract planning in casework; e) how to maintain the primacy of a child safety focus in the intervention while still considering the needs of the family; f) how to provide social work counseling and intervention at the case management level with children and with families; g) suicide prevention and intervention; h) working with sexually exploited children.

**Accomplishments**

Training – The Department offers a variety of training opportunities that are accessible to all CFS agencies. 1) Caseworker Core Competency-Based Training is provided by the Provincial Training Centre and offered throughout the year. The goal of the Standardized Core Curriculum is to ensure that child welfare workers across the Province are provided with the knowledge and skills required to manage child welfare caseloads. The curriculum offers four Modules that focus on best practices in child welfare. 2) The Joint Training Unit, comprised of representation of the four Child and Family Services Authorities and the Provincial Training Coordinator are responsible for the development and implementation of a comprehensive education and training strategy that will ensure a qualified workforce. 3) ASIST (Applied Suicide Skills Intervention Training) is provided by the Provincial Training Centre and accessible to all CFS agencies. ASIST is a two-day intensive, interactive and practice-based course designed to help service providers and care-givers recognize risk and learn how to intervene to prevent the immediate risk of suicide. Comic books aimed at suicide prevention have been provided to the four Authorities for distribution to their agencies. 4) A six-day Intensive Specialized Training Program on Understanding and Working with Children and Youth Who are at Risk of or Have Been Sexually Exploited is accessible to all CFS agencies. The goal of this training is to increase knowledge and skill in people working with children and youth affected by sexual exploitation. The training topics include content on topics such as sex trade culture and terminology, common lures, impact of colonization on Aboriginal youth, offender profiles, case management strategies, child sexual abuse, and helping and treatment strategies.

**Current Status**

Complete



**Unique ID #**

479

**Report**

Inquest - Owen, Tracia

**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**

Child Welfare Mentorship Program – The Department acknowledges the benefits of a mentorship program in child welfare and supports the concept. Mentoring programs provide positive benefits to both new and experienced staff and is an integral part of a human resource strategy to support and develop staff. An established mentorship program provides support and orientation to new staff, recognizes the expertise of senior staff and facilitates development of leadership skills, fosters an atmosphere of mutual support and networking, and ultimately leads to the retention of both new and experienced staff in child welfare. The development of a mentorship program would need to include: a) a recruitment plan for both mentors and mentees; b) an orientation that clarifies roles, responsibilities, and expectations of mentors, mentees and the mentoring program; c) a screening criteria and process that sets the standards of who is eligible for the mentoring program; d) a training curriculum for all mentors and mentees that will prepare them for the program; e) a matching strategy for matching mentors and mentees; f) a description of the mentoring relationship that considers the geographical proximity between the mentor and the mentee; g) a monitoring process to ensure that the matching of the mentor and mentee is appropriate and goals and objectives of the mentoring relationship are being met; and h) a recognition and retention component that acknowledges and rewards the mentors and mentees for their involvement in the program.

**Next Steps**

This recommendation has been forwarded to the Joint Training Unit which is currently conducting research on mentorship programs and has identified this as a priority.

**Current Status**

In Progress

**Unique ID #**

480

**Report**

Inquest - Owen, Tracia

**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** Supervisory / Management Training – The Province of Manitoba, through the Competency Based Training Program, provides Supervisory-Management training: All agencies have access to this training as required. Assessment and provision of additional training may be provided as necessary through the Joint Training Unit. A statement of work has recently been developed through the Changes for Children strategy that involves a review of the current curriculum to determine if new modules and changes are warranted.

**Next Steps**

A Committee comprised of representatives from the Joint Training Unit, the CPB and experts from the field has been established to review the current Supervisory training curriculum. The committee continues to review the current curriculum and is identifying content that requires revisions and/or enhancements. The Workforce Qualifications standard will be reviewed to include standards for qualifications for supervisors and executive directors.

**Current Status**

In Progress

**Unique ID #**

482

**Report**

Inquest - Owen, Tracia

**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 standards.

**Next Steps**

This recommendation will be referred to the Joint Training Unit (JTU) responsible for development and implementation of an education strategy that will ensure a culturally competent workforce in child welfare across the Province. The JTU is comprised of representation from the four child and family services Authorities and the Child Protection Branch. The implementation of an education and training strategy will consider and address the geographic, linguistic and cultural needs of the training participants.

**Current Status**

In Progress

**Unique ID #**

483

**Report**

Inquest - Owen, Tracia

**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**

A Standards Development Committee, comprised of representation from the four child and family services Authorities and the Child Protection Branch (Branch), has recently been established. The function of this committee is to complete the development of culturally relevant foundational standards that will apply to all CFS agencies throughout the Province. On November 7, 2007, the Standing Committee Signed the Provincial Standards for Child and Family Services Standards Development Protocol which states that foundational standards should respect the philosophy of the AJI-CWI initiative by using a collaborative and consensus building approach. The Protocol recognizes culturally appropriate approaches to service delivery and is grounded on the best/most recent available evidence-based practices derived through reliable and valid research and/or proven experience. The Protocol also reflects known best practice approaches for enhancing child safety and promoting child well-being and will consult with those expected to comply with foundational standards during development to ensure that standards are user friendly and reflect practice realities to the greatest extent. The development process will be continuous and done in a planned and timed manner. The Protocol also indicates that the Child Protection Branch and the four Authorities will develop an annual work plan that sets out the priorities and timeline for developing foundational standards. This work plan is to be shared with agencies. The development of each new foundational standard will include the establishment of a working group, and draft standards decision making resources.

**Current Status**

Significant Progress

**Unique ID #**

486

**Report**

Inquest - Owen, Tracia

**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**

The Provincial Advisory Committee on Child Abuse (PACCA) is a multidisciplinary committee with various sub-committees comprised of twenty-nine representatives who research and develop recommendations to the Director of Child Welfare on child abuse related issues. Current Sub-committees are engaged in projects focused on: development of abuse interviewing training materials; addressing system barriers in addressing sexual exploitation; a professional and community forum on alternative means to reach children at risk; the creation and updating of child abuse protocol manuals for nurses, teachers, social workers, day care workers, physicians, etc. The Province of Manitoba and major partners are researching the development of a Child Advocacy Centre model of service delivery for child abuse investigations. Several committees have been operating for the past year with all major stakeholders represented. The Child Advocacy Centre model is intended to reduce the multiple interviewing of children and thereby reducing potential trauma to the child victim through collocation of service providers and or partial collocation. The approach offers streamlined and highly coordinated response by professional involved including law enforcement, child welfare, medical services, mental health services and therapeutic services to child victims. Two working groups are established to address needs in both the urban and northern communities. As part of Tracia's Trust the "Breaking the Silence" component will be initiated in 2009/2010 along with leaders from the Aboriginal community.

**Next Steps**

PACCA subcommittees continue to meet and make progress in these respective areas: 1) Reporting guideline protocols are scheduled to be complete by April 2009 and 2) the subsequent manual for external collaterals is targeted for completion in the fall of 2009.

**Current Status**

Significant Progress

**Unique ID #**

487

**Report**

Inquest - Owen, Tracia

**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**

Under the Manitoba Strategy, a safe house for six female adolescents has been developed. Six additional beds have been redeveloped within the Marymount program to provide specialized services for six female adolescents. In 2007/2008, Ka Ni Kanichihk developed a ten bed specialized foster care program for females and transgender youth.

**Next Steps**

As part of the Expanded Strategy, the Province announced a number of new initiatives across the service continuum which include: 1) StreetReach - A Winnipeg-coordinated and more integrated effort with a mandate to: a) Help children and youth escape sexual exploitation on the streets and behind closed doors; b) Help prevent high-risk runaway children from being exploited; and c) Better identify and deter predators, prostitution, drug houses and other locations where children are being exploited. 2) StreetReach Winnipeg will coordinate the outreach efforts of more than a dozen organizations in Winnipeg, including police services, multi-agency outreach workers, Child and Family Services (CFS) agency workers and missing children outreach workers. Six new positions will support its work. There will be three new outreach workers and two child abuse investigators specializing in child sexual exploitation. One new full time position will be dedicated to the coordination of StreetReach Winnipeg. Street Reach North - A new community outreach worker/coordinator will link stakeholders and RCMP in Thompson. This initiative will focus more on the location and safe return of runaway children, and will include: a) Training for RCMP officers on sexual exploitation; and, b) A Northern Forum that will help to mobilize communities in Thompson and throughout the North. 3) Routes Out - The following eight exit programs or initiatives will be created or strengthened: a) A safe, rural healing lodge will be established outside of Winnipeg to stabilize and heal the most entrenched youth; b) A Trafficked Persons Response Team with police, border services, labour and immigration staff, and service providers will develop a response plan for victims of international human trafficking; c) Training will be provided to stakeholders by Dr. Sue McIntyre, author of the Winnipeg-based research project, "Under the Radar: The Sexual Exploitation of Young Men - Manitoba Edition"; d) Provincial funding will be provided to the TERF Mentor Program, which serves sexually exploited children in Winnipeg; e) The Prostitution Diversion Program will be enhanced to provide additional assistance to participants in obtaining personal identification, housing and addictions treatment; f) A child victim centre is being planned for Manitoba. The centre will be a one-stop location for justice, medical, child welfare and mental health services for victims of child abuse; g) The Ndinawemaaganang Endaawaad Inc. Experiential Worker Child and Youth Care Training program, based on a one-year pilot, will continue this year with provincial funding so that experiential women can help youth to get out and stay out of exploitation; and h) The provision of training for police, foster parents, child welfare and addictions workers, so that exploited youth get needed help. 4) Prevention - Five programs will help stop vulnerable youth from becoming exploited: a) A 12-bed supportive home for youth most at risk of exploitation in Winnipeg; b) Funding for Restoring the Sacred, a buddy program based on an initiative already piloted for vulnerable new arrivals from remote communities; c) Testing and implementing Commit to Kids to help prevent victimization by volunteers or employees. Commit to Kids will initially be run in child care centers. d) An End the Silence strategy to strengthen community action on incest; and e) Provincial funding will be provided to support a school and community prevention program called the Kapaapako Miikiwap Lodge teachings. 5) New Public Awareness - Three new campaigns will be implemented: a) The annual Stop Child Sexual Exploitation Week; b) The stopsexwithkids.ca website; and c) Child Pornography Is Child Abuse. 6) Greater Offender Accountability - Six strategies will better disrupt the market for exploitation: a) A specialized prosecution coordinator to strengthen case outcomes; b) Canada's first talent industry law to protect children from sexual exploitation including exploitive modeling; c) Mandatory reporting of child pornography - another Canadian first - to increase police and CFS interventions; d) A new CFS prosecution strategy involving a partnership between police and child welfare to target predators who harbour runaways or otherwise interfere with children in care; e) North America's strongest prostitution offender program (John School) offering 10 weekly follow-up sessions, a new community service component, and 33 per cent higher program fees; and f) A multilingual Reality Check campaign translated into nine languages to enhance the straight talk to predators about their impact.

**Current Status**

Significant Progress

**Unique ID #**

488

**Report**

Inquest - Owen, Tracia

**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**

1. Protocol Development: a) A Branch & Authorities working group will develop a protocol outlining best practice in supporting children and youth who are involved in an abuse investigation and have made an abuse disclosure; b) Child Victim Resource List – A summary child victim resource list will be developed for distribution to social workers; c) Provincial Child Abuse Core training will include a section on emotional support and access to resources for children involved in child abuse investigations; d) When investigating an allegation that a child has been abused, the investigating social worker (aka the case manager) is required to have face-to-face contact with the child alleged to have been abused. 2) Standards Supporting Best Practice: Provincial standards regarding case management were revised during 2004 to ensure compliance with the new Child and Family Services Authority Act, and were made effective on January 1, 2005. Provincial standards are available online as well as in print format. As per Provincial Standard 1.1.2 Assessment, under #9 – Client Contact in Child Protection Investigation, in place since 1998, the following expectations of child welfare service delivery are articulated. Within five working days of receiving a report of abuse, the case manager has face-to-face contact with: the child alleged to be in need of protection, any other children living in the household, any caregiver, custodial parent or guardian other than an alleged offender and the alleged offender if authorized by the police. If there is no plan for police involvement, complete a Safety Assessment when it is not certain that all children in the situation are safe. As well as identify all persons involved in the investigation and the case including police, medical system, school, other agencies, establish and document a process for sharing information on the current incident and completes a report on the investigation and forwards it to his or her supervisor within five working days of the initial contact with the child or family

**Current Status**

In Progress

**Unique ID #**

1039

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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.

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1041

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME recommends that the Agency, with the support of the First Nations of Southern Manitoba Child and Family Services Authority attend immediately to transition case planning and a collaborative working relationship with the Supported Living Program in regard to the child who is in care by way of Extension of Care and Maintenance.

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1043

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1045

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report to the Authority for feedback

**Current Status**

In Progress

**Unique ID #**

1046

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1047

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report to the Authority for feedback

**Current Status**

In Progress

**Unique ID #**

1049

**Report**

OCA Special Investigation - Langan, Michael

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1050

**Report**

OCA Special Investigation - Langan, Michael

**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 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1051

**Report**

OCA Special Investigation - Langan, Michael

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1052

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1053

**Report**

OCA Special Investigation - Langan, Michael

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1054

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR, 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1055

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR 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

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1056

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress



**Unique ID #**

1057

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1058

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that ANCR complete the development of a 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1061

**Report**

OCA Special Investigation - Langan, Michael

**Recommendation**

The Children's Advocate recommends that the Department of Family Services and Housing ensure appropriate staffing resources are provided to manage workload.

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1062

**Report**

OCA Special Investigation - Langan, Michael

**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**

May 2009 report to the Authority for feedback

**Current Status**

In Progress

**Unique ID #**

1063

**Report**

OCA Special Investigation - Chornoby, Cheyenne

**Recommendation**

The Children's Advocate recommends that when ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1064

**Report**

OCA Special Investigation - Chornoby, Cheyenne

**Recommendation**

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

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1065

**Report**

OCA Special Investigation - Chornoby, Cheyenne

**Recommendation**

The Children's Advocate recommends that ANCR 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 1010 training provided to all child protection workers) defines risk assessment in terms of Access of the Perpetrator.

**Accomplishments**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1066

**Report**

OCA Special Investigation - Chornoby, Cheyenne

**Recommendation**

The Children's Advocate recommends ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1067

**Report**

OCA Special Investigation - Chornoby, Cheyenne

**Recommendation**

The Children's Advocate recommends the Province and Authorities working with ANCR 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1101

**Report**

OCA Special Investigation - Thompson, Kasey

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1102

**Report**

OCA Special Investigation - Thompson, Kasey

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1103

**Report**

OCA Special Investigation - Thompson, Kasey

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1104

**Report**

OCA Special Investigation - Thompson, Kasey

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1105

**Report**

OCA Special Investigation - Thompson, Kasey

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1106

**Report**

OCA Special Investigation - Campbell, Allan

**Recommendation**

The Children's Advocate recommends 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1107

**Report**

OCA Special Investigation - Campbell, Allan

**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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

***Unique ID #***

1109

***Report***

OCA Special Investigation - Claridge, Cassandra

***Recommendation***

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

***Accomplishments***

May 2009 report to the Authority for feedback.

***Current Status***

In Progress

***Unique ID #***

1110

***Report***

OCA Special Investigation - Keewatin, Ocean

***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***

May 2009 report to the Authority for feedback.

***Current Status***

In Progress

[illegible]

# *Theme: Fiduciary Responsibility of the Provincial and Federal Governments*

*Number of  
Recommendations: 30*

*In May 2008 the Authorities, Agencies, the province and the federal department of Indian and Northern Affairs (INAC) began a process to review and make recommendations on a new funding formula for Child and Family Services Agencies in Manitoba.*

*A proposed funding model has now been developed that will add a prevention component to agency funding.*

*Additionally a defined executive core management and administrative function has been defined that will provide specific positions to support agency infrastructure. For First Nations Agencies funding will be cost shared by the federal and provincial governments.*

*The new funding formula will require agencies to develop an agency business plan and a corresponding reporting structure that will be signed off by the Authorities, the federal and provincial governments.*

*The proposed funding formula will not only provide additional funding for prevention services but will also offer a funding model that will be responsive to community service needs and will fulfill government reporting requirements.*

*At the completion of Phase II of the Differential Response Initiative, prevention service funding will become part of the new funding model.*

*Complete: 6  
Significant Progress: 20  
In Progress: 2*

## ***Accomplishments:***

*Proposed Harmonized Federal / Provincial Funding Model is in the final stages of development and approval*

*New federal funding will provide prevention funding in First Nations Communities*

*Agency Core administrative and management positions will be jointly funded, avoiding gaps or duplication*

## ***Next Steps:***

*Joint federal / provincial Agency accountability framework for reporting and reconciliation requires completion*

*Review of Designated Intake and Child Maintenance Funding*

## ***Tracia Owen Inquest***

*Significant Progress: 1  
In Progress: 1*

**Unique ID #**

8

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

Meetings between the province, Authorities, agencies and INAC began in the Spring of 2008. A harmonized funding formula was developed which will provide similar funding regardless of funder. Prevention funding will be an important feature in the new funding model.

**Next Steps**

The federal proposal is still pending. Once approved, a common reporting and reconciliation structure will need to be developed. Agencies will be required to submit an annual business plan signed off by all three partners, the Authorities, the province and the federal government.

**Current Status**

Significant Progress

**Unique ID #**

9

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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

**Accomplishments**

The new funding model provides for annual reconciliation and ensuring funding is based on families and children served.

**Next Steps**

Agreement is required on what level of contact constitutes an open case. Child and Family Services Information system (CFSIS) compliance is necessary to perform case audits for funding reconciliation. Applied definitions need to be developed and implemented.

**Current Status**

Significant Progress

**Unique ID #**

10

**Report**

Auditor General's Report Dec 2006

**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.

**Accomplishments**

Meetings between the province, Authorities, agencies and INAC began in the Spring of 2008. A harmonized funding formula was developed which will provide similar funding regardless of funder. Prevention funding will be an important feature in the new funding model.

**Next Steps**

The federal proposal is still pending. Once approved a common reporting and reconciliation structure will need to be developed. Agencies will be required to submit an annual business plan signed off by all three partners, the Authorities, the province and the federal government.

**Current Status**

Significant Progress



**Unique ID #**

41

**Report**

Honouring Their Spirits' Sept 2006

**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**

The province's new funding model provides enhanced family support funding for families where children are not in agency care. This fund is matched in the federal funding proposal for First Nations communities. Recreational opportunities for children are delivered by the YMCA/YWCA in Winnipeg and are offered in the Seven Oaks/Inkster and River east/Transcona areas. Families on income assistance can access this project. This project helps children in low-income families' access recreational activities, such as sports, arts and other similar activities. Approximately eighty children are currently participating. The YMCA/YWCA receives \$80,000 per year with an additional \$80,000 available for rural Manitoba. The Department is in the process of establishing the project outside of Winnipeg. It has yet to be announced. The Parent Wellness Initiative (PWI) is a pilot project delivered by the Canadian Mental Health Association, Winnipeg Region, to support single parents on income assistance in the Point Douglas/Downtown area who are experiencing mental health challenges. The program helps participants to achieve a sense of personal wellness that will enable success in training or employment. The PWI began accepting referrals in December 2008, but has not yet been announced to the public. Funding of \$200,000 per year is being provided by the department.

**Current Status**

Significant Progress

52

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Submissions for Differential Response have identified family enhancement elements and partnerships with collaterals.

**Next Steps**

Increased family support funding will allow for purchased service such as counseling for children and families in their own homes. The federal funding model will also support this for federally funded families.

**Current Status**

Significant Progress

**Unique ID #**

53

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Submissions for Differential Response have identified family enhancement elements and partnerships with collaterals.

**Next Steps**

Increased family support funding will allow for purchased service such as counseling for children and families in their own homes. The federal funding model will also support this for federally funded families.

**Current Status**

Significant Progress

**Unique ID #**

86

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

In a News Release dated September 5, 2008, the Minister of Health announced that the provincial and federal governments have reached an agreement to implement Jordan's Principle in Manitoba to ensure that First Nations children with multiple disabilities will continue to receive necessary care without delays or disruptions resulting from jurisdictional disputes.

**Next Steps**

Governments will use individual case reviews to resolve most issues. Over the next several months, the governments will work together to formalize and finalize processes including a dispute resolution mechanism. In the interim, agreed-upon principles and processes will be applied to ensure that another case like Jordan's does not occur.

**Current Status**

Complete

**Unique ID #**

90

**Report**

Honouring Their Spirits' Sept 2006

**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 counseling for children and families in their own homes. The federal funding model will also support this for federally funded families. Services for families in remote communities will continue to be a challenge due to the absence of or limited amount of service providers.

**Next Steps**

Phase 2 of the province's Differential Response Initiative is using a pilot project focus to collect information on the best way to deliver prevention services taking geographic and cultural variables into account. An evaluation of Phase 2 will inform how best to provide prevention services on an ongoing basis.

**Current Status**

Significant Progress

**Unique ID #**

99

**Report**

Honouring Their Spirits' Sept 2006

**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 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'. There has been an increase in the agency allowance which is targeted for recreation and the provision of one week of summer camp for children in care through child maintenance.

**Next Steps**

Family support funds are used at the agency discretion to support the provision of or purchase of prevention and intervention services to families.

**Current Status**

Significant Progress

**Unique ID #**

109

**Report**

Section 4 Review - PS Sept 2006

**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**

The Department of Family Services and Housing provided \$5.0 million to the Authorities for workload relief in 2008/2009. There was \$3,1 million designated for workload relief in the child and family service agencies and \$1,9 million for workload relief in the designated intake agencies.

**Next Steps**

The new funding model introduces prevention funding and will provide a long term sustainment of the Differential Response/Family Enhancement model of service delivery. The model is responsive to worker-to-client ratios which allow for phased attainment of identified goals.

**Current Status**

Significant Progress

**Unique ID #**

139

**Report**

Strengthen the Commitment' Sept 2006

**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 2008/2009 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**

The planning and implementation process for the Differential Response Initiative is underway. Phase 1 is complete and Phase 2 is underway. Funding for the on-going operation is to be annualized once implemented. The hiring of Differential Response Coordinators at each Authority is complete.

**Next Steps**

At the end of Phase 2 an evaluation will inform how full implementation will best meet demand in different locations throughout the province. It will also inform the best service delivery methods at both the intake and ongoing service stages. Phase 3 full implementation is scheduled for implementation in 2010/2011. Full cost is estimated to be \$15 million for this and subsequent years dependent on case activity.

**Current Status**

Significant Progress

**Unique ID #**

149

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The province's Differential Response Initiative has been delayed in meeting its timelines due to the extensive work involved in research and planning.

**Next Steps**

Final planning is underway and Phase 2 of the Initiative is scheduled for implementation in 2009/2010. During this phase pilot projects will be undertaken by all agencies to test how best to provide ongoing prevention programs within their communities. The total cost of Phase 2 is \$7 million.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

150

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

We recommend that funding be allocated in 2007/2008 to begin staffing action for the differential response model in that year in the amount of \$7,500,000.

**Accomplishments**

Phase 2 of Differential Response/Family Enhancement is scheduled for implementation in 2008/2009 and 2009/2010. Extensive work was involved in research and planning including the development of Authority, Provincial Conceptual and evaluation plans.

**Next Steps**

At the end of Phase 2 an evaluation will inform how full implementation will best meet demand in different locations throughout the province. It will also inform the best service delivery methods at both the intake and ongoing service stages.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

151

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the model be fully implemented in 2008/2009 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.

**Accomplishments**

Manitoba's Differential Response/Family Enhancement Initiative is designed to be implemented in three phases. Phase 2 is underway and the results of the pilots as well as the developmental and foundational work will support the province-wide implementation in Phase 3. Phase 2 will also ensure that: 1. All active cases will be entered into the provincial Child and Family Services Information System (CFSIS) using either the Protection (PRT) or Prevention (DR/FE) service streams. This compliance is necessary in order to track all cases and do a thorough evaluation to meet the funding requirements for full implementation of the province's Differential Response/Family Enhancement Initiative and as preparation for roll-out planning. 2. As agreed by all members of Standing Committee, the standardized risk assessment tool will be used in the initial assessment and as the basis for streaming of all new cases. Although it is understood that this risk assessment tool will be evaluated during phase two, universal usage is necessary to provide valid and reliable evaluation results. This tool is available in CFSIS for use as is a distinct CFSIS Differential Response/Family Enhancement case category for cases streamed to Differential Response. CFSIS training will be made available. Consideration should also be given to the universal use of the strength-based family assessment tool in the full roll-out of Differential Response/Family Enhancement. 3. DIA projects are to be coordinated under the guidance of Standing Committee. 4. Cross-Authority cooperation, collaboration and efficiencies will be maximized. 5. The evaluation component will start at the beginning of the 2009/10 year and each project will have an established logic model. Each project (at the Authority and Agency levels) will develop and submit detailed work and spending plans prior to initiation. 6. The Authority has an approach that includes documentation to assess agency readiness in order for DR/FE to be implemented. 7. Standards for the implementation of DR/FE are developed using the standards development protocol, prior to full provincial roll-out. 8. Ongoing Authority quality assurance frameworks need to include DR/FE. 9. Common criteria and a structured decision making process will be developed and used for decisions regarding ongoing support and closure for FE cases. 10. Each Authority's plan will require a training strategy.

**Next Steps**

At the end of Phase 2 an evaluation will inform how full implementation will best meet demand in different locations throughout the province. It will also inform the best service delivery methods at both the intake and ongoing service stages.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

152

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Next Steps**

The new funding model for agencies includes the principle of reinvestment. As Prevention services become established throughout the province, with the goal of lessening numbers of children requiring out of home placement, child maintenance savings will form the funding base for expanded early intervention capacity.

**Current Status**

Significant Progress

**Unique ID #**

155

**Report**

Strengthen the Commitment' Sept 2006

**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 proposed funding model provides a funding resource to families regardless of stage or level of service received. Phase 2 of the Differential Response Initiative provides funding for projects at both the Designated Intake and Ongoing service level.

**Next Steps**

Through a structured evaluation process the projects will inform the best service delivery method or combination meets the needs of their communities.

**Current Status**

Significant Progress

**Unique ID #**

156

**Report**

Strengthen the Commitment' Sept 2006

**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

**Unique ID #**

196

**Report**

Strengthen the Commitment' Sept 2006

**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**

Additional funding was provided to all designated intake agencies through the provinces workload relief initiative. Additional staffing was hired.

**Next Steps**

Funding to Designated Intake Agencies will form the second phase of the new provincial funding model. It is scheduled to begin in 2009/2010. The new federal funding model will provide funding for on reserve after hours capacity to interact with Designated Intake Agencies (provincially funded).

**Current Status**

Significant Progress

**Unique ID #**

212

**Report**

Strengthen the Commitment' Sept 2006

**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.

**Current Status**

Significant Progress

**Unique ID #**

228

**Report**

Strengthen the Commitment' Sept 2006

**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**

This recommendation was considered and incorporated in the new funding model. The new funding model includes an annual reconciliation. Since funding is case sensitive, future funding will adjust to meet agency service demands.

**Next Steps**

Prevention funding is scheduled to be included in the agency funding model at the completion of Phase 2 of the Differential Response Initiative. It will provide staffing/case ratios at 1:20. Additionally the family support fund will be calculated based on a set amount per case and therefore will increase as cases increase.

**Current Status**

Significant Progress

**Unique ID #**

229

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The proposed funding model provides a funding resource to families regardless of stage or level of service received. Phase 2 of the Differential Response Initiative provides funding for projects at both the Designated Intake and Ongoing service level.

**Next Steps**

Phase 2 will inform where the majority of prevention streaming will take place and as a result will allow an agency to appropriately allocate its funding between Designated Intake and ongoing service. Phase 3 of the Differential Response Initiative will become integrated into the new funding model. Funding will be provided based on actual case activity at a ratio of one FTE for every twenty active prevention cases. Funding for prevention services at the Intake level will be considered during Phase 2 of the funding model development. This is scheduled for completion in the 2009/2010 fiscal year.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

231

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The development of the proposed funding model has included extensive research and consultation between the province, the authorities, the agencies and the federal government. Provincial resources have been dedicated to the work necessary to develop the new funding model.

**Next Steps**

Work will continue to implement the first phase which will include authority, agency core and agency protection funding. Prevention funding will be in the form of Differential Response projects and evaluation in 2009/2010. Funding for Designated Intake will be reviewed as the next phase followed by Child Maintenance funding.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

232

**Report**

Strengthen the Commitment' Sept 2006

**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 variables were considered. The new funding model provides a remoteness allowance similar to the old northern allowance. The 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.

**Next Steps**

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**

Significant Progress

**Unique ID #**

233

**Report**

Strengthen the Commitment' Sept 2006

**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 formula provides funding to agencies for both children in care and families. Funding for family services is contained in the proposed federal funding.

**Current Status**

Significant Progress

**Unique ID #**

234

**Report**

Strengthen the Commitment' Sept 2006

**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**

In May 2008 the province, the Authorities and agencies began discussions with the federal government to determine future funding of First Nations agencies. In September 2008 a consistent funding model had been developed that would provide equitable funding and would add prevention funding to the federal funding formula. Manitoba's new funding model incorporates shared funding of agency core executive positions between the province and the federal government. Additionally, with minor exceptions, service funding is determined using the same case ratios.

**Next Steps**

The new funding model will add an additional \$6.7 million with a further \$7 million added for Phase 2 of the Differential Response Initiative. The province has had initial discussions with the federal government to develop a Memo of Understanding regarding future funding. The federal government awaits approval of the budget for their funding of this initiative.

**Current Status**

Significant Progress

**Unique ID #**

236

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

The development of the proposed funding model has included extensive research and consultation between the province, the Authorities, the agencies and the federal government.

**Current Status**

Significant Progress



**Unique ID #**

237

**Report**

Strengthen the Commitment' Sept 2006

**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**

Enhancements to the child welfare system have been achieved through additional funding from general revenue. Work will be done with the Department of Finance to determine if and how this can be incorporated into the Child and Family appropriation.

**Next Steps**

Further work will need to occur to determine if the child tax benefit revenue will be earmarked or whether funding will come from general revenue.

**Current Status**

In Progress

**Unique ID #**

240

**Report**

Strengthen the Commitment' Sept 2006

**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 costed 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**

The General Authority Board of Directors met with the Deputy Minister to discuss this and other issues related to the Authority's degree of autonomy. The meeting was followed up with a letter from the General Authority Board to the Deputy Minister.

**Next Steps**

The province is in the process of setting up a meeting with the General Authority and Community Service Delivery to begin the process of determining funding for the regional offices under the new funding model. This process is a priority and should be completed over the next few months. As part of the new funding model all agencies will be required to document their staffing and operating in order to have a fully transparent system.

**Current Status**

In Progress

**Unique ID #**

472

**Report**

Inquest - Owen, Tracia

**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**

1) First Nations Communities / Tripartite Discussions – The province and the INAC are presently in tripartite discussions regarding preventative service funding in First Nations communities. A tripartite steering committee has been established to guide the development of Manitoba's prevention service framework. 2) Federal / Provincial Review Process Complete. The review process determined that, while the federal and provincial funding was similar for children in care (child maintenance), the federal government does not provide funding to support working with families. This has resulted in children being brought into agency care in order to provide service. 3) Proposed Funding Formula. The proposed funding formula: a) Adds family service funding at the federal level through their prevention initiative; b) Ensures consistent funding models that provide services equitably across the province regardless of where the child lives. c) Provides a Family Support fund for early intervention services to families to prevent children coming into care. The Minister of Family Services and Housing and the Prime Minister have also had formal correspondence regarding this initiative.

**Next Steps**

Funding Formula Approval - Approval is required for proposed funding formula.

**Current Status**

Significant Progress

*Unique ID #*

481

*Report*

Inquest - Owen, Tracia

*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 proposed new federal funding formula will provide preventions funding for families and children in first nations communities. This funding will be available for agencies to provide service prior to children coming into care. The Authority as part of its review of SECFS is also assessing the service needs and options for program design. Review is anticipated to be complete in the Fall/Winter of 2009.

*Current Status*

In Progress



## Theme: Governance

### Number of Recommendations: 41

*In January 2008 Standing Committee signed off on a model for a permanent structure to support their work in development and oversight of Manitoba's child welfare system. This model formed the basis for the creation of the 'Office of the Standing Committee'. The office is located at 150 Henry Avenue in Winnipeg, in the same building as the Standing Committee boardroom.*

*The Office of the Standing Committee consists of three core staff; an executive coordinator, a financial analyst and an administrative support position. Additionally each Authority provides two policy analysts and one administrative support position. These authority positions report to both their authority and the executive coordinator.*

*Standing Committee has taken a primary role in the development of activities to fulfill the commitment to enact all recommendations of the external reviews. The Standing Committee Office has become an invaluable support to Standing Committee in their work to complete these recommendations.*

Complete: 17  
Significant Progress: 15  
In Progress: 3

#### **Accomplishments:**

*The Office of Standing Committee received full funding to oversee the operational and planning activities of Standing Committee*

*Each of the four authorities has appointed two policy analysts to carry out these functions on behalf of their host authority  
In 2008/09 30 new foundational standards were developed and signed off by Standing Committee*

*Authorities have received additional funding for Quality Assurance and Human Resource practitioners to further develop Authority and Agency Accountability Frameworks.*

#### **OCA Special Investigations**

*In Progress: 4*

#### **Tracia Owen Inquest**

*Significant Progress: 1  
In Progress: 1*

**Unique ID #**

16

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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

**Accomplishments**

A process is underway to develop a Quality Assurance and audit process for ongoing examination of agency and authority performance using standardized outcome measures.

**Next Steps**

The new funding formula will provide funding for specific positions with corresponding performance expectations. As an example Authorities have been provided with funding to hire Quality Assurance specialists. These positions have been funded to support the division's expectation that Authorities regularly monitor and review agency performance in key areas. Agency directors, Authorities and the CFS division will be gathering in September 2009 to get agency input into the development of a provincial outcomes framework.

**Current Status**

Significant Progress

**Unique ID #**

17

**Report**

Auditor General's Report Dec 2006

**Recommendation**

That the CFS Authorities develop output/outcome measures on which mandated agency performance would be assessed.

**Accomplishments**

A process is underway to develop a Quality Assurance and audit process for ongoing examination of agency and authority performance using standardized outcome measures.

**Next Steps**

The new funding formula will provide funding for specific positions with corresponding performance expectations. As an example Authorities have been provided with funding to hire Quality Assurance specialists. These positions have been funded to support the division's expectation that Authorities regularly monitor and review agency performance in key areas. Agencies will be required to have a business plan that will be renewed annually, and it will be reviewed and signed off by the Authorities and the two funding partners.

**Current Status**

Significant Progress

**Unique ID #**

18

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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.

**Accomplishments**

Each of the Authorities has developed a quality assurance approach. Currently there are seven Quality Assurance and/or Section 4 reviews underway with agencies and a number of standards compliance reviews.

**Next Steps**

Standing Committee is in the process of developing an Outcomes Framework which will include child outcomes as well as system outcomes. In addition, Authorities are in the process of developing Authority specific multi-year Quality Assurance plans.

**Current Status**

Significant Progress

**Unique ID #**

19

**Report**

Auditor General's Report Dec 2006

**Recommendation**

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

**Accomplishments**

Standing Committee is in the process of developing an Outcomes Framework which will include child outcomes as well as system outcomes.

**Next Steps**

Measurable performance indicators will be part of the identification of the quality assurance review process based on a review of the provincial standards and policies. Additionally, the annual agency business plan that will be an expectation of the new funding model will require the identification of measurable outcome indicators and will require annual reporting of progress.

**Current Status**

Significant Progress

**Unique ID #**

38

**Report**

Honouring Their Spirits' Sept 2006

**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 standardized 'risk assessment and streaming tool' has been developed for piloting during Phase 2 of the Differential Response Initiative.

**Next Steps**

In addition to the risk assessment tool, during Phase 2 of the Differential Response Initiative agencies will be developing more in depth strength based assessments to assist in case planning and evaluation.

**Current Status**

Significant Progress

**Unique ID #**

72

**Report**

Honouring Their Spirits' Sept 2006

**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**

It is the responsibility of the Authorities to ensure that agencies comply with provincial standards as part of their quality assurance function.

**Next Steps**

The Joint Training Unit developed a new standards training package for Authorities to deliver to agencies for the standards developed to date. Authorities commenced training staff in November 2008 and will be done in the Spring of 2009.

**Current Status**

Significant Progress

**Unique ID #**

76

**Report**

Honouring Their Spirits' Sept 2006

**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**

It is the responsibility of the Authorities to ensure that agencies comply with provincial standards as part of their quality assurance function. The four Authorities are in the process of completing quality assurance and standards compliance reviews of all of their agencies. Ensuring all children have been seen in compliance with provincial standards is part of this review process. The four authorities received an additional \$712.6 in funding in 2008 to hire four QA specialists and three HR specialists.

**Next Steps**

The department, through the Child Protection Branch works with the authorities to ensure that child and family services are delivered in accordance with provincial standards. This is an ongoing process. Results of the present Agency Quality Assurance Review will be made available to the Child Protection Branch and follow up work will be done to resolve any issues.

**Current Status**

Significant Progress

**Unique ID #**

101

**Report**

Section 10

**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**

A key standard was enshrined in June, 2008 when the legislature passed a bill that clearly enunciates the safety, protection and well-being of children must be the primary consideration. This includes a provision that every child should be seen every time. Additionally, the CPB directed the Authorities do a Quality Assurance and/or standards compliance review of all of their member agencies in the Fall of 2008 to examine the last date each child was seen and address any cases where the contact did not meet the standard.

**Next Steps**

This review is in the final stages of completion.

**Current Status**

Significant Progress

**Unique ID #**

103

**Report**

Section 10

**Recommendation**

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.

**Accomplishments**

The new standard for face-to-face contact addresses this recommendation.

**Next Steps**

Competency Based Training has reinforced the standard with regard to children being seen personally when the subject of an investigation.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

105

**Report**

Section 10

**Recommendation**

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.

**Accomplishments**

The criteria for referrals to the Abuse Intake Unit were satisfactorily resolved with JIRU by April 2006. A third abuse unit has been added to ANCR to deal with the expanded mandate of the abuse units.

**Next Steps**

A face-to-face contact window has been implemented in CFSIS. Training in the new standard is currently (November 2008) underway in all Authorities.

**Current Status**

Complete: Pending Standing Committee Signoff



**Unique ID #**

106

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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).

**Accomplishments**

The Office of the Children's Advocate has the mandate to review files as part of the special investigation/recommendation process. Any expanded or new role or responsibility would require additional legislative changes and may be raised as the comprehensive review of legislation occurs.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

107

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

General Authority, Southern Authority, and Child Protection Branch to provide regular updates on recommendations for inclusion in existing work plans. This recommendation is accepted. However, at this time, no action is being taken toward accreditation.

**Next Steps**

The Child Welfare League of Canada (CWLC) has created a list of questions intended to assist in probing whether a given accreditation model, applied in the Canadian context, takes account of the core principles that the CWLC has identified as fundamental to the accreditation process.

**Current Status**

In Progress

**Unique ID #**

108

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That the Child Protection Branch provide a detailed report to the Office of the Children's Advocate indicating the status of the recommendations listed in this report. This should be submitted within nine months after the completion of this case review.

**Accomplishments**

The Section 4 and Section 10 recommendations were rolled into the work of the Changes for Children initiative. The Standing Committee provides in-person quarterly updates to the Office of the Children's Advocate and Office of the Ombudsman. The Ombudsman's role is to monitor and report on specific recommendations. The Office of the Ombudsman has released one report and a second report is currently in development.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

111

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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

**Accomplishments**

Each Authority is required under The Child and Family Services Authorities Act to have a conflict of interest policy. Section 17 of the Service Funding Agreement requires the Authority to "create and abide by a Conflict of Interest Policy, which shall be disclosed to Manitoba upon request in writing." This policy must meet or exceed Manitoba's Conflict of Interest Policy.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

115

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That the Child Protection Branch work with the Authorities to maintain these standards once they have been reached

**Accomplishments**

The Funding Model framework will also consider staffing resources. The new funding model introduces prevention funding and will provide a long term sustainment of the Differential Response/Family Enhancement model of service delivery. Presently the average protection caseload is 27.

**Next Steps**

The new funding model is responsive to worker-to-client ratios which allow for phased attainment of identified goals. When approved, the federal government will join the province in the provision of funding for prevention services.

**Current Status**

Significant Progress

**Unique ID #**

117

**Report**

Section 4 Review - PS Sept 2006

**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 four Authorities received an additional \$712.6 in funding in 2008 to hire four Quality Assurance specialists and three Human Resource Specialists. If an Authority/agency is in the position of not meeting a standard, the Authority and Child Protection Branch will work together to build the capacity to meet that standard.

**Next Steps**

The Authorities are currently in the process of Agency Quality Assurance Reviews. The Authorities will work with agencies regarding any issues identified.

**Current Status**

Significant Progress

**Unique ID #**

126

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

WCFS staff have systemic meetings in regards to case planning for children in care including review meetings with resource staff, case managers, foster parents, the child in care, and the natural parents of children in care. WCFS supports case conference or system meetings as required during the case management process. With increased support, WCFS remains committed to ongoing improvement. The case plan is reviewed at regular supervisory and/or management meetings.

**Next Steps**

The system meetings/case conferences are an ongoing practice.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

140

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Winnipeg CFS & Rural and Northern CFS participate in General Authority Directors meetings. Coordination between the General Authority and Community Service Delivery ensures service delivery is consistent between private agencies and provincial regional offices.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

144

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

The Authorities meet with their agency directors monthly. The Authorities also meet with their agency boards regularly.

**Current Status**

Complete.

**Unique ID #**

157

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

The creation of a Child Welfare Secretariat which will be staffed by those people now working in the Branch and in Strategic Initiatives whose responsibilities relate strictly to the authorities and that the Joint Training Unit become part of the CWS .

**Accomplishments**

Resolution endorsed by Standing Committee in Spring 2008 to establish the Office of the Child and Family Services Standing Committee as a permanent resource to Standing Committee. The office was subsequently established and consists of eight policy analysts, one executive coordinator, one finance officer, four administrative supports from each Authority, and one core administrative support person.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

158

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

The creation of ten 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.

**Accomplishments**

August 2008 TB approval was given for fifteen FTEs for the Standing Committee Office. Approval includes eight policy analysts who have dual reporting between the Standing Committee and the Authorities.

**Current Status**

Complete

**Unique ID #**

159

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the staff currently at the Branch and the Strategic Initiatives Program that are assigned Authority relations responsibilities become part of the CWS. We recommend that the Joint Training Unit become part of the CWS.

**Accomplishments**

Authority relations staff are still at the branch and work directly with the Authorities. Their role is to conduct quality assurance reviews of the authorities and to work jointly with the authorities around problem solving, joint quality assurance reviews, documenting progress on recommendations, and providing executive support for the ministry. The Joint Training Unit reports to the Standing Committee Office but continues to be administered by Southern Authority.

**Next Steps**

As new projects are developed a variety of staff from the CFS division are assigned and in some cases there is a direct functional reporting relationship to Standing Committee. The Provincial Placement Desk function will also be transferred to the Ashinook program, and will develop a partnership approach to resource management.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

160

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That a manager of the secretariat be designated whose functional reporting will be to the Director, but who will have operational responsibility to the Standing Committee.

**Accomplishments**

The director of the Standing Committee Office reports directly to Standing Committee given the overall governing structure.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

161

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the Secretariat undertake the developmental activities as specified on page 29 – 31 of this report.

**Accomplishments**

Resolution endorsed by Standing Committee in Spring 2008 to establish the Office of the Child and Family Services Standing Committee as a permanent resource to Standing Committee. The office was subsequently established. The Staff Team is responsible for completing the foundational work assigned by Standing Committee.

**Current Status**

Complete

**Unique ID #**

173

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Ten tactical projects were completed in 2007/2008 including province wide direct access to any CFSIS case and province wide direct access to intakes. The Department of Family Services and Housing allocated \$5.0M to the Authorities for workload relief in 2008/2009 with a portion of these funds being dedicated to enhancements to DIAs.

**Current Status**

Complete

**Unique ID #**

176

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

In cases where one agency is the only service provider in a geographic area, agencies of choice have contract provisions with those service providers.

**Next Steps**

During the training that will be provided in early 2009, the ADP process and guide will be reviewed and feedback provided to Standing Committee.

**Current Status**

Complete

**Unique ID #**

193

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

ANCR/JIRU went live to provide intake service in Winnipeg in February 2007. This decision was made after extensive discussion among the authorities and the branch taking into account several factors such as the dual reporting structure of JIRU while remaining under the authority of WCFS Branch.

**Next Steps**

As of March 2009, the province and the Southern Authority are in the process of doing an operational review of ANCR. Results of this audit will be used to inform future operations of ANCR.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

195

**Report**

Strengthen the Commitment' Sept 2006

**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 provinces 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 the second phase of the new provincial funding model. It is scheduled to begin in 2009/2010.

**Current Status**

Significant Progress

**Unique ID #**

202

**Report**

Strengthen the Commitment' Sept 2006

**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

**Unique ID #**

203

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

We recommend that the standard regarding the type of information to be included with a file at transfer be enforced.

**Accomplishments**

Case transfer protocols have been addressed in the standards. Case management standards specifically outline what is required to transfer a case, the Joint Training Unit have developed a training package to address this recommendations

**Next Steps**

Standards training currently underway and will be completed by April 2009.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

209

**Report**

Strengthen the Commitment' Sept 2006

**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**

Annual Children in Care reviews are required under the Act and a permanent ward transfer process protocol has been drafted for review by Standing Committee. These are/will be 2 Quality Assurance mechanisms that are on-going. The Authorities have/are reviewing and re-aligning their processes as appropriate.

**Next Steps**

This issue will be raised by the Authority Relations staff of the Child Protection Branch during regular meetings with staff of the four Authorities.

**Current Status**

Significant Progress

**Unique ID #**

213

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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

**Accomplishments**

The use of Voluntary Placement Agreements (VPA) is flexible based on the voluntary working relationship between the client and supervisor. A VPA is reviewed by the supervisor, signed by the Executive Director of the Agency and a copy is sent to the Authority.

**Current Status**

Significant Progress

**Unique ID #**

249

**Report**

Strengthen the Commitment' Sept 2006

**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**

Authorities received funding for HR specialist positions in 2008/2009. Authorities have developed HR policies including supports to staff. Those agencies not having EAP programs have developed resources for support to staff.

**Current Status**

Significant Progress

**Unique ID #**

263

**Report**

Strengthening Our Youth' 2006

**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 the recommendation is a general standard indicating the requirements that transition planning occur for children expected to age out of care.

**Next Steps**

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. (department response). Once developed services will become part of agency quality assurance reviews.

**Current Status**

In Progress



**Unique ID #**

292

**Report**

Strengthening Our Youth' 2006

**Recommendation**

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

**Accomplishments**

The Province has several placement options for youth requiring shelter and support. Decisions to bring youth into care are based on assessment of existing options and the safety of the youth.

**Next Steps**

The Southern Authority and the Child Protection Branch are in the process of doing an operational review of ANCR.

**Current Status**

Significant Progress

**Unique ID #**

475

**Report**

Inquest - Owen, Tracia

**Recommendation**

That the Southern Authority to 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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the Agency will be assessed.

**Current Status**

Significant Progress

**Unique ID #**

476

**Report**

Inquest - Owen, Tracia

**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**

An examination of case records is part of the terms of reference in the Section 4 Review that is currently underway in which the service operations of the Agency will be assessed.

**Current Status**

In Progress

**Unique ID #**

1042

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report sent to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1044

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report sent to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1048

**Report**

OCA Special Investigation - Langan, Michael

**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**

May 2009 report sent to the Authority for feedback.

**Current Status**

In Progress

***Unique ID #***

1060

***Report***

OCA Special Investigation - Langan, Michael

***Recommendation***

The Children's Advocate recommends that ANCR, 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.

***Accomplishments***

May 2009 report sent to the Authority for feedback. An operational review of ANCR is currently underway.

***Current Status***

In Progress

6

## Theme: Improved Communication

Number of  
Recommendations: 44

*A number of initiatives are underway to enhance communication, both within the child and family services system and between systems. These include:*

*The establishment of the Child Welfare Inter-sectoral Committee of ADMs (CWIC) to facilitate cross-system planning and information exchange.*

*The development and dissemination of information and training for various stakeholders on the Duty to Report suspected abuse and Guidelines for Children in Need of Protection.*

*The launch of the C4C website and the provision of funding to the Authorities for website development to enhance information provision and ease of contact.*

*The establishment of regular meetings between the CFS division and the Authorities as well as quarterly meetings with the Ombudsman, the Children's Advocate and Standing Committee. Additionally the four Authorities have established regular ongoing meeting with their Agency Directors.*

*A one-day Child Welfare Trends and Challenges conference in 2007 and two conferences for Child Abuse Coordinators (one in 2007 and another in early 2009).*

Complete: 23  
Significant Progress: 10  
In Progress: 5

### **Accomplishments:**

*The All Nations Coordinated Response Network (ANCR) was mandated in February 2007 to offer Intake services in the city of Winnipeg.*

*In November 2008 the Child Welfare Inter-sectoral Committee held its first meeting. The Committee acts as a planning and coordinating body for cross system activities and issues.*

*A working group of Standing Committee has completed a FIPPA / PHIA fact sheet on the duty to report and information sharing among Child Welfare and Community Agencies.*

### **OCA Special Investigations**

*In Progress: 3*

### **Tracia Owen Inquest**

*Significant Progress: 2*

*In Progress: 1*

**Unique ID #**

22

**Report**

Honouring Their Spirits' Sept 2006

**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 Permanent Child Welfare Intersectoral Committee held its first meeting on November 24, 2008. Initial discussions were held to address this recommendation and identify potential Working Group members.

**Next Steps**

This recommendation requires legislative change and is on the list of areas that will be examined during the upcoming legislative review. The co-chairs of CWIC are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the education outcomes

**Current Status**

In Progress

**Unique ID #**

23

**Report**

Honouring Their Spirits' Sept 2006

**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 Permanent Child Welfare Intersectoral Committee held its first meeting on November 24, 2008. Initial discussions were held to address recommendation and identify potential Working Group members.

**Next Steps**

The co-chairs of CWIC are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the education outcomes project.

**Current Status**

In Progress

**Unique ID #**

39

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

All of the guidelines are on-line on the PACCA website under "publications". PACCA members are each responsible for distribution of the guidelines to their staff sectors. This distribution occurs annually.

**Current Status**

Complete

**Unique ID #**

51

**Report**

Honouring Their Spirits' Sept 2006

**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**

Phase 2 of the Differential Response/Family Enhancement Initiative is in its final planning stages for implementation in the Spring of 2009. Outcomes of various interventions, including community referrals will be part of the evaluation process.

**Next Steps**

Service standards and protocols for services provided by community agencies will need to be developed. It must be emphasized that families receiving service under the Differential Response/Family Enhancement stream are voluntary and there is no requirement that they accept or continue any service offered.

**Current Status**

In Progress

**Unique ID #**

60

**Report**

Honouring Their Spirits' Sept 2006

**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**

Funds were distributed to agencies in 2006/2007 to purchase cameras to obtain digital photos of CIC to be placed on file. The Provincial Standard states that a current photograph must be placed in the child's file each year. CFSIS is capable of including pictures of CIC as of April 2008.

**Next Steps**

Agencies are currently in the process of determining completion of this task. A commitment has been made that the file will contain an up-to-date picture for all children in care.

**Current Status**

Significant Progress

**Unique ID #**

61

**Report**

Honouring Their Spirits' Sept 2006

**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**

Funds were distributed to agencies in 2006/2007 to purchase cameras to obtain digital photos of CIC to be placed on file. The Provincial Standard states that a current photograph must be placed in the child's file each year. CFSIS is capable of including pictures of CIC as of April 2008.

**Next Steps**

Agencies are currently in the process of determining completion of this task. A commitment has been made that the file will contain an up to date picture for all children in care.

**Current Status**

Significant Progress

**Unique ID #**

64

**Report**

Honouring Their Spirits' Sept 2006

**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**

This recommendation has been referred to the Child Welfare Intersectoral Committee. Treatment of involuntary clients is a very difficult and complex issue.

**Next Steps**

All agencies must continually review their criteria for admission. Assessments use readiness and need to determine who will benefit most from limited service availability.

**Current Status**

In Progress

**Unique ID #**

66

**Report**

Honouring Their Spirits' Sept 2006

**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**

WCFS Branch has a specialized 'new comer' unit that works closely with the immigrant community. Service workers and supervisors often do community education regarding services provided by the agency.

**Current Status**

Significant Progress

**Unique ID #**

73

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That the Joint Intake Response unit (JIRU) undertake a series of informational training sessions in agencies operating in Winnipeg to provide information about their service. (Section 9.1)

**Accomplishments**

Recommendation addressed. This process is part of the regular ongoing community outreach of ANCRs service.

**Current Status**

Complete



**Unique ID #**

77

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

A working group created a fact sheet on PHIA / FIPPA for both Child and Family Service staff and external agencies. The fact sheet clearly outlines the duty to report. The fact sheet has been sent to Authorities and distributed to agencies. PACCA representatives are responsible for distributing this fact sheet to their various systems on a regular ongoing basis.

**Next Steps**

Child welfare staff meet regularly with collateral agencies to review the duty to report a child in need of protection. These sessions provide the forum for both information sharing and relationship building with collateral agencies.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

78

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

All of the guidelines are on-line on the PACCA website under "publications". PACCA members are each responsible for distribution of the guidelines to their staff and systems. This distribution occurs annually.

**Current Status**

Complete

**Unique ID #**

79

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The provincial access and privacy coordinator regularly attends community agencies and organizations to review access and privacy legislation and their duty to report protection concerns.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

85

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That the Minister of Family Services and Housing either appoint an independent arbitrator or constitute a committee made up of a representative of each authority, a representative of the Child Protection Branch, and up to three community representatives to act as a dispute resolution body in cases where jurisdiction is in question. (Section 9.4)

**Accomplishments**

The Child Protection Branch continues to perform this function. Any disputes between Authorities are resolved at this level.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

88

**Report**

Honouring Their Spirits' Sept 2006

**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 proposed new funding model developed in coordination with the federal government will provide harmonized funding from both provincial and federal sources. The federal model includes expanded funding for prevention services for families in first nations communities. This funding will lessen the inequities between on and off reserve families.

**Next Steps**

Federal funding will include a resource coordinator position for each agency to act as a liaison with other systems such as health and education to coordinate service provision on reserve.

**Current Status**

Significant Progress

**Unique ID #**

110

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

Collateral service providers can share information with CFS staff during a child protection investigation and as part of a coordinated case plan. A PHIA/FIPPA FACT Sheet has been developed, approved, sent to the Authorities, and distributed to Agencies on November 28, 2008. This FACT Sheet outlines circumstances in which information can be shared between child welfare agencies and collaterals. The FACT Sheet has also been distributed to the Provincial Advisory Committee on Child Abuse for further distribution.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

116

**Report**

Section 4 Review - PS Sept 2006

**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**

The CFS Standards Manual currently has a number of sections that apply to all agencies. There are manual sections on case management, services to families, child protection, children in care (places of safety only), service administration (service records and death or injury of a child only), and agency operations (human service practices only). As revisions and additions to the Standards Manual are developed and approved, hard copies (English) are sent to Authorities, translated into French and then posted online. Paper copies (English) were sent to Authorities. Thirty standards developed in December 2009. Joint Training Unit developed a new standards training package for Authorities. Authorities commenced training in November 2008. Standards posted online by January 30, 2009. Develop new standards according to priorities set by Standards Development Team in 2009/2010. At this time priority is to work on Chapter 4, Children in Care, and Chapter 8, Agency Operations with respect to agency governance and

**Current Status**

Significant Progress

**Unique ID #**

122

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

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.

**Accomplishments**

Child Protection Branch participated in training in conjunction with health care providers in various settings including hospitals, public health nurses and community health nurses to reinforce awareness of indicators of abuse, reporting requirements, and the role of PHIA. A FIPPA/PHIA FACT sheet on reporting a child in need of protection and information sharing during a protection investigation has also been developed and distributed.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

124

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That Winnipeg Child and Family Services will combine all internal procedures into one policy manual once the new Authority Standards are finalized.

**Accomplishments**

WCFS has put all of its internal policies together and continues to update as new policies are developed. Manuals have been distributed to each service site. The Provincial Standards Manual has been posted on the WCFS's internal website which was launched in December 2008.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

130

**Report**

Section 4 Review - PS Sept 2006

**Recommendation**

That an Advisory Council be established to provide guidance and Accountability and Resolution of Internal Issues for the Winnipeg Child and Family Services. This should be instituted within six months of this report.

**Accomplishments**

There are three mechanisms that WCFS has to deal with internal operational matters. The mechanisms include a labour management committee in operation for a long period of time. Two new mechanisms have been established as of Summer 2008. They are Staff Engagement Committee and a complex case review process. The committee deals with operational and service matters. The complex case review process deals with service planning for children with high medical needs or complex conditions. The review process involves staff from WCFS as well as experts as required.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

141

**Report**

Strengthen the Commitment' Sept 2006

**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**

In the Fall of 2007 a Symposium was held on Child Welfare Trends and Challenges. Media representatives formed part of the panel discussion. A total of 475 participants attended the conferences, including staff from CFS agencies, collateral service providers, the media and others. Authority Communication positions have been included in the request for 2009/2010 funding to Authorities to assist the Authorities in their community relations activities.

**Next Steps**

A follow-up Symposium is being planned for 2009.

**Current Status**

Significant Progress

**Unique ID #**

142

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That before the end of the calendar year two meetings be held, one with the Executive Directors in the North and one in the South, with Standing Committee to advise of the immediate and short term implementation plans.

**Accomplishments**

The Authorities meet with their agency directors monthly. The Authorities also meet with their agency boards regularly. Continued communication has occurred between authorities and agency executive directors to provide continued communication regarding governance issues.

**Current Status**

Complete

**Unique ID #**

143

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That a further two meetings of the same groups to discuss the accomplishments to date be held before the end of the fiscal year, and the plans for the upcoming fiscal year be set out.

**Accomplishments**

The Authorities meet with their agency directors monthly. The Authorities also meet with their agency boards regularly. Standing Committee has published two progress reports on Changes for Children which outline accomplishments and next steps.

**Next Steps**

A two-day Strategic Planning session will be held in May 2009. The Directors of all Child and Family Services Agencies and Regional Offices will be in attendance.

**Current Status**

Complete

**Unique ID #**

145

**Report**

Strengthen the Commitment' Sept 2006

**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 held its first meeting on November 24, 2008. Initial discussions were held to address recommendation and identify potential Working Group members.

**Next Steps**

The Intersectoral Committee is overseeing the development of plans to address thirty-three recommendations.

**Current Status**

Significant Progress

**Unique ID #**

146

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

This recommendation has been referred to the Child Welfare Intersectoral Committee. The co-chairs of CWIC are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the education outcomes project.

**Next Steps**

The Intersectoral Committee has had several meetings and will begin reporting to Standing Committee and the Healthy Child Committee of Cabinet in the Fall of 2009.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

178

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That the Department and the Interim board of JIRU collaboratively determine a single reporting structure for JIRU.

**Accomplishments**

JIRU became a separate Designated Intake Agency (ANCR) and was mandated by the Southern Authority in February 2007. At the time of the mandate designation, a commitment to conduct a joint (Southern Authority and the Child Protection Branch) quality assurance review was made. This was initiated in the Fall of 2008.

**Current Status**

Complete

**Unique ID #**

180

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

JIRU became a separate Designated Intake Agency (ANCR) and was mandated by the Southern Authority in February 2007. An information booklet was developed and widely distributed.

**Current Status**

Complete

**Unique ID #**

181

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

That strategy be developed to address how collateral agencies and organizations can send non-urgent referrals to JIRU.

**Accomplishments**

This process was done as part of ANCR receiving its mandate.

**Current Status**

Complete

**Unique ID #**

182

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

This process was done as part of ANCR receiving its mandate.

**Current Status**

Complete

**Unique ID #**

185

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

This process was done as part of ANCR receiving its mandate. In 2008 the definition of 'abuse' was expanded at ANCR to determine which cases were streamed to the abuse units. Additional staff has been approved to create a third abuse unit.

**Current Status**

Complete

**Unique ID #**

188

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Although ANCR is a distinct agency mandated by the Southern Authority, a Joint Management Group of the four Authorities has been created to coordinate seamless service delivery.

**Current Status**

Complete

**Unique ID #**

194

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

The responsibility of JIRU to provide information to workers from other agencies from CFSIS be transferred to the Child Welfare Secretariat.

**Accomplishments**

This can only be performed by a mandated agency, therefore any governing body could not legally take on this responsibility without a change to legislation.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

198

**Report**

Strengthen the Commitment' Sept 2006

**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**

Standing Committee provided information on protocols for case transfers from Designated Intake agencies to ongoing service agencies. Additionally, the provincial case management standards clearly outline the practice for case transfers.

**Current Status**

Significant Progress

**Unique ID #**

200

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

DIA's were surveyed by their Standing Committee representatives, on transfer documentation, protocols and dispute resolution processes being used. Issues are being handled Authority to Authority basis as per the dispute resolution protocol.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

201

**Report**

Strengthen the Commitment' Sept 2006

**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**

DIA's were surveyed by their Standing Committee representatives, on transfer documentation, protocols and dispute resolution processes being used. Issues are being handled Authority to Authority basis as per the dispute resolution protocol.

**Current Status**

Significant Progress

**Unique ID #**

205

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Case transfer protocols have been addressed in the standards. Case management standards specifically outline what is required to transfer a case, the JTV have developed a training package to address this recommendation.

**Next Steps**

Standards training is currently underway and will be completed by April 2009.

**Current Status**

Complete: Pending Standing Committee Signoff



**Unique ID #**

206

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Case transfer protocols have been addressed in the standards. Case management standards specifically outline what is required to transfer a case, the JIU have developed a training package to address this recommendation.

**Next Steps**

Standards training is currently underway and will be completed by April 2009.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

242

**Report**

Strengthen the Commitment' Sept 2006

**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**

On April 2, 2009 Animikii had eight Child in Care Supervision cases. This number is not significantly higher or lower than other agencies in the province. Animikii follows the provincial Child in Care Supervision policy as do all agencies in the province .

**Current Status**

Significant Progress

**Unique ID #**

269

**Report**

Strengthening Our Youth' 2006

**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**

This recommendation was referred to the Inter-Sectoral Committee of ADMs.

**Current Status**

In Progress

**Unique ID #**

461

**Report**

Inquest - Owen, Tracia

**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. Under the direction of the 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 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. In May 2007 Manitoba Family Services and 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, promising programs and practices, and new information and research. In October 2007 the "Community Responses to Women & Children Exploited/Involved in the Sex Trade" forum was sponsored by Ka NI Kanichihk. 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. A Province-wide summit was held in Winnipeg and Thompson on March 17 and 18, 2008. The summit workshops were attended by 195 people in Winnipeg and 65 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 February 2009. The document is called Tracia's Trust-Front Lines Voices: Manitoban's Working Together to End Child Sexual Exploitation. The 2008/2009 New Initiatives have a total request of \$2,884.9 and include funding for a Children's Advocacy Centre, TERF Mentor Program, Clinic's Dream Makers and Safe or Transition Houses for Sexually Exploited Youth and Women.

**Current Status**

Significant Progress

**Unique ID #**

462

**Report**

Inquest - Owen, Tracia

**Recommendation**

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

**Accomplishments**

In 2002, The Province established a team to implement Phase 1 of a strategy to address the sexual exploitation of children and youth in Manitoba. The MIT (Implementation Team) has representation from across government and community organizations that serve sexually exploited youth. The strategy is comprised of several initiatives. The Province has received approval for four positions to establish a Sexual Exploitation Prevention Unit. The unit will be responsible for implementing the expanded strategy on sexual exploitation.

**Next Steps**

At present the unit will consist of two child abuse investigators specializing in sexual exploitation and one outreach worker. Full implementation of the strategy requires funding of the remaining positions.

**Current Status**

Significant Progress

**Unique ID #**

465

**Report**

Inquest - Owen, Tracia

**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**

All agencies are in the process of obtaining current photographs of all children in care. Standard 1.7.4 in the Standards Manual states that when the police are notified of a death, they contact the CME's office as well as the appropriate child and family services agency on learning that the child was in care or the child's family was receiving services from the agency.

**Current Status**

In progress

**Unique ID #**

1040

**Report**

OCA Special Investigation - Smith, Vern

**Recommendation**

The CME 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**

May 2009 report to the Authority for feedback.

**Current Status**

In Progress

**Unique ID #**

1059

**Report**

OCA Special Investigation - Langan, Michael

**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'.

**Current Status**

In Progress

**Unique ID #**

1108

**Report**

OCA Special Investigation - Campbell, Allan

**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**

May 2009 report sent to the Authority for feedback.

**Current Status**

In Progress

[illegible]

## Theme: Prevention

### Number of Recommendations: 25

*Since 2007, key areas of focus have been FASD prevention, suicide prevention and the roll out of Differential Response / Family Enhancement.*

*During the 2008/09 fiscal year, the Provincial Coordinated FASD Strategy was implemented, FASD Specialist positions were established at each CFS Authority, the FASD Strategy Implementation Team (SIT) was put in place, and the Spectrum Connections program was launched. During 2009/10, the focus will be on developing, implementing and evaluating standards for FASD services, establishing new sites for the Stop FASD program and expanding pre- and post-diagnostic services in rural and northern Manitoba.*

*In December 2008, the Reclaiming Hope – A Youth Suicide Prevention Strategy was announced and suicide intervention training provided to over 250 CFS staff, foster parents and other care providers. During 2009/10, the Strategy will focus on creating a youth crisis stabilization unit in Thompson, improving access to mental health treatment in rural and northern areas, expanding peer support, and designing trauma training for service providers.*

*Phase 2 of the Differential Response/ Family Enhancement Initiative is underway and project-based evaluations will commence in 2009/10.*

Complete: 11

Significant Progress: 6

In Progress: 5

#### **Accomplishments:**

*Reclaiming Hope: Manitoba's Youth Suicide Prevention Strategy has been developed to prevent the tragedy of youth suicide in Manitoba.*

*The Manitoba FASD Inter-departmental Committee, chaired by Healthy Child Manitoba has taken a primary role in the development of activities and services to address the many recommendations regarding Fetal Alcohol Spectrum Disorder.*

*Manitoba's Differential Response Initiative entered phase II, the project based evaluation phase in early 2009.*

#### **Tracia Owen Inquest**

Significant Progress: 2

In Progress: 1

**Unique ID #**

24

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The STOP FASD program will be expanded in 2009/2010 to sites in Portage, Flin Flon and Dauphin.

**Next Steps**

Service providers have been chosen for the expanded STOP FASD sites and the development of the programs has begun.

**Current Status**

Complete

**Unique ID #**

25

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The Manitoba FASD Interdepartmental Committee was established with Terms of Reference finalized in October 2004, chaired by Healthy Child Manitoba. Representation now includes Authority FASD Specialists. This group will provide an ongoing forum to address this and other recommendations relating to FASD.

**Next Steps**

Significant progress has been made to develop intersectoral programs and initiatives to implement all recommendations associated with services to families and children affected by FASD as well as the development of a prevention and public education component. Although this recommendation is considered complete as the structure has been established, the work of the committee will be ongoing.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

27

**Report**

Honouring Their Spirits' Sept 2006

**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**

Materials and distribution plan are before Standing Committee for approval.

**Next Steps**

Standing Committee approval of material and distribution of materials.

**Current Status**

Significant Progress

**Unique ID #**

29

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

The Changes for Children 'Child Safety Initiative' developed a policy and included the purchase of only government approved cribs and car seats for all children in care. 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.

**Current Status**

Complete

**Unique ID #**

30

**Report**

Honouring Their Spirits' Sept 2006

**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 Housing, Manitoba Education and the First Nations Inuit Health Branch. (Section 6.1)

**Accomplishments**

Reclaiming Hope: Manitoba's Youth Suicide Prevention Strategy's goal is to prevent the tragedy of youth suicide and suicide-related thoughts and behaviours. Activities were identified for the strategy that both enhance protective factors and reduce risk factors. The strategy will help youth develop healthy individual coping strategies encourage them to embrace and succeed in life enhance family, social and community supports and will improve access to mental health treatment. The strategy incorporates Aboriginal culture and tradition, community assets and strengths, sustainable practices, flexibility and initiatives that promote mental health.

**Next Steps**

Changes for Children funding has been provided to Manitoba Health to implement recommended programs on suicide prevention and treatment services with an emphasis in Northern Manitoba. Extensive development of activities has been planned for 2009/2010. The provincial Strategy will receive \$1.8 million in funding in 2009/2010 through the Changes for Children Initiative.

**Current Status**

In Progress

**Unique ID #**

31

**Report**

Honouring Their Spirits' Sept 2006

**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 work has been referred to the permanent Child Welfare Intersectoral Committee.

**Current Status**

Significant Progress

**Unique ID #**

33

**Report**

Honouring Their Spirits' Sept 2006

**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 work has been referred to the permanent Child Welfare Intersectoral Committee.

**Current Status**

Significant Progress

**Unique ID #**

35

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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 6.0)

**Accomplishments**

A consolidated report consisting of key information from a series of existing reports was found to be sufficient to provide a framework for moving ahead. The Child Welfare Intersectoral Committee has developed a plan that will provide an additional \$1.8 million in funding in 2009/2010. Many of the specific recommendations for enhanced service are addressed in this plan.

**Current Status**

Complete: Alternate Solution

**Unique ID #**

42

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

On December 15, 2008 the Province unveiled its four-year, \$8-million Youth Suicide Prevention Strategy to improve access to mental-health care and provide hope and opportunity to young people across Manitoba. The new package of initiatives called Reclaiming Hope: Manitoba's Youth Suicide Prevention Strategy includes new community-based, culturally relevant programming and resources to be delivered in communities across the province with a focus on breaking down barriers to meet the needs of Aboriginal youth. Some of the projects being funded under the strategy include; creating a youth crisis stabilization unit in Thompson with on-site treatment, a mobile crisis unit and a Telehealth unit to provide treatment for youth from remote northern communities, decreasing the need for youth to fly south for intensive treatment. Additionally, the strategy will expand successful workshops and peer support programs to schools in northern MB through Teen Talk and will implement Communities That Care.

**Current Status**

Complete: Pending Standing Committee Signoff



**Unique ID #**

43

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

An additional psychiatrist has been hired.

**Current Status**

Complete

**Unique ID #**

44

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Beginning in 2009/2010, \$378,000 annually has been allocated for Child and Adolescent Mental Health Training. This training will adapt current community mental health worker training to be relevant to clinicians in the North. This training, targeted to staff working in the North will be delivered in the North which will optimize access to the training.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

45

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Beginning in 2009/2010, \$378,000 annually has been allocated for Child and Adolescent Consultation through Telehealth. This will provide resources for mental health consultation, including psychiatry, to clinicians providing services to youth and their families in rural and northern Manitoba.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

46

**Report**

Honouring Their Spirits' Sept 2006

**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**

The Department has received funding for a six-bed crisis stabilization unit in Thompson. The unit is comprised of four crisis beds and two transition beds.

**Next Steps**

The unit will be established pending final approval of the 2009/2010 budget.

**Current Status**

In Progress

**Unique ID #**

47

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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

**Accomplishments**

The Department has received funding for one additional position for the Winnipeg Mobile Crisis Team effective October 2009.

**Next Steps**

Once final approval is obtained plans to hire this position effective October 2009 will begin.

**Current Status**

In Progress

**Unique ID #**

48

**Report**

Honouring Their Spirits' Sept 2006

**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**

Funding has been allocated for enhancements to crisis and treatment services for youth in the north, including a youth crisis stabilization unit in Thompson with on-site treatment, and a mobile crisis component and Telehealth capacity to provide better treatment for youth in remote northern communities.

**Current Status**

Significant Progress

**Unique ID #**

49

**Report**

Honouring Their Spirits' Sept 2006

**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 counseling within 12 weeks of referral. (Section 8.1)

**Accomplishments**

This recommendation has been referred to the Child Welfare Intersectoral Committee. The co-chairs of CWIC are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the recommendations assigned to them.

**Current Status**

In Progress

**Unique ID #**

59

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

Spectrum Connections, a program offered through Life's Journey in Winnipeg, is helping youth who are transitioning out of the foster care system and young adults in supported of independent living to access opportunities like housing, education and training, recreation, crisis services, family connections and mentoring. Adult referrals commenced in mid-May 2008 and referrals for eligible youth in Winnipeg began in June 2008. The STOP FASD program will be expanded in 2009/2010 to sites in Portage, Flin Flon and Dauphin.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

63

**Report**

Honouring Their Spirits' Sept 2006

**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**

This recommendation has been referred to the Child Welfare Intersectoral Committee (CWIC).

**Next Steps**

The co-chairs of CWIC are meeting with Standing Committee in May 2009 to determine strategy and point of responsibility regarding the recommendations assigned to them.

**Current Status**

In Progress

**Unique ID #**

68

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

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)

**Accomplishments**

FASD specialists have been funded in each of the four authorities to provide a support, consultation and service coordination function for their member agencies. An FASD specialist position for each of the mandated child and family services agencies is included in the long range 'ideal funding' model and as child maintenance costs decrease due to Family Enhancements, consideration will be made to request savings to agency services.

**Current Status**

Complete

**Unique ID #**

70

**Report**

Honouring Their Spirits' Sept 2006

**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 ten to eighteen who are suspected of being prenatally exposed to alcohol and/or drugs. (Section 8.7)

**Accomplishments**

As an alternative to the Clinic at the Health Sciences Centre, funding has been obtained to support this recommendation through the development of resources by the Regional Health Authorities.

**Next Steps**

Finalization of a mechanism to deliver these services requires further negotiation with the Regional Health Authorities and discussions are ongoing.

**Current Status**

Significant Progress

**Unique ID #**

239

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

In a News Release dated September 5, 2008, the Minister of Health announced that the provincial and federal governments have reached an agreement to implement Jordan's Principle in Manitoba to ensure that First Nations children with multiple disabilities will continue to receive necessary care without delays or disruptions resulting from jurisdictional disputes.

**Current Status**

Complete

**Unique ID #**

270

**Report**

Strengthening Our Youth' 2006

**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**

AFM recently released its latest study of street involved youth and Tracia's Trust contains significant resources to work with street involved youth. Phase 2 of Tracia's Trust was unveiled in December, 2008 and includes StreetReach and StreetReach North. StreetReach is a Winnipeg co-coordinated and more integrated effort to help youth escape exploitation, help prevent high-risk runaways from becoming exploited; and better identify predators, prostitution and drug houses. StreetReach North has a focus on runaways and training for RCMP officers and communities in the North.

**Current Status**

Significant Progress

**Unique ID #**

463

**Report**

Inquest - Owen, Tracia

**Recommendation**

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

**Accomplishments**

Many prevention focused activities are scheduled for the coming year as Manitoba moves into Phase 2 of the Differential Response/Family Enhancement Initiative. Once funding is secured the federal government will join the province in providing funds for prevention and early intervention services in First Nations communities. On reserve funding is a federal responsibility.

**Current Status**

In Progress

**Unique ID #**

471

**Report**

Inquest - Owen, Tracia

**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**

Provincial Family Support funding is currently provided to agencies through their authorities for early intervention services. The Differential Response/Family Enhancement 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. 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 facilitate cases moving between protection and prevention streams, thus enabling service provision regardless of types of case, provide funding through the prevention component, thus facilitating early intervention with families, and 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. Requires agency business plans which will contain a range of performance indicators including targets for reductions of children in care.

**Next Steps**

Phase 2 of the Differential Response/Family Enhancement Initiative will begin in Spring 2009. Phase 2 will provide information needed for long-term sustainable prevention component to child welfare funding – it will inform where the majority of prevention streaming will take place and facilitate appropriate allocation of funding by agencies, provide funding resource to families regardless of stage or level of service received. Full implementation of Differential Response/Family Enhancement is scheduled for 2010/2011.

**Current Status**

Significant Progress

**Unique ID #**

485

**Report**

Inquest - Owen, Tracia

**Recommendation**

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

**Accomplishments**

Suicide Prevention – Under Changes for Children funds have been identified to develop and implement resources for suicide prevention. An intersectoral committee (CWIC) has been established to develop an action plan to address resource needs for youth, emphasizing services in rural and northern communities. A Multi-System Response to High Risk Victim training has taken place in Winnipeg on February 18 and 19, 2009. 140 stakeholders were in attendance primarily from Winnipeg and Thompson since these two communities have been identified as locations for the establishment of two Street Reach Teams mentioned in the Phase 2 announcements. Attendees included approximately 40 representatives from law enforcement, 5 from prosecutions, 30 from child welfare, and 50 community stakeholders.

**Next Steps**

Youth Suicide Prevention Strategy. On December 15, 2008, the Province unveiled a four year \$8 million Youth Suicide Prevention Strategy called "Reclaiming Hope" to Support At-Risk Youth Province Wide. The Strategy will: help prevent youth suicide, improve access to mental -health care and provide hope and opportunity to young people across Manitoba and include new community-based, culturally relevant programming and resources to be delivered in communities across the province with a focus on breaking down barriers to meet the needs of Aboriginal youth.

**Current Status**

Significant Progress

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page.

## *Theme: Child Death Investigation Transfer to the OCA*

*Number of  
Recommendations: 8*

*In September 2008 the Office of the Children's Advocate received their expanded mandate to transfer Child Death reviews from the Chief Medical Examiner to them.*

*At the time of the transfer a list of outstanding reviews was completed and staff was provided to the Children's Advocate to complete these outstanding reviews. To date we have received seven reviews and continue to monitor the completion of the backlog.*

*All recommendations arising from the Special Investigations are assigned to a member of the Child Protection Branch to ensure each and every recommendation is reviewed and addressed. All recommendations relating to agencies and authorities are signed off by the Executive Director of the Child Protection Branch. All systemic recommendations are signed off by the Assistant Deputy Minister of Child and Family Services.*

*The division reports on progress of all recommendations on a semi annual basis in April and October.*

*Complete: 6*

*Significant Progress: 1*

### ***Accomplishments:***

*The Office of the Children's Advocate has received their mandate to complete Child Death reviews where a child was either in care of or the family was in receipt of service from a Child Welfare Agency in the year preceding the child's death.*

*The expanded mandate for Child Death reviews allows the system to examine service provided by all systems.*

*This expanded mandate views the child and family as part of a broad inter-disciplinary system; a system that shares responsibility for service provision to families to ensure child safety and well-being.*

### ***Tracia Owen Inquest:***

*Complete: 1*



**Unique ID #**

20

**Report**

Honouring Their Spirits' Sept 2006

**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**

When responsibility of child death reviews was transferred to the Office of the Children's Advocate, a 'backlog' list of outstanding CME reviews was developed. Additional funding for staff resources was provided to the OCA to complete these reviews. A monthly review of the backlog occurs between the OCA and the province to ensure the timely completion of these reports.

**Next Steps**

The province continues to monitor the list of backlog reports with the Office of the Children's Advocate. Monthly meetings provide an opportunity to review ongoing issues including workload at the OCA.

**Current Status**

Significant Progress

**Unique ID #**

21

**Report**

Honouring Their Spirits' Sept 2006

**Recommendation**

That when requested, Section 10 reviews be conducted in the community in which the death occurred. (Section 2.1)

**Accomplishments**

The responsibility for the completion of child death reviews was transferred from the CME to the OCA. Legislation for this transfer was proclaimed in September 2008. Additional staff and operational funding was provided for this enhanced mandate. The OCA is committed to attend rural and First Nations communities when appropriate to carry out these reviews.

**Current Status**

Complete: Pending Standing Committee Signoff

**Unique ID #**

163

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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).

**Accomplishments**

New legislation was proclaimed in September 2008 to transfer authority from the Chief Medical Examiner to the Office of the Children's Advocate regarding child death reviews.

**Current Status**

Complete

**Unique ID #**

165

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Staff positions were transferred from CME upon proclamation. Additional staff were given to OCA to complete a backlog in cases at the CME's office. Additional positions have also been given to the OCA for continued work on special investigations.

**Current Status**

Complete

**Unique ID #**

166

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

Upon completing the review the OCA must prepare a written report of his/her findings and recommendations and provide a copy of it to the minister, the ombudsman, and to the CME. The Ombudsman will be responsible for the tracking of any recommendations made.

**Next Steps**

The province will be preparing a report on the new special investigations. To date seven reports have been received.

**Current Status**

Complete

**Unique ID #**

167

**Report**

Strengthen the Commitment' Sept 2006

**Recommendation**

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.

**Accomplishments**

In the annual report to the assembly under section 42 the Ombudsman must report on the implementation on the children's advocate's special investigation, child death review, recommendations.

**Current Status**

Complete

***Unique ID #***

484

***Report***

Inquest - Owen, Tracia

***Recommendation***

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.

***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.

***Current Status***

Complete