

ANNUAL REPORT 2015/2016

SOUTHERN FIRST NATIONS
NETWORK OF CARE



OUR MANDATED AGENCIES



PEGUIS CHILD AND FAMILY SERVICES (PCFS)
Peguis



ANIMIKII OZOSON CHILD AND FAMILY SERVICES (AOCFS)

Ontario First Nations members residing in Winnipeg and other families as assigned by the Southern First Nations Network of Care



SANDY BAY CHILD AND FAMILY SERVICES (SBCFS)
Sandy Bay



SAGKEENG CHILD AND FAMILY SERVICES (SCFS)
Sagkeeng



ANISHINAABE CHILD AND FAMILY SERVICES (ACFS)

Dauphin River / Pinaymootang / Lake Manitoba / Lake St. Martin / Little Saskatchewan



SOUTHEAST CHILD AND FAMILY SERVICES (SECFS)

Berens River / Bloodvein / Brokenhead / Buffalo Point / Hollow Water / Black River / Little Grand Rapids / Pauingassi / Poplar River



CHILD AND FAMILY ALL NATIONS COORDINATED RESPONSE NETWORK (ANCR)

Winnipeg / Headingley / East St. Paul / West St. Paul



DAKOTA OJIBWAY CHILD AND FAMILY SERVICES (DOCFS)

Birdtail Sioux / Canupawakpa / Long Plain / Roseau River / Sioux Valley / Swan Lake / Dakota Plains



WEST REGION CHILD AND FAMILY SERVICES (WRCFS)

Ebb & Flow / Gambler / Keeseekoowewin / O-Chi-Chak-Ko-Sipi / Pine Creek / Rolling River / Skownan / Tootinaowaziibeeng / Waywayseecappo



INTERTRIBAL CHILD AND FAMILY SERVICES (ICFS)

Fisher River / Kinonjeoshtegon / Dakota Tipi

*DOCFS provides services to Dakota Tipi on behalf of ICFS effective June 2015.



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BOARD OF DIRECTORS



BOARD CHAIR

ALLAN COURCHENE

Allan Courchene is a member of the Sagkeeng First Nation. He and his wife have ten grandchildren. Over the last 25 years Allan has worked as a teacher, principal, university professor, policy analyst and coach, and in each of these roles he has been an advocate for youth with personal issues.



VICE CHAIR

DAVE RUNDLE

Dave and his family are members of the Ebb & Flow First Nation. He has been married for 47 years to his wife, Delphine, and they have three children and four grandchildren. Before his retirement Dave had worked for First Nations for 45 years in various capacities.



TREASURER

STEVE COURCHENE

Steve Courchene is a member of the Sagkeeng First Nation. He and his wife, Susan, have four children and three grandchildren, one of whom they are raising as her primary guardians. Steve was instrumental in developing the first Aboriginal-owned and operated centre for Aboriginal youth in Canada.



SECRETARY

CLAIRISSA KELLY

Clairissa Kelly (Walking Buffalo Woman of the Bear Clan) comes from Peguis First Nation. As a child, Clairissa and her seven siblings spent a brief amount of time in the care of Child and Family Services and she brings that personal perspective to the board. In addition to her personal experiences with the child welfare system, Clairissa is also an emerging First Nations Educator.





BOARD MEMBER

GLEN COCHRANE

Glen is currently the senior pastor of The Peguis Church and has been in the pastoral ministry for the past 27 years. He works closely with families dealing with issues, who are working towards a healthier life.

Glen has been a motivational speaker at youth conferences encouraging youth to pursue their dreams and assisting them in how to overcome and deal with the obstacles that will hinder their vision in life.

Glen is married to his wife Verla of 36 years and is the father of 1 child and grandfather of 2 amazing boys. They have altered his view of children in so many positive ways.

Glen is a former band councillor, who represented Peguis First Nation for 3 terms. He brings with him extensive knowledge and expertise in politics including areas affecting CFS.



EX-OFFICIO

DON COURCHENE

Don Courchene is an experienced commercial banker with over 18 years of experience working in the financial sector. As an independent consultant he has assisted numerous First Nations people to successfully start new businesses and expand existing services to enhance their opportunity to succeed in their venture.



EX-OFFICIO

CHIEF LANCE ROULETTE

Lance Roulette is from the Sandy Bay Ojibway First Nation, Band number 283. He is a graduate from Yellowquill College with a diploma in First Nation Governance. He and his wife, Janice, have three children.

ELDER

RUTH ROULETTE

MESSAGE FROM THE BOARD CHAIR



On behalf of our Board of Directors, I'd like to say what a privilege it is for us to be ambassadors for the betterment of our children in care. As Loris Malaguzzi states, "children need the freedom to appreciate the infinite resources of their hands, their eyes and the ears, the resources of forms, materials, sounds, and colours." This freedom is what inspires our Board to work towards creating safe, caring and loving environments for our children.

The Southern First Nations Network of Care (SFNNC) Board consists of individuals with diverse backgrounds and with skills and experience that are significant to our mandate. We are pleased to bring forth the best practices for our communities, and the individuals serving on our Board are honoured to be chosen to be the representatives for this important role.

In 2015/16, the new Board was responsible for recruiting the best candidates to fill the role of Chief Executive Officer (CEO) within the organization, and we are pleased to welcome Tara Petti in this role. Tara brings with her an excellent wealth of knowledge to serve our children and provide the full, loving care they require.

We value the opinions, comments and suggestions of all organizations and we welcome requests for any information you may require.

Please contact the SFNNC:
2nd Floor, 630 Kernaghan Avenue
Winnipeg, MB R2C 5G1
Phone: 204.783.9190
Toll-Free: 1.800.665.5762
Fax: 204.783.7996
Email: reception@southernnetwork.org

It is with honour that I serve as the SFNNC Board Chair.

Megwetch, thank you,

Allan Courchene
Chair, Board of Directors



MESSAGE FROM THE CEO



With warm greetings, we are pleased to present the Southern First Nations Network of Care (SFNNC) Annual Report for 2015-16. Our organization has been through many changes throughout its existence and this past year has been no exception. We have been presented with many opportunities to embrace and work through change – and to turn challenges into opportunities.

Some important accomplishments and changes to highlight in the 2015-16 year include:

- On December 18, 2015, the Order of Administration for Southeast Child and Family Services was lifted and the governance and administration of the Agency was handed back to the newly appointed Board of Directors and Acting Executive Director. This was a long-awaited and significant accomplishment reflective of the hard work put in by the Acting Executive Director and the Board.
- In the fall of 2015, our CEO, Bobbi Pompana accepted the challenge to advocate for change for Indigenous children and families in the child and family services system by moving to a senior position with the provincial government as the Acting Executive Director of the Child Protection Branch. Recruitment and selection of a new CEO was facilitated by the Provincial Administrator and the SFNNC Interim Board of Directors.
- On January 12, 2016, the Order of Administration for the Southern Network was lifted and the Interim Board of Directors were appointed as the official Board of Directors of the SFNNC. This was a monumental event and marked the beginning of a new chapter for the organization.

As the newly hired Acting CEO, I readily accept the opportunities that exist as our organization continues to move forward with a new Board of Directors. I have been with the SFNNC since 2007 and bring my experience of working and building relationships with our Agencies and leadership to our goal of strengthening the circle around our children and families. I am grateful to have had the opportunity to experience, look back and reflect on what the organization has done for the purpose of moving forward. I look forward to what we can do to continue changing things to make life better for our children, families and communities.

There are many dedicated and committed people working at the SFNNC, both within our Agencies and in our communities. The work is extensive and we continue to face many challenges. There is no one person that has all the answers; however, every person has gifts and when we bring our gifts together, Creator shows us the answers. This is how we will work together to strengthen and restore our sacred circles, our children and our future.

Ekosi, Meegwetch, Wopida Tanka

Tara L. Petti



Executive Assistant
Patricia Halaburda



MESSAGE FROM THE ASSOCIATE CEO



Boozhoo, Aaniin, Makade Makwa Ikwe dizhnikaaaz. Sandy Bay doonji. My spirit name is Black Bear Woman. The name given to me at birth is Sharon Desmarais.

I would like to first thank the Creator for all the teachings and blessings I have received this last year. As I reflect back, I think about the constant changes, my own personal growth and all the teachings I've received on a daily basis. My first year as Associate CEO of the SFNNC has been full of many changes but I truly believe this to be a good thing. Change is sometimes hard to accept, but it is what we make of it and it pushes us to grow and develop in areas we never

thought possible.

I feel blessed to work with such a wonderful group of staff. Each individual works hard for all our agencies, families and children. Their tireless efforts are well noted and very much appreciated!

While it was very sad to see our CEO, Bobbi Pompana, leave the SFNNC to venture out and take on new challenges, we wish her all the best in her future endeavors. I also would like to welcome our new Acting CEO, Tara Petti, to her new position. Tara and I had the opportunity to work together for a short period prior to her coming into her new role, and I know her past experiences and education will have prepared her well for upcoming goals and challenges.

I would also like to welcome our new Board of Directors to the SFNNC as they settle into their new roles and take on responsibilities. Their expertise and experience will be an asset to the Southern Network and the Agencies.

I have been involved in several exciting tasks this past year which have been at the same time very challenging and very rewarding. The SFNNC currently has three agencies piloting customary care. While Sagkeeng is not one of the piloting agencies, the community offers the Circle of Care program which has the same type of goals and objectives and which may make the transition easier if this becomes the accepted service. According to many elders, customary care has always been inherent in our communities but the 'Sixties Scoop' and residential school era interrupted this practice. For more information on the customary care initiative please see the Alternative Care and Resource Development report.

This year, I have had the opportunity to work with Sagkeeng CFS, as an interim Administrator. Together with the Management team we have worked to ensure continuity of services by implementing resource training and supports to ensure they have the necessary tools to provide best practice in their service delivery. Additionally, we are working to finalize the training of the Advisory Board, the hiring of the new Executive Director and finalizing the review that was implemented in the fall of 2015. It has been a pleasure to work with the Sagkeeng management and staff, Advisory Board, and the Sagkeeng Chief and Council.

I've also had the opportunity to work with representatives of our agencies in developing a Medicine Wheel Case Plan for all our agencies to utilize. As legal guardians of many children, we have a responsibility for the safety and well-being of our children, ensuring they are aware of their history and their truths and that they live a well-balanced life for their own future development.

I look forward to continuing on this path to work at paving the way to a better and brighter future for all our families and children.

Gitchi Miigwetch,

Sharon Desmarais



ORGANIZATIONAL CHART





***Chief Executive Officer Bobbi Pompana on secondment.

GOVERNANCE

VISION STATEMENT

FIRST NATIONS CHILDREN, FAMILIES, AND COMMUNITIES WILL BE HEALTHY, STRONG, EMPOWERED AND ENJOY AN ENHANCED QUALITY OF LIFE.

MISSION STATEMENT

IN PARTNERSHIP WITH ITS CHILD AND FAMILY SERVICES (CFS) AGENCIES, THE SOUTHERN FIRST NATIONS NETWORK OF CARE (SFNNC) MAKES A DIFFERENCE IN THE QUALITY OF LIFE OF ALL CHILDREN AND YOUTH BY ENSURING THEIR PROTECTION THROUGH THE PROVISION OF SAFE HOMES WITH RESPONSIBLE CAREGIVERS, PROMOTING THE WELLNESS OF FAMILIES AND STRENGTHENING OF FIRST NATIONS PEOPLES AND COMMUNITIES. SERVICES AND RESOURCES WILL ALIGN WITH COMMUNITY NEEDS; AND ACTIVITIES WILL BE MORE FOCUSED ON PREVENTION THAN CRISIS MANAGEMENT. IT WILL SERVE AS A MODEL OF SUCCESSFUL SELF-GOVERNANCE THAT WILL INSPIRE SIMILAR LEVELS OF PROFESSIONALISM, COMPASSION AND EFFECTIVENESS AMONG ALL CFS AGENCIES.

MANDATE

THE SFNNC RECEIVES ITS MANDATE FROM THE FIRST NATIONS IN SOUTHERN MANITOBA AND FROM THE PROVINCIAL CHILD AND FAMILY SERVICES AUTHORITIES ACT (CFSAA). THE SFNNC, ALONG WITH THE OTHER THREE CFS AUTHORITIES, IS RESPONSIBLE FOR THE ESTABLISHMENT AND MANAGEMENT OF A PROVINCE-WIDE SERVICE DELIVERY SYSTEM. THIS INCLUDES ENSURING THAT SERVICES ARE DELIVERED TO SOUTHERN FIRST NATION CITIZENS THROUGHOUT THE PROVINCE, AS WELL AS PEOPLE WHO CHOOSE THE SFNNC.



ALTERNATIVE CARE AND RESOURCE DEVELOPMENT

In collaboration with our member agencies, the Alternative Care and Resource Development Unit is responsible for planning, developing and implementing culturally appropriate resources to support children, families and communities. This unit was formerly known as the Strategic Resource Development Unit, which merged with the Policy and Strategy Unit in 2014/15.

DEVELOPING ALTERNATIVE CARE OPTIONS FOR CHILDREN AND YOUTH

KINSHIP CARE

Kinship care is based on a traditional connectedness between children, caregivers and community, and has long been a custom in First Nations communities. If a child is unable to be cared for by their biological parents, then other family members or members of the community come forward to care for the child. For the SFNNC, kinship care is defined as a family that is approved to care for a specific child based on blood ties, family ties, common ancestry, community membership or another significant relationship to the child.

In April 2015, the Alternative Care and Resource Development Unit developed and introduced the Southern Network Kinship Home Licensing Standard through input and guidance from our member agencies and the Southern Network Elders Council. The new standard, which is in compliance with the *Foster Homes Licensing Regulation* and *The Child and Family Services Act* in Manitoba, enables our member agencies to license kinship caregivers through a culturally appropriate process.

The intent of the standard is to encourage family and extended family members to become kinship caregivers; streamline the existing foster care application process to make it less bureaucratic with fewer barriers, less intrusive and more culturally appropriate; and maintain family, community and cultural connections for children in care and move away from a reliance on stranger-based foster homes.

APPEALS

The SFNNC reviewed a total of seven appeals during the 2015/16 year. Of these appeals, two were regarding the refusal or cancellation of a foster home license and five were regarding the removal of a foster child from a foster home. After reviewing each appeal, we upheld all of the agencies' decisions. We are looking at developing procedures to ensure that agencies and foster parents are adhering to the timelines associated with the appeal process and that the process is completed in a timely manner.

TYPE AND NUMBER OF APPEALS

REMOVAL OF A CHILD	REFUSAL/CANCELLATION OF FOSTER HOME LICENSE
5	2

VARIANCES

The SFNNC received a total of 14 variance requests during the 2015/16 year; eight were approved, two were denied and four did not require our intervention as these requests were eligible for approval at the agency level. The SFNNC advised these agencies and offered consultation if they had any questions.

TYPE OF VARIANCE	OUTCOME
More than three under three years old - 2	Approved - 8
More than seven dependents - 1	Not approved - 2
Dual License - 4	No action taken - 4
Other - 7	

COORDINATING EMERGENCY PLACEMENT RESOURCES FOR CHILDREN AND YOUTH

HOTEL REDUCTION TEAM/ COLLABORATIVE AUTHORITY RESOURCE TEAM

The Hotel Reduction Team was established in June 2014 to address the rising numbers of hotel placements in Winnipeg CFS's Emergency Placement Resources (EPR) program. The team was comprised of staff reassigned from all four authorities and the CFS Division.

In April 2015, the Minister announced that as of June 1, 2015, the practice of using hotels for emergency placements would no longer be permitted. This deadline was extended to December 1, 2015, for rural and Northern Manitoba. To meet this deadline, the Hotel Reduction Team (HRT) met with agencies in Interlake, Eastman, Parkland, Westman, Thompson and The Pas/Flin Flon regions to identify emergency and long-term placement resource development opportunities. Both the June 1 and December 1 "no hotel" deadlines were met by agencies mandated by the SFNNC.

In January 2016, the HRT was renamed the Collaborative Authority Resource Team (CART). The focus of this team remains to collaboratively work with agencies to locate long-term placements for children and youth placed within EPR; and to develop shared resources across the province.

PROMOTING THE RECRUITMENT AND RETENTION OF CAREGIVERS UNIT

CAREGIVER RECRUITMENT CAMPAIGN

To promote kinship and foster care in Manitoba, Manitoba Family Services launched the Community of Care Recruitment Campaign in January 2016, in partnership with the four authorities and the Manitoba Foster Family Network. The campaign encourages family and community members to come forward and become a caregiver for a child who needs a safe and loving home. It is based on the understanding that every culture has traditional values and practices about banding together for its members' mutual support and protection. Learn more about the campaign at allrelated.org.

PAIRED ALTERNATIVE TREATMENT HOME RESOURCES

The Inter-Authority Alternative Care Sub Committee (ACS), which is comprised of representatives of Manitoba Family Services and the four authorities, reports to the CFS Standing Committee. ACS has developed a proposal called Paired Alternative Treatment Home (PATH) resources, which would be licensed under the Foster Homes Licensing Regulation and is intended to provide highly specialized care for children and youth with complex needs, sibling groups and emergency or reunification homes. The proposal is currently being reviewed by Standing Committee.

RESOURCE DEVELOPMENT

The Alternative Care and Resource Development Unit continued to provide resource development support to our member agencies and other organizations, including:

- Reviewing proposed child care facilities on a province-wide basis;
- Participating on inter-authority committees and working groups related to enhancing resources within the CFS system;
- Developing First Nations-specific resources;
- Consulting with member agencies on cases regarding resource and placement issues;
- Collaborating with member agencies to develop new resources such as specialized foster homes and residential care facilities; and
- Providing support with system-wide initiatives.

DEVELOPING TRANSITIONAL CARE FOR CHILDREN AND YOUTH WITH COMPLEX NEEDS

MORNINGSTAR PROGRAM

Morningstar is a two-year pilot program launched in June 2014 at R.B. Russell Vocational High School in Winnipeg. Led by the Morningstar Council, which is comprised of representatives of the partner organizations (including the SFNNC), the program is intended to improve access to support services for students and their families at the school and thereby promote positive outcomes.

Two positions called Skaabe (helpers) were created as a key resource to the Morningstar Program through funding provided by two agencies mandated by the SFNNC. Based at the school, the Skaabe provide direct support services to students and their families in collaboration with multiple service providers in the community. Their key duties include: advocacy; navigating the social services system; counselling; assessment; cultural programming; and developing student plans.

In January 2015, Morningstar was evaluated to assess the outcomes from year one of the program. The report indicates that the program is achieving some early positive outcomes for students and their

families, including: improved educational outcomes; improved well-being (mental, physical, social and spiritual); and improved access to support services in the community.

PLANNING, DEVELOPING AND IMPLEMENTING CUSTOMARY CARE

In partnership with Manitoba Family Services and the other three authorities, the SFNNC is developing proposed legislation to recognize customary care in Manitoba. It will include amendments to *The Child and Family Services Act* to provide a legislative basis for supporting the provision of customary care to Aboriginal children through agreements and living arrangements.

As agreed by the parties, customary care recognizes and reflects the unique customs of a community. It preserves a child's cultural identity, respects the child's heritage, facilitates cross-generational connections and recognizes the role of the community in raising its children. When a parent or guardian expresses an interest in arranging customary care for an Aboriginal child, the parent or guardian may enter into an agreement with the child and family services agency and the Aboriginal community to provide supports and services for the child.

Planning is underway to introduce customary care in Manitoba through six First Nations CFS agencies, including three in the south – Dakota Ojibway Child and Family Services; West Region Child and Family Services; and Sandy Bay Child and Family Services.

The SFNNC has recently contracted a Customary Care Specialist to work with the southern First Nations CFS agencies to plan, develop and implement customary care in Manitoba.

OUR TEAM



Janine
Lafreniere-Vicente



Amy
Marcil-Dallaire



Robert
Sarmiento



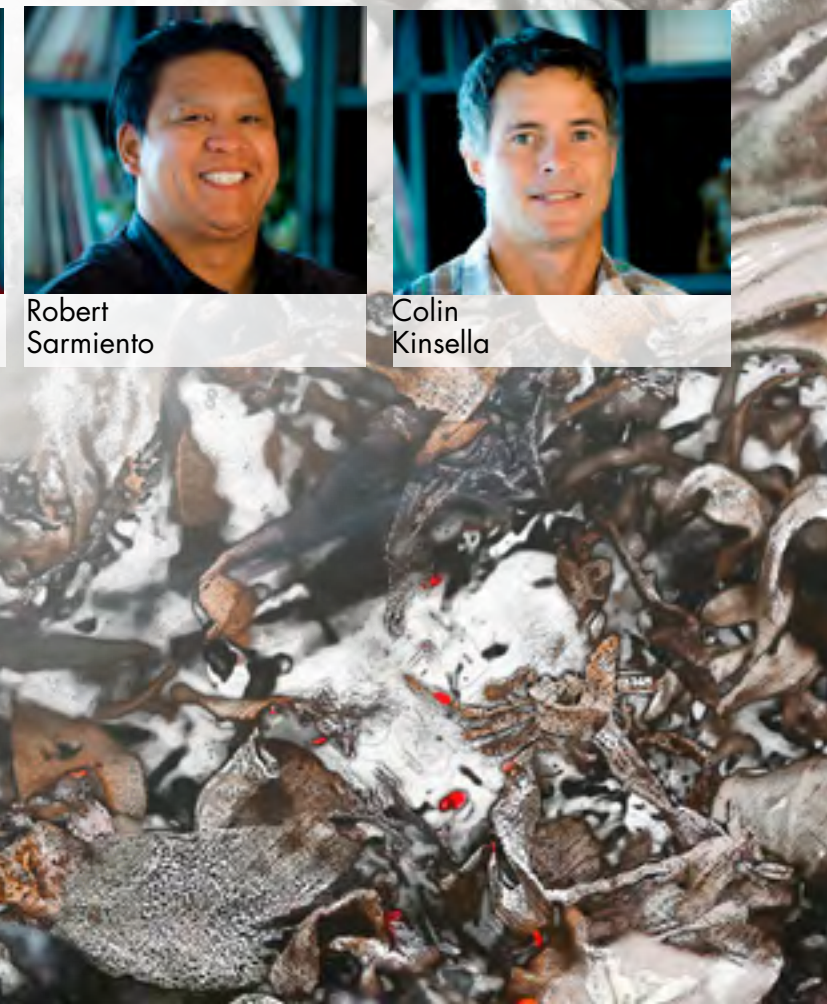
Colin
Kinsella



Corinne
Sylvestre



Felicia
Johnston



COMMUNICATIONS

“WE CARE!”

As of November 5, 2015, the Southern Authority was officially recognized as the Southern First Nations Network of Care. Eight years prior, the movement to change the name began. It was all part and parcel of a branding strategy to chart a path into the future – a path which adhered to the principles of change that were promised on the road to devolution and, more importantly, were rooted in Aboriginal custom and culture.

We believe this strategy and these principles of change will lead to a better outlook within the child and family services field. The message is clear and driven by an underlying philosophy: to be culturally appropriate in our approach to child welfare. Collectively, we are a “network of care” that is rooted in the traditional philosophy of collectiveness and reflected in two simple but powerful words: “we care!”



It was with traditional teaching in mind that the SFNNC and the three other authorities put forth the idea of “kinship care” within the foster care system. In 2015, a plan was drafted, a budget agreed upon and a campaign called “Community of Care” was launched. The initiative was the first time in CFS history where everyone agreed to acknowledge and encourage the age-old customs that cross all cultural lines with the rallying cry: “we are all related within the Community of Care!”

On the Community of Care website (allrelated.org), movie star Adam Beach retells his story of how he lost both his mother and father tragically at the tender age of eight. He also tells of how his uncle, Chris Beach, took in Adam and his two brothers in spite of having a growing family of his own. Without that support from his family, Adam says: “I wouldn’t be where I am today.”

That message of care echoes in eternity. It speaks to our traditional connectedness between our children, relative caregivers and the communities. It builds upon the customs of family ties and our common ancestry. It boldly says “we are a community and we care.” Ultimately, kinship care will make families stronger and less traumatized. Children will get to stay with their siblings, experience fewer moves and changing of schools and will be less likely to run away – and more likely to remain with their parents when they return home.

The landmark decision of the Canadian Human Rights Commission substantiating the complaint that the Canadian Government has discriminated against children and families living on First Nations drove home the need for kinship care. It was truly an historic ruling for our children, our agencies and our communities and it was all driven by the commitment and dedication shown by Dr. Cindy Blackstock, through her First Nations CFS “Caring Society,” and the Assembly of First Nations.

“We care” has power!

Meegwetch, Jim Compton,
Communications Specialist

"KARMA"

Some cultures believe you could come back to life as a living creature, like a cat or a dog. That it's important to treat every living thing with dignity and respect. Otherwise it could come back on you in another life. These thoughts are close to the heart of 18 year old Janine Twoheart as she prepares to give her valedictorian speech at her grade 12 graduation. She still can't believe she will be speaking on behalf the 2016 Graduation class.

The road to graduation and giving the valedictorian speech seemed to happen overnight. Overnight began two years ago when she was reunited with her family and moved to Winnipeg to live with her mother. Her sister celebrated the reunification with a gift of her loved Pomerania dog named Max.

"He's my little baby. He feels my emotion. Like if I was feeling sad and didn't show it. He would know I'm feeling sad. He's like a human."

It was a big change for Janine who was not used to having someone aware of her emotions. Those emotions seemed to be locked into her when she ended up in care on her 8th birthday.

"I remember at school being pulled into the office and then going to a CFS office. My mom met me there," says a somber Janine.

"They were talking about my mom going away. Me going somewhere else. She was crying. I was crying."

The next 10 years were a roller coaster of emotion for her. Life seemed to be mostly on a downward spiral. The turn upward began when she was 16 and reunited with her sister and her family. The gift of Max was special too. She now had someone she needed to look after as well.

"My life hadn't turned around until I came here two years ago. I started getting good grades, volunteered at school which I don't normally do. "

R.B. Russell High School offered her mature diploma opportunity where she could graduate early. It involved four grade 12 credits including a credit for Child Care. Light had come back into her world.

Janine's mom is very proud of her daughter's accomplishments and so is the entire family. Janine is the first graduate in the family and to be giving the Valedictorian speech. In her speech Janine speaks to Karma. "It may seem hard right now...but imagine how good it will be when it's over. Karma will even it out. I'm going to be so happy one day."

That karma she speaks about tells her she will give back one day as an CPA accountant and a child care worker.



Janine Twohearts

HUMAN RESOURCES

The Human Resources (HR) Unit has responsibility for a number of areas. These include:

- Developing and supporting the HR capacity for the SFNNC;
- Assisting and supporting southern CFS agencies in the development and maintenance of their HR systems;
- Working with the southern CFS agencies to build an Aboriginal workforce;
- Coordinating the SFNNC and agency responses to information requests under the *Freedom of Information and Protection of Privacy Act* (FIPPA), the *Personal Health Information Act* (PHIA), and the *Public Interest Disclosure Act* (Whistleblower Protection);
- Managing and coordinating education and training services; and
- Supporting the ongoing development of Elder/Spiritual Caregiver services.

Developing and supporting HR capacity for the SFNNC and the southern CFS agencies includes improving the HR practices in the areas of: Employee Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

During 2015/16, key activities for the HR Unit included:

- Conducting a review of the Sagkeeng CFS agency's Human Resource department, including recommendations for implementation;
 - In the absence of the agency's HR Manager, the Director of HR for the SFNNC had assisted with fulfilling their HR needs. As a result, an internal person with the required qualifications was hired to act in the role of HR Manager;
- Mentoring the newly appointed Sagkeeng acting HR Manager;
- Meeting bi-monthly with HR Managers/Directors;
- Coaching agency Executive Directors and HR staff on topics including unions, complaints, staffing, audits and management issues;
- Coaching SFNNC Managers regarding staff issues;
- Coordinating the SFNNC health and safety committee and following up on issues arising from those meetings;
- Overseeing the recruitment and hiring process at the SFNNC and Sagkeeng CFS positions; and
- Responding to requests for information.

CULTURAL/SPIRITUAL CARE SERVICES

Without an Elder/Spiritual Caregiver on staff, the Cultural Committee has taken a lead role in offering cultural/spiritual services and teachings. The Committee has continued to incorporate cultural aspects into their daily work. Smudging is readily available and all staff are encouraged to participate in quarterly sweats and solstice feasts. With the assistance of the SFNNC Elders Council, brochures on purification and medicines have been developed and are available to SFNNC and agency staff, foster parents and children in care.

BUILDING AN ABORIGINAL WORKFORCE

Building an Aboriginal workforce is an ongoing objective for the SFNNC and our mandated agencies. As of March 31, 2016, the Aboriginal status of staff was as follows:

WORKFORCE	SOUTHERN NETWORK	AGENCIES	ANCR
Aboriginal Status	67%	79%	32%
Non-Aboriginal Status	33%	21%	68%

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA)

“THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA) IS AN INFORMATION RIGHTS STATUTE THAT GIVES AN INDIVIDUAL A LEGAL RIGHT OF ACCESS TO RECORDS HELD BY MANITOBA PUBLIC BODIES, SUBJECT TO SPECIFIC AND LIMITED EXCEPTIONS. FIPPA ALSO REQUIRES THAT PUBLIC BODIES PROTECT THE PRIVACY OF AN INDIVIDUAL’S PERSONAL INFORMATION EXISTING IN RECORDS HELD BY PUBLIC BODIES. FIPPA CAME INTO FORCE ON MAY 4, 1998 AND REPLACED THE FREEDOM OF INFORMATION ACT.”

Additional and extensive information can be located at: <http://www.ombudsman.mb.ca/fippa-faq.htm>.

FIPPA COORDINATOR

The role and responsibility of the FIPPA Coordinator is to act as liaison between the SFNNC FIPPA Review Committee and its member agencies. All FIPPA requests and Personal Health and Information Act (PHIA) complaints are first directed to the FIPPA Coordinator from either the Access and Privacy Coordinator, Child Protection Branch or Office of the Ombudsman. The FIPPA Coordinator coordinates the compilation of information through direction of the FIPPA Review Committee and ensures timelines are met. All responses to FIPPA requests and PHIA complaints are vetted for final approval through the Chief Executive Officer.

Between April 1, 2015, and March 31, 2016, approximately nine FIPPA requests were completed at the SFNNC of which two were SFNNC-specific; two were network- and agency-specific and five were individual agency-specific. Of the individual agency-specific requests, one pertained to Dakota Ojibway CFS, three to Peguis CFS and one to Sandy Bay CFS.

Further to the completed FIPPA requests, three additional FIPPA requests were received and closed, meaning Family Services was able to gather and access the data at their level and respond to the applicant without SFNNC or agency data collection. Of the three requests that were closed, one was SFNNC-specific and two were agency-specific.

PERSONAL HEALTH AND INFORMATION ACT (PHIA)

“The *Personal Health and Information Act* (PHIA) was proclaimed on December 11, 1997. It was the first legislation of its kind in Canada and was designed specifically to provide access to information rights and protection of privacy rights concerning personal health information.”

PHIA applies to “trustees” – health professionals, healthcare facilities, public bodies and health services agencies that collect or maintain personal health information. PHIA governs an individual’s access to his or her own personal health information held by trustees and sets out requirements that trustees must follow to protect the privacy of personal health information.

From April 1, 2015, to March 31, 2016, there were no PHIA complaints lodged with the Office of the Manitoba Ombudsman.

Additional and extensive information can be located at: <http://www.ombudsman.mb.ca>

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

“The purpose of this Act is (a) to facilitate the disclosure and investigation of significant and serious matters in or relating to the public service, that are potentially unlawful, dangerous to the public or injurious to the public interest; and (b) to protect the persons who make those disclosures.”

No Public Interest Disclosure complaints were filed between April 1, 2015, and March 31, 2016.

Additional and extensive information can be located at: <http://www.ombudsman.mb.ca>

TEAM MEMBERS



Kent
Brown



Cindy
Myran

EDUCATION AND TRAINING

The SFNNC recognizes the need to build capacity and develop competency through education and training. As such, we continue to provide relevant and culturally appropriate training with the goal to improve services to children and families. Many of the sessions we offer are considered foundational training and are offered on a regular basis in each fiscal year. This includes training in the areas of structured decision-making, cultural awareness, child and youth support, suicide prevention, attachment, trauma, addictions, domestic violence, child abuse and more. These sessions have been attended by CFS staff, managers/supervisors, foster parents, support workers, administrative staff, community collaterals and other government departments. A total of 1,353 participants attended training in 2015/16.

The SFNNC continues to value the partnerships of the Northern, Métis and General Authorities and the Child Protection Branch in the ongoing work of developing joint training initiatives.

In January 2016, Lorraine Desmarais joined the SFNNC as the Education and Training Services Specialist. Lorraine comes to us with valuable experience in both human resources and training. We are happy to have Lorraine on our team and look forward to working with her.

Some of the highlights from the 2015/16 fiscal year are as follows.

TRADITIONAL PARENTING TRAIN THE TRAINER

In October 2015, we hosted a Traditional Parenting Train the Trainer session with Janet Fox of Mahkesis Consulting. A total of 25 participants were trained as facilitators and can now implement this program within their respective agencies. Through this program, agencies can instill pride in the parents in our communities by sharing our teachings, languages, customs and traditions.



SPECIAL EVENT WITH DR. JOE SULLIVAN

The 9th annual Child Abuse Conference was hosted by the four Authorities and the Child Protection Branch in June 2015. Dr. Joe Sullivan was brought in to facilitate a one-day conference on “Understanding Offending Behaviour as it Relates to Child Protection” for all agencies’ child abuse coordinators and committee members.

MENTAL HEALTH FIRST AID TRAIN THE TRAINER

Leona Huntinghawk, SFNNC’s Child in Care Specialist, successfully completed the five-day Mental Health First Aid Train the Trainer workshop. This program aims to improve mental health literacy and provide the skills and knowledge to help people better manage potential or developing mental health problems in themselves, a family member, a friend or a colleague. We will now offer Mental Health First Aid training to foster parents and agency staff on a quarterly basis.

AGENCY WORK SESSIONS

Agency-specific work sessions have been offered throughout the year in the areas of Child and Family Services Information System (CFSIS); Foster Care Management; Human Resources; Structured Decision Making; Quality Assurance Reviews; CFSIS Reports; and Excel. Agency staff utilize the SFNNC computer lab to work on and review their cases. Feedback shows that agencies find these sessions helpful and we will continue to offer them as requested.



SPECIALIZED TRAINING	NUMBER OF PARTICIPANTS
Addictions	12
Administrative Support	78
Crisis Prevention	10
Cultural Awareness	55
Child and Youth Support	216
Domestic Violence	8
Family Enhancement	251
Fetal Alcohol Spectrum Disorder (FASD)	31
Foster Parent Training	77
Foster Care / Adoption	2
Gang Awareness	41
Health and Safety	253
Investigating Child Abuse	81
Suicide Intervention / Prevention	19
Standards	7
Strengthening Relationships	51
Legislation	23
Leadership Development	85
Attachment	17
Trauma	35
Other	1
TOTAL	1,353

OUR TEAM



Lorraine
Desmarais



Kayla
Guiboche

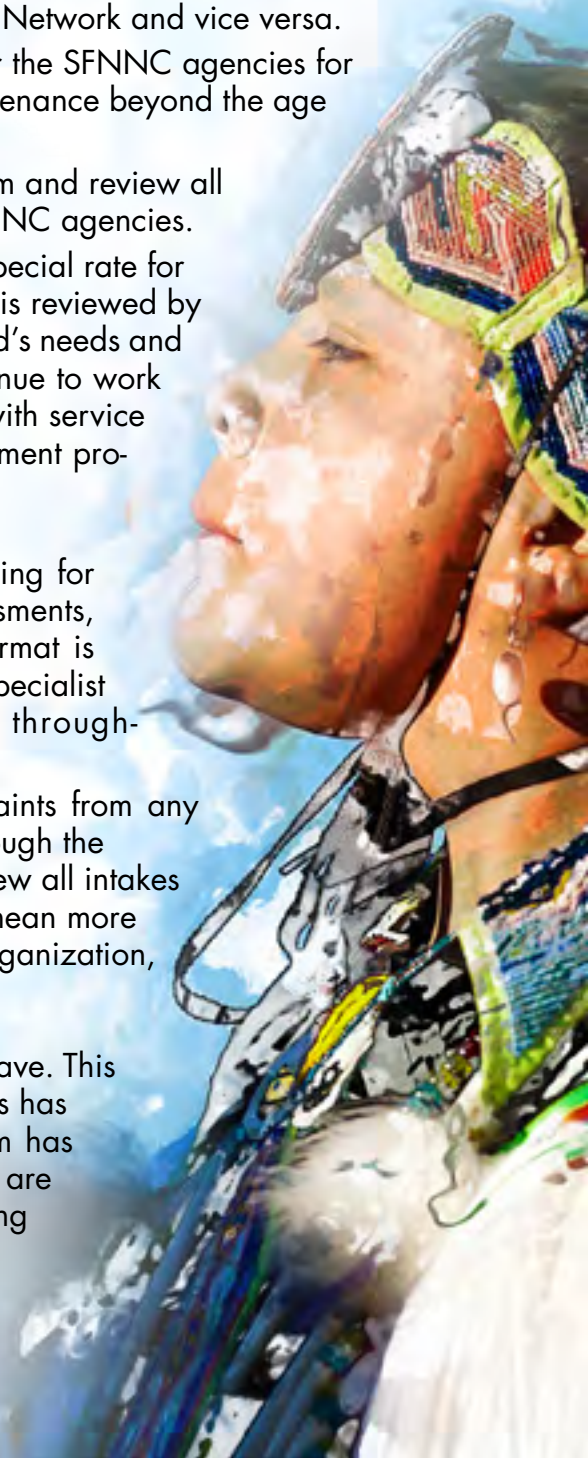
SERVICE SUPPORT

My name is Jolene Cameron and I returned to the position of Director of Service Support at the end of January 2016. It is my pleasure to provide an update on the work of the Service Support Unit. First, I would like to acknowledge Catherine McAuley who filled the Director of Service Support position for much of the 2015-2016 year. Catherine provided a tremendous amount of support to staff and agencies during her time with the Southern Network.

The Service Support Unit has worked hard to provide support to our ten agencies over the past year. We have a number of responsibilities under the various legislation and regulations associated with child welfare in Manitoba. Primarily, the service areas that we deal with include the following:

- Authority Determination Protocol (ADP) – we process the change of authority requests for those who request services from a different authority than the Southern Network and vice versa.
- Extensions of Care and Maintenance – we review all requests for the SFNNC agencies for young adults who agree to continue to receive support and maintenance beyond the age of majority, from their agency.
- Tuition Waiver Program – we promote the Tuition Waiver Program and review all applications for tuition waivers for youth associated with the SFNNC agencies.
- Individual Rate Adjustment Protocol (IRAP) – each request for a special rate for children in care that requires approval according to the protocol is reviewed by the Service Support Unit. Rates are assessed according to the child's needs and the foster parent's ability (skillset) to meet those needs. We continue to work with the Child and Family Services Division regarding requests with service fees above \$45.43 and in standardizing the special rate assessment process.
- Fetal Alcohol Spectrum Disorder (FASD) Specialist/Addictions Specialist – our FASD Specialist provides consultation and training for foster parents and agency staff. Consultations include case assessments, recommendations and ongoing support. Training topics and format is based on target audiences and their assessed needs. The FASD Specialist also participates in FASD related projects, committees and teams throughout the province.
- Intake – all requests for information, case consults, and complaints from any source (community, agency, collaterals, government, etc.) go through the Intake Coordinators at the SFNNC. The Intake Coordinators review all intakes and refer them to the appropriate entity for follow-up. This may mean more follow-up at the SFNNC or referral back to an agency or other organization, as appropriate.

The last year has been challenging due to one of our staff being on leave. This has resulted in the need to spread out our work across our team. This has increased the work load for each team member; however, the team has been supporting each other and managing the work load well. We are looking forward to the coming year where we will continue working with our agencies, addressing challenges and embracing opportunities.



DUTIES AND RESPONSIBILITY UNDER LEGISLATION

The Southern Network carries out the duties and responsibilities assigned in *The Child and Family Services Act*. The following provides an overview of the type and volume of work in 2015/16.

AUTHORITY DETERMINATION PROCESS

In 2015/16, the SFNNC received a total of 16 change of authority requests, of which 11 were approved, 2 were denied, 2 were cancelled and 1 pending. One change of authority request was from the SFNNC to another authority, while 15 requests were from another authority to the SFNNC.

EXTENSIONS OF CARE AND MAINTENANCE

As provided for in Section 50 (2) of *The Child and Family Services Act*, the SFNNC sent out 590 approval letters extending youth's care and maintenance during the 2015/16 fiscal year. The agencies within the SFNNC are working diligently to ensure that youth are transitioning out of foster care appropriately, sensitively and with the proper supports and resources. Transitioning youth out of care can be a complex process and the southern agencies are displaying their commitment to our youth through their careful transitional planning efforts.

TUITION WAIVER PROGRAM

In 2012, several educational institutions in Manitoba began to offer tuition waivers to youth who have been in foster care or who are currently in foster care. These tuition waivers are a commitment towards breaking down barriers for youth in care receiving a post-secondary education. The institutions offering tuition waivers are: University of Winnipeg, Red River College, Brandon University, Manitoba Institute of Trades and Technology (formerly Winnipeg Technical College), St. Boniface College, Assiniboine Community College and University of Manitoba. There is a partnership in place between these institutions and the four CFS Authorities.

For 2015/16, there was a total of 11 tuition waivers granted to youth in care/formerly in care of the SFNNC and our mandated agencies. There were also 5 returning students whose tuition waivers were honoured once again for their current programs.

There are more youth in care seeking a post-secondary education than ever recorded and the statistics above reflect only those who were granted a tuition waiver. There are many current youth in care or former youth in care attending post-secondary institutions on their own volition and regardless of financial standing.

The annual deadline for the Tuition Waiver Program is May 1. The application for a tuition waiver is separate from the application to the institution and it can be directed to the SFNNC.

INDIVIDUAL RATE ADJUSTMENT PROTOCOL

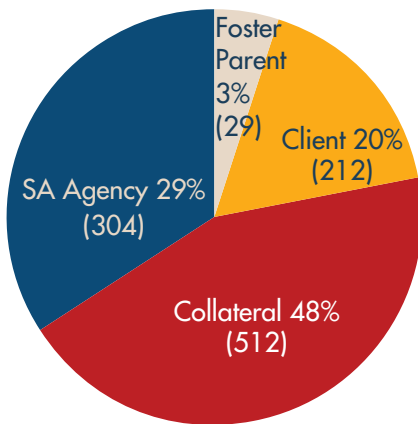
Since June 2012, the Individual Rate Adjustment Protocol (IRAP) process was implemented to ensure frozen rates for children in care could be adjusted. We have been working diligently with our agencies to ensure that children in care receive the best care through the approval of services such as qualified care providers, support workers, respite providers and, in some cases, emergency supports.

The Child Protection Branch and the SFNNC mandated agencies continue to work together to develop standardized rates and work towards implementation in the future.

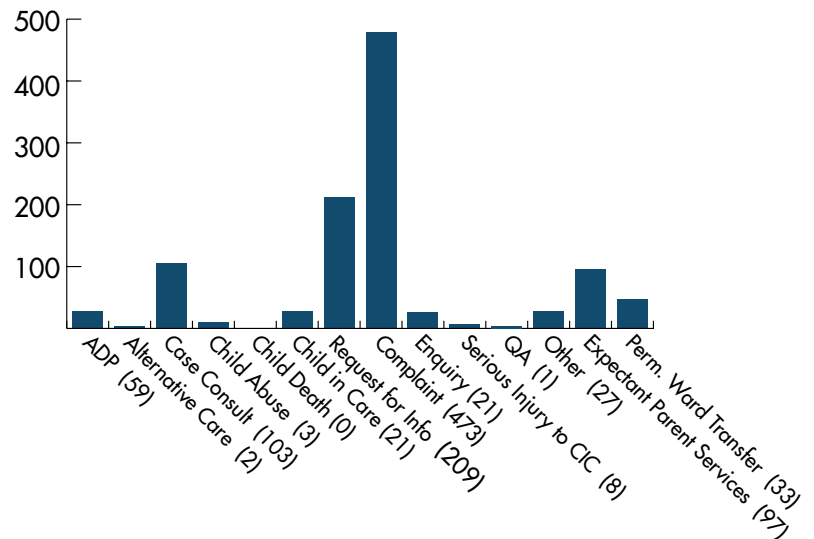
FETAL ALCOHOL SPECTRUM DISORDER SPECIALIST (FASD)/ ADDICTIONS SPECIALIST

The FASD Specialist continues to provide consultation services and training to agency staff and foster parents. Specifically, ongoing collaboration with foster parents, agency staff, support staff and school personnel continues to promote positive development of case plans and strategies to assist children and youth impacted by FASD. Fetal Alcohol Spectrum Disorder training is facilitated and contains the most up-to-date research and standards. Debriefing sessions for workers and foster parents are also provided post-event or incident. In addition to consultation services and training, the FASD Specialist has ensured that the Southern Network remains connected to the larger FASD community via participation in ongoing projects, research, programs, trainings and workshops. For example, The Looking After Project: A Dignity Promotion Project, is a project that gives bigger voices to our communities and elders regarding the stigma related to FASD. It is with their input that the project takes off and creates real change in communities across Manitoba. The Stepping out on Saturdays FASD Program is also starting to flourish in Pauingassi, with children being thoroughly engaged by the program and participant and support worker feedback eliciting positive results. The hope is to continue the program in Pauingassi and also expand the program to Bloodvein so as to meet community need.

SOURCE OF INTAKE



NATURE OF THE INTAKE

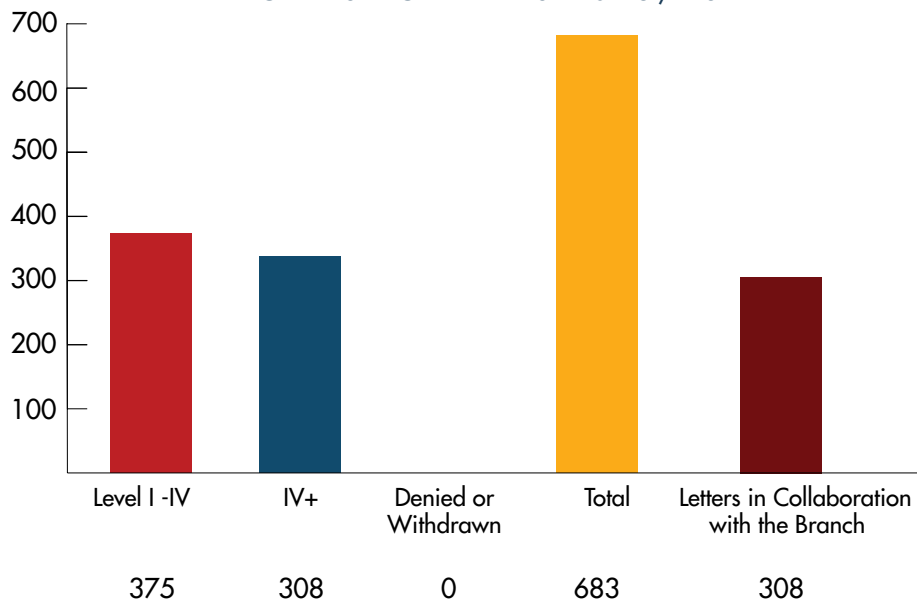


EXTENSIONS OF CARE BY SFNNC AGENCIES 2015/16

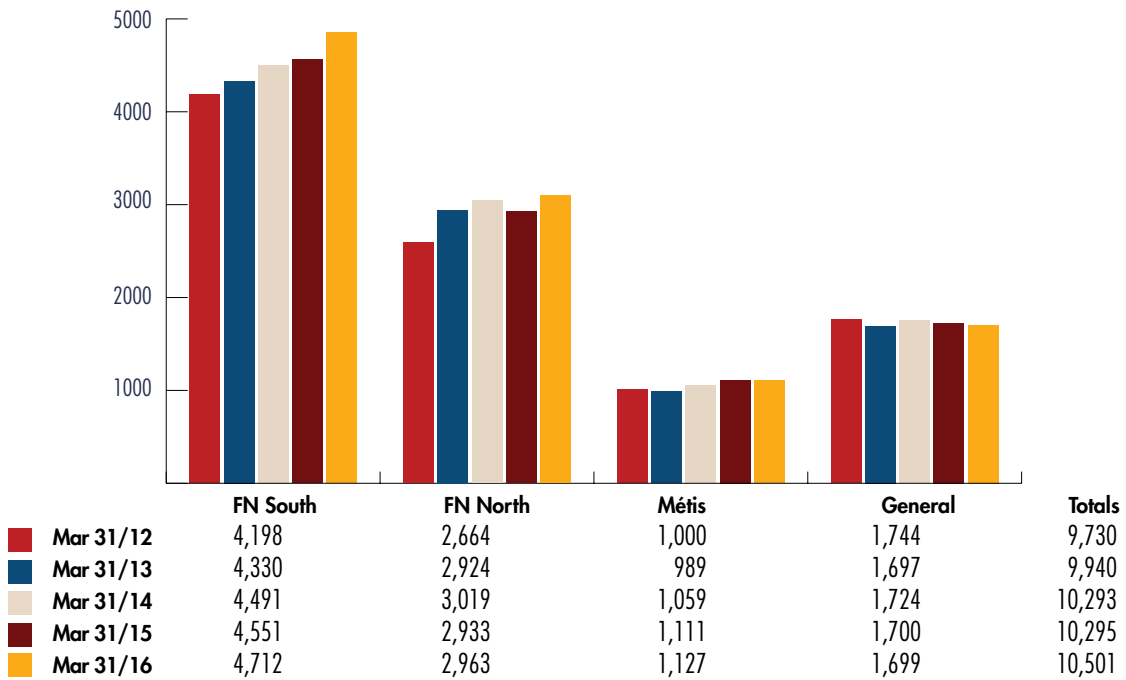
AGENCY	NUMBER OF CIC'S RECEIVING AN EOC WITHIN THE FISCAL YEAR	TOTAL NUMBER OF EOC APPROVAL LETTERS FOR THE FISCAL YEAR	NUMBER OF CIC'S THAT TURNED 18 WITHIN THE FISCAL YEAR
ACFS	56	91	27
AOCFS	26	48	10
DOCFS	50	80	27
ICFS	20	34	9
PCFS	20	31	9
SCFS	37	60	23
SBCFS	22	30	14
SECFS	86	144	44
WRCFS	47	72	26
TOTAL	364	590	189

INDIVIDUAL RATE ADJUSTMENT PROTOCOL

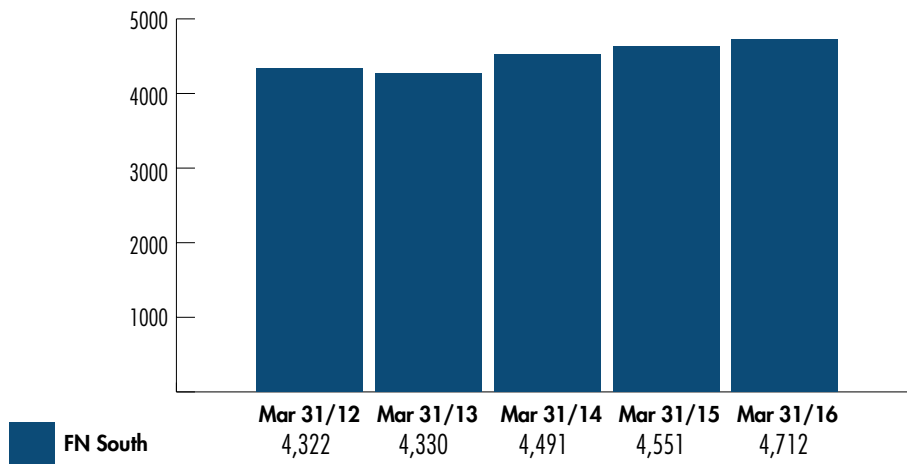
TOTALS FOR IRAPS 2015/16



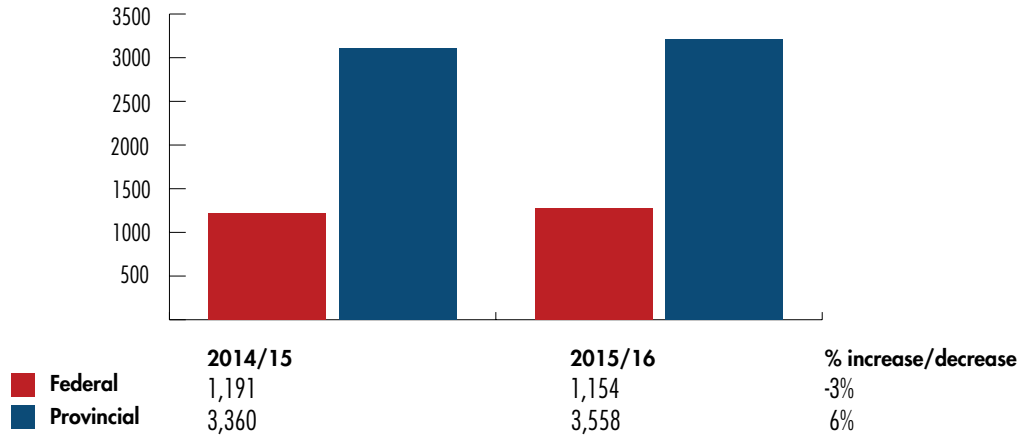
CHILDREN/YOUTH IN CARE PROVINCE-WIDE



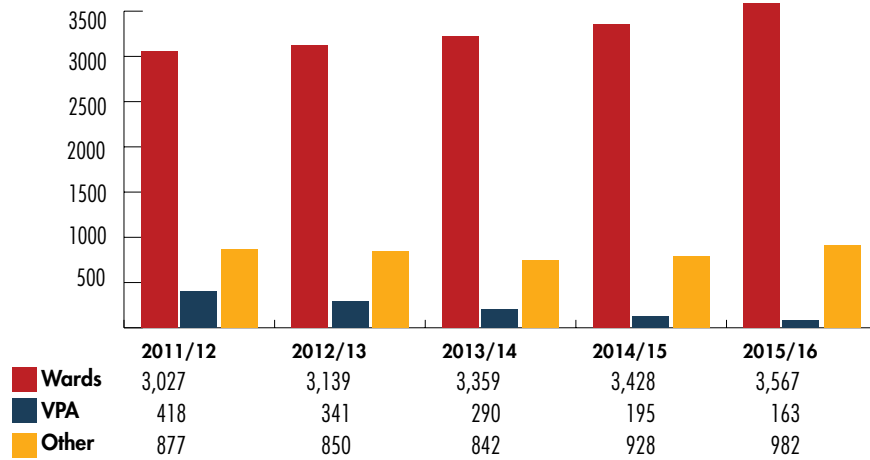
CHILDREN/YOUTH IN CARE WITH SFFNC MANDATED AGENCIES



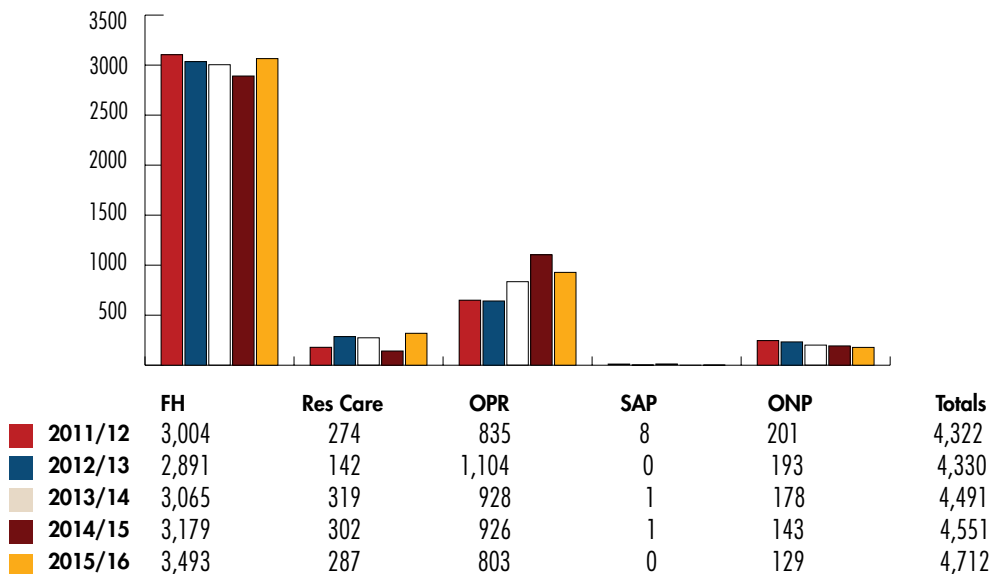
CHILDREN/YOUTH IN CARE BY FUNDER: YEAR TO YEAR COMPARISON



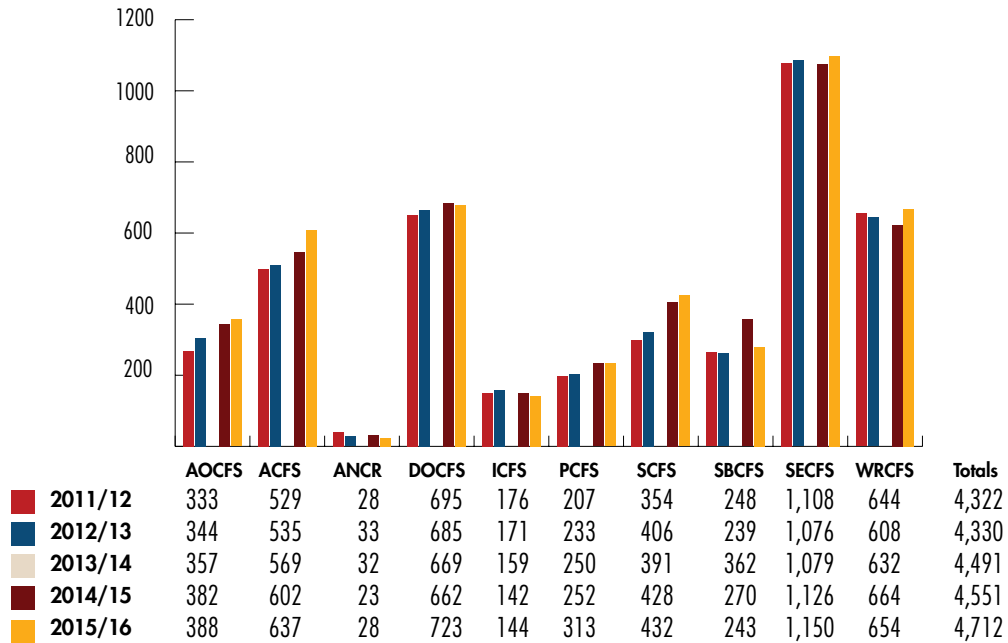
LEGAL STATUS OF CHILDREN/YOUTH IN CARE WITH SFNCC AGENCIES



CHILDREN/YOUTH IN CARE BY PLACEMENT TYPE: FIVE-YEAR COMPARISON



CHILDREN/YOUTH IN CARE OF SFNNC MANDATED AGENCIES: FIVE YEAR COMPARISON



OUR TEAM



Jolene
Cameron



Whitney
Moore



Marissa
Rock



Sherees
Carpenter



Leona
Huntinghawk

* Picture Missing: Catherine McAuley

INFORMATION TECHNOLOGY

The Information Technology (IT) Unit's responsibility is to maintain, support and provide IT services including system and data backup and recovery for the Managed Environment for SFNNC and our agencies, as well as Voice over Internet Protocol (VoIP) phone services.

The Managed Environment (virtual servers and desktop virtualization) provides a centralized environment to house all data created and used by SFNNC and our agencies and uses Virtual Local Area Network (VLAN) for connectivity from the agencies' urban and reserve sites to the SFNNC.

- The Managed Environment reduces desktop support costs and provides savings in software licenses (e.g., MS Office and SAGE 300 ERP – ACCPAC). It also allows for new software versions to be rolled out to all agencies at the same time and eliminates the need for servers at each agency.
- System security within the Managed Environment is provided for both the physical and virtual aspects of the network including sites, hardware and software, internet, email, VoIP telephone services, as well as mobile devices. Data security for all agencies is a major priority to SFNNC and IT Unit.
- As of March 31, 2016, upgrades to the Managed Environment have been implemented and additional hardware and software were purchased.

The implementation of the VLAN provides the agencies with direct access to the Child and Family Services Information System (CFSIS).

- The VLAN connectivity provides the SFNNC and our agencies with the use of VoIP phone services. Agencies are able to phone any site within the Managed Environment (within their own agency as well as within any other SFNNC agency, including the SFNNC) by simply calling an extension number. This will provide agencies with significant savings in phone services and long distance costs.
- As of March 31, 2016, implementation of VLAN/VoIP is outstanding at 20 per cent of all remaining sites due to unforeseen circumstances.



In 2016/17, the IT technical design and infrastructure will be upgraded for the VLAN and the Managed Environment.

The Service Level Agreement (SLA) created in 2014/15 outlines all services and support provided by IT to the agencies as well as the responsibilities of IT, agencies and third party contractors. In 2015/16, the IT End User Policies and Procedures was created as an addendum to the SLA and both documents have been provided to all agencies.

OUR TEAM



Lori
Lavallee



Cheryl
Devenny



Vlastimir
Drakul



Dave
Cawson



Paul
Garcia



David
Kiddell

** Picture Missing: Shawn Webster*

QUALITY ASSURANCE- VISION KEEPERS

The Quality Assurance – Vision Keepers Unit works in collaboration with SFNNC staff and CFS agencies to monitor and ensure quality services are being provided. Some of the key activities during the 2015/2016 year are as follows.

PHOENIX SINCLAIR INQUIRY WORKING GROUP

The Phoenix Sinclair Inquiry Working Group – comprised of representatives from the Project Management Office, the Department of Family Services and representatives from the four Authorities – was established in September 2015 to review and implement the 62 recommendations outlined in the report, *The Legacy of Phoenix Sinclair: Achieving the Best for All Our Children*. The report was completed in December 2013 and released to the public on January 31, 2014.

In addition, the Department of Family Services engaged AMR Planning & Consulting to develop an implementation plan for the remaining 31 recommendations. The *Options for Action Report: An Implementation Report for The Legacy of Phoenix Sinclair: Achieving the Best for All Our Children* was completed by AMR and released in January 2015. In total, there were 94 recommendations from these two reports.

In 2015/16 the Phoenix Sinclair Inquiry Working Group completed a four-step analysis and is currently working on implementation plans for 25 recommendations prioritized by the CEOs of the four CFS Authorities.

QUALITY ASSURANCE COORDINATORS

The SFNNC meets regularly with the Quality Assurance (QA) Coordinators from each agency to develop and complete agency program reviews. QA Coordinators implement recommendations coming from Special Investigation Reviews (SIRs) which arise as a result of a death of a child in care or a death known to the agency.

In 2015/16 the QA Coordinators have:

- developed the new foster home and place of safety review and are currently completing reviews;
- worked with the province to enhance CFSIS reports to provide statistical information for foster homes and places of safety;
- developed intake and ongoing case management guides and review templates and provided training on CFSA and Case Management Standards, joint training provided by the Child Protection Branch and the SFNNC;
- provided agency-specific training and agency support on the intake module and CFSIS, as well as training on structured decision making; and
- managed the CFSIS Directive, led by Kim Hotomani who provided monthly CFSIS report trainings and rolled up monthly agency reports for Agency Relations.

Expectant Parent Services (EPS) procedures for parents who are minors and a quality assurance review template are in progress and will be implemented in 2016/17.

DEVELOPMENTS IN QA – VISION KEEPERS

The last year has been an eventful one, with a number of changes occurring at agencies, at the SFNNC office, at the Child Protection Branch and with the provincial and federal governments. The release of the Truth and Reconciliation Report and the decision of the federal Human Rights Tribunal have had, and will continue to have, far-reaching effects. The following are some highlights from the 2015/16 year.

CHILD DEATHS AND INTERNAL AGENCY REVIEWS

When deaths of children occur in care or are known to an agency because of current or recent involvement, the SFNNC needs to look into the situation. We work with agencies to determine what happened, and the changes we need to make to ensure the safety of other children. While the majority of these deaths are classified as 'medical' – meaning there was nothing doctors, agencies or social workers could do to prevent them – there are still important aspects to these situations that require follow-up. For example, if a child dies from a disease for which there is a vaccination, we need to determine whether other children in that family are vaccinated. In these situations, we work directly with agencies, the Office of the Children's Advocate and the Child Protection Branch, and indirectly with other organizations, such as the office of the Chief Medical Examiner.

CRITICAL INCIDENT REPORTING

In October 2015, the Manitoba Government added new requirements around critical incident reporting for injuries as well as deaths. In situations where injuries have occurred without deaths the same questions need to be answered as when a death does occur.

LEGISLATION, REGULATIONS AND APPEALS

In the past year, in addition to the critical incident reporting amendments to *The CFS Act* there were also proposed amendments regarding customary care. Although the amendments did not pass, the SFNNC was privileged to have had the opportunity to contribute to the process. We also participated in a review of parts of other regulations, including the Child Abuse Regulation, the Foster Homes Licensing Regulation and the Critical Incident Reporting Regulation.

COURT CASES

Over the last fiscal year, assistance was sought from the SFNNC to attend court in relation to specific case situations.

INTER-AUTHORITY STANDARDS WORKING GROUP

The Inter-Authority Standards Working Group works on the development of standards and reports to Standing Committee; it includes representatives from each CFS Authority and from the Child Protection Branch. The group meets monthly, or more often when specific tasks need to be accomplished. This year, the group has developed a new standard for youth leaving agency care, a new standard for young adults wishing to maintain a connection to an agency even after they turn 18 and changes to a number of other standards.

CHILD ABUSE COMMITTEE MEMBERSHIP

There are legal requirements in relation to how each agency's child abuse committee is set up. These requirements include that agencies and their mandating Authority work together to select, approve and track committee membership. Bert Crocker is the SFNNC staff member assigned to this task.

TRAINING

Bert is also one of the SFNNC staff members who provides training to agency staff, primarily on standards and court procedures.

SITUATIONS INVOLVING OTHER JURISDICTIONS

For the last few years, Manitoba and eleven other provinces and territories have been working on a new protocol to address situations where children and families move from one province or territory to another. A new protocol took effect as of April 1, 2016.

OUR TEAM



Marcia
Liske



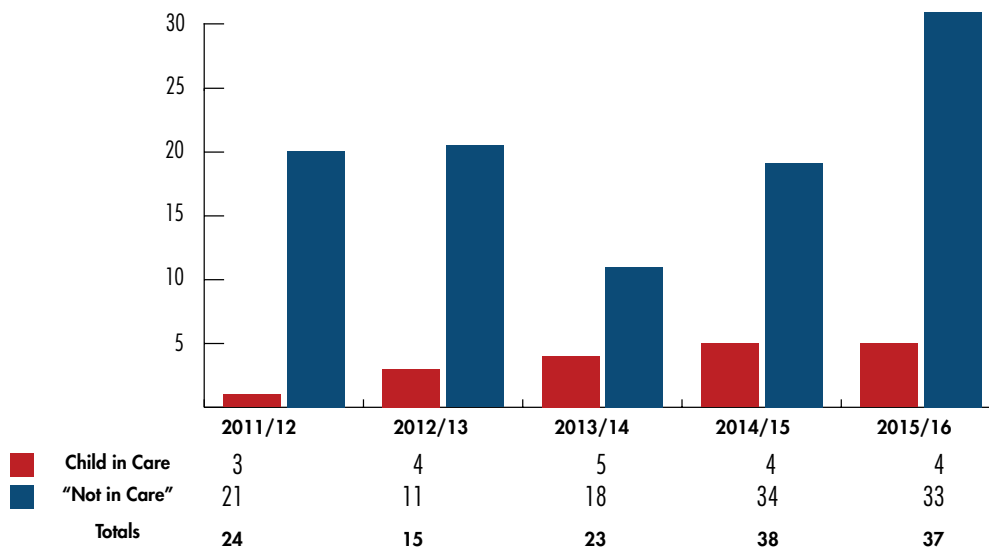
Bert
Crocker



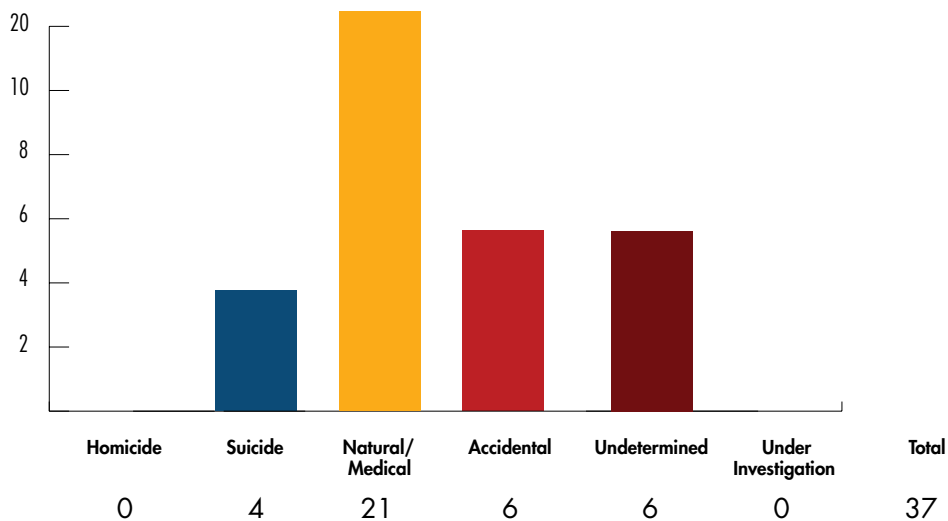
Kim
Hotomani



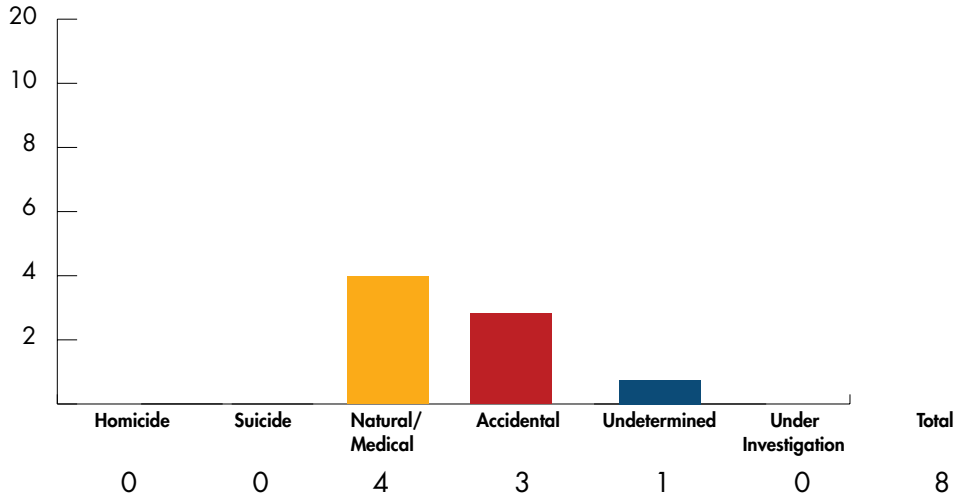
SPECIAL INVESTIGATIONS REPORTED BY AGENCIES - FIVE-YEAR COMPARISON (EXCLUDING ANCR)



SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2015/16 (EXCLUDES ANCR)



SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2015/16 (ANCR)



IN 2015/16 THE NETWORK PROVIDED UPDATES TO THE MAINTOBA OMBUDSMAN ON A TOTAL OF 27 RECCOMENDATIONS AS FOLLOWS:

RECOMMENDATION STATUS	
Complete	06
Complete/Alternate Solution	0
In Progress	14
Pending	0
Rejected	0
Other	7
Total	27

DEFINITIONS OF RECOMMENDATION STATUS:

Complete: The recommendation has been completed by the agency/authority.

Complete/Alternate Solution: The recommendation has been completed by the agency/authority with an alternate solution.

In Progress: The agency/authority is currently in progress of implementing the recommendation.

Pending: The agency/authority has not begun the process of implementing the recommendation.

Rejected: The agency/authority has rejected the recommendation (i.e., it is unachievable).

Other: The recommendation has been referred to an entity outside of the SFNNC.

ADMINISTRATIVE UNIT

Over the past year, the main focus of the Administrative Unit was on cross training, and the training is about 70 per cent complete. If there is backlog of work in one area, we now have at least three people who can help to keep the workloads up to date.

We would like to thank the following people for their hard work, motivation and enthusiasm, and for being great team players on an excellent Admin Unit:

- Karen Desjarlais has been with the SFNNC for eight years and she is a wonderful receptionist and admin support. She is the first person you talk to when you call or visit our office. Karen keeps everyone organized and is always there to help out the Finance and Admin Unit.
- Darlene Ahmo has been with the SFNNC for seven years and provides support to Quality Assurance and Finance units. She is incredibly motivated and is always focused on her duties.
- Cynthia Richard has been with the SFNNC for nine years and works primarily in service support. Aside from her admin duties she has also started cross training in accounting.
- Cindy Myran has been with the SFNNC for eight years and is admin support for HR. She works at our Long Plain office and enjoys her trips to Winnipeg. She is a diligent, hard worker.
- Dara Ahmo, we joke, is the baby in our family! She has been with us for just over a year, and is another hard worker. Dara and Cynthia work very well together and keep the service support team very happy.

Aside from our regular duties, we all work together to keep our office organized. In 2015/16, we cleaned out the office at 800 Adele which housed Ji-Zaabwiing, as well as downsized at our Long Plain office.

This past year marks the first time we have been able to focus forward rather than working on backlogs. It has been a very busy, and extremely productive, fast year. Our reception has taken 12824 calls, 960 faxes and 2009 correspondence letters.

OUR TEAM



Gladys
McKay



Karen
Desjarlais



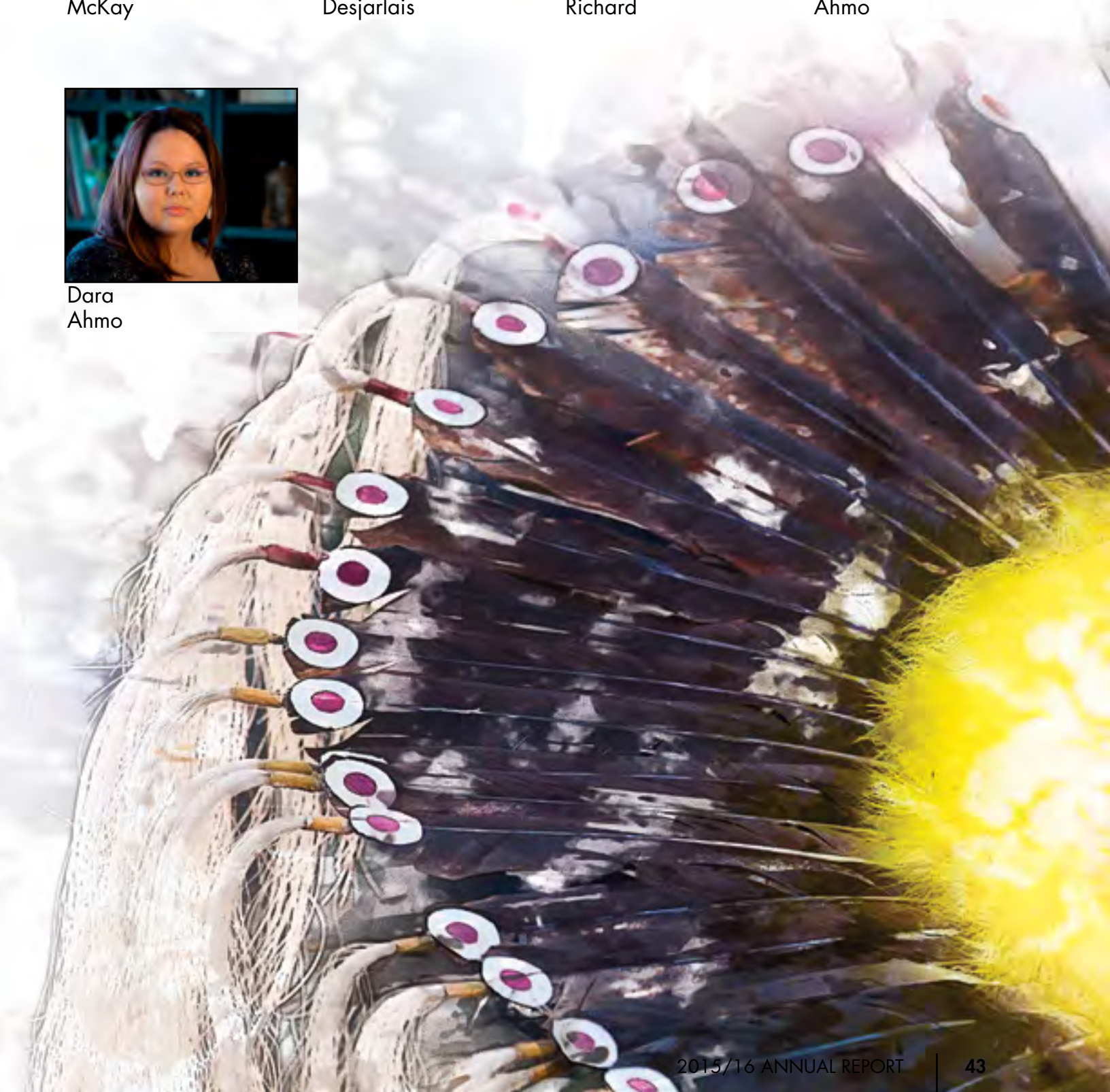
Cynthia
Richard



Darlene
Ahmo



Dara
Ahmo



FINANCE

My name is Ken Taylor and I am the Chief Financial Officer of SFNNC. My direct reports include Brenda Harder (Financial Analyst), Trevor Mierke (Financial Comptroller) and Gladys McKay (Office Manager). 2015/16 was another busy year as we worked to improve the long term financial capacity of SFNNC in order to be able to provide proper support and monitoring for Agencies. I am blessed and thankful to have such great staff on this journey, without them the Finance Unit would not keep achieving its goals and objectives.

In 2015/16 the key activities included:

- Preparation and monitoring of the annual budget, monthly financial statements, general ledger, accounts payable/receivable and working with the external auditor to coordinate and complete the audit process;
- Preparation and presentation of financial reports to the Administrator, Advisory Board, Senior Management Team and new Board of Directors;
- Allocation of provincial funds to the Agencies and monitoring expenditures and financial reporting;
- Meeting with agency finance staff on a regular basis;
- Attendance at Agency Relations meetings to review financial matters with Executive Directors and finance staff;
- Continued participation in the Strategic Service Plan Review Committee (SFNNC, Manitoba Family Services (MFS) and INAC) to review agency Strategic Service Plans including separate meetings with finance staff to review actual and projected financial operating results;
- Working with agencies to re-establish Stabilization Funding that was eliminated by MFS;
- Securing Differential Response funding for agencies from MFS;
- Hosting three day conference of financial staff from all authorities and their mandated agencies, MFS and INAC to discuss the future development and implementation of major reforms to the Child Maintenance Billing System including: processing claims without any initial supporting documentation submitted, post audit review, establishment of a committee to oversee the Child Maintenance Manual and entering into tripartite contracts to identify roles and responsibilities and the related processes;
- Ongoing planning for the transfer of Child Maintenance Billings processes to the SFNNC in recognition of its legislative mandate;
- Working with agencies and MFS to substantially reduce the pendings backlogs for Child Maintenance Billings including ongoing training of Special Rates Committees;
- Working on a plan with MFS to improve the long term financial capacity of SFNNC by analyzing existing programs with their related funding including the transfer of leases and service purchase agreements related to Ji-Zhaabwiing and Golden Eagle and participating in the development of an appropriate Authority Funding Model;
- Working with MFS on a new Contribution Agreement for services and funding including the related financial reporting requirements;
- Working on a comprehensive agency review and support process that includes standardized financial statement reporting through the implementation of SAGE Intelligence, the development of a comprehensive SAGE module implementation and related training plan, establishment of pilot projects for the development and implementation of a Child Maintenance Billing module and human resources system to rollout to agencies, coordination of reviews and ongoing financial analysis and monitoring.

AUDITED FINANCIAL RESULTS

The 2015/16 audit was closed with a “clean” unqualified opinion. We completed year two of our ongoing strategy to improve the long term financial capacity of SFNNC and the financial presentation of the financial statements, to better address the requirements of users.

HIGHLIGHTS FROM FINANCIAL STATEMENTS

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS:

NET DEFICIENCY

Before Other Items **(\$85,002)** **Decrease of 74%**

The decreased net deficiency is the direct result of the effect of the first full year implementation of the previous year's revenue enhancements and aggressive cost saving measures.

REVENUES

Revenues (Total) **\$57,590,252** **Increase of 5%**

Agency Grants **\$49,059,963** **Increase of 4%**

Revenues (Network) **\$8,530,289** **Increase of 8%**

Network increases are largely due to:

- Agency full year participation in the information technology services charge-back model.
- MFS assistance with specific program and related operational deficiencies.

Agency Grant Funding increase is mainly due to increased number of children in care.

This outstanding advance for the previous year was paid in full within the current year.

Expenses **\$8,166,400** **Increase of 7%**

Expenses exclude Agency Grant Funding).

Increases are largely due to addressing staffing requirements, information technology support and hosting the three day conference for the reform of the Child Maintenance Billing System

STATEMENT OF FINANCIAL POSITION:

Working Capital

The working capital is \$122,295 versus \$24,063 for the prior year. This is a result of the revenue enhancement and aggressive cost savings measures implemented as part of the ongoing strategy to improve the long term financial capacity of SFNNC.

Deferred Revenue	2015/16	2014/15
Includes:		
CFSIS Data Entry Clerk		
• Agency	\$558,954	\$558,954
• Network	\$173,486	\$173,482
FASD Program	\$69,255	\$39,716
Age of Majority		
• Agency	\$6,064	
• Network	\$222,480	\$169,100
Customary Care		
• Agency	\$50,000	
• Network	\$202,020	
Total	\$1,282,259	\$941,252

OUR TEAM



Ken
Taylor



Trevor
Mierke



Brenda
Harder



LOOKING AHEAD

Several significant opportunities and challenges occurred in the past year which have contributed towards SFNNC having to collaborate more closely with our partner Agencies and other stakeholders to achieve shared goals by:

- Working with the Board of Directors of SFNNC to develop a Strategic Plan to identify long range objectives that are aligned and integrated into the day to day activities of the SFNNC.
- Working in partnership with our Agencies and other stakeholders work to address the many issues associated with the removal and disconnection of children from their families and communities by:
 - ◆ developing customary care in Manitoba to reflect the traditional practices of our communities and is prevention focused with the support of Provincial legislation and the appropriate funding; and
 - ◆ planning for successful outcomes for youth who are reaching the age of majority and transitioning out of the child and family services system.
- Working in partnership with our Agencies, other Authorities and the Provincial and Federal Governments to:
 - ◆ transform the Federal funding model in response to the Canadian Human Rights Tribunal ruling that the current funding model was discriminatory;
 - ◆ transform the Provincial agency and authority funding models concurrently with the above Federal funding model transformation;
 - ◆ transform child maintenance billings to address challenges related to funding and system improvements; and collaborate more effectively on quality assurance reviews of Agencies.



APPENDICES

I – PROVINCE WIDE SERVICE DELIVERY SYSTEM

REGION	DESIGNATED INTAKE AGENCY	SERVICE PROVIDER (AGENCY) FOR THE SOUTHERN FIRST NATIONS
Southern First Nations	Each First Nation Agency	<ul style="list-style-type: none"> The First Nation agency providing services to the respective First Nation (on-reserve)
Western Manitoba	CFS of Western Manitoba	<ul style="list-style-type: none"> DOCFS provides services to their community members DOCFS provides services to other southern First Nations community members with the exception of West Region DOCFS provides services to others who choose the SFNNC SBCFS provides services to their community members and members of Dakota Plains First Nation WRCFS provides services to their community members
Central Manitoba	CFS of Central Manitoba	<ul style="list-style-type: none"> DOCFS provides services to their community members DOCFS provides services to other southern First Nations community members with the exception of West Region DOCFS provides services to others who choose the SFNNC SBCFS provides services to their community members and members of Dakota Plains First Nation WRCFS provides services to their community members
Parkland Region (south of Swan River)	Métis CFS	<ul style="list-style-type: none"> WRCFS provides services to their community members WRCFS provides services to other southern First Nations community members WRCFS provides services to others who choose the SFNNC WRCFS provides services to Northern Authority families under agreement with the Northern Authority
Parkland Region (north of Swan River)	Métis CFS	<ul style="list-style-type: none"> Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose SFNNC
Interlake Region (except the towns of Selkirk and Stonewall)	ACFS, ICFS, Peguis, Interlake Region each within a specific geographic boundary	<ul style="list-style-type: none"> Peguis CFS and ICFS provide services for their community members ACFS provides services to their community members ACFS provides services to other southern First Nations community members who choose SFNNC ACFS provides services to others who choose the SFNNC ACFS provides services to Northern Authority families under agreement with the Northern Authority

REGION	DESIGNATED INTAKE AGENCY	SERVICE PROVIDER (AGENCY) FOR THE SOUTHERN FIRST NATIONS
Towns of Selkirk and Stonewall	Interlake Region	<ul style="list-style-type: none"> • Each southern First Nation CFS Agency provides services to their community members through their Winnipeg offices with the exception of DOCFS • Sagkeeng CFS provides services for DOCFS • Animikii Ozoson provides services to other families who choose SFNNC
Eastman Region	Eastman Region	<ul style="list-style-type: none"> • SECFS provides services to their community members • Sagkeeng CFS provides services to their community members • Sagkeeng CFS provides services to other southern First Nations community members who have chosen SFNNC • Sagkeeng CFS provides services to other families who choose SFNNC • Sagkeeng CFS provides services to Northern Authority families under agreement with the Northern Authority
Norman Region	Cree Nation CFS	<ul style="list-style-type: none"> • Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose SFNNC
Thompson Region	Nisichawayasihk Cree Nation FCWC	<ul style="list-style-type: none"> • Service Agreement with the Northern Authority to provide services through Nisichawayasihk Cree Nation FCWC for families who choose SFNNC
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> • Each Southern First Nation CFS Agency provides services to their community members • Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the SFNNC.

ACRONYMS

II – ACRONYMS LIST

AANDC	Aboriginal Affairs and Northern Development Canada
ADP	Authority Determination Process
AHU	After Hours Unit (ANCR)
AJI-CWI	Aboriginal Justice Inquiry - Child Welfare Initiative
AMC	Assembly of Manitoba Chiefs
ASIST	Applied Suicide Intervention Skills Training
BEB	Band Employee Benefits
BCP	Business Continuity Plan
C4C	Changes for Children Initiative
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA	The Child and Family Services Act
CFSAA	The Child and Family Services Authorities Act
CFSIS	Child & Family Services Information System
CIC	Child(ren) in Care
COA	Change of Authority
CPB	Child Protection Branch, Family Services and Labour
CSA	Children's Special Allowances (e.g., Child Tax Benefit)
DR	Differential Response
DLW	Designated Level Worker
ED	Executive Director
EOC	Extension of Care
EPR	Emergency Placement Resources
EPS	Expectant Adolescent Services
EYES for ME	Engaging Youth Empowering Spirits for Mother Earth
FASD	Fetal Alcohol Spectrum Disorder

FE	Family Enhancement
FH	Foster Home (includes foster homes; specialized foster homes)
FIPPA	The Freedom of Information and Protection of Privacy Act
FN	First Nation
IDSC	Interdisciplinary Studies Certificate
INAC	Indian and Northern Affairs Canada
IT	Information Technology
MANFF	Manitoba Association of Native Firefighters
MOU	Memorandum of Understanding
OCA	Office of the Children's Advocate
ONP	Other Non-Paid Care (e.g., health facility; correctional facility; reunification in own home; non-paid care with relatives)
OPR	Other Paid Resource (e.g., places of safety; independent living; out of province placements)
PDA	Public Interest Disclosure Act (Whistleblower Protection)
PHIA	Personal Health Information Act
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centres; group care arrangements)
ROPE	Rites of Passage Envisioned
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
SFNNC	Southern First Nations Network of Care (First Nations of Southern Manitoba Child and Family Services Authority)
SHEAL	Spirit Horse Equine Assisted Learning
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance

