

Southern First Nations Network of Care



2009 - 2010 Annual Report

First Nations of Southern Manitoba
Child and Family Services Authority

Final



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

**Anishinaabe Child and Family Services (ACFS)**

- Dauphin River • Pinaymootang • Lake Manitoba
- Lake St. Martin • Little Saskatchewan

**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 • Dakota Plains • Long Plain
- Roseau River • Sioux Valley • Swan Lake

Note: Services for Dakota Plains First Nation are provided by Sandy Bay CFS on behalf of DOCFS

**Intertribal Child and Family Services (ICFS)**

- Dakota Tipi • Fisher River • Kinonjeoshtegon

**Peguis Child and Family Services (PCFS)**

- Peguis

**Sagkeeng Child and Family Services (SCFS)**

- Sagkeeng

**Sandy Bay Child and Family Services (SBCFS)**

- Sandy Bay • Dakota Plains

Note: SBCFS provides services to Dakota Plains First Nation on behalf of DOCFS

**Southeast Child and Family Services (SECFS)**

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

**West Region Child and Family Services (WRCFS)**

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



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Message from the Board of Directors

Greetings from the Chairperson

On behalf of the Board of Directors of the Southern First Nations Network of Care - First Nations of Southern Manitoba Child and Family Services Authority, I am pleased to present the 2009/10 Annual Report, which provides an overview of the past year's activities.

We thank the staff of member agencies and the Southern First Nations Network of Care for their continued dedication and hard work.

Wendy Whitecloud

Chairperson

Message from the Chief Executive Officer

On behalf of the staff of the Southern First Nations Network of Care (SFNNC) / First Nations of Southern Manitoba CFS Authority, I am pleased to present this annual report.

The vision of the SFNNC is that First Nations children, families, and communities will be healthy, empowered, and enjoy an enhanced quality of life. For the SFNNC, this is a statement of the difference that we, as an organization, hope to make. It provides the focus for the work and activities of the SFNNC: whether it is service support, quality assurance, IT, finance, intake, the purpose for all of these activities is to make a difference for our children, families, and communities.

There is a lot of excitement as we move forward in implementing a prevention focused service delivery model throughout the CFS system. During the past year, transition activities began at all ten agencies to get ready for this shift in how we do our work. We are anticipating that both provincial and federal funding models for the CFS agencies will be approved in the coming year and that this will address operational funding issues and provide ongoing enhanced funding for prevention services.

Our families face many challenges; the numbers of children in care an indicator of the very real difficulties that families struggle with. The southern First Nation CFS agencies have many dedicated and committed individuals that work hard on behalf of these families and children, and that actively participate with the SFNNC to build a caring network that will encourage, support, and coordinate family and community responses to keep children safe from abuse and neglect.

In the past year, the SFNNC, under the guidance of our Spiritual Caregiver, established an Elders Council. The wisdom, advice, and direction that the elders provide will greatly benefit the work of the SFNNC. We are honoured to have such an opportunity.

We would like to encourage all of you to continue to work together for the common purpose of creating a better life for our children. Each of us brings different gifts and all of us are vital to having a caring and vibrant network of care. Together, our prayers to Creator will bring good things for our children, our families, and our communities.

Meegwetch, Ekosi, Wopida Tanka to each of you for all of your efforts.

Elsie Flette

Chief Executive Officer

Board of Directors

(As of March 31/10)

Wendy Whitecloud	Sioux Valley First Nation	Chair
Priscilla Sternat McIvor	Sandy Bay First Nation	Vice chair
Wayne Helgason	Sandy Bay First Nation	Finance
Michael Hart	Fisher River First Nation	Board Member
Joan Jack	Berens River First Nation (Resigned February 2, 2010)	Secretary
Eugene Blackbird	Keeseekoowenin First Nation (Resigned November 27, 2009)	Board Member
Betty Fehr	Pinaymootang First Nation (Term ended November 23, 2009)	Board Member

Note: Although board members are each nominated by a southern First Nations CFS Agency, they are advocates on behalf of all of those served by the Southern First Nations Network of Care and not specific geographic areas, southern First Nations Agencies, and/or interest groups.

Staff Listing

(As of March 31, 2010)

Executive

Elsie Flette, BSW, MSW

Dan Richard, B.Comm., CA, CAFM

Lorna Croitor

Chief Executive Officer

Chief Financial Officer / Director of Operations

Executive Assistant

Policy & Strategy

Louise McKay, BA

Colin Kinsella, BA, MA

Nelson Mayer, BA, BSW

Marcia Liske, BSW

Theresa Pierre

Director of Policy & Strategy

Policy Analyst – Standing Committee

Policy Analyst – Standing Committee

Differential Response Coordinator

Administrative Assistant – Standing Committee

Finance, Administration & Information Technology

Vacant

Gladys McKay

Jacqui Meeches

Karen Desjarlais

Lori Lavallee, CNE

Vlastimir Drakul, BSc., MCSE

Earl Hall

Shawn Webster, MCP, Computer Sciences

Gloria Lerat, MCP

Controller

Finance & Administrative Officer

Provincial Child Maintenance Administrator

Receptionist

Information Technology Manager

Systems Administrator

Information Systems Support

Information Systems Support

Database Support & Administration

Human Resources

Kent Brown, CHRP Candidate

Katherine Whitecloud, B.GS, B.Ed, M.Ed

Evelyn Folster

Shane Patterson, BA

Robert Allec, BSW, MSW

Cindy Myran

Director of Human Resources

Education Services Manager

Education & Training Coordinator

Elder/Spiritual Caregiver

Governance & Strategic Planning Coach

Human Resource Assistant/FIPPA Coordinator

Staff Listing Continued...

(As of March 31, 2010)

Communications

Jim Compton Director of Communications & Community Relations

Vision Keepers (Quality Assurance)

Tara Petti, BA, BSW, MSW Underway Director of Quality Assurance – Vision Keepers
 Kim Hotomani, BSW Vision Keeper / Quality Assurance Specialist
 Lisa Medd, BSW Vision Keeper / Quality Assurance Specialist
 Darlene Ahmo Administrative Assistant – Vision Keepers / Quality Assurance

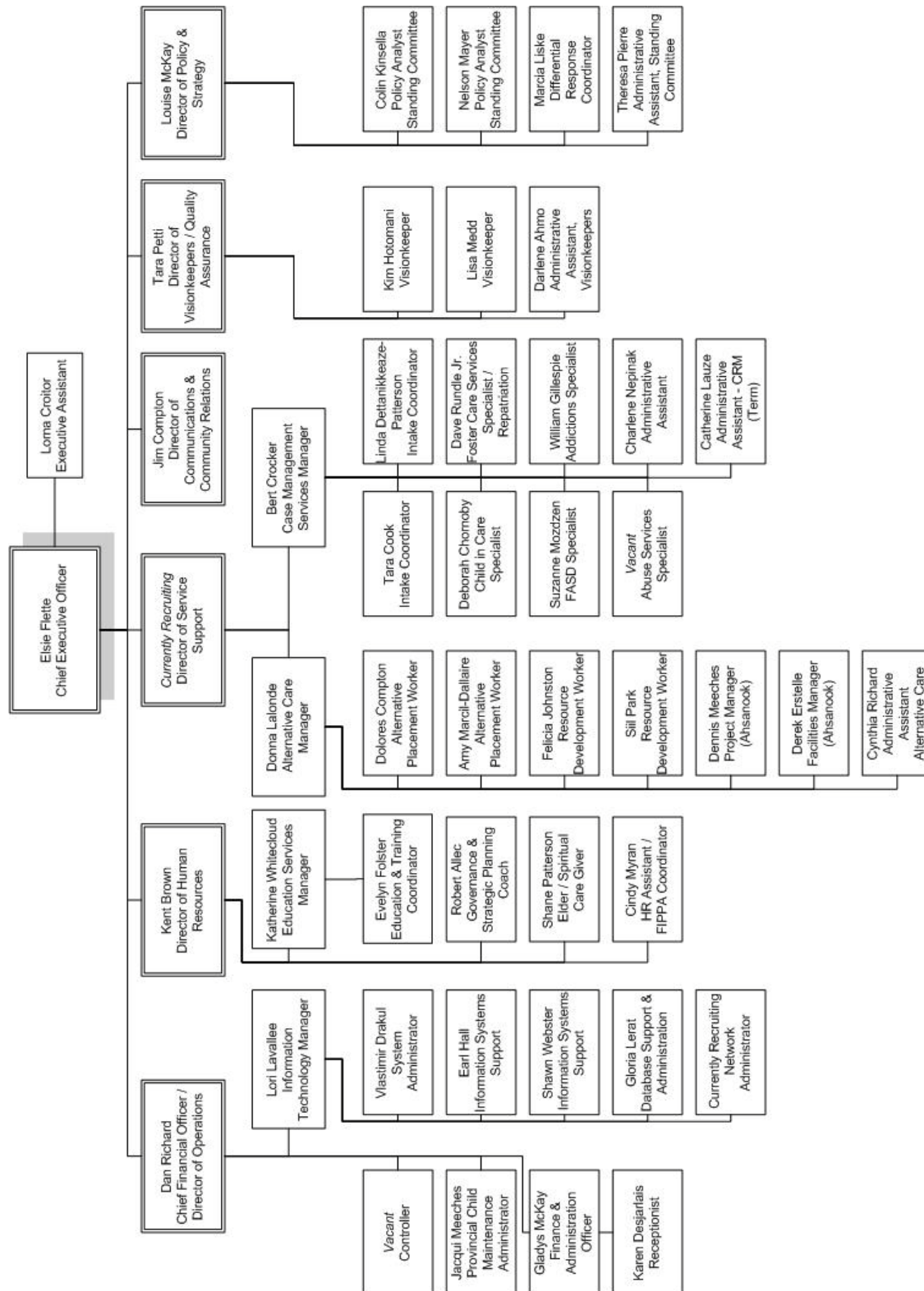
Service Support

Vacant *Director of Services Support*
 Bert Crocker, BSW, MSW Manager, Case Management Services
 Tara Cook, BSW, MSW Underway Intake Coordinator
 Linda Dettanikkeaze-Patterson, BA, BSW Intake Coordinator
 Deborah Chornoby, BSW Child in Care Specialist
 David Rundle Jr, BSW Foster Care Services Specialist
Vacant Abuse Specialist
 Suzanne Mozdzen, BSW, MA FASD Specialist
 William Gillespie, BSc, BSW underway Addictions Specialist
 Charlene Nepinak Administrative Assistant – Service Support
 Catherine Lauze Administrative Assistant – CRM Project/Intake

Alternative Care

Donna Lalonde, BA, CHRP Alternative Care Manager
 Dolores Compton, BA Alternative Placement Team Worker
 Amy Marcil-Dallaire, BA Alternative Placement Team Worker
 Felicia Johnston, BA, BSW Resource Development Worker
 Siil Park, BSW Resource Development Worker (Term)
 Dennis Meeches Project Manager – Ahsanook (Term)
 Derek Erstelle Facilities Manager - Ahsanook (Term)
 Cynthia Richard Administrative Assistant – Alternative Care/Foster Care Recruitment

Staff Organizational Chart



(As of March 31, 2010)

Organizational History

The First Nations of Southern Manitoba Child and Family Services Authority was established under *The Child and Family Services Authorities Act* (CFSAA), proclaimed in November 2003. The organization operates under the name ***Southern First Nations Network of Care*** (SFNNC).

The organization was incorporated in April 2002. Prior to the proclamation of the legislation, the organization focused on completing the developmental tasks required to assume the responsibilities under the legislation. An Interim Board, made up of the southern First Nation CFS Agency Directors, guided this work. The permanent Board was established upon proclamation, in November 2003.

The Child and Family Services Authorities Act is a key outcome of the Aboriginal Justice Inquiry-Child Welfare Initiative (AJI-CWI). This initiative began with the signing of the Memorandum of Understanding (MOU) in April 2000. The AJI-CWI undertook a major restructuring of the Child and Family Services System in Manitoba. The four CFS Authorities represents a key feature of this system.

There were seven existing southern First Nation CFS Agencies, providing services to 36 First Nations, that came under the SFNNC at the time of proclamation: Anishinaabe Child and Family Services (ACFS), Dakota Ojibway Child and Family Services (DOCFS), Intertribal Child and Family Services (ICFS), Peguis Child and Family Services, Sagkeeng Child and Family Services, Southeast Child and Family Services (SECFS), and West Region Child and Family Services (WRCFS).

An eighth agency, Animikii Ozoson, was mandated by the SFNNC in October 2005. This agency provides services primarily to Ontario First Nations members who live in the City of Winnipeg. Animikii Ozoson is also the agency that accepts cases of families in Winnipeg who choose the SFNNC but who are not connected to the southern First Nations.

In February 2007, the Winnipeg joint intake agency, known as the Child and Family All Nations Coordinated Response Network (ANCR) was mandated by the SFNNC. The tenth agency, Sandy Bay Child and Family Services Agency, was mandated September 1, 2007. Prior to this, Sandy Bay received child and family services through DOCFS.

Governance

Vision

“First Nations children, families, and communities will be healthy, strong, empowered, and enjoy an enhanced quality of life”

Mission Statement

In partnership with its CFS agencies, Southern First Nations Network of Care makes a difference in the quality of life of all children 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.

Goals

To actively participate, within a caring network, to encourage, support, and coordinate community responses to keep children safe from abuse and neglect

1. To restore responsibility to First Nations communities for the well being of their children and families and work alongside communities to support and preserve healthy families
2. To develop, support, and maintain a culturally competent service delivery system to ensure that services provided to children, families, and communities are built on a First Nations philosophy, incorporate First Nations helping approaches, promote cultural pride, and help families and communities overcome the effects of colonization
3. To assist agencies to develop and enhance services using a community based approach that values, encourages, and supports the involvement of citizens of the First Nations
4. To develop a First Nation workforce that is trained and competent in First Nations knowledge and helping approaches

5. To have parity of services for all First Nation children and families, regardless of where they reside, with an equitable distribution of resources
6. To engage in respectful and participatory partnerships with other sectors and collateral agencies in order to provide holistic and comprehensive services that promote the well being of our children
7. To work cooperatively with First Nations communities, on and off reserve, to address socio-economic issues that contribute to the breakdown of families
8. To work with First Nations leadership in restoring full jurisdiction over child and family services back to First Nations

Mandate

The Southern First Nations Network of Care (SFNNC) receives its mandate from the First Nations in southern Manitoba and from the provincial *Child and Family Services Authorities Act*. 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 Nations citizens throughout the province, as well as people who chose the SFNNC. [Appendix 1](#) provides a summary of the SFNNC service provider agencies by region.

Board of Directors

Board Appointment Process

The CFS Authorities Act states the Board of Directors of the Southern First Nations Network of Care (SFNNC) shall be appointed by the Assembly of Manitoba Chiefs Secretariat Inc. on the recommendation of the Southern First Nation members of the Assembly.

With regards to the appointment process of SFNNC Board members, the following is a summary as outlined in section 3.05 of the SFNNC By-Law No. 3, approved September 12, 2009:

- Each Agency nominates an individual who meets the qualifications as per Section 3.03.

- Each Agency submits in writing the name of the individual being nominated and the written consent / approval of the appropriate Tribal Council or Chief and Council. This same process is followed for re-appointment of current board members.
- Once the above process has been completed, the SFNNC will submit the name(s) of qualified individual(s) to the Assembly of Manitoba Chiefs Secretariat Inc. for appointment to the Board for a four year term.
- The 11th position on the Board is designated as a 'Director At Large'. The SFNNC Board is responsible for selecting and submitting the name of a qualified individual to the Assembly of Manitoba Chiefs Secretariat Inc. to fill the position, based on the skill set deemed required by the SFNNC Board.
- If an Agency fails or refuses to select or submit to the SFNNC an individual to be its representative on the Board within three (3) months of a vacancy, the SFNNC Board may select an individual to fill the vacant position by utilizing the same process used to fill the Director at Large position.

Activities of the Board of Directors

The Board utilizes a policy governance model to conduct its business. This includes:

- Policies about monitoring organizational performance through outcomes/results
- Policies about monitoring executive performance through executive limitations
- Policies about how the Board carries out the governance function
- Policies about the Board – CEO relationship

Throughout the year, all Board members were active participants in all board meetings, including the Board Executive who met quarterly, or as needed. As of March 31, 2010 the Board consisted of 4 board members, with 7 vacancies. The process to fill the vacancies is underway.

The Board takes a proactive approach in shaping a southern First Nations CFS service delivery system that is culturally appropriate and improves the quality of life for First Nations children and families.

The Board utilizes an annual work plan to assist in managing its work. This work plan was updated at every Board meeting. Highlights for 09/10 included:

- Fulfilling the functions of an audit committee, including receiving regular financial reports, appointing the auditor, and receiving and accepting the annual audit report
- Participating in Board training
- Completing a self assessment of board performance
- Reviewing / revising board policies
- Receiving / reviewing regular monitoring reports from the SFNNC executive
- Monitoring of the work of the SFNNC in agency reviews that were undertaken
- Promoting and enhancing input from community members as part the board's responsibility to engage with and link to the community. Activities completed in 2009/10 included:
 - Partnering with the Treaty Relations Commission Office to host the 7 Generations: Our Legacy of Hope conference in June 3 and 4th, 2009.
- Participation in meetings and briefings with the AMC Grand Chief
- Representing the SFNNC at agency events
- Policy development work

The Board plans for 10/11 include:

- Ongoing oversight of the SFNNC
- Annual review of board policies and by-laws
- Ongoing policy development work
- Work on Outcome / Results measurement
- Continue working to build links with the communities served by the SFNNC
- Quality Assurance Review of the SFNNC
- Board training
- Development of a First Nations model of board governance
- Advocacy on behalf of First Nations children, families and communities

Agency Relations

The SFNNC seeks to carry out its responsibilities under the CFS Authorities Act from a capacity building and support approach. A number of activities were carried out in 2009/2010 to achieve this end. They included:

- 2-day monthly meetings with agency Executive Directors and Finance Officers
- Attendance by SFNNC staff at a variety of agency events, such as staff meetings, annual meetings, special events, and workshops
- Training events
- Use of inter-agency committees and working groups on a variety of issues
- Joint work with agency representatives at various initiatives, including the regional tripartite table on federal funding
- Case support and consultation
- Meetings with individual agencies to address agency specific matters
- Opportunity for regular in camera meetings with agency directors to jointly address issues that arise
- Working with the agencies to complete a resource development needs assessment

In addition to providing service support, the SFNNC is responsible to monitor and direct the work of agencies. There can be an inherent conflict in these dual roles. To manage this, the SFNNC has organized its main services into two service units - the Agency Service Support Team and the Vision Keepers (Quality Assurance) Team.

The Human Resource Unit and the Alternative Care Unit also provide support and capacity building services to agencies.

2009/10 Operational Objectives

Areas of Focus

The strategic areas of focus for 2009/2010 were identified as follows:

1. Implementation of a Differential Response service delivery model
2. Connectivity Project / CFSIS Implementation
3. Development of culturally appropriate SFNNC Standards
4. Education and Training Strategy for professional CFS staff
5. Ahsanook /Redesigning of SFNNC Emergency Placement Resources

The following table summarizes the key directional statements for each area of focus.

09/10 Areas of Focus	Key Directional Statements	Year End Status Update
Differential Response	<ul style="list-style-type: none"> • Implement a transition work plan for each agency, to facilitate the implementation of a Prevention Focused (Differential Response) service delivery model • Implement Test Sites / Pilot Projects • Prepare and conduct readiness reviews • Work with other partners on the funding models (federal / provincial) 	<ul style="list-style-type: none"> • Transition plans and budgets were developed and work is underway. • Test / pilot sites are all underway, with some completed. • Each agency and the SFNNC hired a DR coordinator • Template for the readiness reviews is being developed; reviews to begin early 2011 • Funding models are completed and are currently waiting approvals from both levels of government
Connectivity Project / CFSIS Implementation	<ul style="list-style-type: none"> • Complete site reviews / needs assessment • Complete proposal for government • Complete project plan for implementation • Increase data entry into CFSIS at agency level • Increase CFSIS training for staff • Prepare for site teams to begin their work 	<ul style="list-style-type: none"> • Site assessments completed • Equipment inventory completed • Connectivity proposal submitted to government and awaiting approval • Plan to complete work in draft, will be finalized when government response is received • All agencies have increased their data entry to CFSIS • CFSIS training provided; this will continue • Site teams pending government response
Development of culturally appropriate SFNNC standards	<ul style="list-style-type: none"> • Restructure SFNNC Standards working group • Develop work plan and begin implementation 	<ul style="list-style-type: none"> • Representatives for the standards working group have been identified • Work plan under development • SFNNC participation on working groups for foundational standards continued as part of the work to developing SFNNC standards

<p>Education and Training Strategy for professional CFS staff</p>	<ul style="list-style-type: none"> • Complete needs assessment • Develop / negotiate Entry Level training for CFS workers for implementation in 2010/11 • Develop CFS specific curriculum, including training for Family Enhancement workers, that incorporates indigenous knowledge • Negotiate additional BSW Cohort sites • Deliver ongoing professional development training for staff working in the CFS system 	<ul style="list-style-type: none"> • Additional BSW cohort site planned for Portage La Prairie in 2011 • Training needs assessment completed • Development of an Entry Level Certificate (through U of M Aboriginal Focus Program) is underway with plan to deliver first round in early 2011 • Recruitment for a curriculum consultant underway • Extensive professional development training providing during the year (see report under Human Resources)
<p>Ahsanook / Emergency resources</p>	<ul style="list-style-type: none"> • Contract a Project Manager to complete the project, with a view to having it operational by summer 2010 • Complete the service model for the Assessment Center • Expand the emergency resources and complete procedures and protocols for use of these resources 	<ul style="list-style-type: none"> • Project Manager contracted and project on track to be operational by summer 2010 • Building renovations nearing completion • Partners working group to develop the assessment center model met regularly and work nearing completion • Additional emergency beds recruited and work continues to develop specific training, protocols, and procedures



Policy & Strategy

Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI)

For historical information on the AJI-CWI, please refer to the following website: www.aji-cwi.mb.ca.

Changes for Children Initiative

For information on the Changes for Children Initiative, please refer to the following website: www.changesforchildren.mb.ca.

Implementation of a Differential Response (DR) Service Delivery Model

As part of the Aboriginal Justice Inquiry – Child Welfare Initiative, a conceptual plan called *Promise of Hope: Commitment to Change* was produced to guide the child and family services restructuring process. This document had the following Mission Statement:

To have a jointly coordinated child and family services that recognizes the distinct rights and authorities of First Nations and Metis peoples and the general population to control and deliver their own child and family services province-wide; that is community based; and reflects and incorporates the cultures of First Nations, Metis and the general population respectively. (front cover)

The document further mentions:

Throughout the new system, services will strive to keep children within their families and their communities. As well, greater emphasis will be placed on delivering a more holistic range of services, with more focus on preventive programming. (p.4)

The restructuring of the system was always understood as a two step process. The first step was the return of the responsibility for children to their respective community agencies, which was completed in May 2005. Once stabilization was achieved the second step was the work to transform the system that was inherited.

As part of this transformation process the Southern First Nations Network of Care (SFNNC) identified the implementation of a differential response service delivery model as a key strategic area of focus.

Differential Response is a fundamental change in how child and family services are delivered in the Province of Manitoba. It is a new way of responding to children and families who come into contact with Child and Family Services. This child centered and family focused approach builds on strengths, is culturally sensitive, and includes community partnerships, both formal and informal. Early intervention and prevention services aim to keep families together, while ensuring that children are safe and protected. This approach continues to include protection and investigative services when those are required to keep children safe.

Some agencies have been practicing this way of delivering services to families and communities for many years. However, the current system has not adequately supported this approach. Agencies have had to be innovative in implementing and sustaining much needed programs. The Differential Response Model has a prevention focus approach and includes funding for protection and prevention / family enhancement (FE) services. To transition the system to this approach, the following describes the activities of the Southern First Nations Network of Care over the last fiscal year:

- Worked in partnerships with the other CFS Authorities and the Federal and Provincial governments to develop a new funding model for CFS Agencies which will incorporate prevention / family enhancement services, likely to be implemented in 2010/11.
- Developed and implemented a transition plan to ensure agency readiness for the move to a differential response system
- Worked with agencies to develop, implement, and evaluate pilot / test sites at ANCR, Dakota Ojibway CFS, Animikii, Sandy Bay CFS, Southeast CFS, and West Region CFS; these projects will help inform the implementation process
- Provided funding to southern CFS agencies to hire differential response coordinators and to carry out transition activities
- Met with each agency's management team to review the DR Implementation Manual
- Hired a differential response coordinator to coordinate the implementation across all the agencies, chair the DR Implementation Committee, and ensure necessary milestones are achieved
- Trained trainers to deliver the training required for a structured decision making process (SDM)
- Began the development of informational materials to be disseminated as part of a community engagement strategy

Activities planned for 2010/11 include:

- Coordinating training for Family Enhancement workers

- Continuing to coordinate SDM training for agency staff
- Working with agencies to have all agencies fully utilizing CFSIS as a case management tool
- Completing readiness assessments of all the southern CFS Agencies
- Working with agencies to develop appropriate community partnerships
- Assisting agencies in the completion of five year business plans
- Completing a SDM assessment on all existing cases
- Making changes to agency intake systems to adapt to a differential response service model
- Completing all necessary system changes to be ready for a full roll out in 2011

Trauma and Crisis Response

In August 2007, the Southern First Nations Network of Care (SFNNC) responded to the death of a child in one of the communities. With an invitation from the Chief, the Director of Health and the local CFS staff, the SFNNC developed a Crisis Response Plan and flew to the community with a team of four people who had previous experience in dealing with trauma. The plan, which was supported by the Agency and the Province of Manitoba, was to provide support to the community in whatever way necessary.

Since that time, the SFNNC has continued to respond to communities and agencies that have had crises situations and needed support. Through these involvements, it became clear that a more formalized process was needed for these times of crises. To this end, in 2008/2009 at the request of agencies, 48 people were trained in Crisis Intervention and 106 people were trained in Critical Incident Stress Management and Community Trauma Post-vention (CISM-CTP). This training continues as requests are brought forward.

During this past fiscal year, research has been conducted on models of Crisis Response that would best meet the needs of the communities. The plan for moving forward includes the SFNNC developing and training to a model which will be inclusive of agencies whether they are rural, urban based or fly-in.

Emerging Issues

Emerging Issues is an area of practice where SFNNC policies, plans and responses are vetted through a process to insure decisions are made in a qualitative manner and are culturally responsive.

Once an issue or the work of one of the SFNNC units has been identified as needing a strategic process or response, a team is convened. The members normally include the CEO, the Director of Policy and

Strategy and Director(s) of the appropriate Unit is involved. The team meets as needed and the issue is dissected. A series of options on how to deal with the arising / emerging issue are developed. Legal Counsel and the Board of Directors are consulted as needed throughout the process on the various options.

Once the best option is identified, a step by step work plan is developed to complete the strategy. Dates are set, and further consultations happen as needed with the necessary parties.

Examples of such emerging issues are:

- Decisions to initiate agency Reviews
- Responses to complex cases
- Corrective actions required at an agency

Other / New Projects

Response to H1N1 Flu

In the spring of 2009, Manitoba experienced the first wave of pandemic flu, and in May of 2009, its first reported confirmed case. In the fall and into the winter of 2010, Manitoba prepared for the second wave of H1N1 pandemic flu.

The child welfare system responded by developing business continuity plans for all agencies, CFS authorities, residential and foster care resources. In addition, agencies were required to coordinate the vaccination of children in care. The SFNNC worked together with other partners in coordinating and implementing these responses. Activities included:

- Participation in regular briefing with the AMC, SCO, and other service providers to ensure coordinated community planning;
- Working with the other CFS Authorities and the province, as part of the Emergency Management Team, to plan and coordinate H1N1 preparedness activities across the CFS system in Manitoba;
- Coordinating a presentation for all agency directors and which included representatives from AMC, SCO, WRHA, INAC, EMO and BCP Specialists with the Province of Manitoba;
- Development of a Southern First Nations Network of Care Business Continuity Plan;
- Making information available to agencies by electronic means from a variety of medical and government sources;

- Developed and delivered Personal Protective Equipment Training (PPE) to SFNNC staff and trained agency staff as trainers so they could deliver this training to their own staff, foster parents, and community members;
- Assisted with the coordination of the distribution of PPE kits to agencies
- Developed templates for SFNNC agencies to help them develop their own Business Continuity Plans;
- Collaborated with First Nations of Southern Manitoba CFS Agencies to develop Agency specific H1N1 Pandemic Plans;
- Communicated with the H1N1 First Nations of Southern Manitoba CFS Agency Coordinators to provide regular and current information on H1N1;
- Tracked the H1N1 immunization of all SFNNC children in care;
- Provided agencies with information for mail out to foster parents on preventing the spread of the flu; and
- Put up posters, provided hand sanitizers, and wipes throughout the SFNNC office and encouraged staff to stay home if they were sick.



Communications

The Communications Unit of the Southern First Nations Network of Care (SFNNC) produces, communicates, develops and distributes information designed to build awareness and understanding and advance the objectives and vision of First Nations Child and Family Services in Manitoba.

The Unit also works to ensure that the messages and positions of the SFNNC are communicated effectively and that the Board Chair and/or the Chief Executive Officer (CEO) is involved in, and given the opportunity to respond to, media portrayals of First Nations Child and Family Services in Manitoba. The Communications Unit provides on-going assistance and makes recommendations on critical issues as they arise.

The Communications Unit is part of the SFNNC Core Administration / Support Services. Any communications materials or strategies are subject to review and approval by the Director of Communications, Chief Executive Officer and the Communications Sub-Committee for Standing Committee. Final approval must come from the CEO and/or designate. Relevant Policy Analysts or Team Leaders are also involved in the preparation and review of materials. Presently there are five strategic areas identified under the SFNNC "Communications Strategy":

- Media and Public Relations
- Public Awareness and Public Education
- Strategic Communications Policy and Planning
- Coordinate / Facilitate Communications
- Corporate image and identity

Listed under each are the activities that have taken place over the year from April 2009 to March 2010.

Media and Public Relations

The Communications Unit develops materials and provides information to the media and general public about the SFNNC, its activities and positions, as well as the overall mandate/mission and priorities therein. The Unit recognizes that the majority of Manitobans receive their information about First Nations primarily through the media and works to establish a constructive working relationship to ensure the SFNNC is viewed as a constructive and productive organization. The Unit also utilizes other channels to reach the public directly (speaking opportunities, publications, Internet, etc.).

- Ongoing media relations have been undertaken throughout the year. Interviews with the Free Press, CBC News, Global, CTV and APTN have been set up and conducted. Major focus of interview(s) has been in relation to Quality Assurance Reviews. Southeast CFS Review, Peguis CFS, Anishinaabe CFS and ANCR have been areas of interest.
- Pre-interviews with media, briefing of the Board Chair or CEO, messaging and eventual interviews were arranged for the Board Chair or CEO. On a number of occasions background and responses were done by the Communications Director. Letter to the Editorial Response drafted, edited and sent to the National Post Editorial Board. This was done in coordination with the SFNNC Board of Directors
- On average we receive on average up to 30 E-mails and direct calls per month. In total, the Communications Unit responds to more than 300 media inquiries and follow-ups per year.

Public Awareness and Public Education

The Communications Unit will develop and implement public Awareness and public education strategies based on its activities and positions to promote awareness and understanding of the issues, priorities and mandate/mission /history of First Nations Child and Family Services in Manitoba.

- Ongoing meetings with the province, CFS Standing Committee and related agencies in relation to “Social Worker” Conference. Also working on, with the Communications Sub –Committee, a overall C4C Communications Strategy.
- Ongoing Communication Strategy (Press Releases and Q & A) have been developed with and issued for Southeast CFS and SERDC Board. Communications Strategy developed for the release of the ANCR Review and ANCR Board initiatives. Joint communication strategies with the CFS Branch have also been developed and executed.

Strategic Communications Policy and Planning

The Communications Unit develops and implements SFNNC Communications in relation to specific strategies for specific events, products, issues or initiatives. The Unit provides advice, recommendations and communications support to specific child and family policies and protocols.

- Key messaging has been developed with the Ministers media announcements that involve the SFNNC.
- Liaison and consultation with provincial communications unit in relation to reviews, press material, questions and answers, and general messaging/planning.

Coordinate/Facilitate Communications

The Unit serves to coordinate/facilitate communications activities across the four Authorities; First Nations of Southern Manitoba CFS Authority; First Nations of Northern Manitoba CFS Authority; Metis Child and Family Authority; and the CFS General Authority, in order to ensure consistency and clarity in public activities.

- Development of a FASD strategy with cross authority team. Visions and Voices Video initiative developed and under way. 5 of 6 calling card videos completed. Development & Launch of FASD website slated for late spring 2010.
- Differential Response Communications strategy developed and underway.
- Ongoing meetings with the province and related agencies in relation to specific Media responses.
- Business continuity plan developed and launched in fall.
- Ongoing meetings with staff from the Office of the CFS Standing Committee in relation to workshops, exhibits and conferences (i.e. Social Work Conference).
- Ongoing communication Strategies developed in conjunction with inter-Authority sub-communications team. Ongoing in updates and communication initiatives developed and executed for Changes for Children, Standing Committee and the CFS Authorities.
- All Authority meetings to coordinate cross Authority (C4C) staff update. Updates developed and distributed yearly or as needed.

Corporate Image & Identity

The SFNNC “Communications Strategy” calls for the development of a corporate image/identity commonly known as the “Brand”. The Communications Unit participated in the development of a document that includes the “interests, beliefs and wishes” of all the key SFNNC stakeholders. These include SFNNC staff, management, Board of Directors and mandated agencies. Geared to promote openness and inclusiveness, the document incorporates a broad range of opinions that add depth to SFNNC communications strategy. Ultimately it will ensure broad support for achieving stated goals.

- “Brand Strategy” initiated and completed. Overall this was a two year process which involved consultations with staff, management, Board of Directors and mandated agencies.
- Within the “Brand” we have developed key messages, image statements (i.e. mission, vision), and a streamlined logo.
- Print materials have been developed with the brand messages and images in mind.
- Website launched in summer 2009 and content updated throughout the year.

Finance

The Finance Unit is responsible for the financial management of the Southern First Nation Network of Care. In addition, the unit is responsible for working with the agencies on financial matters. This includes the allocation of funds to the agencies for the provincial workload, and monitoring the expenditures and financial reports.

Key activities in 2009/2010 included:

- Preparation and monitoring of the annual budget, monthly financial statements, General Ledger, Accounts Payable/Receivable, inventory control, and working with the Auditor to coordinate and complete the audit process
- Preparation and presentation of financial reports to the Board of Directors at all Board meetings
- Completion of funding agreements between the Southern Authority and the agencies
- Allocation of provincial funds to the agencies and monitoring expenditures and financial reports
- Meeting with agency finance staff on a monthly basis
- Attendance at Agency Relations meetings to review financial matters with Directors
- Continued project work on renovations at 800 Adele - Ahsanook Program
- Participation in the working group development of the federal funding model
- Participation in the working group development of the interim provincial funding model
- Participation in the working group for a coordinated quality assurance and compliance review of the agencies by the Authority and INAC
- Professional development workshop in Ottawa to attend the Aboriginal Financial Officers Association of Canada national conference

Administration

The SFNNC's annual operational planning work session was held in September 2009 and an operational plan review was held in March 2010. The planning session considers the direction from the Board of Directors and the various child and family initiatives underway, as well as the operational requirements of the Authority. The annual work plan is a product of this work session.

Implementation and use of the SFNNC's internal data base began in 08/09. This database continues to be utilized to assist the Authority in tracking, monitoring, and evaluating its work, thereby improving services.

A comparison of the communications processed through the reception desk over the last 4 years is shown in the table below:

Communication Method	06/07		07/08		08/09		09/10	
	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average
<i>Phone calls</i>	17,542	1,462	23,061	1,922	25,986	2,166	21,760	1,813
<i>Faxes</i>	1,706	142	2,318	193	3,220	269	2,328	194
<i>Correspondence</i>	2,221	185	2,432	203	2,624	219	2,684	224

Information Technology

The Southern First Nations Network of Care (SFNNC) Information Technology (IT) Unit maintains the agencies and the Authority's computer systems. The SFNNC IT Unit responds to requests from agencies for desktop support. The IT Unit makes recommendations on the needs of agencies for new, and / or the replacement of existing, equipment.

The SFNNC continues to be involved in discussions with the Province to provide computers for every position within the agencies. The focus is on the pre-AJI provincial positions, new positions created since the transfers, and the positions responsible for federally funded work. Adequate maintenance and support dollars for supporting, maintaining, and refreshing agency computer systems is in progress. Resources and support are required to assist the SFNNC agencies in fully utilizing the CFSIS program. This work will continue in 2010/2011, along with participation in inter-Authority groups working to improve and re-engineer this data base.

Connectivity for some of the SFNNC communities continues to be an issue. The SFNNC IT unit is working with the Province of Manitoba to implement a Virtual Local Area Network (VLAN) solution. The VLAN will provide access to high speed internet for the agencies and all office sites to facilitate the use of CFSIS and the Intake Module.

A Manager for the IT Unit was hired this past year, to better coordinate the activities of the unit and ensure ongoing progressive planning for agency IT requirements. Additional staff for database and information systems support was hired during the year.

Human Resources

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

- Developing and supporting the human resource capacity for the SFNNC
- Assisting and supporting the southern CFS Agencies in the development and maintenance of their human resource systems
- Working with the southern CFS Agencies to build an Aboriginal work force
- Coordination of the SFNNC response to complaints under FIPPA, PHIA, and Whistleblower Legislation
- Managing and coordinating education and training services, including board training and development
- 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 within the Authority and the agencies in the areas of Employee Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; Human Resource Policies and Procedures.

During 09/10, key activities included:

- Implementation of an orientation package for new staff
- Completion of the Human Resource policy and procedures
- Finalizing HR Training and Standards for agencies
- Coaching Agency ED's and HR staff around staff performance issues, staffing, audits and management issues
- Responding to requests for information
- Working with the SFNNC Board of Directors to revise the CEO performance review model
- Recruitment and hiring
- Conducting quality assurance reviews of agency HR practices and making recommendations for change

Work continued on a Recruitment and Retention Strategy, with a key focus on the ongoing development of an Aboriginal workforce. Education, training, recruitment and retention, professional development, workload management, healthy work environments, and fair compensation and benefit packages are all elements to improve and enhance the workforce.

Plans for 2010/11 include hosting an Aboriginal social workers conference that will celebrate and promote indigenous ways of healing and helping. We hope to partner this initiative with other collateral agencies.

Building an Aboriginal Work Force

Building an Aboriginal work force is an objective for the SFNNC, the southern First Nations CFS agencies, and ANCR. As of March 31/10, the Aboriginal status of staff was as follows:

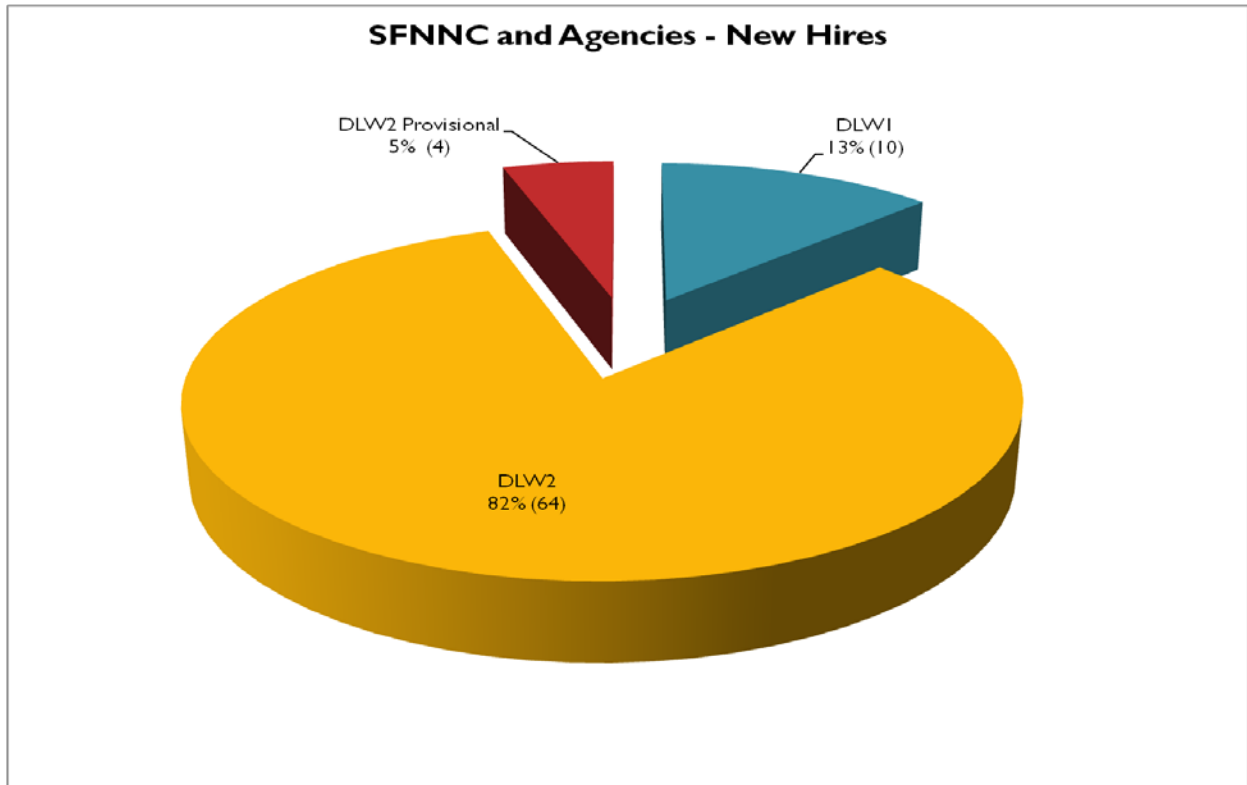
Work Force	SFNNC	Agencies	ANCR
Aboriginal status	84%	75%	37%
Non-aboriginal status	16%	25%	63%

Human Resource Statistics for the SFNNC and Agencies

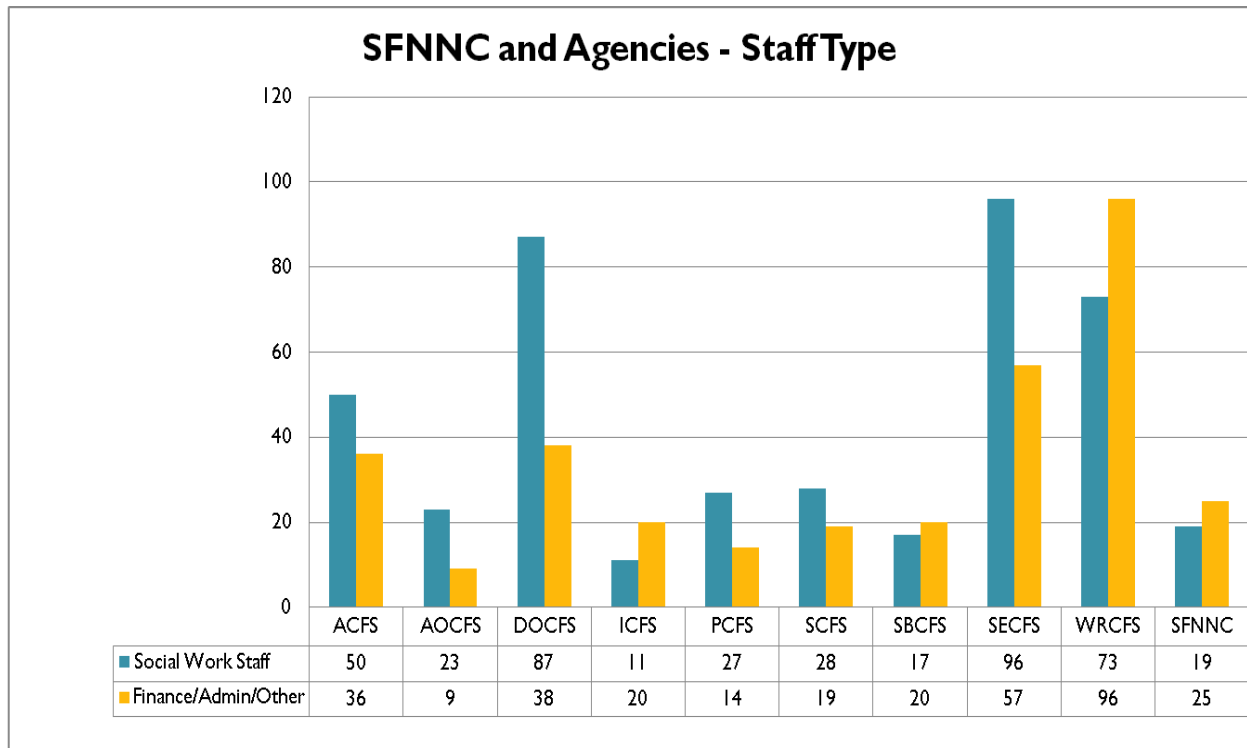
The following graphs show the human resource statistics for the Southern First Nations Network of Care and its agencies (excluding ANCR) for 2009/10.

52% (447) of the social work staff at the SFNNC and its agencies have a social work degree, are enrolled in a social work degree program, or have another related post secondary degree. Of the new hires at the agencies, 82% (64) of staff met the requirements of the Designated Level Worker¹ 2 (DLW2), while 5% (4) of staff were given the DLW2 provisional designation, and 13% (10) were given a DLW1 designation.

¹ Persons hired or retained as front line mandated workers must meet one of two designation levels at the time of entry: Designated Level – Worker 1 (DLW1) or Designated Level-Worker 2 (DLW2). For a more detailed description of these, please visit our website at www.southernauthority.org/workforce_qualifications.php to view the Workforce Qualifications Standard for Front Line Workers.

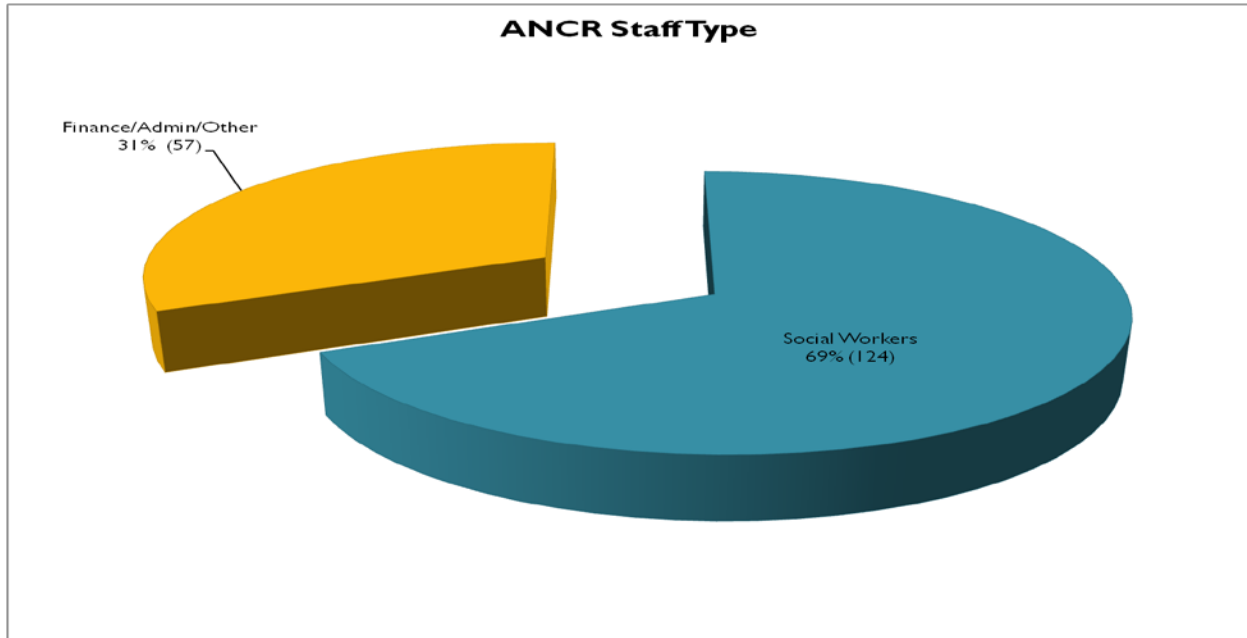


The following table shows the number of social work staff and the number of finance, administrative and other staff at each agency and the SFNCC.

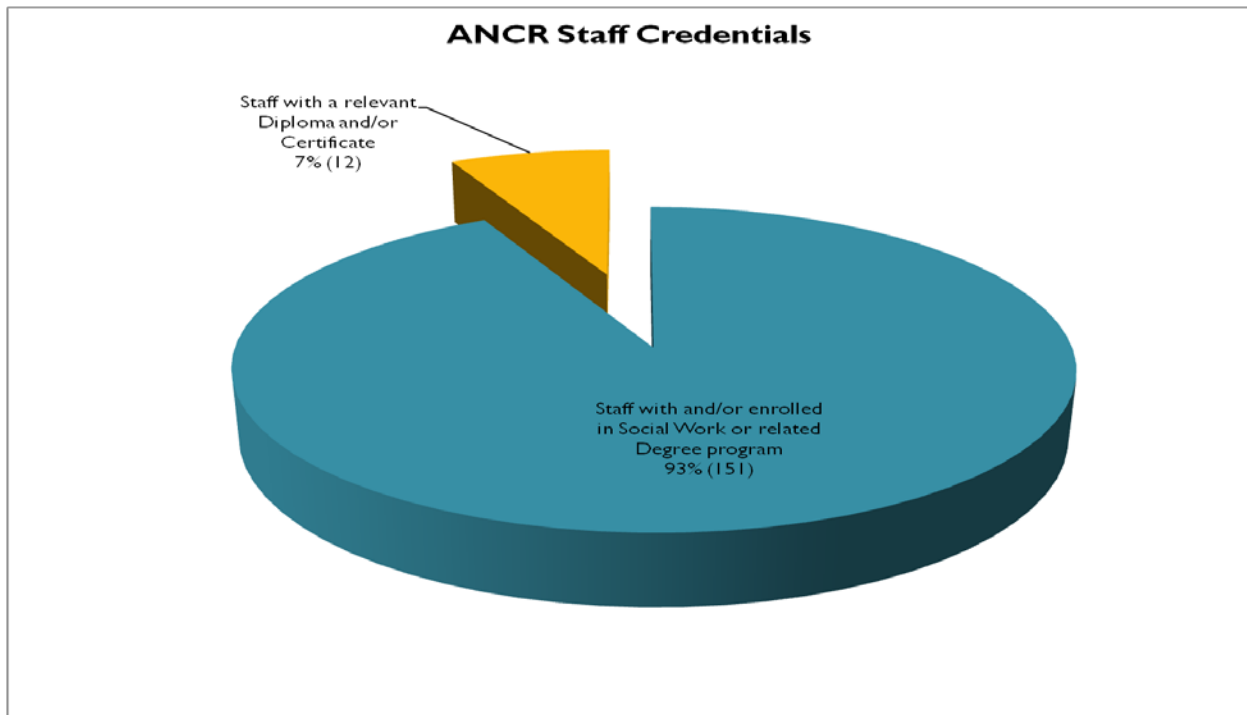


Human Resource Statistics for ANCR

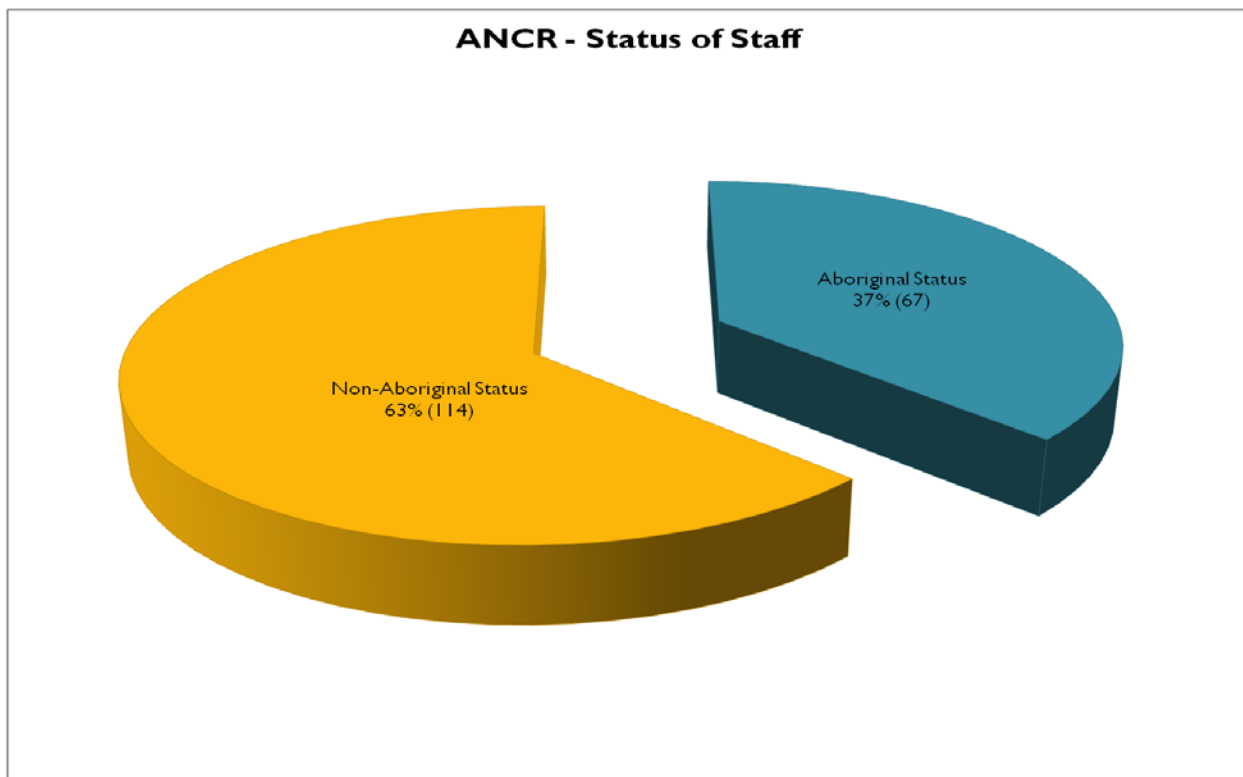
The following graphs show the human resource statistics for ANCR for 2009/10. As of March 31 2010, 69% (124) of ANCR staff was in social work positions and 31% (57) were in finance, administration and other types of positions.



At ANCR, 93% (151) of the social work staff have a social work degree, are enrolled in a social work degree program, or have a related post-secondary degree. 7% (12) have a relevant diploma / certificate.



The ANCR workforce is comprised of 37% (67) staff who identified themselves as Aboriginal and 63% (114) Non-Aboriginal.



Public Interest Disclosure (Whistleblower Protection) Act

The SFNNC received no complaints under this legislation in 2009/10.

Freedom of Information and Protection of Privacy Act (FIPPA) and the Personal Health Information Act (PHIA)

"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. The Act 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 information on both the FIPPA and PHIA Acts is available on the following website: www.ombudsman.mb.ca.

FIPPA Coordinator

The role and responsibility of the FIPPA Coordinator is to act as liaison between the First Nations of Southern Manitoba CFS Authority and its member-agencies. All FIPPA requests and PHIA complaints are directed to the FIPPA Coordinator from the Access and Privacy Coordinator, Child Protection Branch or Office of the Ombudsman.

The FIPPA Coordinator coordinates the compilation of information and ensures timelines are met. All responses to FIPPA requests and PHIA complaints are vetted for final approval through the Chief Executive Officer.

April 1 2009 – March 31 2010

Five (5) FIPPA requests were received at the Authority of which (2) were Authority-specific and (3) were Agency-specific. Of the (5) requests received, all were completed/closed.

Personal Health and Information Act (PHIA)

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

PHIA applies to "trustees": health professionals, health care facilities, public bodies and health services agencies that collect or maintain personal health information. The Act 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.

April 1 2009 – March 31 2010

One (1) PHIA complaint was lodged with the Office of the Ombudsman which was Agency-specific. The complaint has since been investigated and closed.

Agency Board Development and Strategic Planning

Agency board development and strategic planning are an important element of a strategy aimed at effective board leadership practices and long-range planning which contribute to making a positive difference for children, families and communities. Progress includes the establishment of a governance program in 2008/09, with a contracted agency board governance coach. The governance coach works in collaboration with the Vision Keepers unit, Agency Boards of Directors and Executive Directors to review agency board operations.

Throughout 2009/10, the focus was on the Peguis Section 4 review. In conducting agency reviews, the Southern First Nations Network of Care uses a “find and fix” approach to address challenges identified during the review process. The SFNNC and Peguis Board of Directors worked well together throughout the year to develop and implement an action plan to ensure agency effectiveness. Support was also provided to the Sagkeeng Board in their efforts to fully implement governance-related recommendations of their agency’s Section 4 review.

In response to requests, coaching and support was provided to three agency boards on a variety of governance topics including By-laws, board policies, linkage with community, agenda and governance planning, conflict of interest, board evaluation, Executive Director recruitment, reporting and annual performance evaluation.

During the year 65 participants took part in board training sessions organized in cooperation with the Education and Training Coordinator. In October 2009, fourteen participants from two boards participated in an Orientation to Policy Governance. On the following day, fourteen participants from the same boards took part in a workshop on Legal Duties and Liabilities of Boards.

In November 2009, eight participants from three agencies were involved in a workshop on the Fundamentals of Policy Governance. To build on this training, eight participants from the same agencies participated in a January 2010 workshop on developing their board policies.

In January 2010, fifteen participants from three agencies participated in a workshop on Building Better Board By-laws. The format for this workshop involved agencies sharing their By-laws for learning purposes. Training on implementation of the Policy Governance model took place in February 2010 involving six participants from one agency.

Susan Rogers (Rogers Leadership Consulting) facilitated the workshops on Policy Governance and Priti Shah (Praxis Conflict Consulting) facilitated the workshops on By-laws and other legal issues. The experience and feedback from these workshops will be useful in developing future training opportunities for boards. Training on board governance and legal issues will continue to be delivered in the upcoming year.

In line with the 2010/11 Southern First Nations Network of Care agency review plans, reviews of governance operations for three of the agencies will be initiated in the fall of 2010. Other plans for 2010/11 also include developing an agency board governance guide/manual, organizing training for all agency Executive Directors on reporting to their Boards, and, establishing a standard for agency boards on topics such as membership criteria, board expenditures, and term of office, and organizing a three day gathering which to engage agency boards in the development of a culturally rooted board leadership approach.

A coordinated strategic planning approach for the Southern First Nations Network of Care will also be explored, including development of a step-by-step strategic planning guide/workbook for agencies.

Elder/Spiritual Caregiver

The role, responsibility and service of the Spiritual Caregiver for the Southern First Nations Network of Care (SFNNC) are to assist/support the Authority and the ten member agencies as requested through spiritual and cultural service delivery. The SFNNC Spiritual Caregiver provides spiritual and cultural care to staff, agencies, children in care, and families receiving services.

Spiritual and cultural care consists of a variety of services such as counseling, facilitating and conducting ceremonies (i.e. pipe ceremonies, sharing circles, smudge ceremonies, sweat lodge ceremonies). In addition, providing and sharing relevant oral teachings (i.e. medicine teachings), medicine picking, developing and delivering cultural presentations, attending relevant gatherings, developing and delivering relevant cultural programs, sitting on relevant committees, and networking with the SFNNC Elders Council. The service will continuously adapt as the CFS system transforms and increasingly adopts indigenous ways of practice.

This year's goal was to get the program and services underway for the year. The next phase would be putting the plan into action and service for the SFNNC.

Plans for the 2010/11 upcoming year include:

- Establishing an Elders Council and integrating the Council into the work of the SFNNC
- Researching Customary Adoption Protocol
- Southern Network Staff Cultural Camp
- Seasonal Feasts
- Teachings and Ceremonies
- Medicine Picking
- Working with program staff to develop and implement culturally rooted programs
- The Good Life Program (Bringing in Elders to teach and share knowledge on traditional parenting practices, concepts, human development from Aboriginal perspective, kinship, ceremonies)

Education and Training

Education and training is a key element of a strategy that seeks to establish and maintain a qualified Aboriginal workforce for the child and family services system. To strengthen the SFNNC's efforts in this area, an Education Services manager position was established and filled.

Advances in the provision of education and training for the Southern First Nations Network of Care member agencies, staff and community members include the establishment of the Education and Training Unit, the relocation of the Training Coordinator's office effective August 2009 to the offices of the Southern First Nations Network of Care at 200-696 Portage Avenue, Winnipeg, Manitoba.

The Education Services Unit coordinates and provides comprehensive training for its member agencies, staff and citizens of the communities that we serve. Continued efforts with the University of Manitoba to establish certificate, diploma and degree programs in support of a quality workforce and delivery of services to and for our First Nations children and families, are near completion.

The Human Resource Management Diploma cohort in partnership with the University of Winnipeg began in November 2007. Classes were completed, the team bonded well and graduation was held in June 2009. Congratulations to our successful graduates.

In January 2009, the Southern and Métis Authorities partnered in a BSW co-hort through the University of Manitoba with 39 participants. This co-hort is a Blended Learning Model which is delivered mainly by Audio-conference and some courses are face to face. For the most part the training is on Fridays and Saturdays. This co-hort completion date is summer 2013.

In partnership with the Province, the Joint Training Team coordinators continue to work on revisions to the CORE training curriculum including Supervision and Orientation to Child Welfare System. Our goal is to roll out the revised Orientation to Child Welfare in the early fall 2010. We have also worked with collaterals, such as KLINIC and the Manitoba Fire Commissioner in the development of new training curriculum. We have rolled out the KLINIC and Manitoba Fire Commissioner training for each agency.

In partnership with the Northern Authority, the General Authority and the Metis Authority, we hosted the following training sessions; Bill 7 – Mandatory Reporting of Child Pornography, Structured Decision Making, and (Train the Trainer), Working with Sexually Exploited Youth, Self Injury Behavior In Youth and Relationship Based Strength Approach to Discipline to working with teens and FASD.

Two training sessions in Standards were rolled out in Brandon and Winnipeg, in May and June with the attendance of over 100 participants. The plan is to roll this training out twice a year for all agencies.

Three Differential Response – Risk Assessment training/workshops were held in three locations; Winnipeg, Long Plain and Brokenhead with the attendance of over 100 participants. Joan Churley was our facilitator for these sessions and will continue to work with our Differential Response coordinators in the upcoming year.

In partnership with the Northern Authority, we held a training session on the Signs of Safety, with plans for another training session to be hosted by Differential Response Coordinators.

In partnership with the RCMP D. division, Winnipeg police, and the child protection branch, all four Authorities participated in one week of extensive training in the Dr. Yuille Step-wise training in Child Interview Techniques, which will have Child Welfare and the Police conducting interviews in partnership. This training was rolled out in Winnipeg, Brandon, Dauphin and Selkirk, with RCMP and Child Welfare representation at 10 seats each. This training will continue to be delivered in the upcoming year in the various locations.

All four Authorities and the Child Protection Branch co-hosted our third Child Abuse Committee Coordinators Conference on February 24 & 25, 2010. The conference was well attended with participants recommending that a conference be held annually.

A Train the Trainer in Applied Suicide Intervention was held in September 2009. We now have fourteen trainers from SFNNC and from our agencies. To date for this fiscal year we have rolled out six training sessions as newly certified ASIST trainers. Our goal is to schedule 2 – 3 training sessions for each agency in the upcoming year.

In addition to training events, the 09/10 activities of the Southern First Nations Network of Care included participation on committees and working groups related to training including: Foster Care Education Committee; Southern Authority Workforce Qualifications Standard Committee; Core Competency; Youth Suicide Strategy Work Group; Changes for Children; Child Protection Branch; Winnipeg Police; University of Manitoba Working Group; Joint Training Team; Authority specific committees; Southern Authority Annual General Meeting; and Team Building events.

In 09/10, there were over 1,700 registrants who attended training, workshops and/or enrolled in the Core and BSW co-hort programs. This included agency staff, authority staff and other community service providers. The details of training/workshops/programs and participant levels are listed in the following table.

Southern First Nations Network of Care Training Statistics April 1, 2009 – March 31, 2010	
Training	Number of Participants
Bill 7 - Mandatory Reporting of Child Pornography	30
Relationship Based Strengths Approach To Discipline (8 sessions)	201
Writing Effective Minutes (3 sessions)	56
Working with Sexually Exploited Youth	16
Non-Violent Crisis Intervention (7 sessions) Vicarious Trauma	188
Foster Home Assessment Studies	9
Butterfly Lodge Teachings	15
Core 100 (Dauphin) (4 sessions)	49
Core 500 (Brandon) (2 sessions)	27
Core 500 (Winnipeg) (3 sessions) *All four Authorities	16
Core 810 - Documentation	3
First-Aid/CPR (4 sessions)	82
Standards Training (2 sessions)	110
Self Injury Behavior In Youth (2 sessions)	32
Applied Suicide Intervention Training (ASIST - 2 Sessions)	46

**Southern First Nations Network of Care
Training Statistics
April 1, 2009 – March 31, 2010**

Training	Number of Participants
Applied Suicide Intervention Training (Train The Trainer - 6 sessions)	68
Forensic Child Interview Techniques (2 sessions)	26
Team Abuse Investigation Training (Partnership RCMP / Child Welfare)	5
Attachment Level I (3 sessions)	67
Attachment - Level II (2 sessions)	45
DR Risk Assessment (2 sessions)	22
DR Risk Assessment (Train the Trainer)	5
DR Risk Assessment Training (3 sessions)	120
SDM - DR Risk Assessment	27
Conflict Resolution	70
Board Training - Orientation to Policy Governance	14
Board Training - Legal Liabilities	14
Board Training (4 sessions)	37
Youth Suicide Prevention Workshop (6 sessions)	111
Tattered Teddies Workshop (7 sessions)	109
FASD - The Basics (4 sessions)	62
FASD - All Lives Well Lived (2 sessions)	19
FASD - Behaviour Detective	4
Signs of Safety	32
Facilitating FASD	18
Street Gangs & the Drug Trade they Rule(3 sessions)	23
Human Resource Management Diploma Program (University of Winnipeg)	19
Child Abuse Conference	21
Aboriginal Financial Officers Conference	2
Total:	1764

Service Support

Duties and Responsibility under Legislation

The Southern First Nations Network of Care (SFNNC) carries out the duties and responsibilities assigned in *The Child and Family Services Authorities Act*. The following provides an overview of the type and volume of work in 2008/09.

Authority Determination Process

The Authority Determination Process (ADP) is a key feature of the restructured system. It is the process by which an Authority of Service and a service provider is determined, based on the choice of the family. Families complete an ADP form at the point of Intake; they may subsequently request a Change of Authority. In 09/10, the SFNNC received a total of 21 Change of Authority requests. 17 were approved and 4 were denied. The nature of the Change of Authority requests was as follows:

From SFNNC to another Authority	5
From another Authority to SFNNC	16

There were 61 requests for information and/or follow up on the Authority Determination Process. These requests originated from agencies, families, and collaterals. Examples of the types of requests include:

- Information about the services provided by SFNNC agencies
- Follow up on assigning an appropriate service provider agency
- Coordination of service where more than one Authority was involved with a family

Mandating Agencies

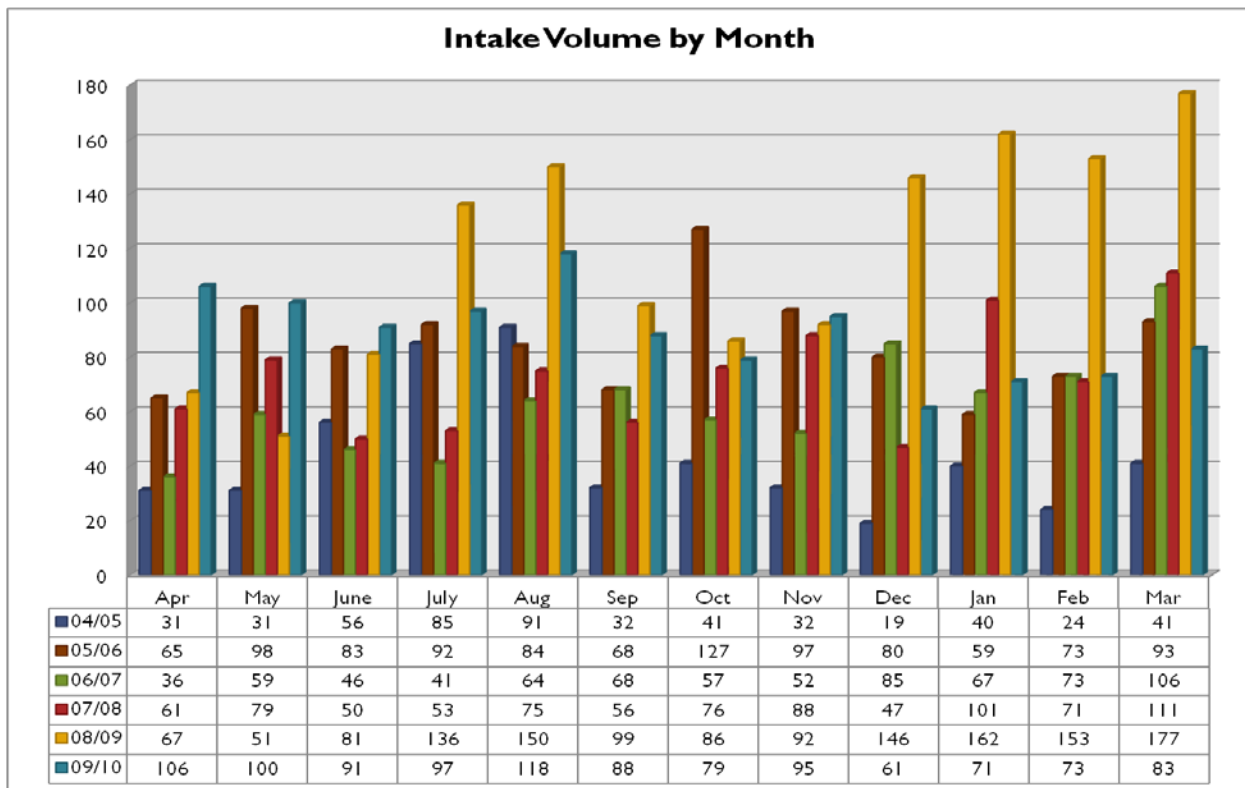
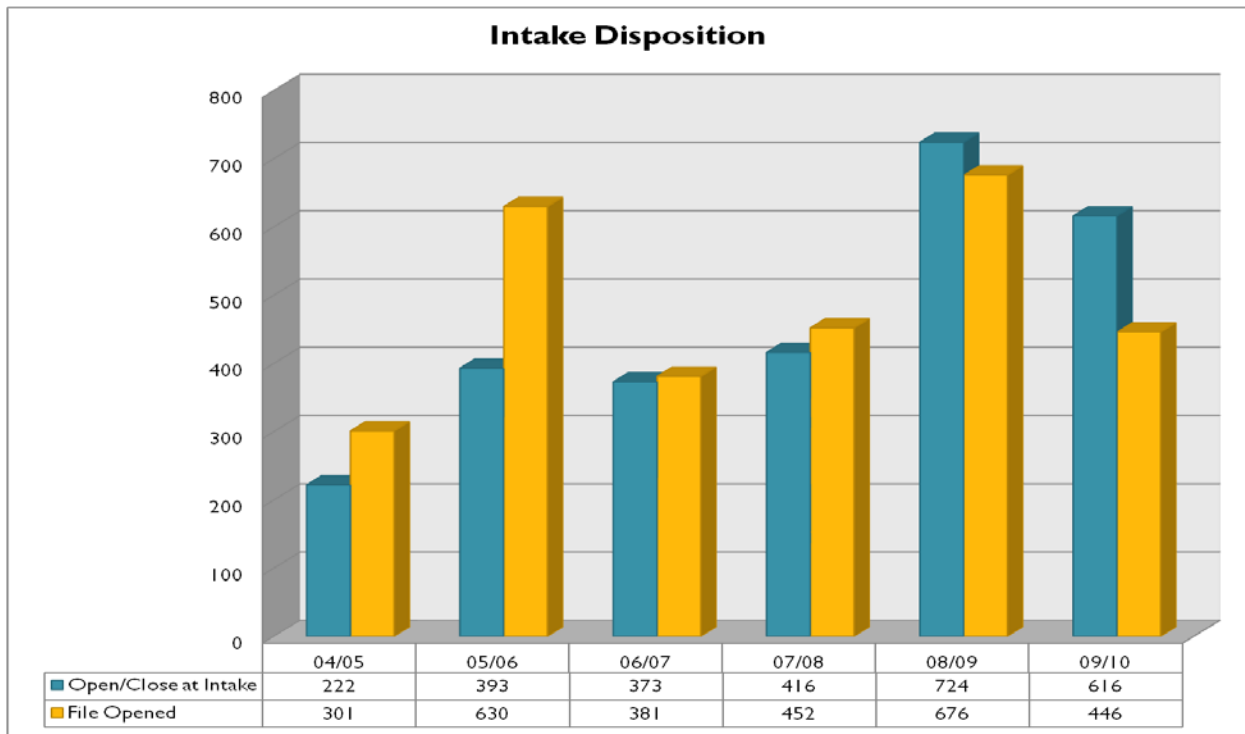
Under the legislation, CFS Authorities are responsible for mandating new agencies. No new agencies were mandated in 2009/10.

Intake

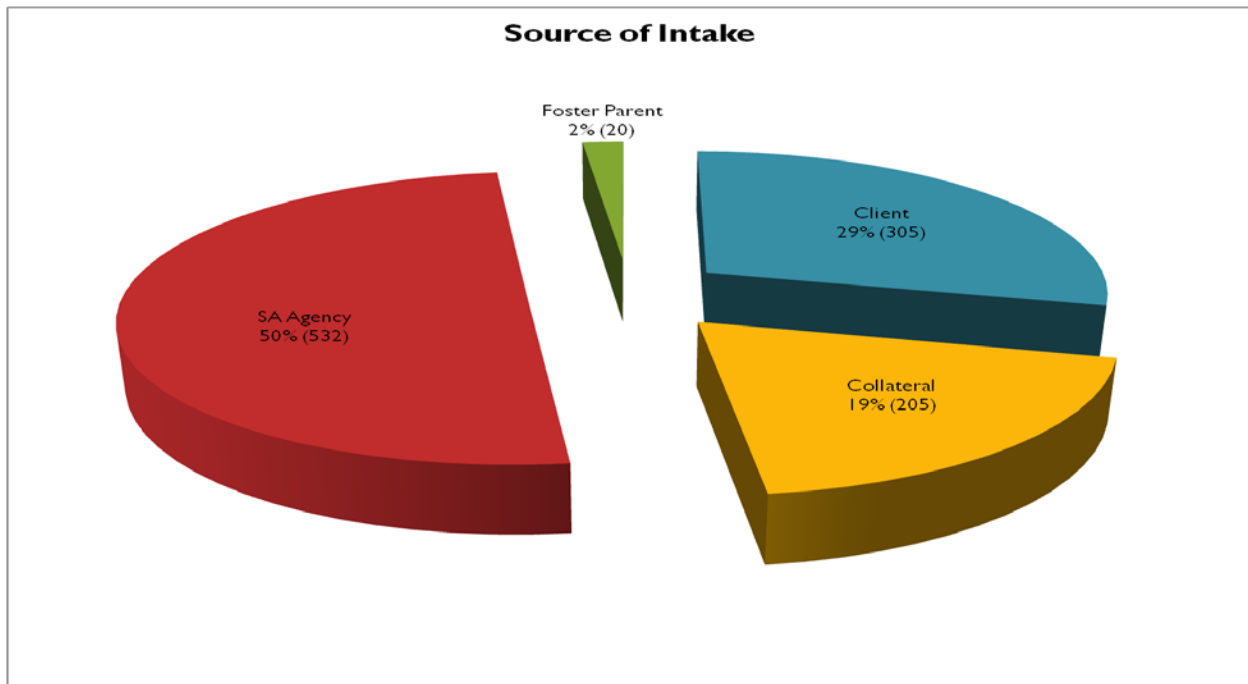
The Intake Coordinators serve as a direct resource and liaison for the SFNNC, agencies and collaterals. The Intake Coordinators screens all intakes, completes the intake where possible, completes the initial documentation, and forwards the file for further follow-up where required.

A total of 1062 Intakes (an average of 88.5 per month) were received in 09/10. Of these, 616 (58%) were opened and closed at Intake (generally within a five day period) and 446 (42%) were assigned for further follow up.

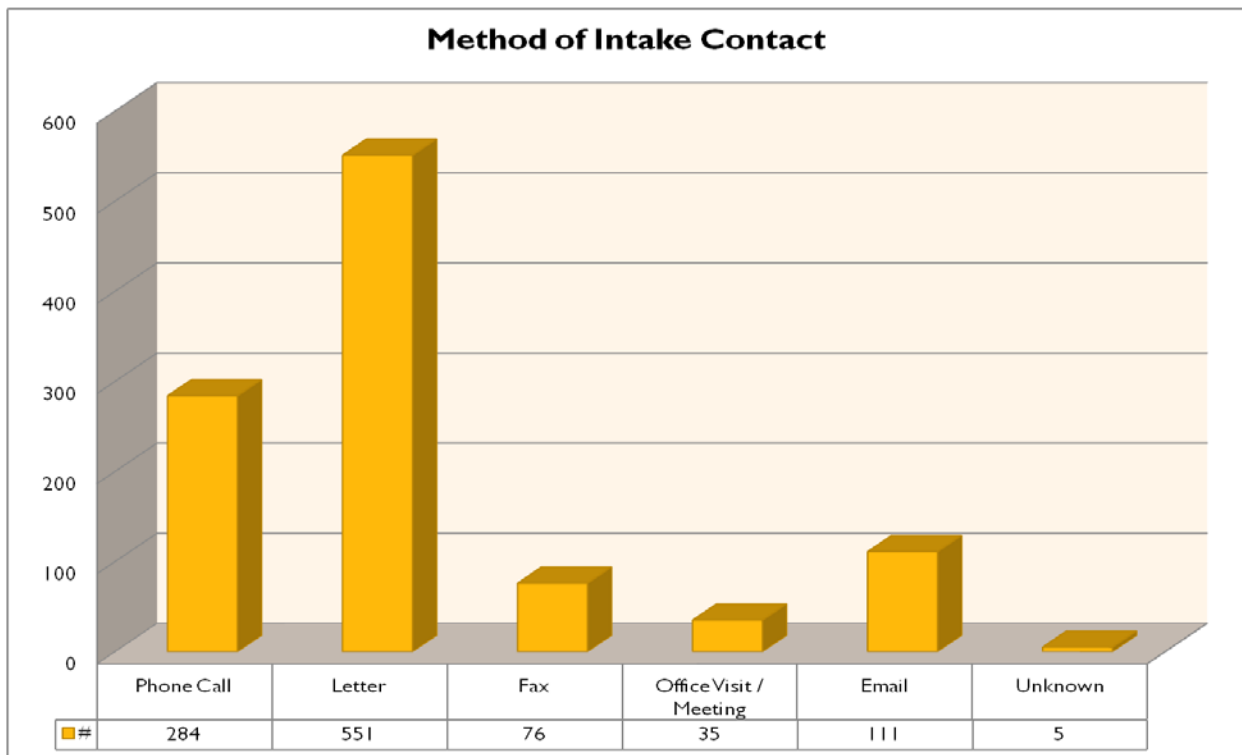
The following graphs show the total number of Intakes for 09/10, the number of intakes per month, source of intakes, type of contact, agency subject of intake, the nature of intake and provide a comparison to previous years.



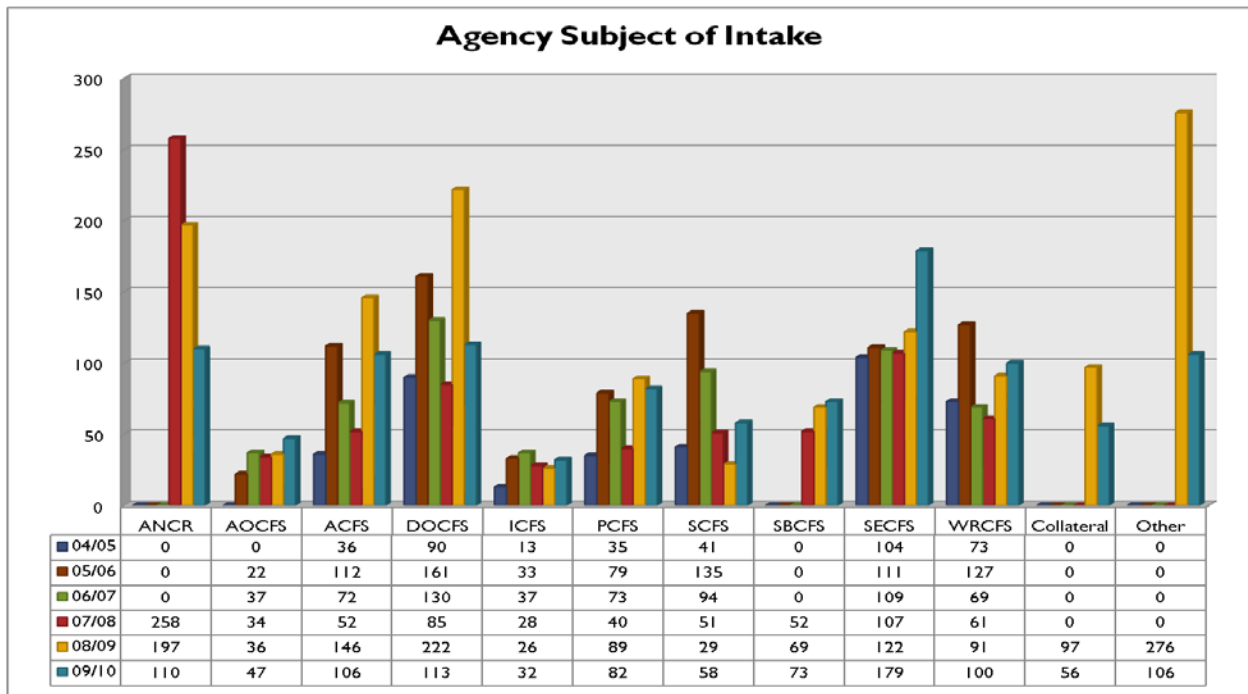
The source of intakes included 532 (50%) originating from southern First Nation CFS agencies compared to 38% in 2008/09, 305 (29%) from clients, 205 (19%) from collaterals, and 20 (2%) intakes originating from foster parents.



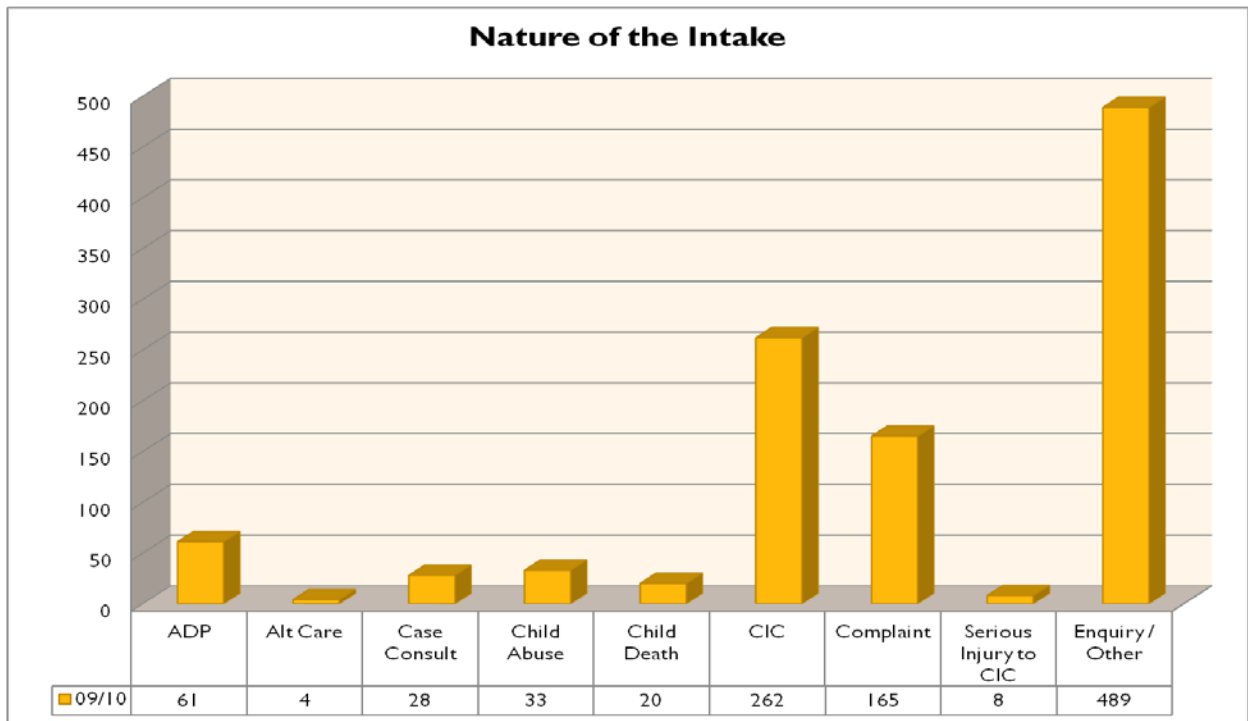
The method of intake contact included 284 phone calls, 551 letters, 76 faxes, 35 office visits / meetings, and 111 emails.



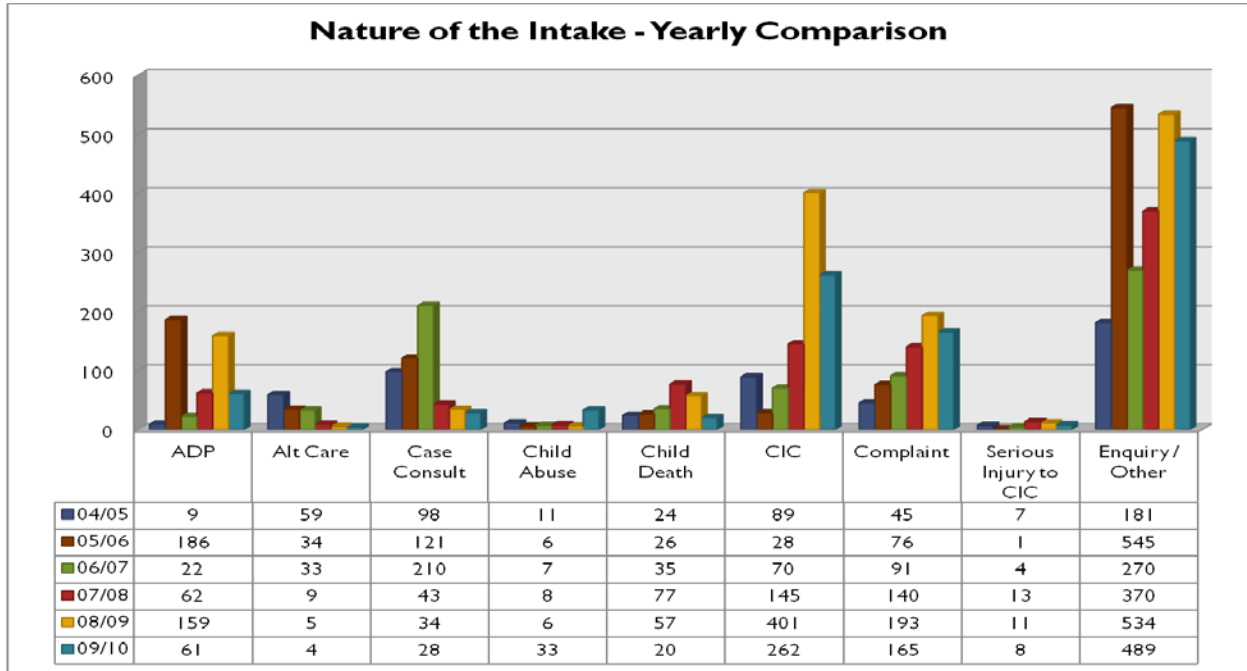
Of the total intakes, 85% (900) related to a Southern First Nation CFS Agency. The remaining 15% (162) of the Intakes were related to other agencies / organizations or issues of a general nature.



The most frequent nature of Intake included enquiries/request for information, case consultations and other. The nature of the intakes for 09/10 was as follows:

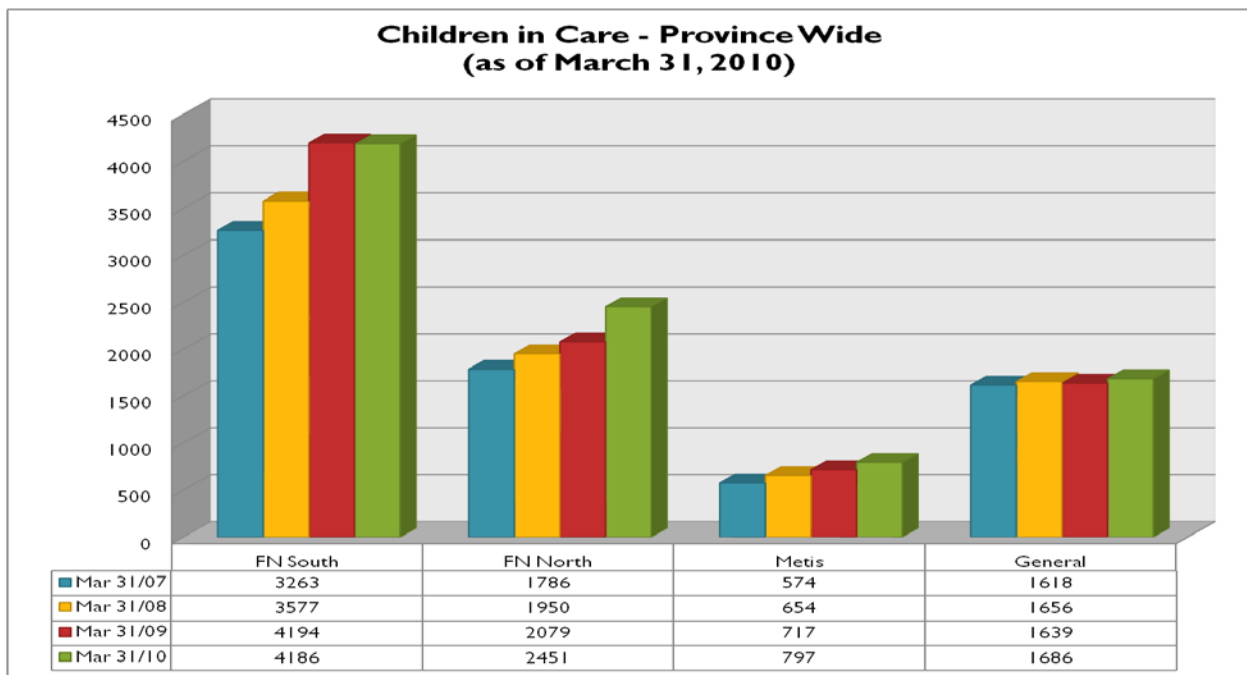


The following table provides a comparison of the types of intakes since 2004/05.

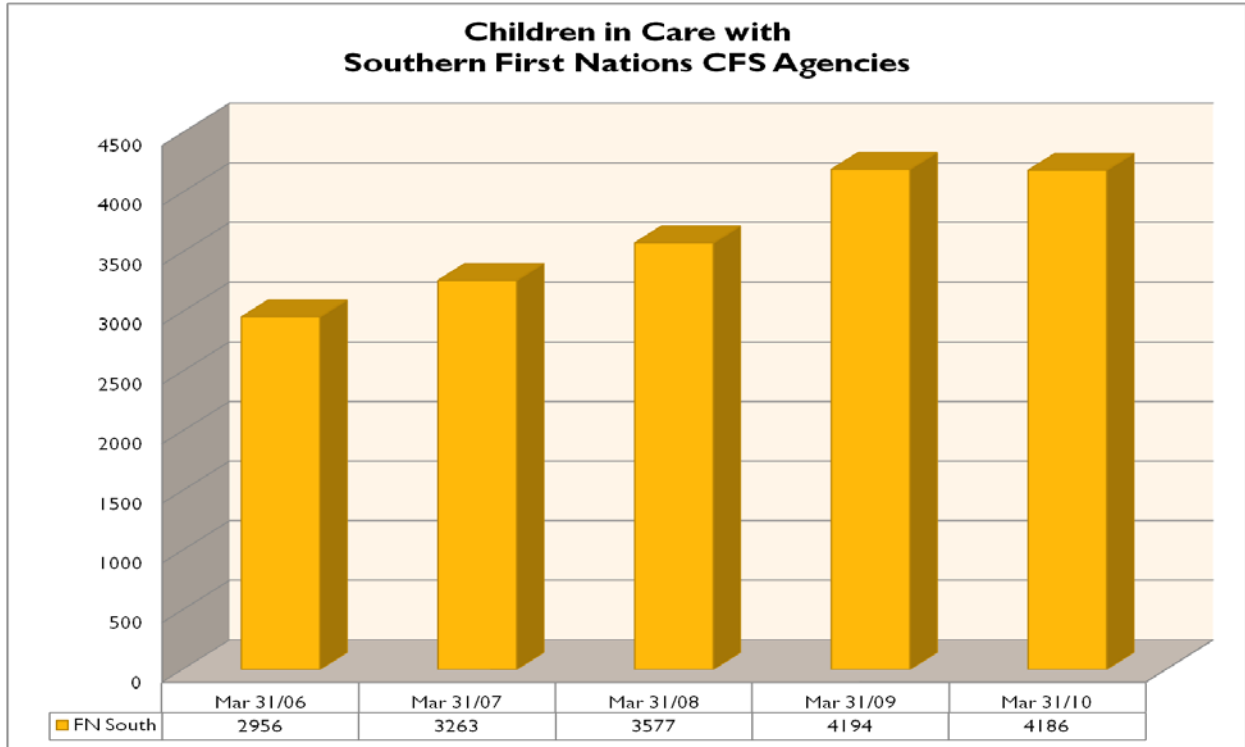


Children in Care

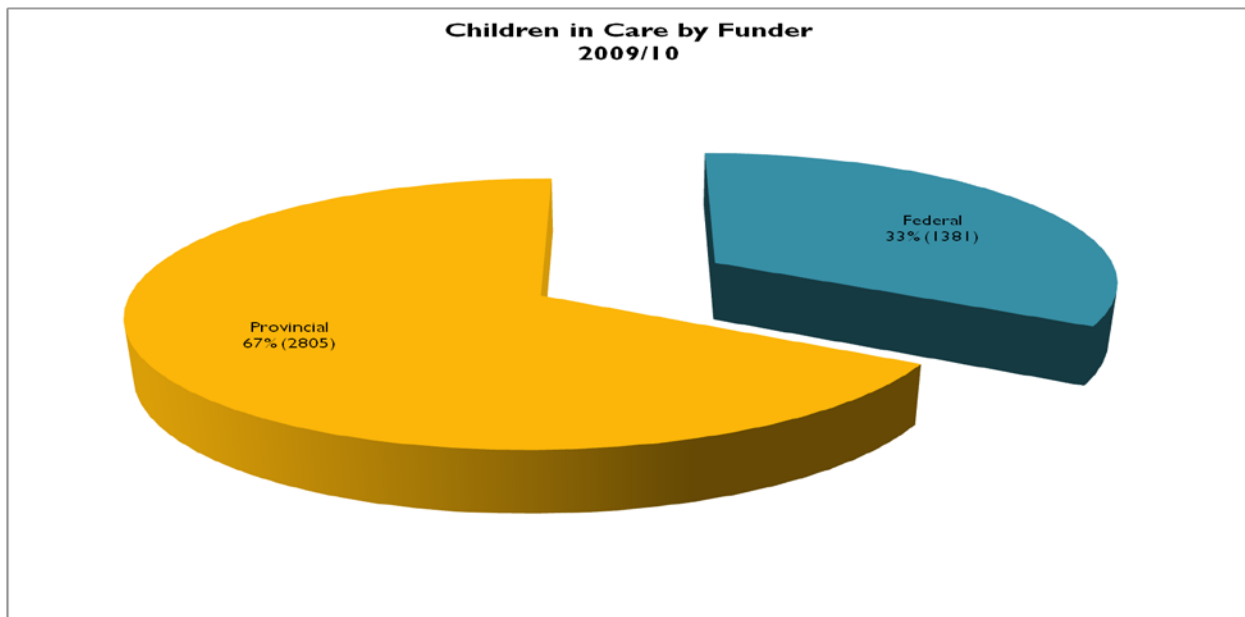
As of March 31/10, there were 9,120 children in care in Manitoba, 46% were from Southern First Nations agencies. The following table illustrates the children in care by Authority:



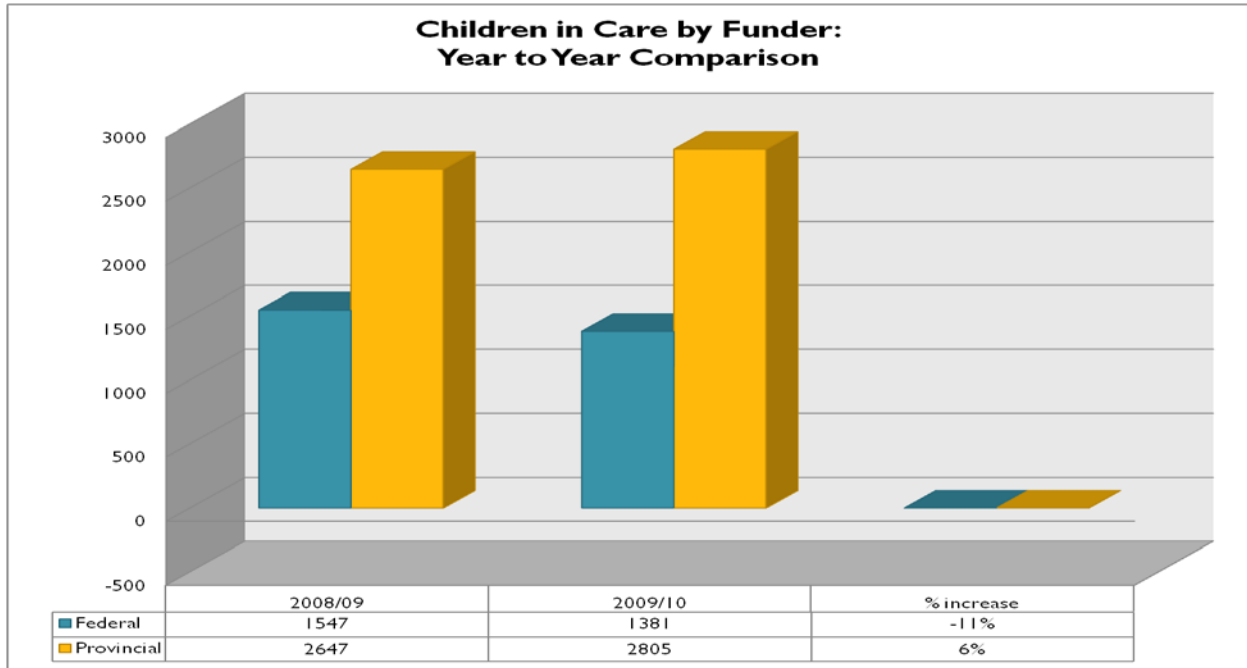
As of March 31/10, there were 4186 children in care of the southern FNCFS agencies. This represents a 0.2% decrease in total number of children in care from 08/09. The following chart compares the number of children in care with the southern FN CFS Agencies in 09/10 with that of previous years. This includes both federal and provincial funded cases.



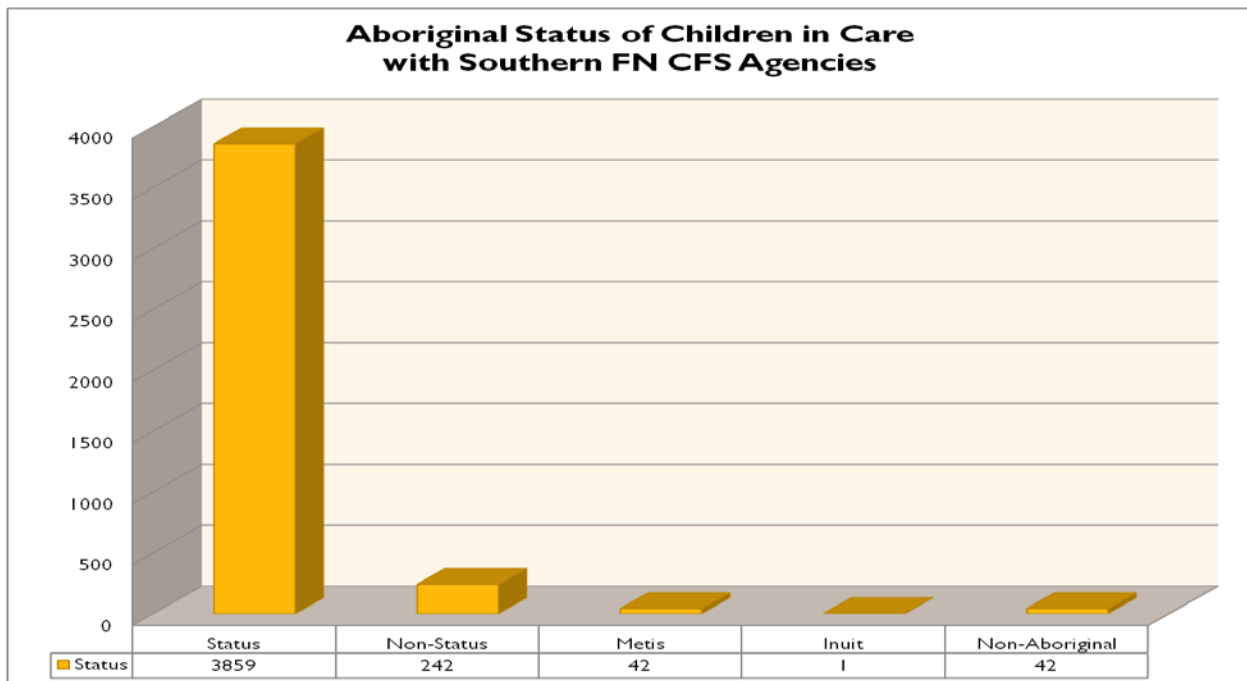
Of the 4186 children in care with the southern First Nations CFS agencies at the end of March 31/10, 33% (1381) were federally funded. This compares to 37% (1547) federally funded CIC as of March 31/09.



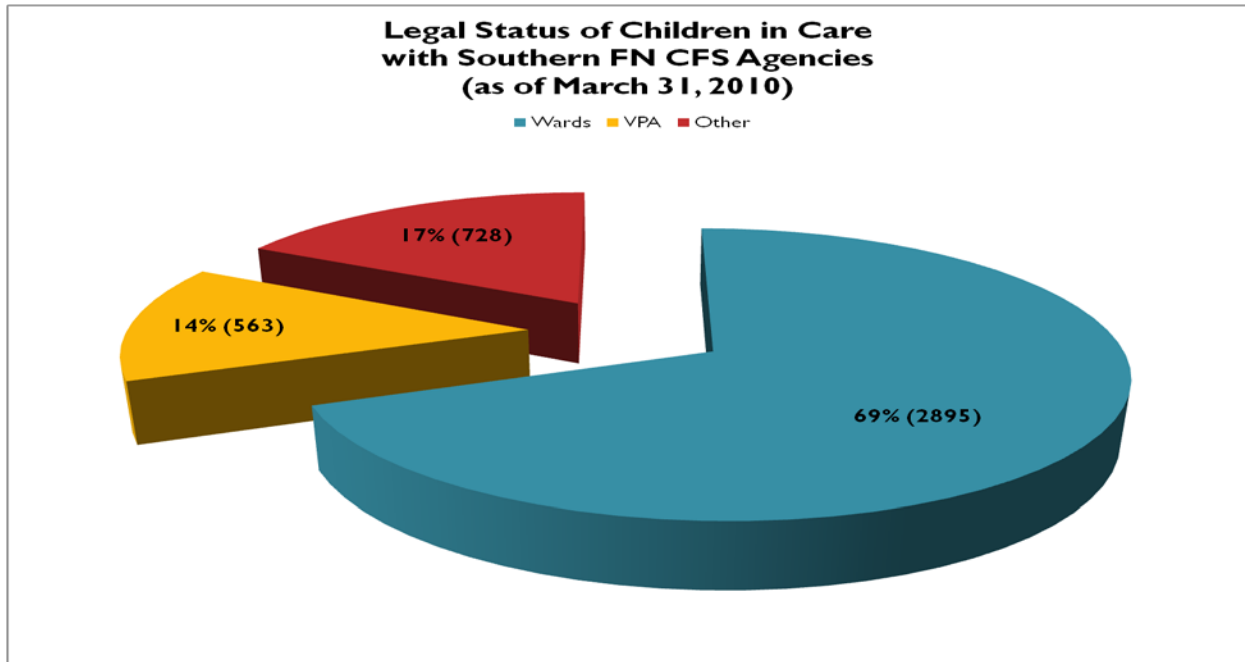
Children in care decreased by 0.2% overall for the southern First Nations CFS agencies. When the children in care are separated out by funder, there is an 11% decrease in federally funded children compared to a 6% increase in provincially funded children. Based on population statistics collected by Indian and Northern Affairs Canada (INAC), federally funded children under the age of 18 and in care with SFNNC agencies make up about 8% of the on-reserve child population.



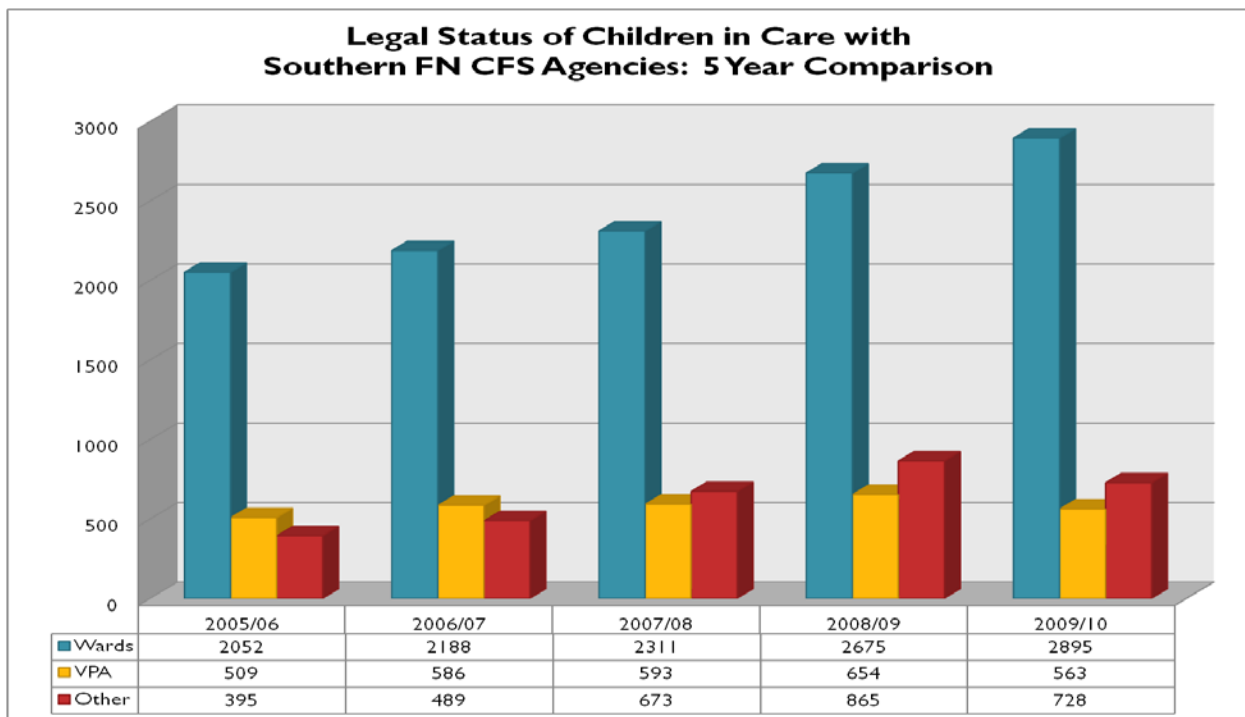
Of the children in care with southern FNCFS agencies, 92% had status, 6% were non-status, 1% were Metis. 1 child was Inuit, while 42 children (1%) were non-Aboriginal.



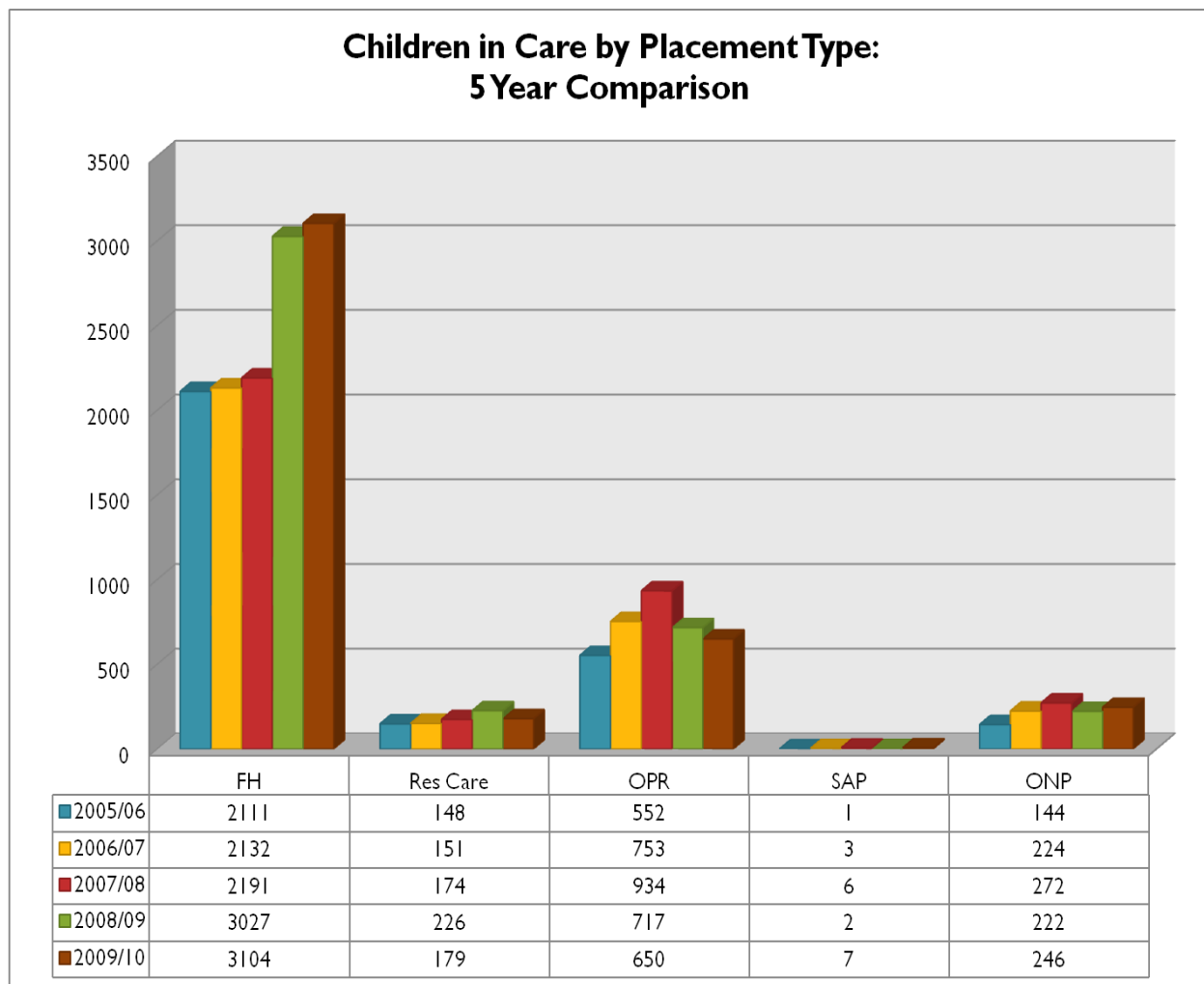
Of the 4186 children in care at March 31/10, 69% were wards (permanent wards, temporary wards, and voluntary surrender of guardianship, 14% were in care through a voluntary placement agreement (VPA), and 17% were either under apprehension or in transitional planning (extension of care).



The following table provides a comparison of children in care by legal status in 09/10 with previous years.

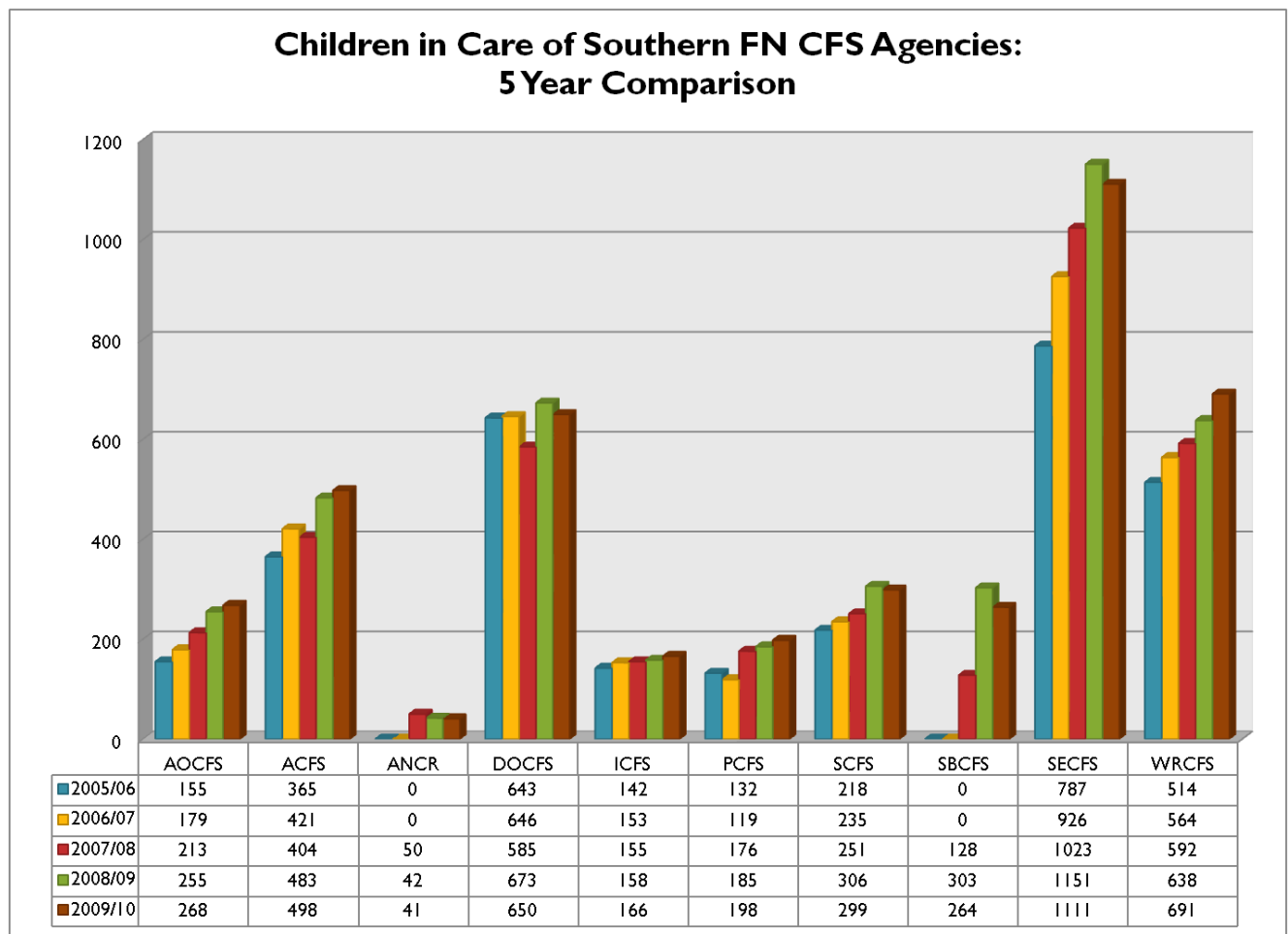


As of March 31/10, 74% (3104) of the children in care were placed in foster homes. The following table shows the comparison of placement type for children in care in 09/10 with previous years.



Note: **FH:** **Foster Home** (includes foster homes; specialized foster homes)
RC: **Residential Care** (includes group homes; treatment centers; group care arrangements)
OPR: **Other Paid Resource** (e.g. places of safety; independent living; out of province placements)
SAP: **Selected Adoption Placement**
ONP: **Other Non-Paid Care** (e.g. health facility; correctional facility; reunification in own home; non-paid care with relatives)

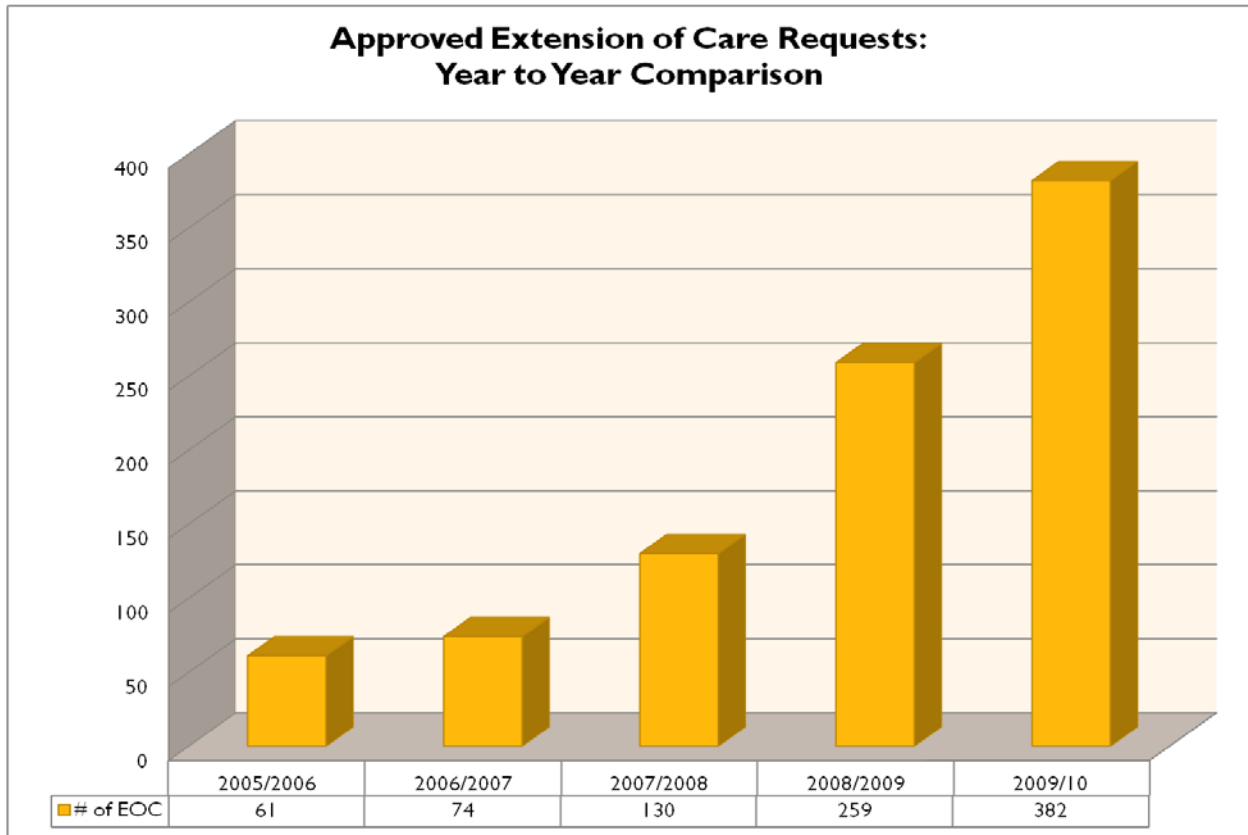
The number of children in care as of March 31/10², along with a comparison with previous years, by agency, is provided below:



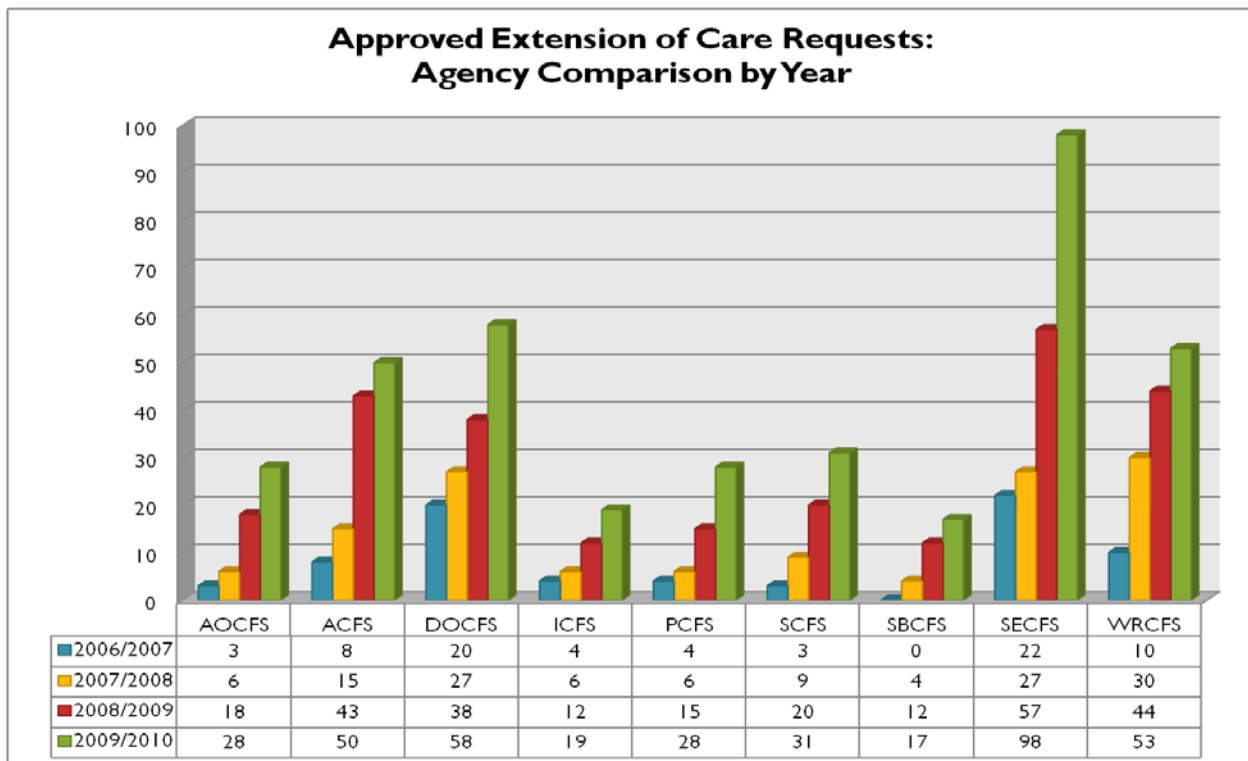
The *CFS Act* allows for extensions of care for children who reach the age of majority but continue to require support and who are in agreement with an extension.

In 09/10, SFNNC staff reviewed and approved 382 requests for extensions of care for children reaching the age of majority, compared to 259 requests in 2008/09.

² The statistical information used for Children in Care and Case Management comes from the Province of Manitoba year end case numbers. These numbers are reported by the agencies. If agency file reviews indicate any error in the data provided, the numbers will be corrected and noted in subsequent annual reports.

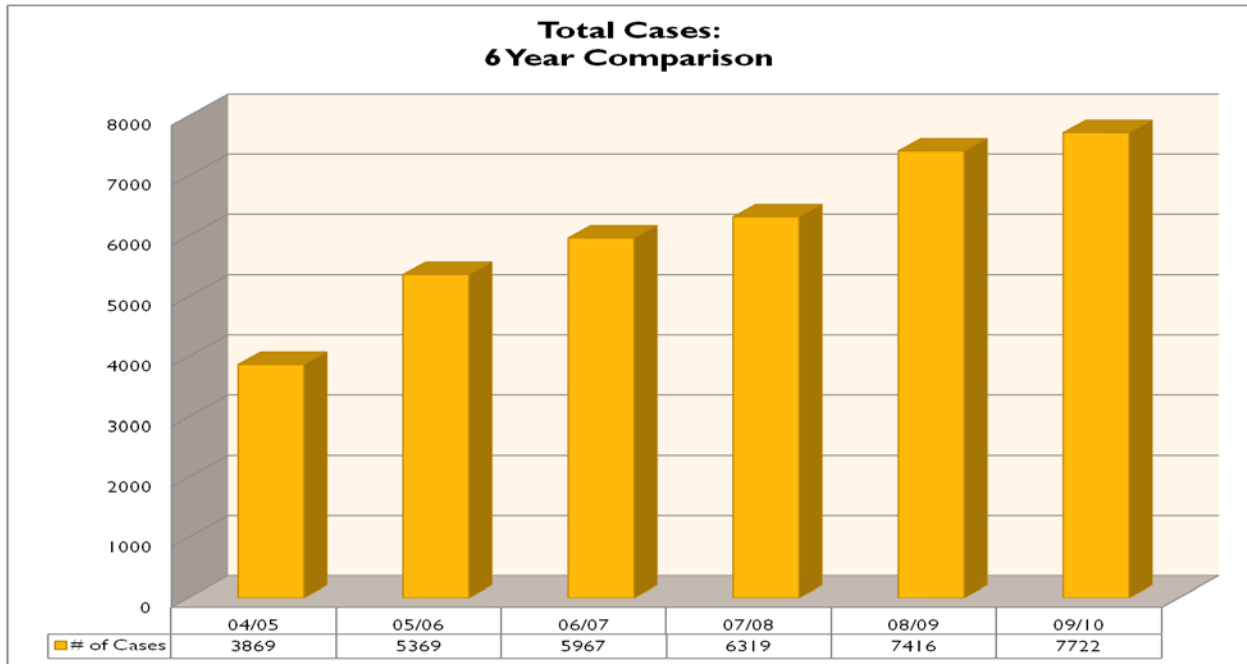


By agency, the Extensions of Care were distributed as follows:

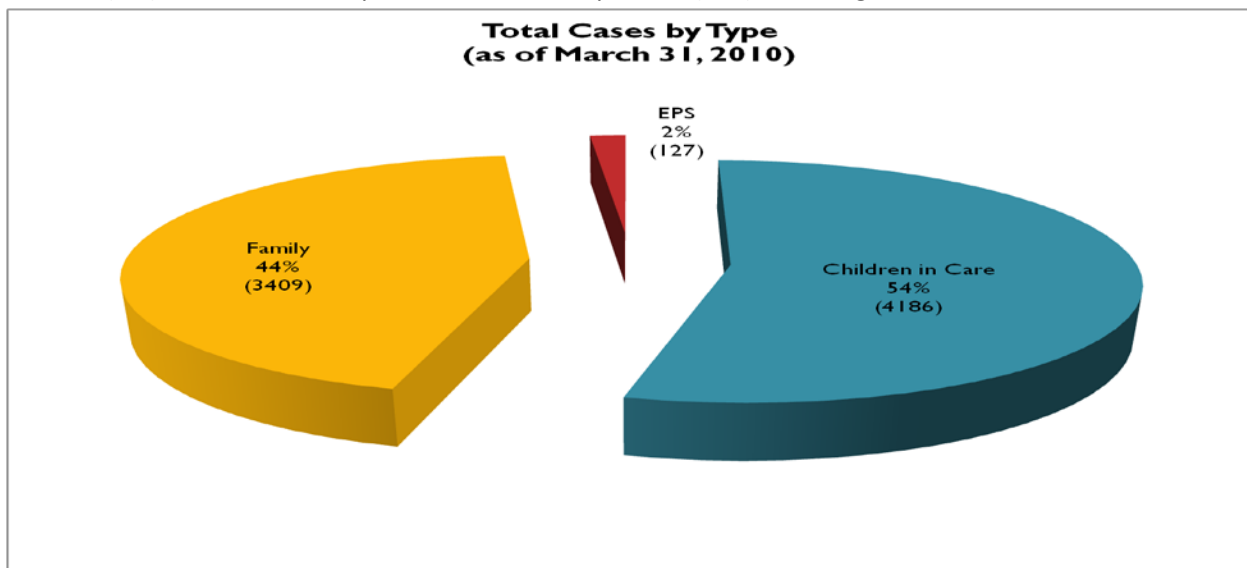


Case Management

As of March 31/10, the southern First Nations CFS agencies and ANCR had a total case count (children in care and family service cases³) of 7722, compared to 7416 cases at the end of March 2009. This represents a 4% increase in volume. This number includes both the federally and provincially funded cases. The following chart shows a six year comparison:

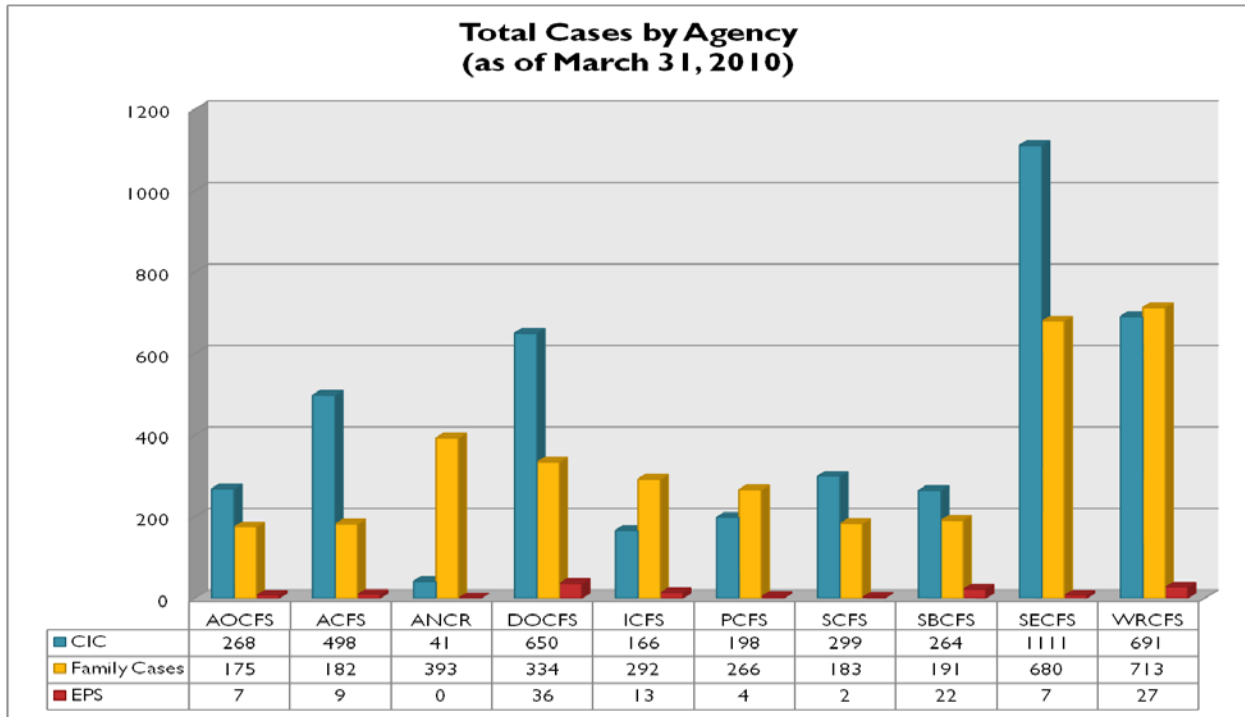


Of the total cases as of March 31/10, 4186 (54%) were children in care, 3409 (44%) were family cases, and 127 (2%) were cases of expectant adolescent parents (EPS) receiving services.

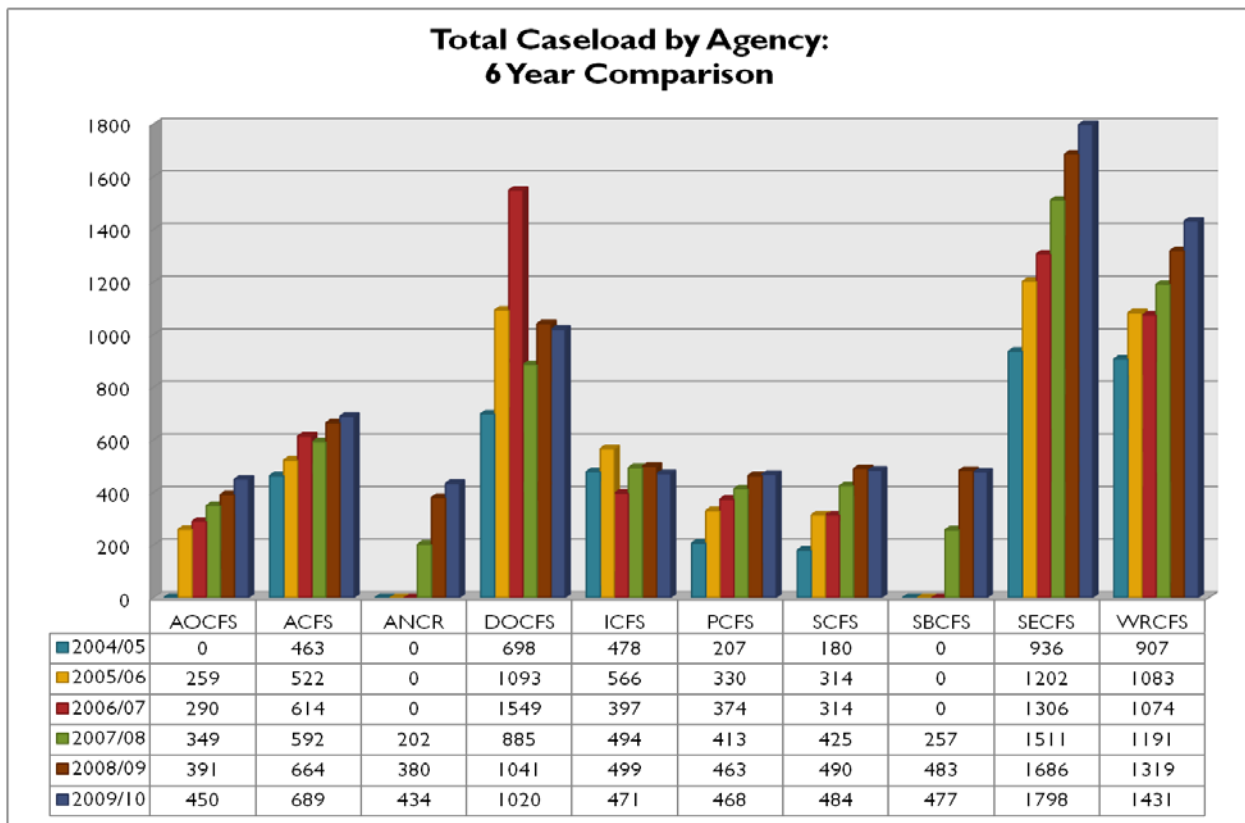


³ Family Service Cases include Voluntary Family Services, Minor Expectant Adolescent Parents, and Protection Family Cases / Protection Services to Children in their own home.

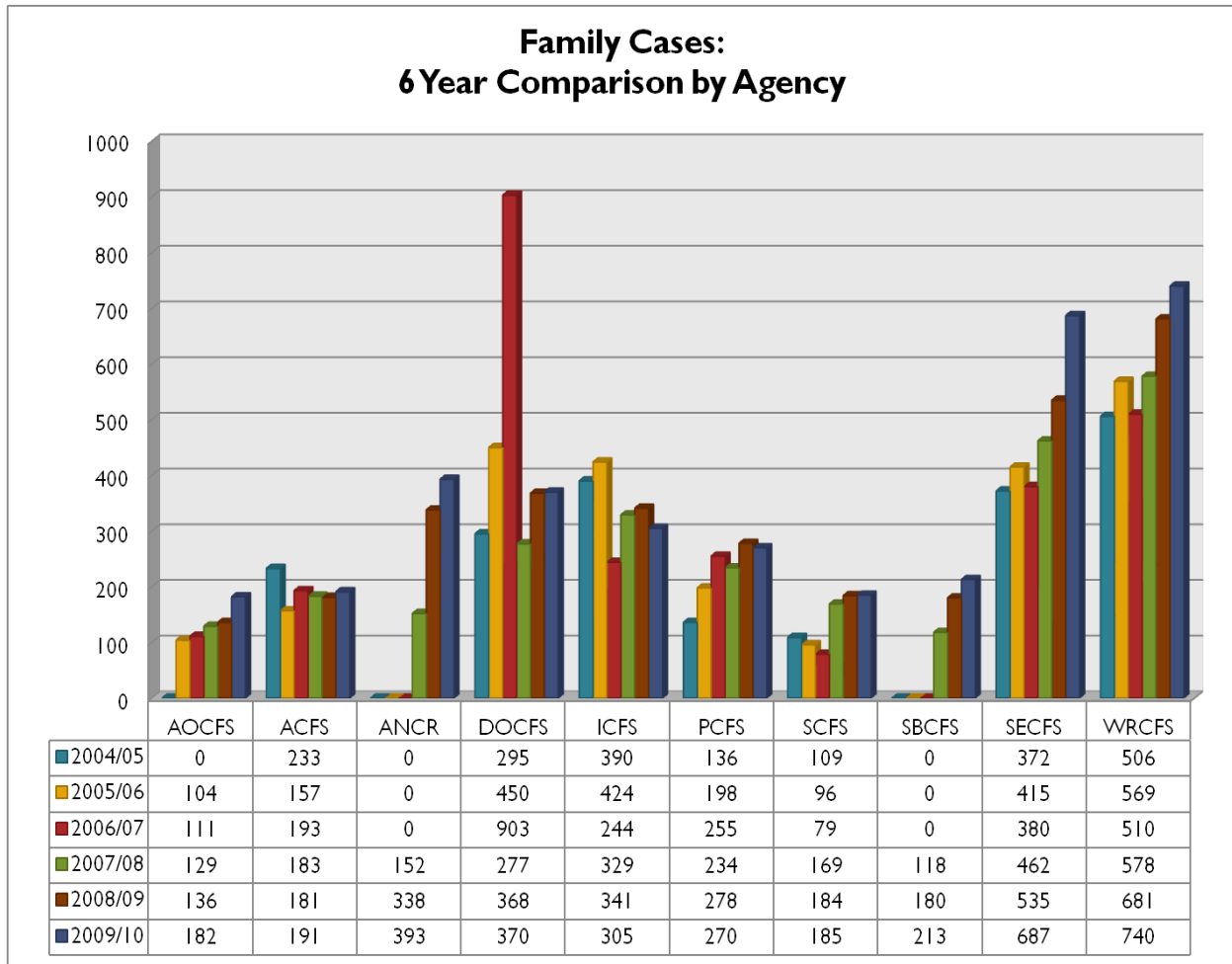
By agency, these were distributed as follows:



The following chart provides a 6 year comparison of total caseload by agency:



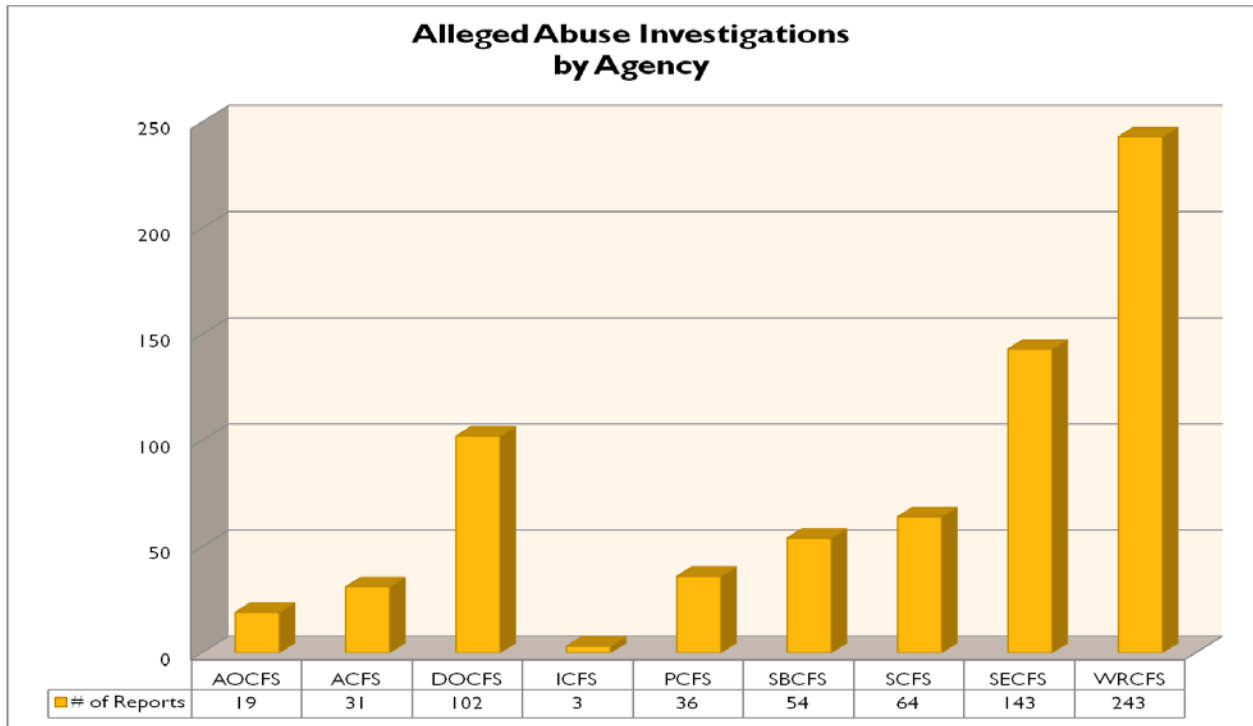
By agency, the family cases (including the expectant minor parent cases), along with a comparison with previous years, were distributed as follows:



Non-identifying Reporting of Alleged Abuse

Reporting from the Southern First Nations CFS Agencies, excluding ANCR

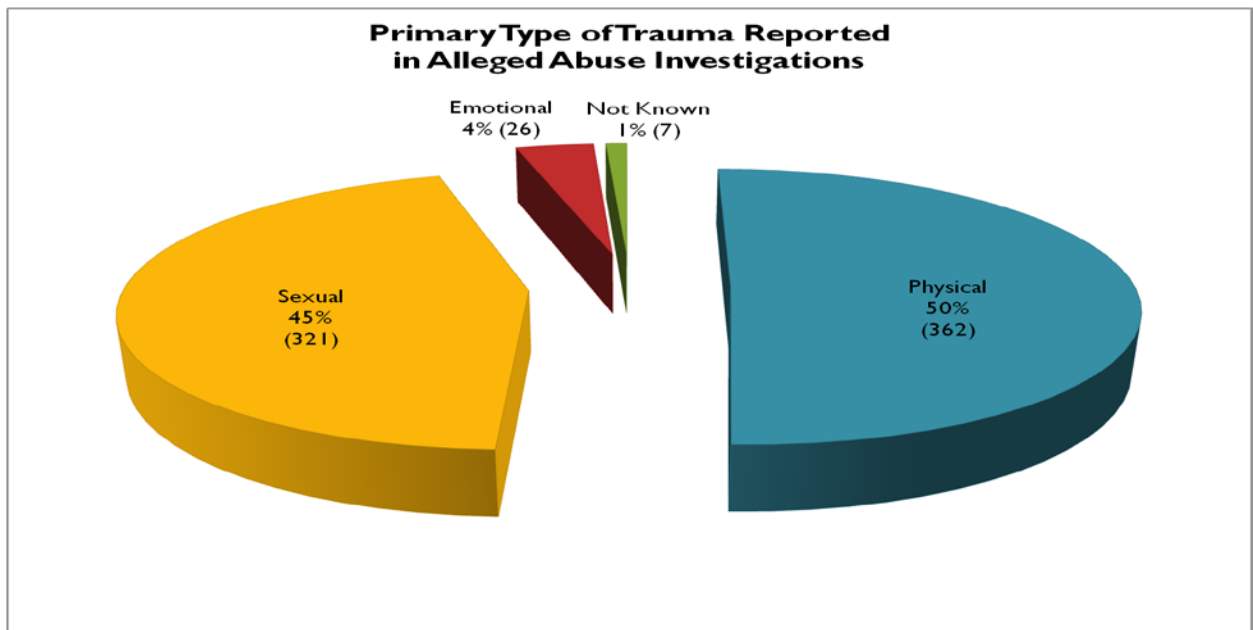
The SFNNC agencies reported 695 suspected abuse investigations conducted in 09/10. The breakdown by agency is as follows:



The following data is based on these alleged abuse investigations. Additional data analysis is required to get a more detailed picture of the cases where abuse was substantiated.

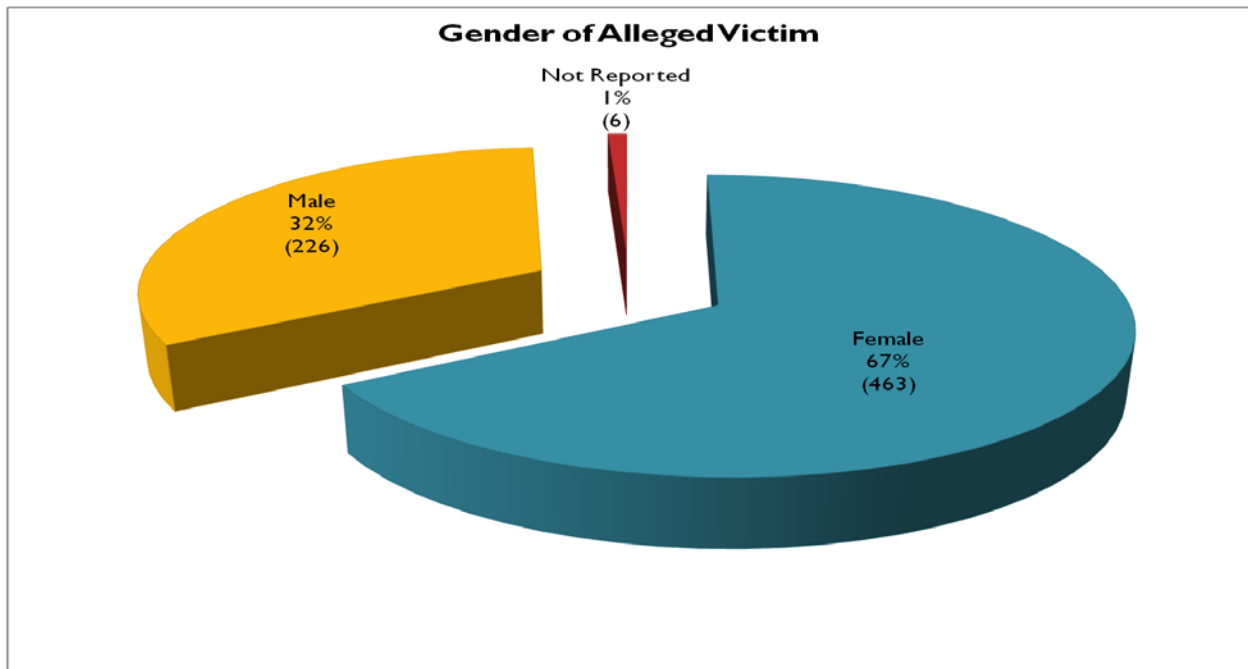
Primary Type of Trauma

The primary trauma reported were identified as: physical abuse 362 (50%), sexual abuse 321 (45%), emotional abuse 26 (4%), and unknown in 7 (1%) of the cases.



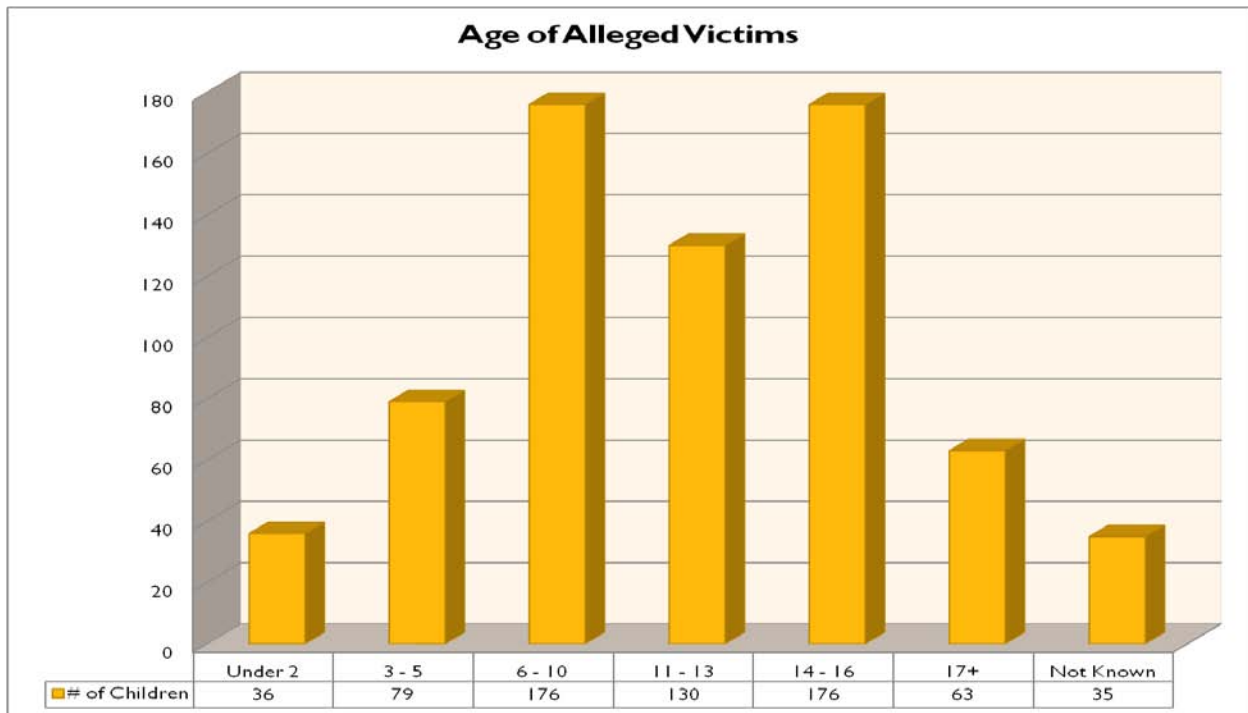
Gender of Alleged Victims

Of the 695 alleged child victims, 463 (67%) were female, 226 (32%) were male, and 6 (1%) cases the gender was not reported.



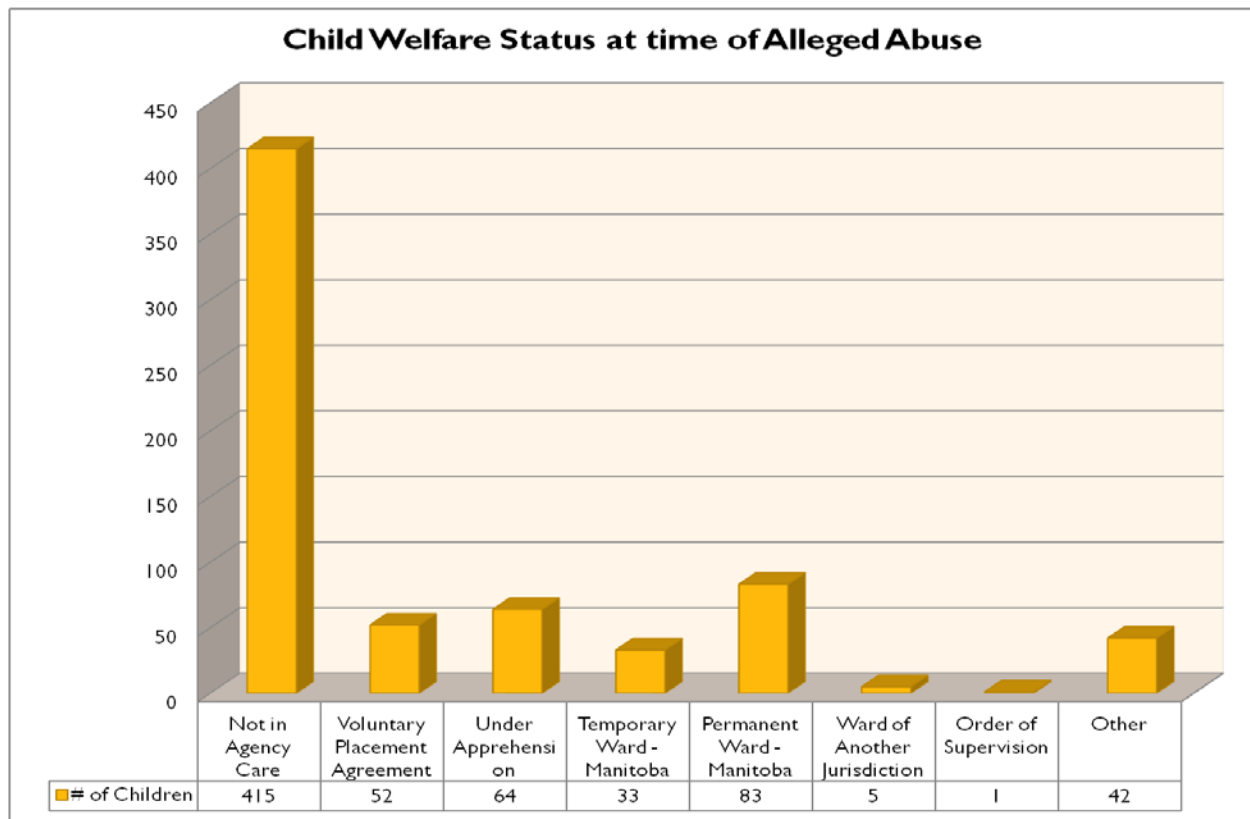
Ages of Alleged Victims

291 (42%) of alleged victims were 10 years of age or under, while 176 (25%) of the alleged victims were in the 14-16 age group.



Child Welfare Status at time of Alleged Abuse

Of the 695 children, 60% were not in the care of an agency at the time of the alleged abuse, while 40% were in care. Of the children in care, 88 were permanent wards



Source of Referral

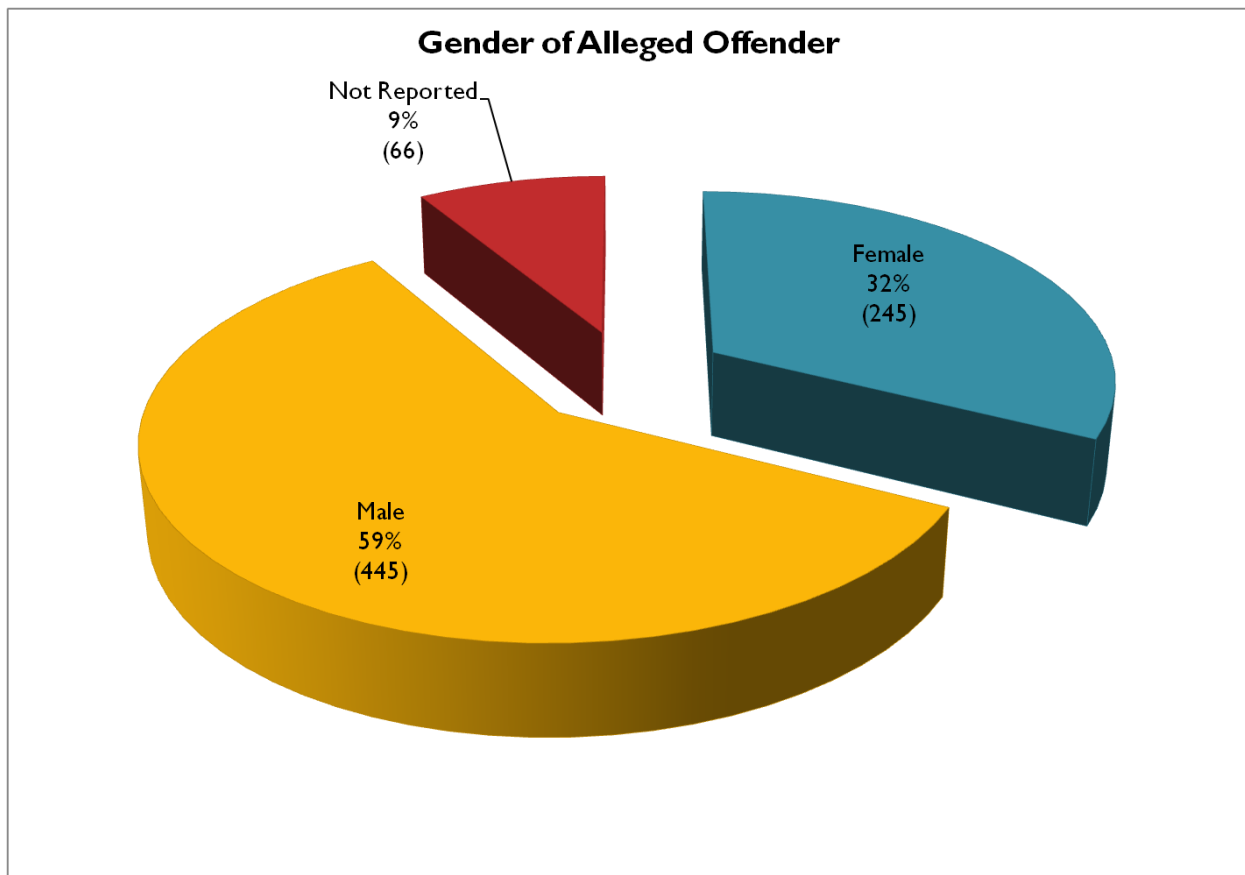
The primary referral source was a social worker and the second main source of referral was a non-offending parent.

Source of Referral of Alleged Abuse	
Referral Source	# of Referrals
Criminal Court/Inquest	0
Clergy	0
No Relationship to child	0
Abuser/Offender	1
Friend of Family	3
Day Care	5
Father	6
Sibling of Victim	10
Nurse	11
Physician	15
Private Counsellor/Therapist/Psychologist	15

Source of Referral of Alleged Abuse	
Referral Source	# of Referrals
Residential Care Worker	17
Grandparent	19
Community Member	24
Unknown/Anonymous	31
Other Relative	32
Police	39
Other	44
Foster Parent	57
School	58
Mother	70
Victim	80
Social Worker	158
Total:	695

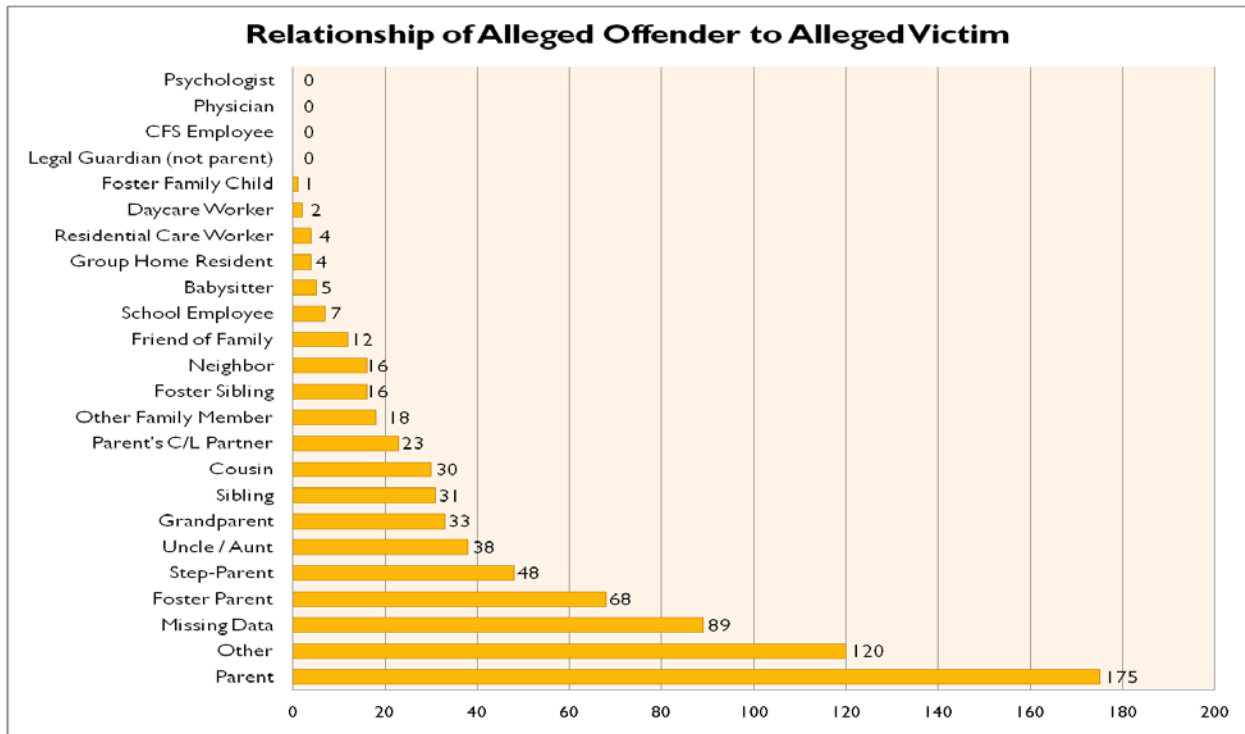
Gender of Alleged Offender

445 (59%) of the alleged offenders were male.



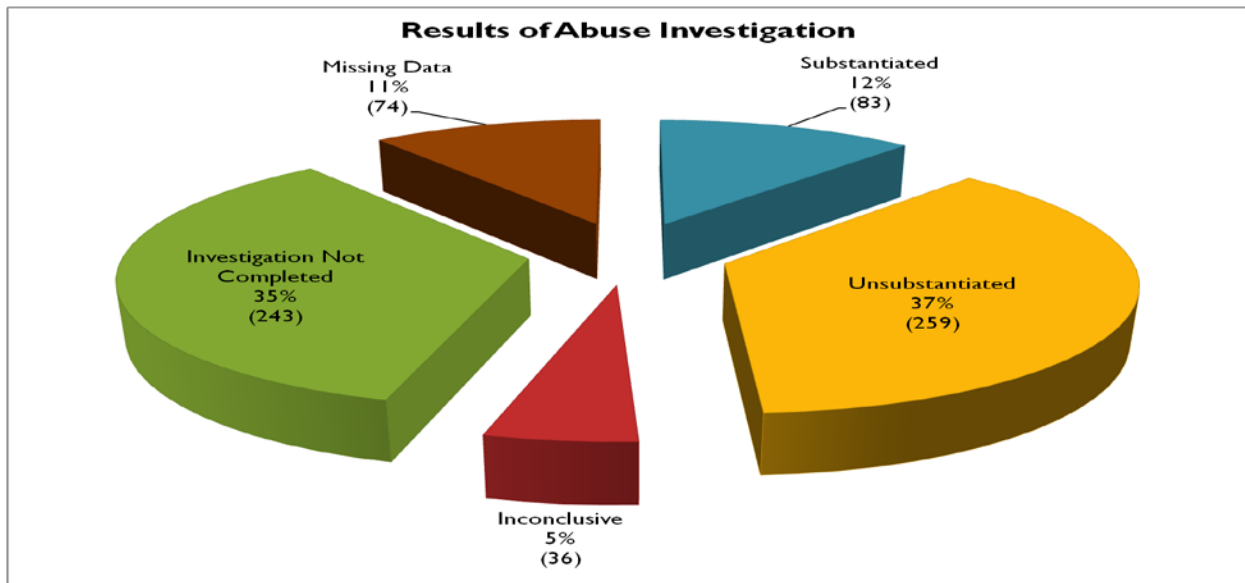
Relationship of Alleged Abuser to Alleged Child Victim

In 24% (175) of the reports, the alleged abuser was a parent, the largest single category.



Outcome of Abuse Investigation

Following the abuse investigation, and where the results of the investigation were known, abuse was substantiated in 12% (83) of the cases. It was unsubstantiated in 37% (259) of the cases and inconclusive in 5% (36) of the cases. As of March 31/10, the investigation was still underway in 35% (243) of the cases.

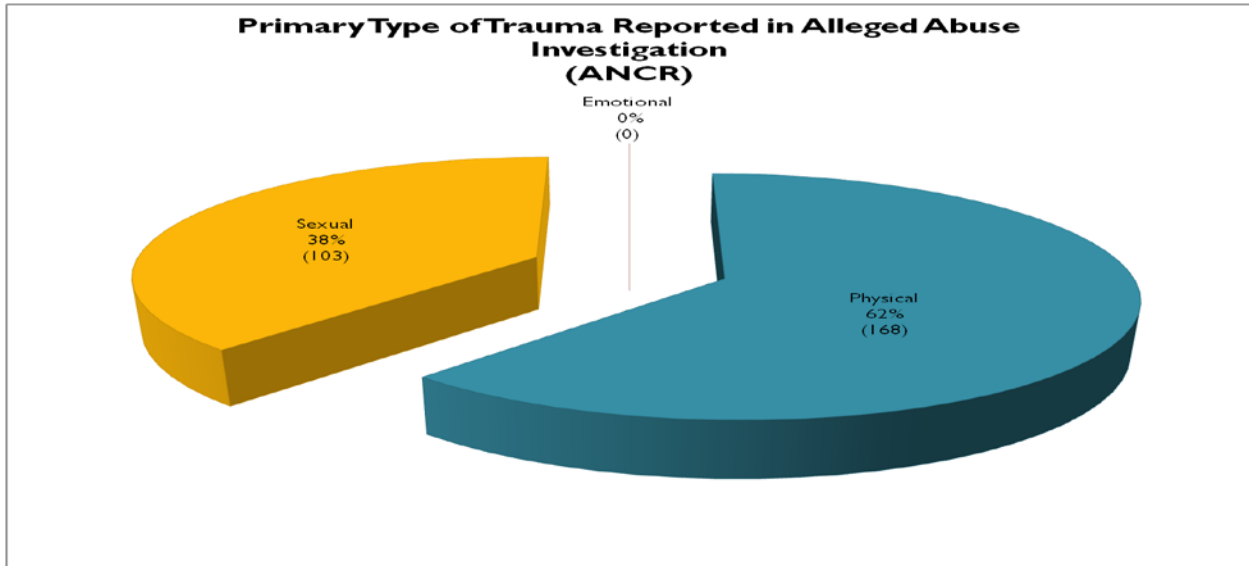


Reporting from ANCR

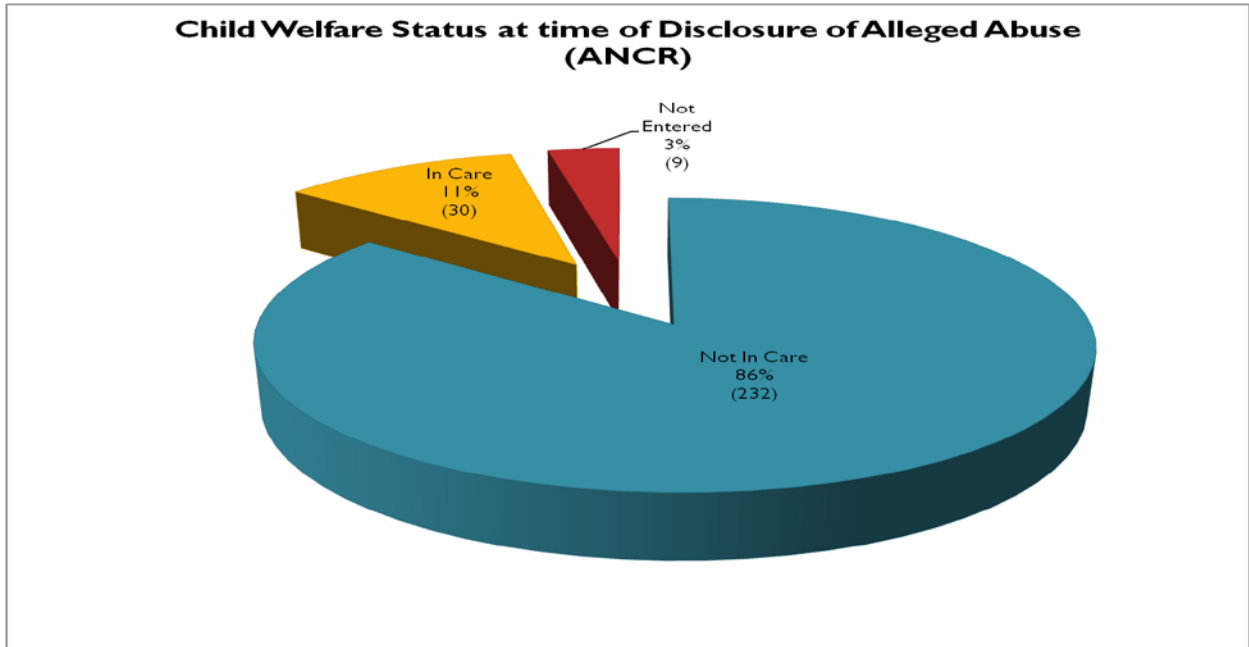
ANCR is mandated to do abuse investigations on behalf of all CFS agencies in Winnipeg, including East St. Paul and Headingly. The following abuse statistics represent the 09/10 reporting period.

Primary Type of Trauma

Of 271 reported cases of suspected abuse, physical abuse was identified as the primary trauma in 62% of the cases.

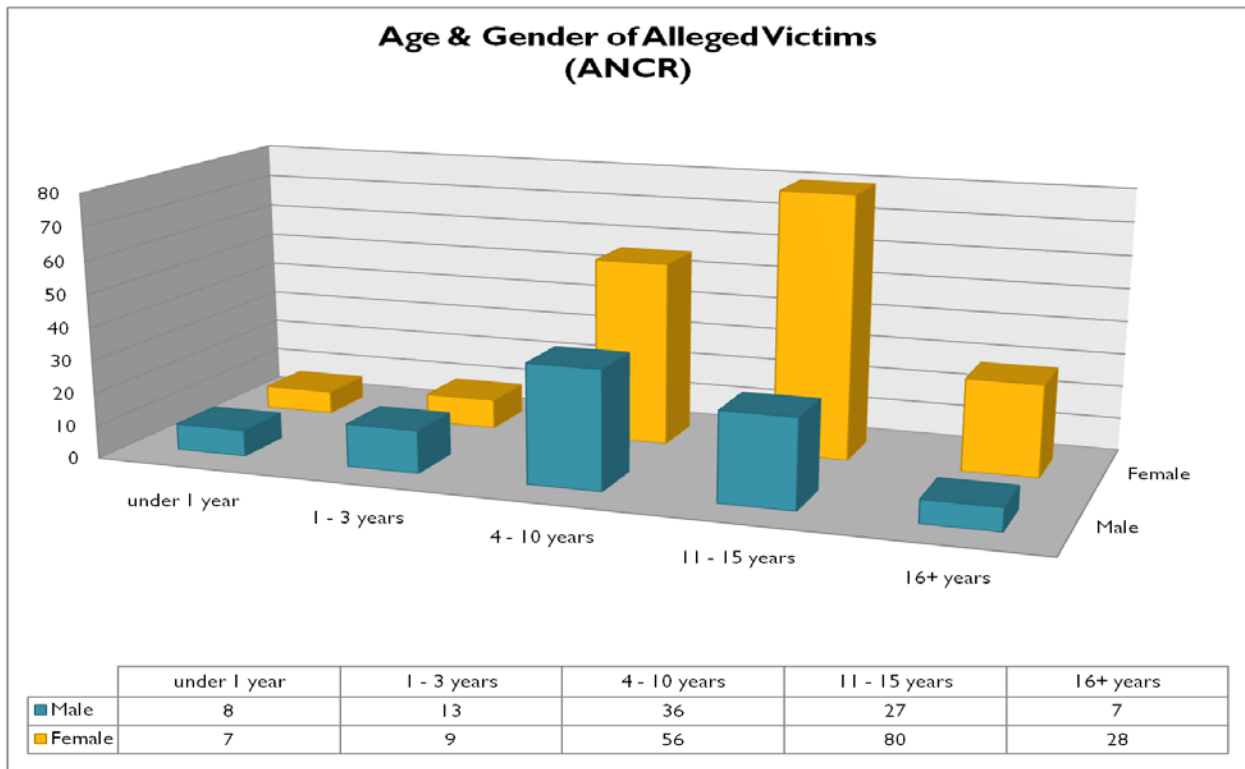


Of the 271 children, 86% were not in the care of an agency at the time of the disclosure of the alleged abuse.



Gender and Ages of the Alleged Victim

The following chart shows the gender by age groups of the alleged victims.



Source of Referral

Twenty-five percent (25%) of the time, the primary referral source was a social worker, with schools being the second main source of referral eleven percent (11%) of the time.

Source of Referral of Alleged Abuse (ANCR)	
Referral Source	# of Referrals
No Relationship	0
Offender	2
Sibling of Victim	3
Unknown/Anonymous	3
Day Care	3
Friend of Family	4
Foster Parent/ Residential Care Worker	4
Probation Services	4
Physician	6
Community Member	6
Victim	7
Other	8

Source of Referral of Alleged Abuse (ANCR)	
Referral Source	# of Referrals
Private Counselor/Therapist/Psychologist	12
Other Relative	13
Organization Referral	16
Nurse	20
Police	27
School	31
Parent (not an offender)	35
Social Worker	67
Total:	271

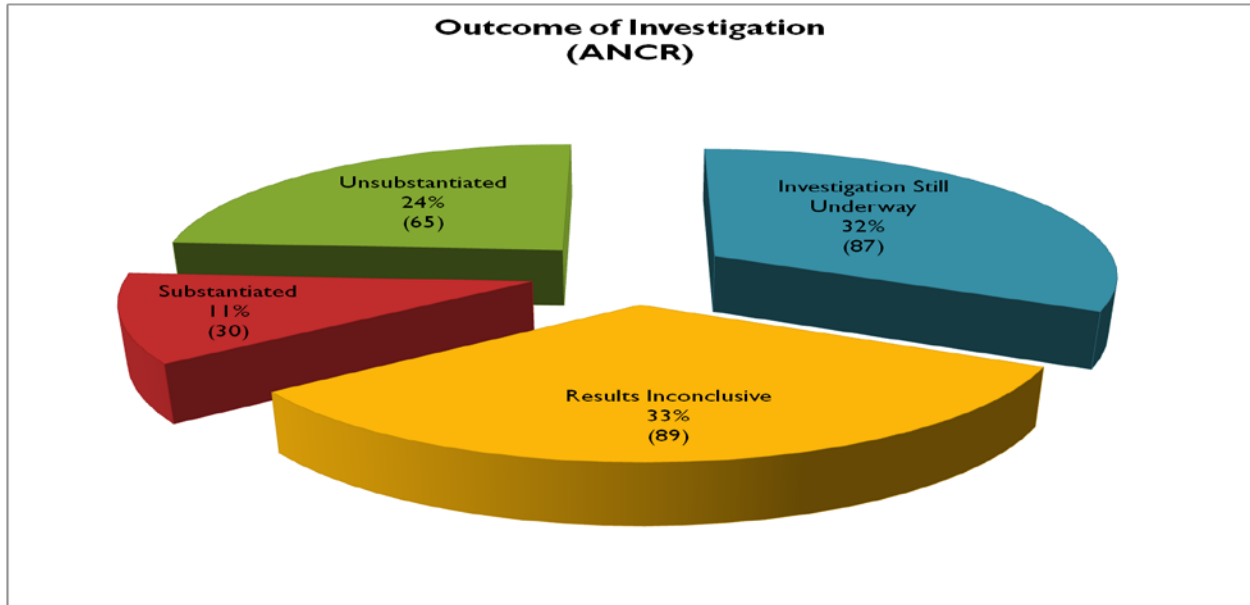
Relationship of Alleged Abuser to Alleged Child Victim

In 42% (114) of the reports, the alleged offender was a parent, the largest single category. Family members (parent, sibling, grandparent, aunt/uncle, cousin, step parent, common law partner) accounted for 64% (174) of the alleged offenders. Foster family members (foster parent, foster sibling, foster parent own child) accounted for 2% (6) of the alleged offenders.



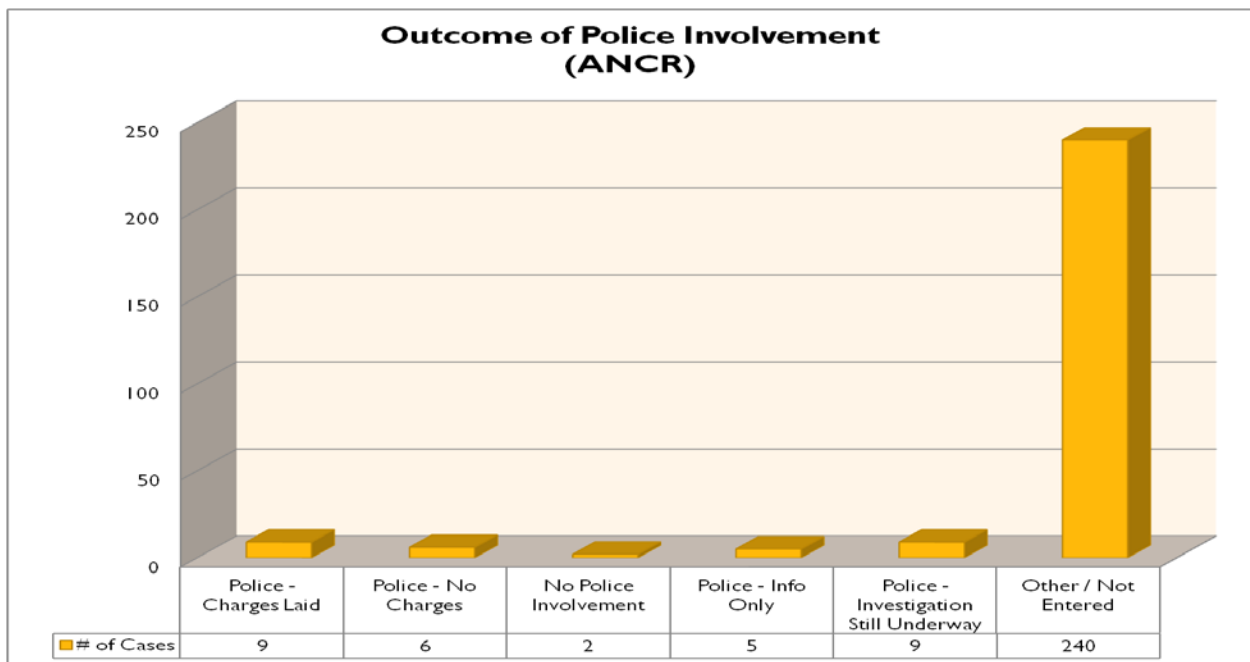
Outcome of Abuse Investigation

As of March 31/10, following the abuse investigation, and where the results of the investigation were known, abuse was substantiated in 11% (30) of the cases. It was unsubstantiated in 24% (65) of the cases and inconclusive in 33% (89). As of March 31/10, the investigation was still underway in 32% (87) cases.



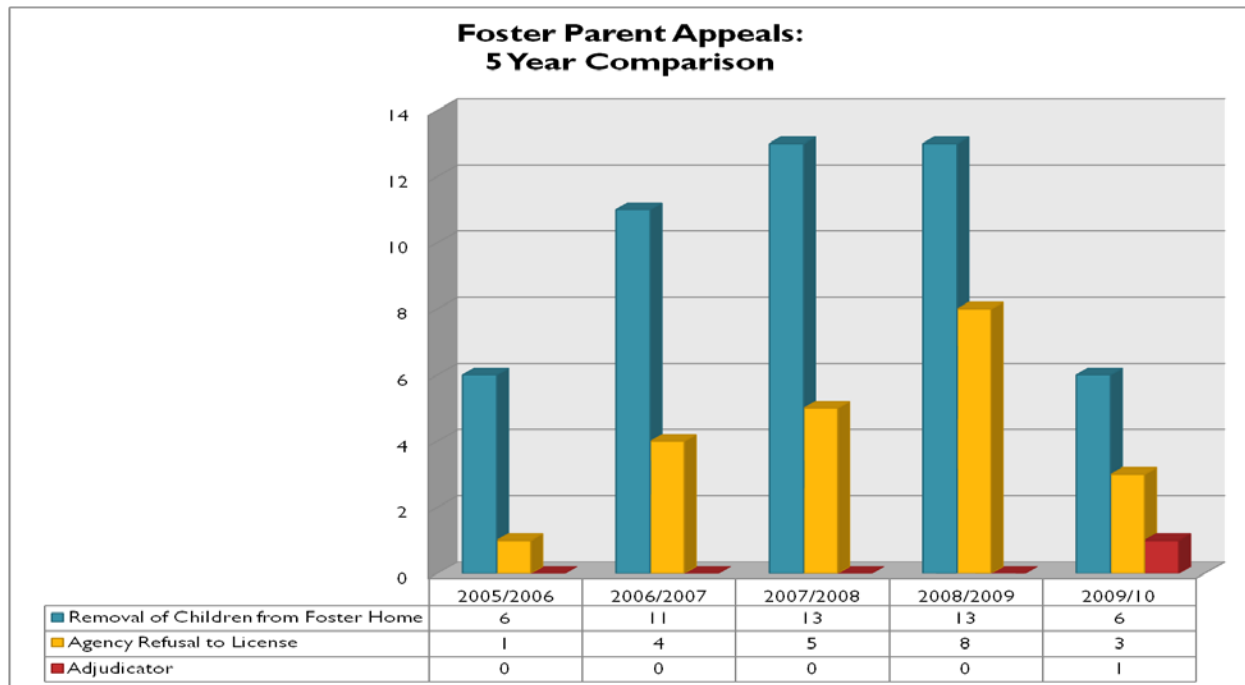
Outcome of Police Involvement

In 3% (9) of the cases, the matter remained under investigation by the police. In another 2% (5) it was sent to the police for information only. In 1% (2) of the cases, there was no police involvement. Charges were laid in 3% (9) of the cases.



Appeals from Foster Parents

The SFNNC is responsible to hear appeals from foster parents on the removal of children from their homes, and appeals from foster parents on the refusal of an agency to license their home. The following chart compares the number of appeals received at the SFNNC in 2009/10 with those of previous years.



Repatriation

The Repatriation Program includes repatriation, customary care and adoptions services provided to individuals who initiate contact. This includes referrals, linkages to community resources, searches, facilitation of reunions and connections, counseling services and the provision of funds to agencies to subsidize the cost of reunions. In 2009-2010, the active cases were as follows:

New Intakes	23
Reunions in progress	2
Reunions on hold	4

Program services provided included:

- Advocacy for reunion funding and relocation assistance
- Pre-reunion counseling
- Assistance with Treaty reinstatements
- Referrals to the First Nations of Northern Manitoba CFS Authority; Manitoba Post Adoption Registry, and INAC (Indian and Northern Affairs Canada)

Fetal Alcohol Spectrum Disorder Specialist (FASD)

The SFNNC FASD Specialist has continued to work with Healthy Child Manitoba, the Child Protection Branch and the other three Authority Specialists (Metis, Northern Authority and General Authority) to develop and implement a comprehensive FASD provincial strategy. The group known collectively as the Strategy Implementation Team (SIT) is guided by recommendations developed from the external reviews of the child welfare system “Changes for Children”.

The Strategy Implementation Team’s mandate is to research, develop and partner with programs that have either a prevention or intervention focus for children, youth and families living with or at risk of being effected by FASD. There are a number of initiatives that have been launched or are currently in the process of being rolled out. Information is available at www.changesforchildren.mb.ca.

In November 2009 an Addiction Specialist was hired to work in the FASD program. The focus of the Addictions Specialist has been to visit communities, meeting with the CFS community teams and community partners to understand their service and support needs. The questions are directed towards improving service and support for children in care, women of child bearing age and their support systems. The goal is to improve and/or develop a network of regional supports for children, women and families.

During this year, the SFNNC worked to prepare for the launch of the FASD section of the website, scheduled for launch in summer 2010. The focus of this site is to keep the CFS service delivery system, families and communities informed about FASD programs, services and best practice. As the FASD provincial strategy evolves, the site will become more interactive.

The focus of the Authority specific work falls into 4 categories:

1. Case consultations: For the year 2009-2010 the FASD Specialist has participated in 21 case consults. The focus of the consultations is to develop case plans for children and families that reflect FASD best practice in service delivery.
2. Natural FASD Leadership team: The FASD Specialist has been working to develop a Leadership team of case managers within each agency whom have a natural interest and gift for working with persons whom are living with a FASD. This group has requested to come together as a larger network to receive further advanced training information and resources on FASD.
3. Resource library: Each agency has received resources to share within their service delivery system, families and communities.
4. Education and training: There have been a number of basic and advanced FASD trainings over the past year. These trainings have supported the work of Case managers, Foster parents, Youth Care workers, families and community members whom require general or specific information on FASD to do their work effectively.

Vision Keepers (Quality Assurance)

The Vision Keepers – Quality Assurance (VK – QA) Team carries out the responsibility of the Southern First Nation Network of Care with respect to monitoring and reviewing the quality of work of the Southern First Nation Child and Family Services (SFNCFS) agencies. This includes monitoring compliance of agency services with legislation, regulation, and standards. The VK – QA Team is responsible for conducting regular quality assurance reviews of the SFNCFS agencies and for coordinating other reviews under Section Four of *The CFS Act*.

Additionally, the VK – QA Unit utilizes consultants and contract workers to conduct reviews in areas such as human resources, finance, and case management. Reviews completed in 2009/10 included:

- ANCR Service Model Review
- ANCR Employee Satisfaction Survey
- SECFS Operational Review (Inquest Recommendation)

Reviews in progress were:

- ACFS Quality Assurance Review
- Peguis Section 4 Review (Child Death and Operational Review)
- Sagkeeng Case File Review (recommendation from previous review)
- All Agencies - Special Needs Review

Six month and one year progress reports with respect to the recommendations in the Section 4 review into the death of Gage Guimond were completed. These reports can be found on the SFNNC website.

As well as specific case reviews, the SFNNC has scheduled quality assurance reviews of all agencies on a rotational cycle. This is in addition to other agency reviews or specific program reviews / audits that may be called from time to time. Animikii Ozoson, Intertribal CFS, and Sandy Bay CFS are scheduled to begin and/or be completed in 2010/11.

Child Death Reviews

The Southern First Nations Network of Care (SFNNC) works collaboratively with the Child Protection Branch (CPB) in the review of child deaths where the child was in care, and/or where the child or the child's family had received services from an agency within the twelve month period prior to the death of the child. In accordance with Standard 1.7.4, agencies provide Child Death Reports to the SFNNC. These reports are reviewed by the Vision Keeper / Quality Assurance Unit, and if necessary, additional information is requested and then provided to the CPB.

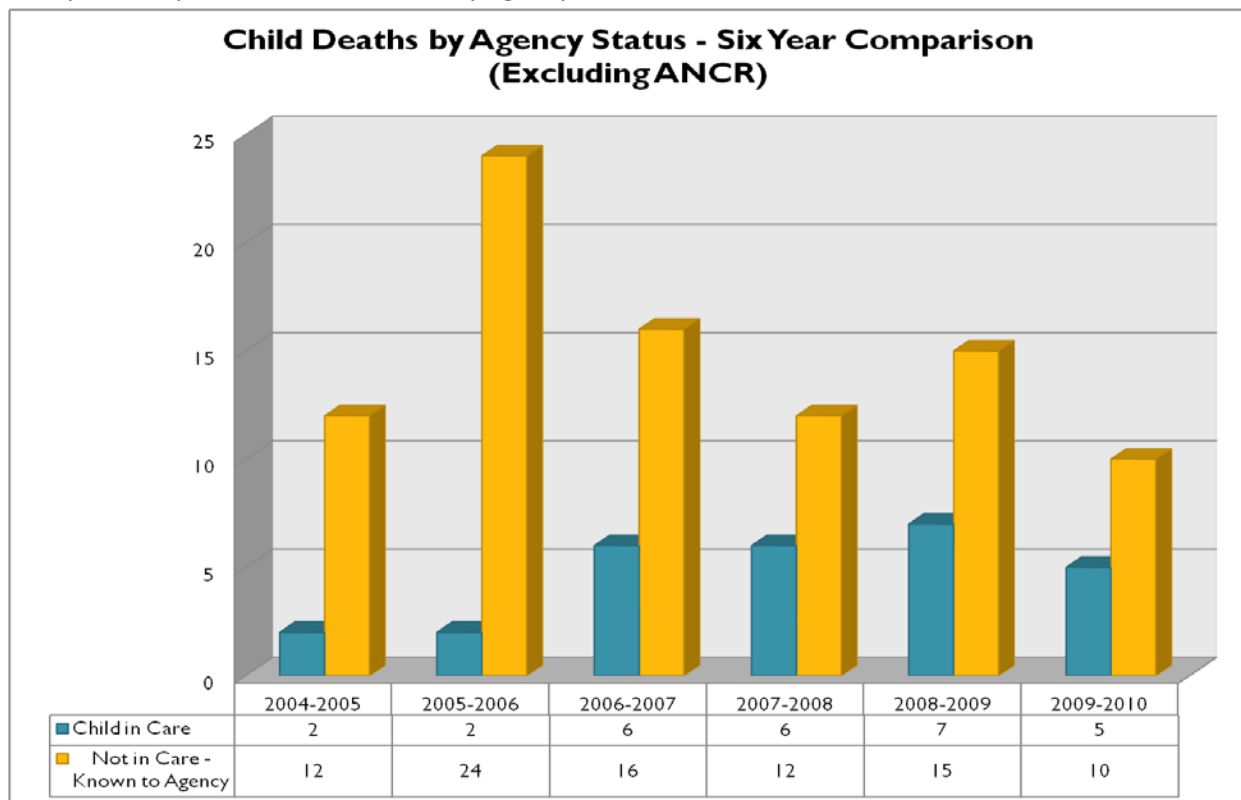
Under Section 8.2.3 of *The CFS Act*, it is the responsibility of the Office of the Children’s Advocate (OCA) to conduct the Special Investigation Reviews (SIRs) into the services provided by agencies. This review process, formerly known as Section 10 Reviews, was conducted by the Office of the Chief Medical Examiner (CME). The SFNNC works with agencies and the OCA to provide input into the recommendations made in the SIR reports. The SFNNC also follows up with agencies regarding recommendations made in the SIRs, and provides status reports to the CPB. The status reports are shared with the Office of the Ombudsman by the CPB. In some instances, the SFNNC initiates a broader review (under Section 4 of *The CFS Act*) to review the case management practices of the agency, specific to the child death as well as a review of other relevant agency operations.

Child Deaths Reported to Southern First Nations Network of Care

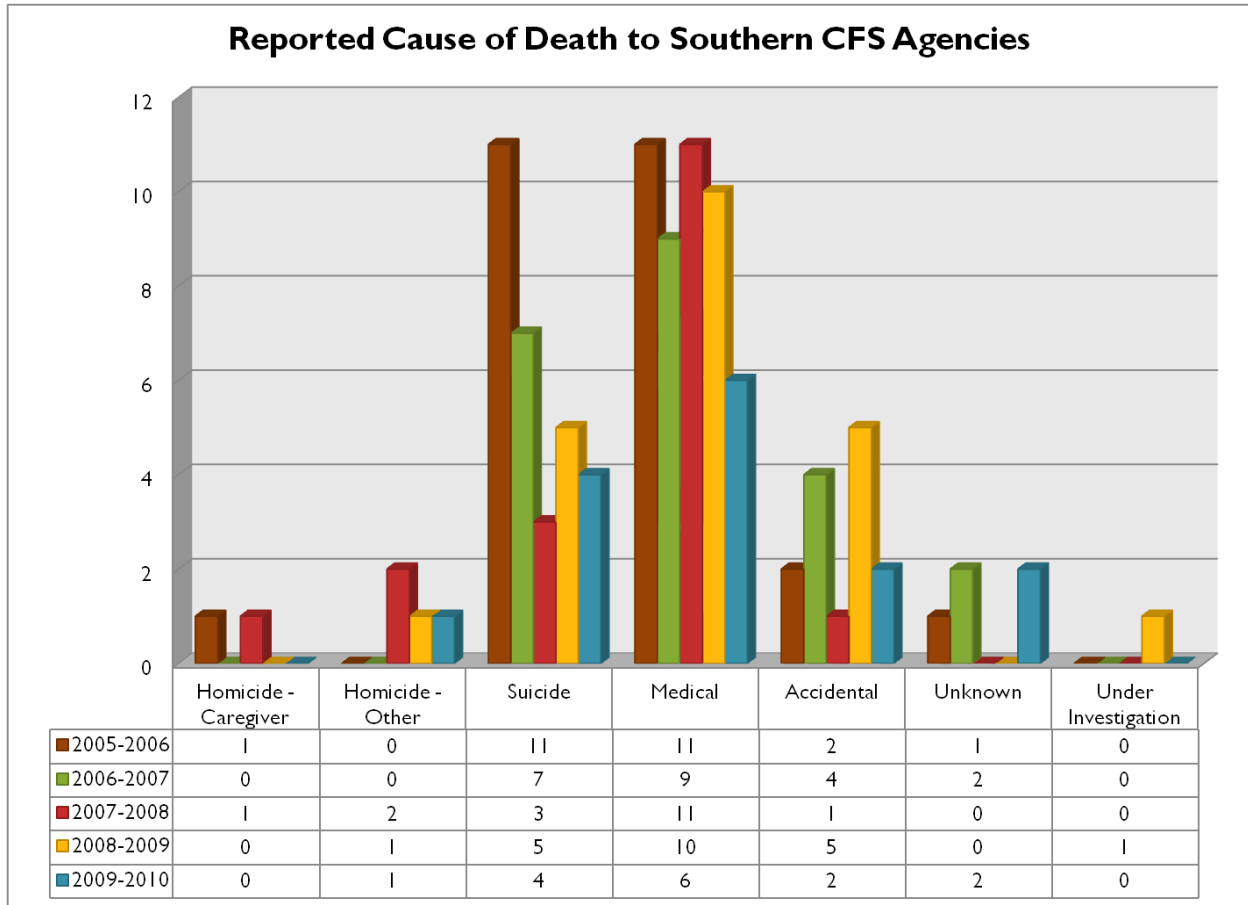
Between April 1 / 09 and March 31 / 10, the SFNNC received a total of twenty reports regarding the death of a child. Of these twenty child deaths, fifteen were connected to a SFNCFS agency and five were connected to ANCR.

Of the fifteen child deaths reported from the SFNCFS agencies, five were children in care and ten were children whose families had received services within the twelve months prior to the death.

A six year comparison of child deaths by agency status is shown in the chart below:



Of the five children in care of the SFNCFS agencies who died in 2009-2010, all five were female; two died due to medical reasons, two from suicide, and one was the result of a homicide. The cause of death for all the reported deaths of the SFNCFS agencies compared to previous years is shown in the following chart.

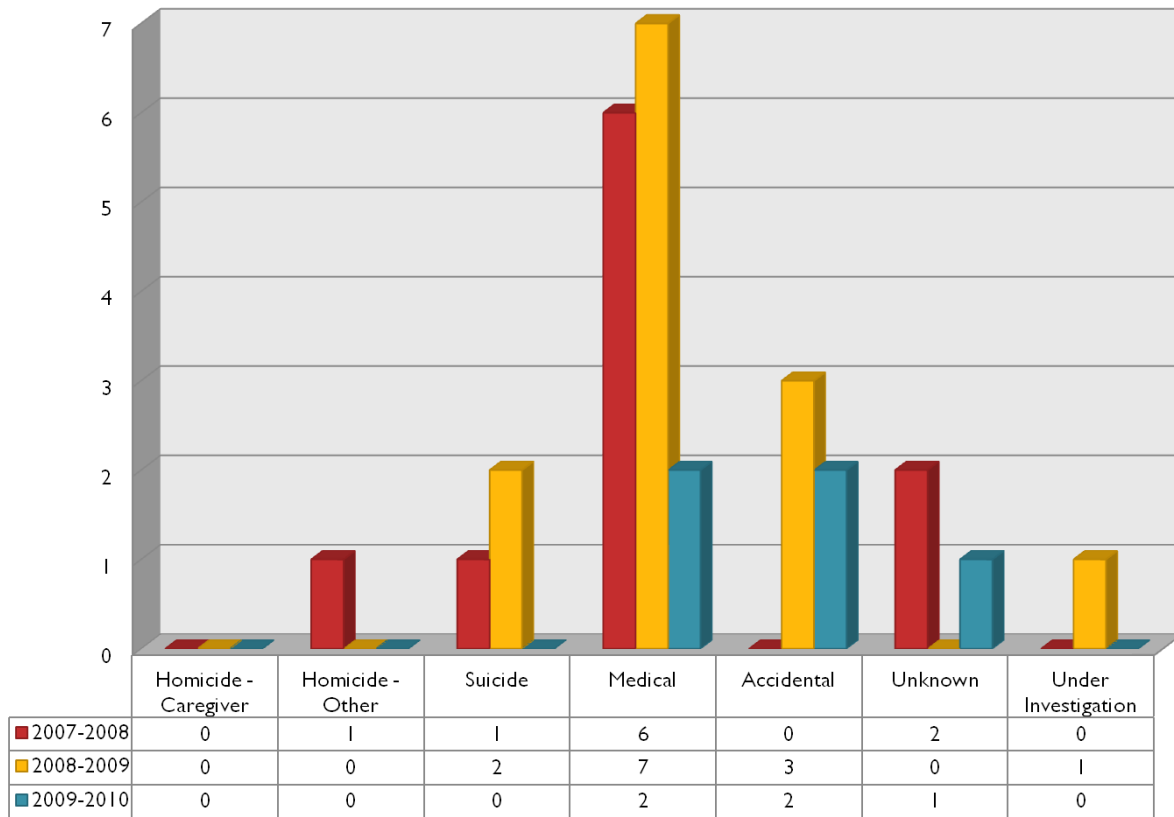


Child Deaths Reported to ANCR

A total of five child deaths were reported by ANCR in 2009/10. All of these children were not in care; however, their families had received services from the Agency within the twelve months prior to the death.

The cause of death of the children whose families had received services from ANCR for 2009/10 is shown in the following chart:

Reported Cause of Death to ANCR



Alternative Care

Resource Development Team

The Resource Development Team is a part of the SFNNC Alternative Care Department. We have connected with our communities with visits to Pauingassi and Bloodvein First Nations. It is important for us to connect with the communities we serve and put a face on the SFNNC. We care about what is happening in these places and hope to have the opportunity to do more visits and become an active participant in their community events.

The resource team visited several agencies in Winnipeg to collect information: Manitoba Theatre Centre; Voices – Manitoba Youth in Care; University of Winnipeg; Booth College; Kidsport; Daniel McIntyre/St. Matthews Community Association; Centre for Aboriginal Human Resource Development; Manitoba First Nations Education Resource Centre Inc.; and, Partners for Careers. We will strive to develop partnerships with these resources so that “all children, families, and communities will be healthy, strong, empowered, and enjoy an enhanced quality of life” (as quoted from our vision statement).

A “Continuum of Care” needs assessment was conducted in 2008. We have reviewed and analyzed the survey results and it is hoped that they can be used to assist our agencies in developing a five-year resource plan.

We have been an active contributor in the area of residential care start-ups by providing input into proposals that have been submitted to the Child Protection Branch. All four authorities are involved in this process which is similar to the Child and Family Services Standing Committee process.

We are in the process of producing a resource list that will provide agency workers with knowledge of the group 2 resources, and other community resources, that are available for their clients. This list will help to ensure that families have equal opportunity to access resources that are available to them.

The Resource Development team represents the Southern Authority and the Southern First Nations CFS agencies on the following committees:

- Foster Parent Training and Curriculum Design Team (FPTCDT) sub-committee
- Ahsanook Advisory Committee
- Snowbird Lodge Evaluation Committee
- Emergency Placement Resources (EPR) Service Model sub-committee
- Placement Resources Registry Working Group

Ahsanook⁴

Ahsanook evolved out of the AJI-CWI vision for child welfare to find a better way to support children, youth and families. The vision of Ahsanook will place a strong emphasis on cultural foundation and repatriation and will strive to enhance the overall continuum of care for families in Manitoba.

Ahsanook is a unique project and is critical to the foundation and ongoing transformation of Manitoba's child welfare system. It is representative of a strong circle of partners with the Departments of Education, Justice, Mental Health and other stakeholders providing collaborative input that will ensure the efficient, accessible and quality services to link children, youth, families and communities to services that will best meet their needs.

Ahsanook is located at 800 Adele Avenue and will begin providing much needed service in the summer of 2010.

Hotel Reduction Strategy

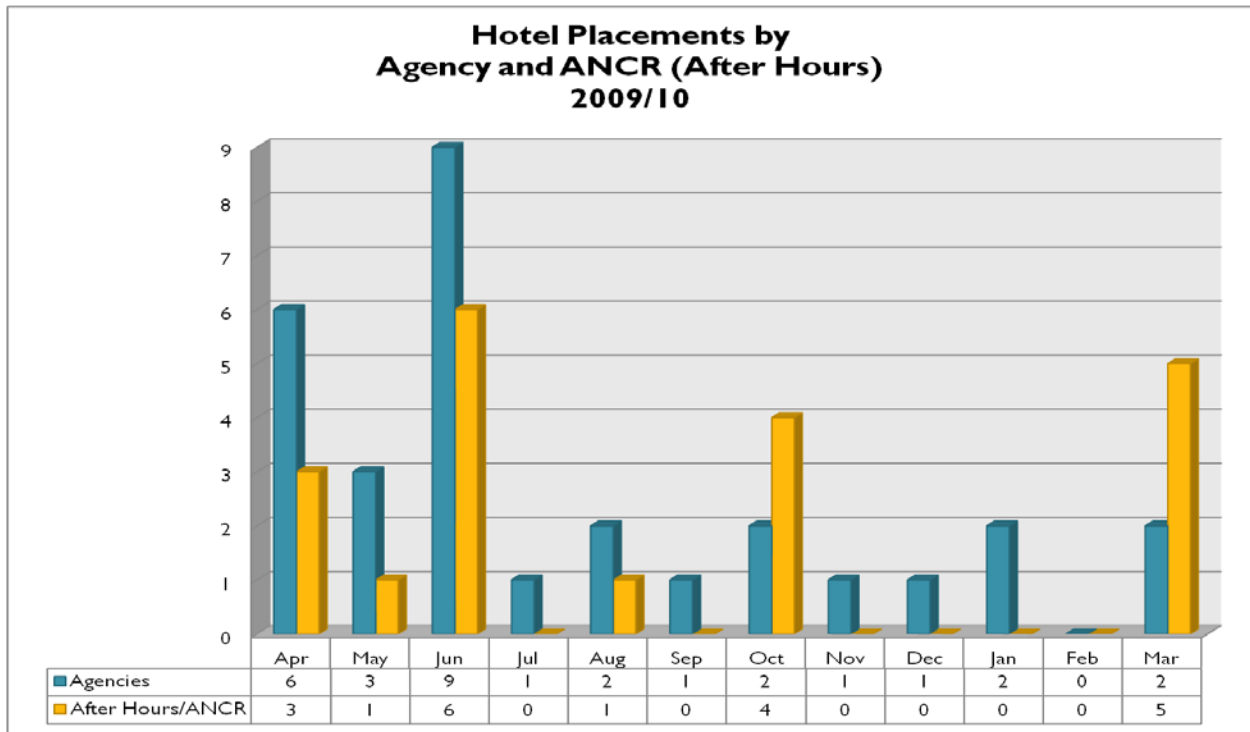
The hotel reduction strategy was developed and implemented in November 2006. The goal was to eliminate hotel placements for children in care by July 31, 2007, except in exceptional circumstances.

This strategy included receiving and following up on daily reporting on hotel use by agencies; working with agencies to find alternative emergency placements for children; and working to develop additional emergency resources. Efforts continued throughout 2009/10 to provide alternative placements for children and keeping the use of hotels to a minimum.

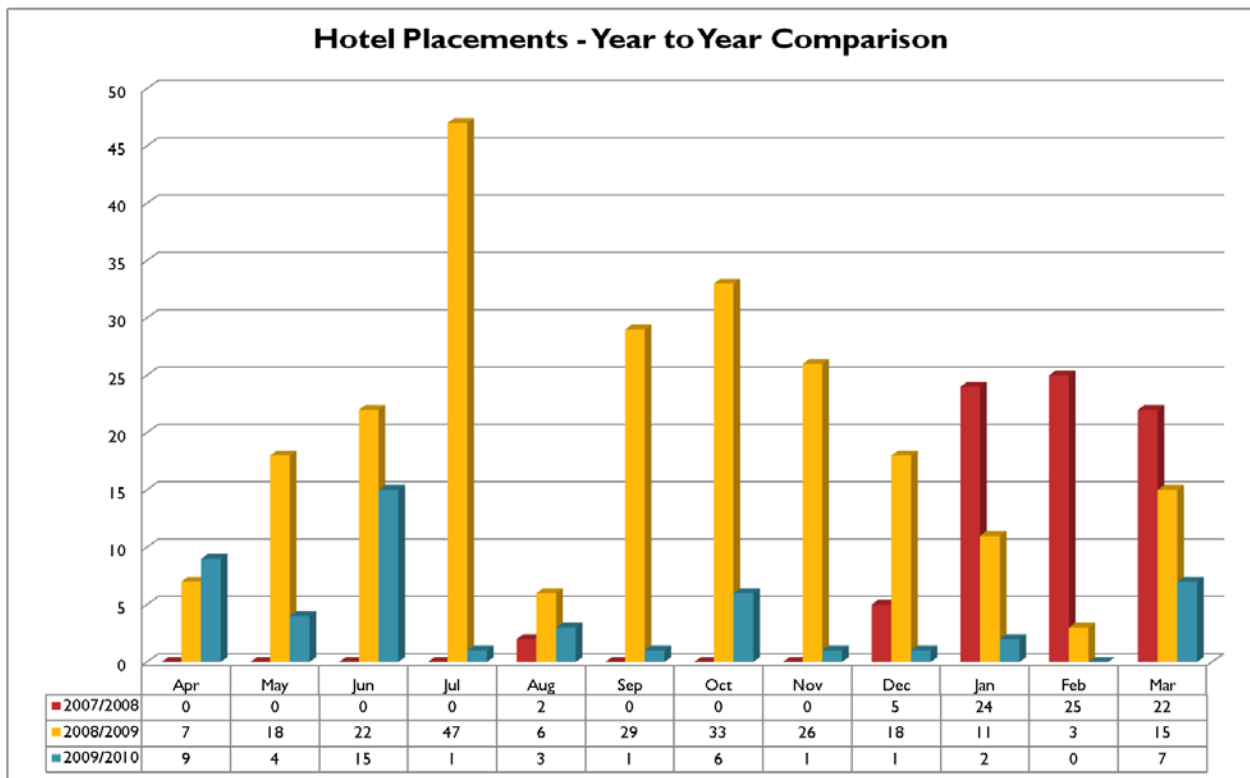
Since July 31/07, all authorized hotel placements made by SFNNC agencies met the Hotel Placement Policy standard, which is for exceptional circumstances only.

Between April 1/09 and March 31/10 there were 30 children placed in hotels by the SFNNC agencies, 20 children were placed in hotels by ANCR. After hour placements were primarily sibling groups placed by ANCR.

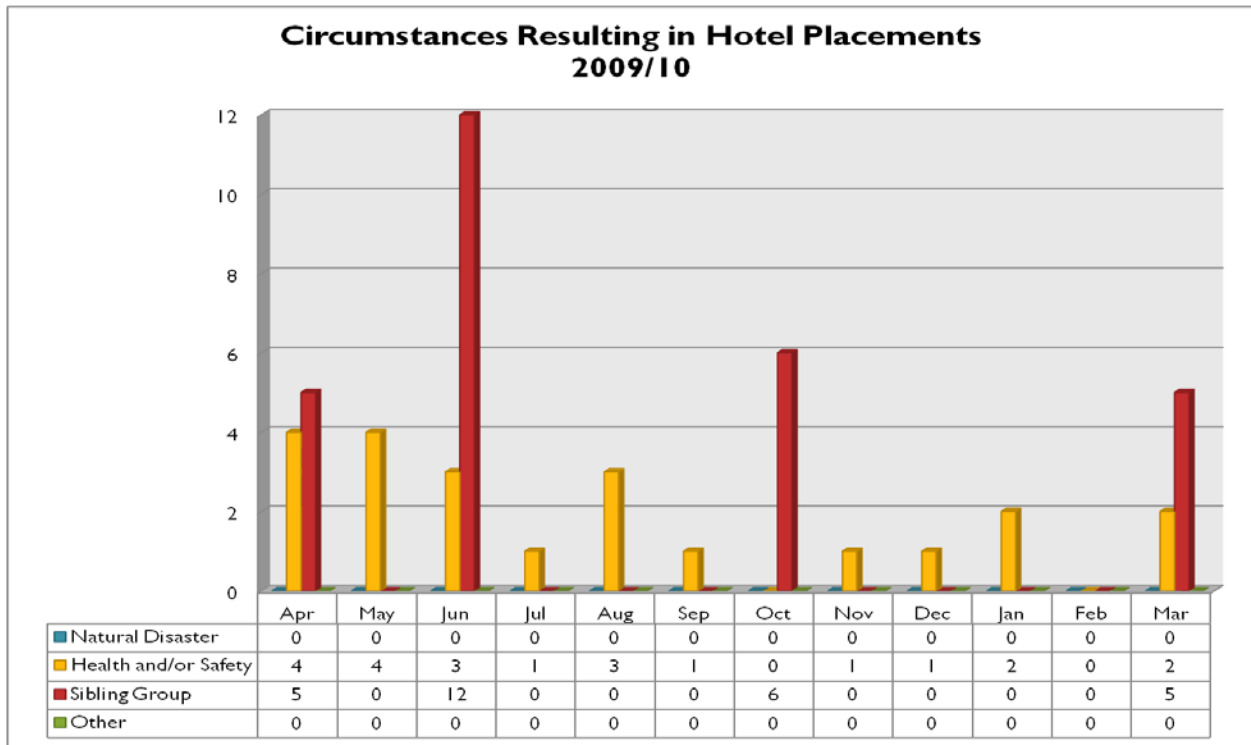
⁴ In September 2010, the Ahsanook name was retired and a new name provided by the Elders. This facility is now known as Ji-zaabwiing ("To Pull Through and Survive" – The Sacred Journey).



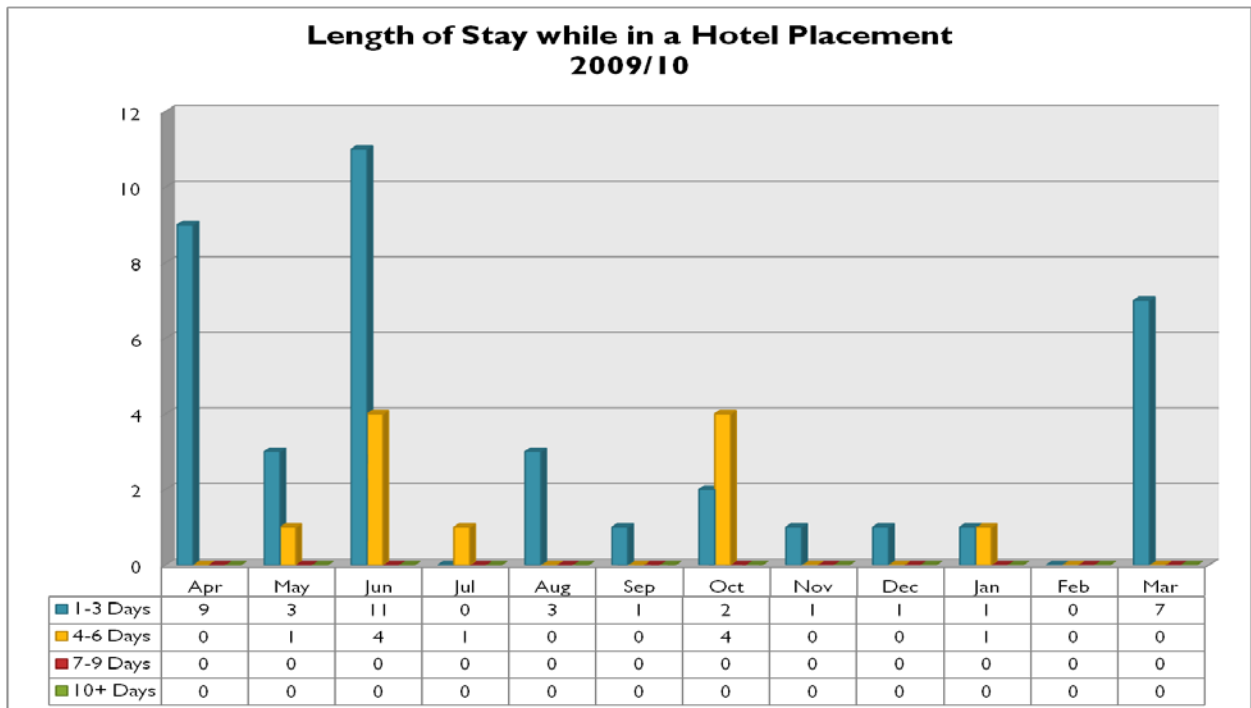
Since the Hotel Placement Policy standard came into effect on July 31, 2007, the Alternative Placement Team continues to limit the amount of hotel placements. Following is a graph comparing hotel placements by fiscal year beginning in August 2007 to March 2010.

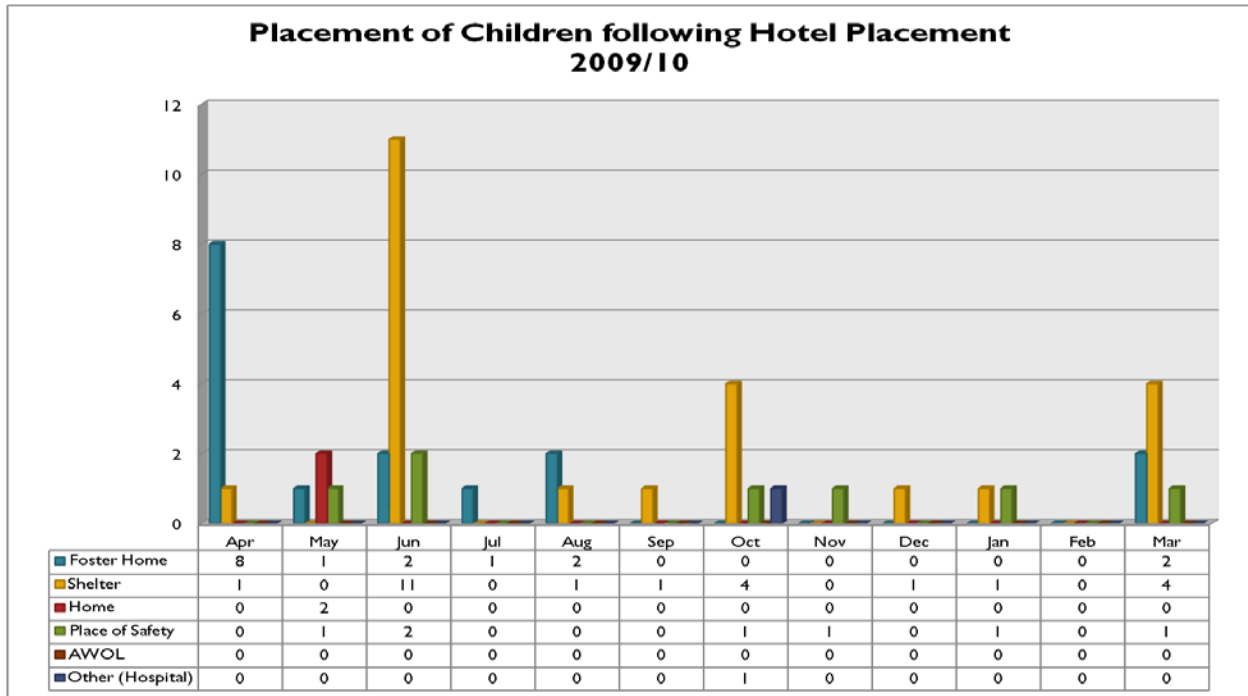


Of the hotel placements made in during the 2009/10 fiscal year, the most common circumstance resulting in a hotel placement was to keep sibling groups together.



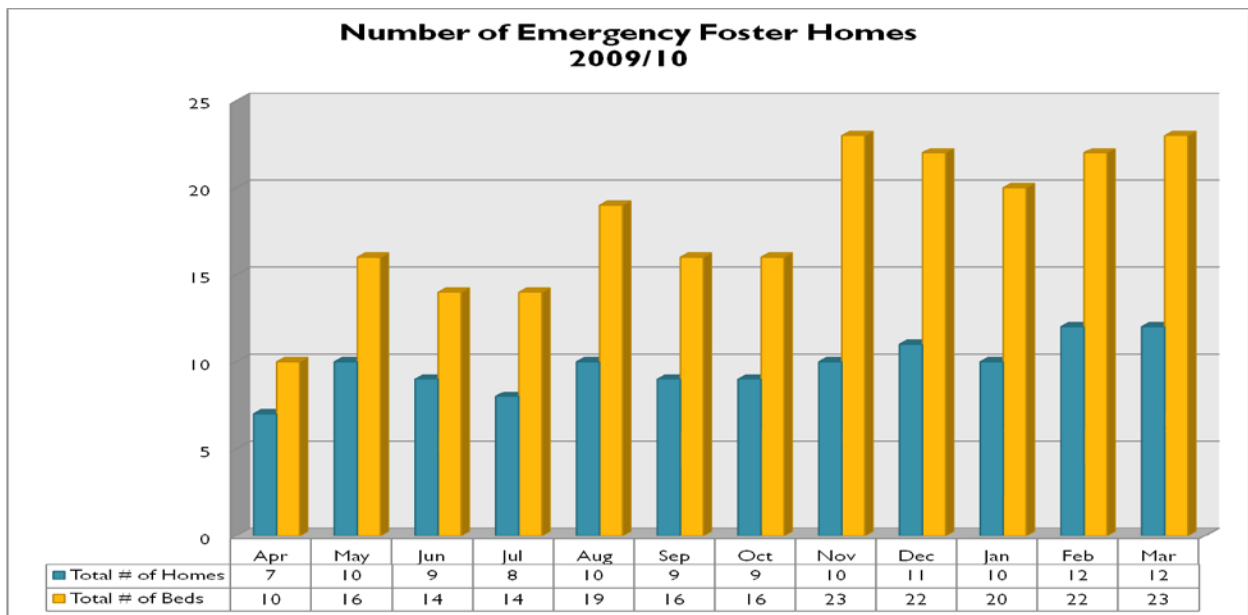
Further, the majority of the children (39) placed into a hotel stayed between 1 and 3 days, while 11 children stayed between 4 and 6 days, prior to being moved to an alternate placement. No placements exceeded 7 days.

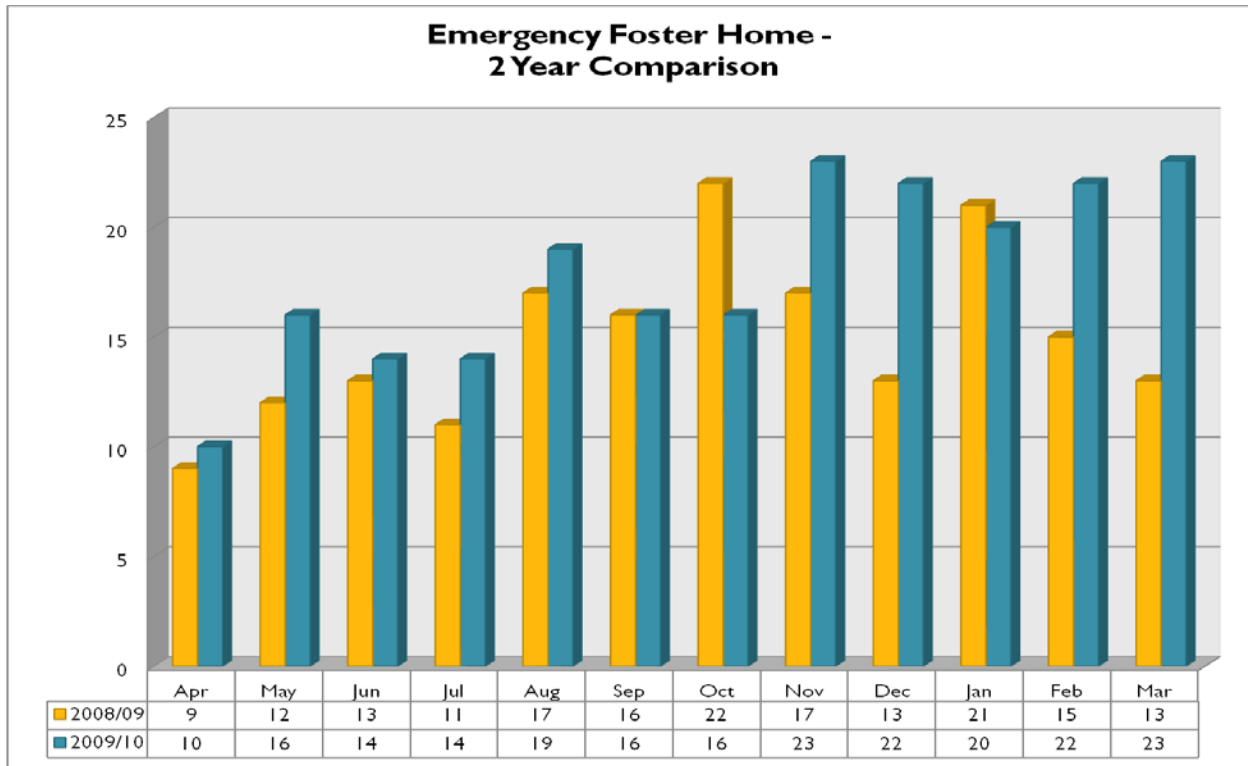




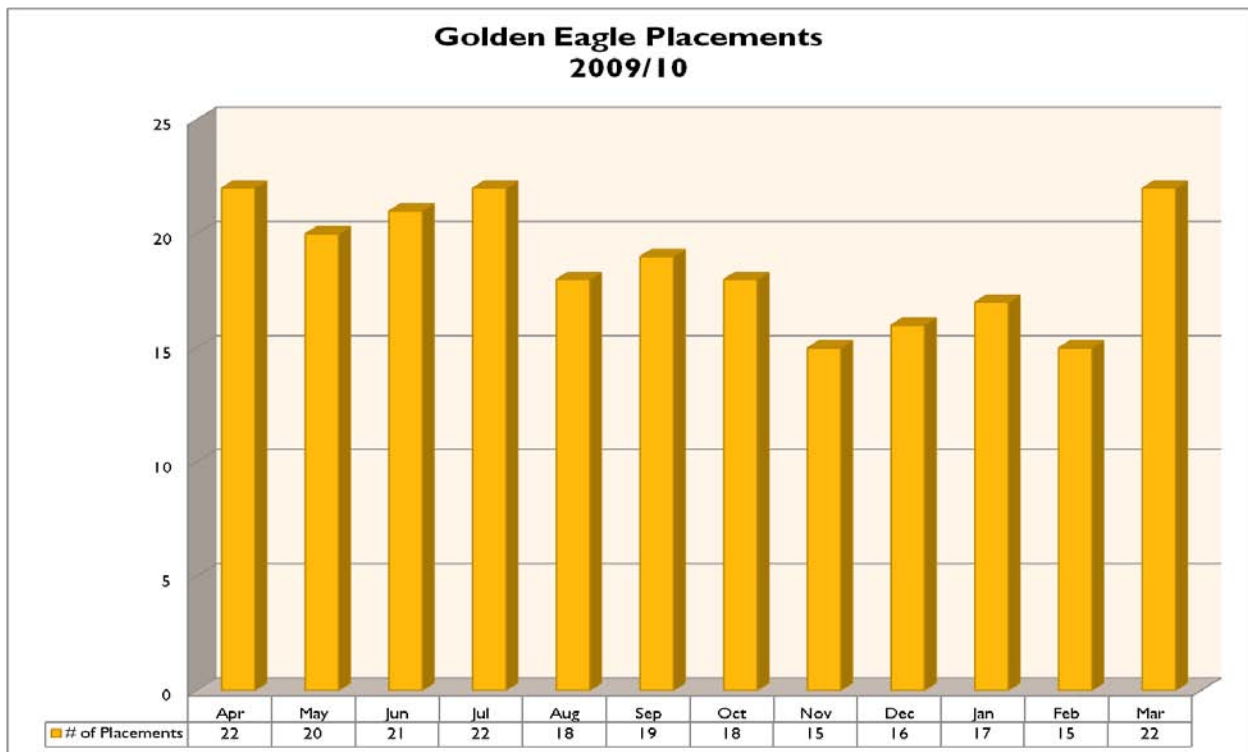
The SFFNC agencies continued developing its network of emergency, on call foster homes. Placement into these emergency beds was coordinated by the Alternative Placement team on a 24/7 basis. These resources were critical in improving the care of children by reducing the number of hotel placements made by our agencies. The willingness of Anishinaabe CFS and Peguis CFS to share these resources is appreciated.

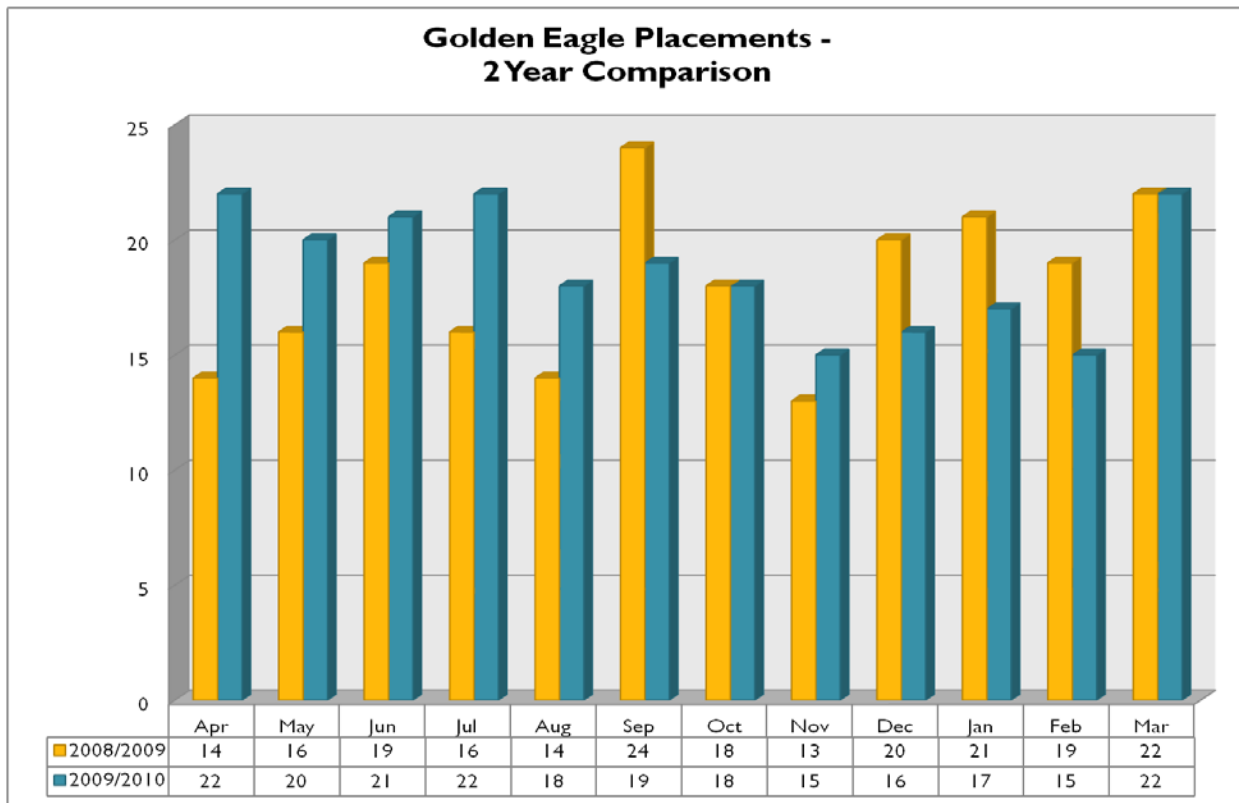
The following graph shows the number of emergency foster homes and number of beds available by month for the year 2009/10.





Golden Eagle is entering into its third full year of operation. As agencies become more aware of this emergency resource, placements have increased. In 2008/2009, there were 216 placements at Golden Eagle. This number has gone up in 2009/2010 to 225 as detailed in the following charts.





The SFNNC services the central foster parent recruitment line on behalf of all four CFS Authorities. The following table provides a breakdown on the types of calls to that line in 2009/10.

Foster Care Recruitment Central Line Statistics	
Recruitment Calls	925
Current Foster Parent	3
Other Calls	259
Total	1187

Of the 1187 telephone calls received, 69% were to request an information package on foster parenting; while 14% of the calls were to get information on foster parent orientation sessions. In terms of where calls originated from, 90% were from Winnipeg, while the remaining 10% originated from rural and northern Manitoba.

When callers were asked how they heard about the Foster Care Recruitment Line, 63% of callers indicated their local CFS Agency/office. Other sources cited included friends, family members, coworkers; the internet; newspapers or posters; and other service organizations.

Looking Ahead to 2010/2011

The coming year will see a great deal of effort focused on the implementation of a prevention focused service delivery model. This model provides for a prevention focused response to child abuse and neglect, and includes both protection and prevention services. For agencies, it means a review and revision of their existing systems and administrative procedures, incorporating a new funding model, hiring and training family enhancement /prevention workers, building partnerships with other community resources, and developing a continuum of prevention programs for families and children.

It is important to constantly assess if the services that are being provided result in positive outcomes for children and families. Agencies will be working on completing five year business plans, including setting out hoped for results and targets for achieving these results. The completion of these five year plans includes collecting considerable data, which will provide a baseline against which agency performance can be measured.

There are plans to work on improving data collection systems and addressing the gaps in the current data. In addition to agencies and communities having good information available for planning purposes, better data collection will improve reporting to communities and leadership on issues related to child and family services. It will also serve to highlight accomplishments and successes.

This affords a wonderful opportunity for agencies to develop and/or enhance culturally rooted services and programs, and to significantly change how child and family services are provided to First Nation families and communities. It promises to be an exciting year!

Appendices

[I – Province Wide Service Delivery System](#)

[II – 2009/10 Audit](#)

I – Province Wide Service Delivery System

Region	Designated Intake Agency	Service Provider (agency) for the Southern First Nations
Southern First Nations (on reserve)	Each First Nation Agency	<ul style="list-style-type: none"> The First Nation agency providing services to the respective First Nation
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 Southern First Nations Network of Care (SFNNC) 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 Southern First Nations Network of Care (SFNNC) WRCFS provides services to their community members
Parkland Region south of Swan River	Metis 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 Southern First Nations Network of Care (SFNNC) WRCFS provides services to Northern Authority families under agreement with the Northern Authority
Parkland Region north of Swan River	Metis CFS	<ul style="list-style-type: none"> Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the SFNNC
Interlake Region with the exception of 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 the SFNNC ACFS provides services to others who choose the Southern First Nations Network of Care (SFNNC) ACFS provides services to Northern Authority families under agreement with the Northern Authority
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 the Southern First Nations Network of Care (SFNNC)

Region	Designated Intake Agency	Service Provider (agency) for the Southern First Nations
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 the SFNNC • Sagkeeng CFS provides services to other families who choose the Southern First Nations Network of Care (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 the SFNNC
Thompson Region	Nisichawayashik Cree Nation FCWC	<ul style="list-style-type: none"> • Service Agreement with the Northern Authority to provide services through Nisichawayashik Cree Nation FCWC for families who choose the 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 Southern First Nations Network of Care (SFNNC).

II – SFNNC 2009/10 Financial Statements

First Nations of Southern Manitoba
Child and Family Services Authority
Financial Statements
March 31, 2010



Management's Responsibility

To the Directors of First Nations of Southern Manitoba Child and Family Services Authority:

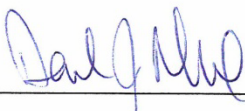
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Authority. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Authority's external auditors.

Meyers Norris Penny LLP, an independent firm of Chartered Accountants, is appointed by the Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

July 16, 2010



Daniel Richard, Chief Financial Officer



Auditors' Report

To the Board of Directors of First Nations of Southern Manitoba Child and Family Services Authority:

We have audited the statement of financial position of First Nations of Southern Manitoba Child and Family Services Authority as at March 31, 2010 and the statements of revenues and expenses, cash flows and the related schedules for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2010 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Manitoba

July 16, 2010

Meyer Norris Penny LLP

Chartered Accountants

2500 - 201 Portage Ave., Winnipeg, Manitoba, R3B 3K6, Phone: (204) 775-4531, 1 (877) 500-0795




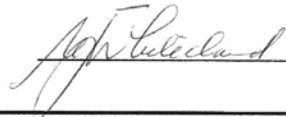
First Nations of Southern Manitoba Child and Family Services Authority
Statement of Financial Position

As at March 31, 2010

	<i>Operating Fund</i>	<i>Capital Fund</i>	<i>Repatriation Fund</i>	<i>Total 2010</i>	<i>Total 2009</i>
Assets					
Current					
Cash and short term investments	1,400,386	-	-	1,400,386	1,076,253
Accounts receivable	6,876,654	-	-	6,876,654	5,060,649
Prepaid expenses and deposits	14,791	-	-	14,791	18,292
	8,291,831	-	-	8,291,831	6,155,194
Capital assets (Note 3)	-	474,971	-	474,971	447,973
Due from Agencies (Note 4)	3,437,950	-	-	3,437,950	2,306,320
Due from Operating fund	-	-	208,919	208,919	240,869
	11,729,781	474,971	208,919	12,413,671	9,150,356
Liabilities					
Current					
Accounts payable and accruals	1,175,782	-	-	1,175,782	1,644,175
Deferred revenue (Note 5)	5,121,319	-	-	5,121,319	2,517,489
	6,297,101	-	-	6,297,101	4,161,664
Deferred revenue (Note 5)	1,774,725	-	-	1,774,725	1,702,761
Due to Province of Manitoba (Note 4)	3,437,950	-	-	3,437,950	2,306,320
Due to Repatriation fund	208,919	-	-	208,919	240,869
	11,718,695	-	-	11,718,695	8,411,614
Net Assets					
Unrestricted	11,086	-	-	11,086	49,900
Invested in capital assets	-	474,971	-	474,971	447,973
Restricted	-	-	208,919	208,919	240,869
	11,086	474,971	208,919	694,976	738,742
	11,729,781	474,971	208,919	12,413,671	9,150,356

Approved on behalf of the Board

 Director

 Director

The accompanying notes are an integral part of these financial statements

1



First Nations of Southern Manitoba Child and Family Services Authority
Statement of Revenues and Expenses

For the year ended March 31, 2010

	Revenues	Other Revenues	Expenses	2010 Excess (Deficiency) of Revenues over Expenses	2009 Excess (Deficiency) of Revenues over Expenses
Operating Fund (Schedule 1)	38,321,531	42,468	(38,193,140)	170,859	202,795
Capital Fund (Schedule 2)	-	-	(147,675)	(147,675)	(134,977)
Repatriation Program (Schedule 3)	-	-	(66,950)	(66,950)	(42,606)
	38,321,531	42,468	(38,407,765)	(43,766)	25,212

The accompanying notes are an integral part of these financial statements

2



First Nations of Southern Manitoba Child and Family Services Authority
Statement of Cash Flows
For the year ended March 31, 2010

	2010	2009
Cash provided by (used for) the following activities:		
Operating activities		
Cash received from funding sources	39,214,015	34,994,956
Cash paid to vendors	(37,115,167)	(33,238,146)
Cash paid for employees	(1,606,417)	(1,387,117)
Interest received	9,774	29,680
Interest paid	(3,397)	(2,907)
	498,808	396,466
Investing activities		
Purchase of capital assets	(174,673)	(197,179)
Increase in cash resources	324,135	199,287
Cash resources, beginning of year	1,076,253	876,966
Cash resources, end of year	1,400,388	1,076,253

The accompanying notes are an integral part of these financial statements

3



First Nations of Southern Manitoba Child and Family Services Authority Notes to the Financial Statements

For the year ended March 31, 2010

1. Incorporation and operations

First Nations of Southern Manitoba Child and Family Services Authority (the "Authority") was incorporated on November 24, 2003 under the Province of Manitoba through The Child and Family Services Authority Act, S.M. 2002, c. 35 excerpt section 20; the Act came into force by proclamation on November 24, 2003.

The Authority was established as a non-profit organization with the responsibility for administering and providing for the delivery of a system of child and family services to Southern First Nations people who are members of the Southern First Nations and other persons who are identified with those Southern First Nations. In partnership with the Province of Manitoba, the Organization is committed to establishing a jointly coordinated child and family services system that recognizes the distinct rights and authorities of First Nations and Metis people in Manitoba.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

Capital assets

Capital assets are recorded at cost. Amortization is provided using the declining balance and straight-line methods at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Computer equipment	declining balance	30 %
Furniture and fixtures	declining balance	20 %
Leasehold improvements	straight-line	5 years

In the year of acquisition, amortization is taken at one-half of the above rates.

Revenue recognition

The Authority follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess (deficiency) of revenues over expenses in the periods in which they become known.

First Nations of Southern Manitoba Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2010

2. **Significant accounting policies** *(Continued from previous page)*

Fund accounting

In order to ensure observance of limitations and restrictions placed on the use of resources available to the Authority, the accounts are maintained on a fund accounting basis. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the contributors or in accordance with the directives issued by the Board of Directors.

Three funds are maintained Operating Fund, Capital Fund, and Repatriation Fund.

The Operating Fund is used to account for all revenue and expenditures related to general and ancillary operations of the Authority.

The Capital Fund is used to account for all capital assets of the Authority and to present the flow of funds related to their acquisition and disposal, unexpended capital resources and debt commitments.

The Repatriation Fund is a restricted fund used to account for monies for specific purposes.

Long-lived assets

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Authority performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment is measured as the amount by which the asset's carrying value exceeds its fair value. Any impairment is included in excess (deficiency) of revenues over expenses for the year.

Financial instruments

Held for trading:

The Authority has classified cash and short-term investments as held for trading. These instruments are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

Held for trading financial instruments are subsequently measured at their fair value. Gains and losses arising from changes in fair value are recognized immediately in excess (deficiency) of revenues over expenses.

Loans and receivables:

The Authority has classified accounts receivable and due from agencies as loans and receivables. These assets are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

Loans and receivables are subsequently measured at their amortized cost. Amortized cost is the amount at which the financial asset is measured at initial recognition less principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, and less any reduction for impairment or uncollectability. Gains and losses arising from changes in fair value are recognized in excess (deficiency) of revenues over expenses upon derecognition or impairment.

First Nations of Southern Manitoba Child and Family Services Authority Notes to the Financial Statements

For the year ended March 31, 2010

2. Significant accounting policies *(Continued from previous page)*

Other financial liabilities:

The Authority has classified accounts payable and accruals and due to Province of Manitoba as other financial liabilities. These liabilities are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Under this method, estimated future cash payments are exactly discounted over the liability's expected life, or other appropriate period, to its net carry value. Amortized cost is the amount at which the financial liability is measured at initial recognition less principal repayments, and plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount. Gains and losses arising from changes in fair value are recognized in excess (deficiency) of revenues over expenses upon derecognition or impairment.

Recent accounting pronouncements

Financial instruments deferral of section 3862 and 3863

In December 2006, the Canadian Institute of Chartered Accountants (CICA) issued Section 3862 Financial Instruments – Disclosures and Section 3863 Financial Instruments – Presentation to replace Section 3861 Financial Instruments – Disclosure and Presentation. The effective date for these new Sections was for interim and annual financial statements with fiscal years beginning on or after October 1, 2007, with earlier adoption permitted. However, in light of the uncertainty regarding the future direction in setting standards for not-for-profit organizations, the CICA released a decision to allow deferral of Sections 3862 and 3863 for this sector. As such, not-for-profit organizations should continue to apply Section 3861.

3. Capital assets

	Cost	Accumulated amortization	2010 Net book value	2009 Net book value
Computer equipment	865,453	508,105	357,348	317,666
Furniture and fixtures	208,295	102,212	106,083	119,729
Leasehold improvements	19,539	7,999	11,540	10,578
	1,093,287	618,316	474,971	447,973

4. Due from Agencies and Due to Province of Manitoba

The Province of Manitoba advanced the Authority a working capital advance in the amount of \$3,437,950 (\$2,306,320 – 2009), which in turn was advanced by the Authority to the Agencies. The advances are repayable by the Authority if the Authority's operations cease. The amounts due from the Agencies have no fixed terms of repayment and are non-interest bearing.

	2010	2009
Animikii-Ozoon Child and Family Services	406,890	406,890
Child and Family All Nations Coordinated Response Network	538,400	538,400
Dakota Ojibway Child and Family Services	393,510	393,510
Sandy Bay Child and Family Services	158,700	158,700
Southeast Child and Family Services	362,000	362,000
West Region Child and Family Services	1,235,600	225,000
Peguis Child and Family Services	221,820	221,820
Intertribal Child and Family Services	121,030	-
	3,437,950	2,306,320

First Nations of Southern Manitoba Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2010

5. Deferred revenue

Deferred revenue represents funds received during the year, which have been deferred to periods when their specified expenditures are expected to be incurred.

6. Income taxes payable

The Authority is registered as a non-profit organization under the Income Tax Act (the "Act") and as such is exempt from income taxes. In order to maintain its status as a non-profit organization under the Act, the Authority must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

7. Commitments

The Authority has entered into various lease agreements with estimated minimum annual payments as follows:

2011	1,090,105
2012	1,050,784
2013	1,037,677
2014	1,011,490
2015	1,041,427

8. Economic dependence

The Authority's primary source of income is the grant funding received from the Province of Manitoba Department of Family Services and Housing. The Authority's ability to continue viable operations is dependent upon maintaining its ability to obtain funding. As at the date of these financial statements, the Authority believes that the grant funding from the Province of Manitoba will continue.

9. Capital management

The Authority's objectives when managing capital are to safeguard the Authority's ability to continue as a going concern, so that it can continue with the improvement of the financial situation of families through the provision of services and information on a range of financial issues.

The Authority sets the amount of capital in proportion to risk and manages the capital structure and makes adjustments to it in light of changes to economic conditions and the risk characteristics of the underlying assets.

The Authority monitors capital quarterly through Board of Directors meetings. During the year, the Authority's strategy is to protect the capital through managing revenues and expenses as well as through maintaining a balanced investment portfolio. The strategy remained unchanged from the prior year.

First Nations of Southern Manitoba Child and Family Services Authority
Schedule 1 - Statement of Operations and Changes in Net Assets - Operating Fund

For the year ended March 31, 2010

	2010	2009
Revenues		
Province of Manitoba - Department of Family Services and Housing Division	38,317,477	33,839,008
First Nations of Northern Manitoba Child and Family Services Authority	-	6,860
Other	4,054	3,639
	38,321,531	33,849,507
Expenses		
Personnel		
Recruitment	25,188	9,211
Salaries, wages and benefits	1,540,976	1,344,763
Training and education	22,928	19,138
Travel	48,030	26,202
	1,637,122	1,399,314
Office operations		
Interest and bank charges	3,397	2,907
Supplies	35,690	41,194
Telephone, fax and internet	20,248	22,392
	59,335	66,493
Office and building		
Insurance	21,035	16,948
Rent	155,384	148,439
	176,419	165,387
Other Authority		
Agency governance support	95,828	95,250
Agency reviews	373,597	192,113
Agency strategy and communication meetings	32,134	41,062
Annual meeting	8,037	5,620
Ahsanook start-up expenses	60,000	-
Board training and meeting expenses	22,968	30,537
Changes for children initiatives	472,117	471,796
Differential response initiatives	52,093	12,564
Information technology support	385,770	126,290
Joint training unit	868,204	596,198
Non-recoverable expenses	-	4,553
Office of the standing committee	108,160	126,011
Professional fees	67,107	20,394
Public relations	11,256	-
	2,557,271	1,722,388
Agency support		
Agency central support	31,887,546	29,092,890
Agency differential response initiatives	601,576	-
Agency family support innovations fund	273,600	269,700
	32,762,722	29,362,590
Other Program Support		
Golden Eagle program support	1,000,271	994,170
Total expenses	38,193,140	33,710,342

Continued on next page

8



First Nations of Southern Manitoba Child and Family Services Authority
Schedule 1 - Statement of Operations and Changes in Net Assets - Operating Fund

For the year ended March 31, 2010

	2010	2009
<i>Continued from previous page</i>		
Excess of revenues over expenses before other income	128,391	139,165
Other income		
Interest	9,774	29,680
Goods and Service Tax	32,694	23,950
Office space rental	-	10,000
	42,468	63,630
Excess of revenues over expenses	170,859	202,795
Net assets, beginning of year	49,900	102,318
Inter-fund transfers	(209,673)	(255,213)
Net assets, end of year	11,086	49,900

First Nations of Southern Manitoba Child and Family Services Authority
Schedule 2 - Statement of Operations and Changes in Net Assets - Capital Fund
For the year ended March 31, 2010

	2010	2009
Expenses		
Amortization	147,675	124,363
Other expense		
Loss on donation of capital asset	-	10,614
Deficiency of revenues over expenses	(147,675)	(134,977)
Net assets, beginning of year	447,973	362,737
Inter-fund transfers	174,673	220,213
Net assets, end of year	474,971	447,973

First Nations of Southern Manitoba Child and Family Services Authority
Schedule 3 - Statement of Operations and Changes in Net Assets - Repatriation Fund
For the year ended March 31, 2010

	2010	2009
Expenses		
Office	1,509	202
Salaries, wages and benefits	65,441	42,404
Deficiency of revenues over expenses	(66,950)	(42,606)
Net assets, beginning of year	240,869	248,475
Inter-fund transfers	35,000	35,000
Net assets, end of year	208,919	240,869