

# 2011 / 2012 Annual Report



*"For  
Our  
Children"*



[www.SouthernNetwork.org](http://www.SouthernNetwork.org)

## Our Member Agencies

### 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.

*Note: Services for Buffalo Point First Nation are provided by AOCFS on behalf of SECFS*



### 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



# Table of Contents

## Contents

Table of Contents.....	1
Message from the Board of Directors .....	4
Message from the Chief Executive Officer .....	5
Board of Directors .....	6
Staff Listing .....	7
Staff Organizational Chart.....	9
Organizational History.....	10
Governance .....	11
Vision.....	11
Mission Statement .....	11
Goals .....	11
Mandate.....	12
Board of Directors.....	12
Agency Relations .....	15
2011/12 Operational Objectives.....	16
Areas of Focus .....	16
Policy & Strategy.....	19
Child and Family Services Standing Committee.....	19
Ongoing System Development.....	19
Differential Response / Family Enhancement.....	20
Agency Strategic Services Plan (Business Plan).....	21
Phoenix Sinclair Inquiry .....	22
ANCR Change Management Process .....	22
Special Projects .....	23
Communications .....	24
Media and Public Relations .....	24
Public Awareness and Public Education.....	25
Video Productions / Campaigns .....	26
Strategic Communications Policy and Planning .....	26

Coordinate/Facilitate Communications .....	27
Corporate Image & Identity.....	27
Finance .....	28
Administration .....	29
Information Technology.....	30
Human Resources .....	32
Building an Aboriginal Work Force .....	33
Human Resource Statistics for the SFNNC and Agencies .....	33
Human Resource Statistics for ANCR.....	35
Public Interest Disclosure Act (Whistleblower Protection) .....	36
Freedom of Information and Protection of Privacy Act (FIPPA).....	36
Personal Health and Information Act (PHIA) .....	37
Agency Board Development and Strategic Planning .....	37
Spiritual Caregiver .....	38
Education and Training.....	39
Service Support .....	43
Duties and Responsibility under Legislation .....	43
Authority Determination Process .....	43
Mandating Agencies.....	43
Intake .....	44
Children / Youth in Care.....	47
Case Management .....	52
Non-identifying Reporting of Alleged Abuse .....	54
Foster Parent Appeals.....	56
Requests for Variance of a Foster Home License .....	56
Repatriation .....	57
Fetal Alcohol Spectrum Disorder Specialist (FASD).....	57
Addictions Specialist.....	58
Vision Keepers - Quality Assurance.....	59
Agency QA Coordinators .....	59
Special Investigations .....	60
Special Investigations Reported by SFNNC CFS Agencies .....	60
Special Investigations Reported by ANCR.....	62
Strategic Resource Development .....	63

Ji-zhaabwiing.....	64
Hotel Placements.....	64
Emergency Homes .....	65
Golden Eagle.....	65
Looking Ahead to 2012/2013 .....	66
Appendices .....	67
I – Province Wide Service Delivery System.....	67
II – SFNNC 2011/2012 Financial Statements.....	69
Distribution of Funds .....	69
2011/12 Audited Financial Statements .....	70
III – Agency Funding Model.....	91
IV – Acronyms List.....	96

## 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 2011/12 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), I am pleased to present the 2011/12 Annual Report. This report will provide you with an overview of the work and activities of the SFNNC during this past year.

It is the hope and vision of the Southern First Nations Network of Care that we can make a difference in the lives of our children, youth, families, and communities, and that we can join together to have healthy and empowered communities enjoying an enhanced quality of life. It means sharing our gifts and the things that life has taught us to overcome challenges and barriers, and together celebrating our successes, big or small.

As you read through this report, you will see the progress that has been made in establishing prevention focused (differential response) service delivery model, including finally seeing prevention services within the funding model at both the federal and provincial level. A wide range of training opportunities were offered, to build skill and capacity within the work force. The Connectivity Project was fully underway, to provide enhanced connectivity, training, and resources to agencies - things that are essential in helping agencies carry out their responsibilities in today's work environment. The Service Support team and the Vision Keepers (QA) team support and monitor services that are provided by the agencies, while the Strategic Resource Development team assists in developing resources needed by agencies to support the children in their care. Underpinning all of this is the desire to integrate indigenous knowledge and practice into everything we do.

There are many dedicated and committed people who care deeply for our children, our families, and our communities, and who share freely of their time and gifts. As we go forward with hope and with one mind, let us encourage each other, support and help each other, looking to the Creator for guidance and strength.

Meegwetch, Ekosi, Wopida Tanka to everyone for all your dedication and commitment.



Elsie Flette  
Chief Executive Officer

## Board of Directors

*(As at March 31, 2012)*

Figure 1

Name	Nominated by	Position
<b>Wendy Whitecloud</b> <i>Sioux Valley Dakota Nation</i>	Dakota Ojibway Child & Family Services	Chair
<b>Wayne Helgason</b> <i>Sandy Bay Ojibway First Nation</i>	Sandy Bay Child & Family Services	Treasurer
<b>Michael Hart</b> <i>Fisher River First Nation</i>	Intertribal Child & Family Services	Board Member



## Staff Listing

*(As at March 31, 2012)*

### 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

Kimberly McDonnell

Marcia Liske, BSW

Theresa Pierre

Director of Policy & Strategy

Policy Analyst – Standing Committee

Policy Analyst – Standing Committee

Administrative Assistant – Standing Committee

Differential Response Coordinator

Administrative Assistant – Differential Response

### Finance, Administration & Information Technology

*Vacant*

Gladys McKay

Jacqui Meeches

Karen Desjarlais

Lori Lavallee, CNE

Vlastimir Drakul, BSc., MCSE

Shawn Webster, MCP, Computer Sciences

Dave Cawson

Controller

Finance & Administrative Officer

Provincial Child Maintenance Administrator

Administrative Assistant – Reception

Information Technology Manager

Systems Administrator

Information Systems Support

Network Administrator

### Human Resources

Kent Brown, CHRP Candidate

Shane Patterson, BA

Cindy Myran

Evelyn Folster

Kayla Guiboche

Director of Human Resources

Elder/Spiritual Caregiver

Human Resource Assistant/FIPPA Coordinator

Education & Training Coordinator

Training Centre Manager

### Communications & Community Relations

Jim Compton

Ian Ross

Director of Communications & Community Relations

Differential Response Community Affairs Specialist

**Vision Keepers (Quality Assurance)**

Tara Petti, BA, BSW, MSW underway  
 Kim Hotomani, BSW  
 Lisa Medd, BSW  
 Darlene Ahmo

Director of Vision Keepers  
 Vision Keeper  
 Vision Keeper  
 Administrative Assistant – Vision Keepers

**Service Support**

*Vacant*  
 Bert Crocker, MSW  
 Catherine McAuley, BSW  
 Tara Cook, BSW, MSW underway  
 Carol McCorrister, BSW  
 Deborah Chornoby-Sabourin, BSW  
 Suzanne Mozdzen, BSW, MA  
 William Gillespie, BSc  
 Sandra Hrycaiko, BSW  
 Charlene Nepinak  
 Amanda Fontaine  
 Megan Lynxleg

Director of Services Support  
 Manager, Case Management Services  
 Supervisor, Service Support  
 Intake Coordinator  
 Intake Coordinator  
 Child in Care Specialist  
 FASD Specialist  
 Addictions Specialist  
 Foster Care Service Specialist  
 Administrative Assistant – Service Support  
 Administrative Assistant – Intake  
 Administrative Assistant – (Term)

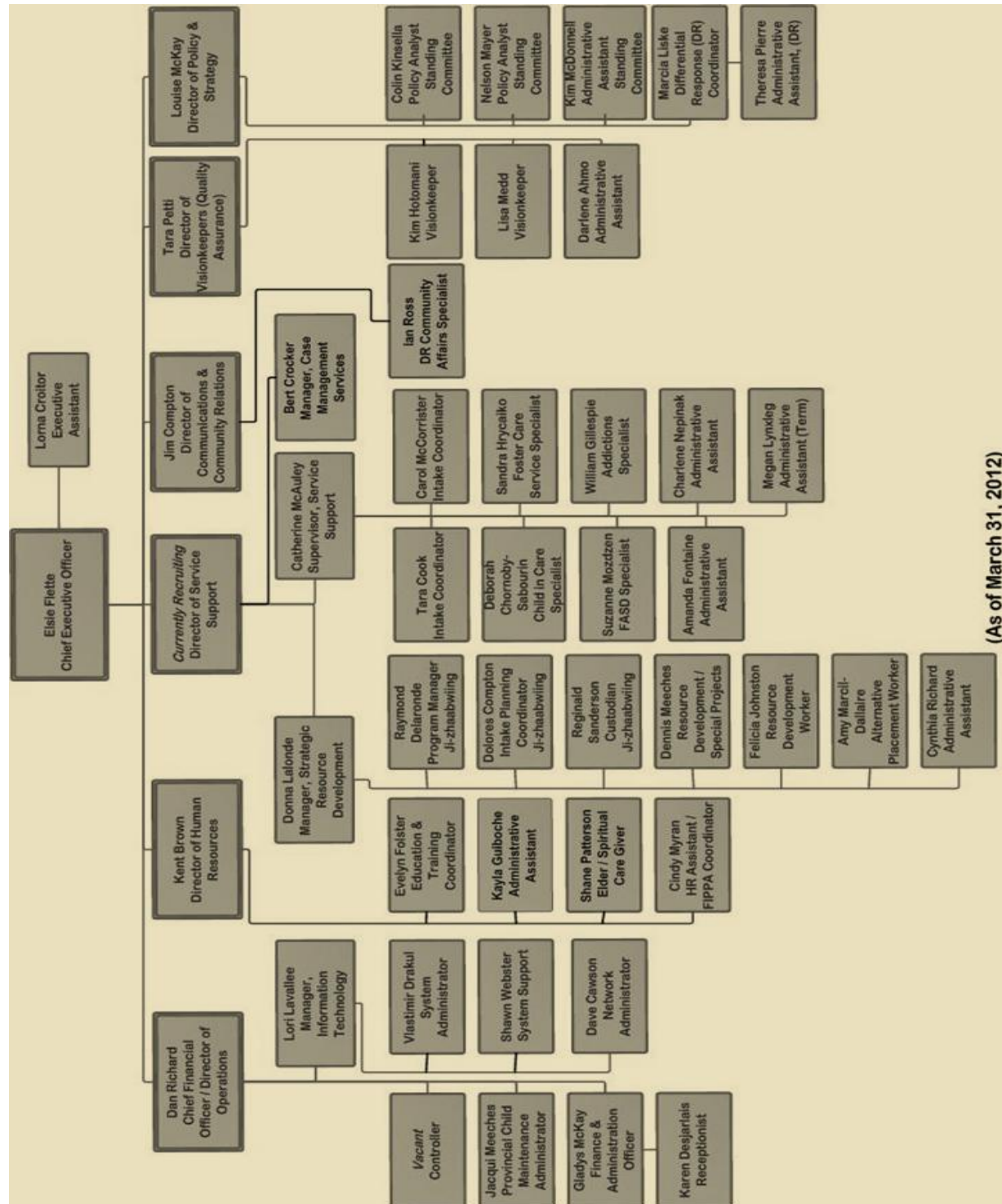
**Strategic Resource Development**

Donna Lalonde, BA, CHRP  
 Amy Marcil-Dallaire, BA  
 Felicia Johnston, BA, BSW, MSW Underway  
 Dennis Meeches  
 Raymond Delaronde  
 Dolores Compton, BA  
 Cynthia Richard  
 Reginald Sanderson

Manager, Strategic Resource Development  
 Alternative Placement Team Worker  
 Resource Development Worker  
 Resource Development / Special Projects Manager  
 Program Manager – Ji-zhaabwiing  
 Intake Planning Coordinator – Ji-zhaabwiing  
 Administrative Assistant – Ji-zhaabwiing  
 Custodian–Ji-zhaabwiing

# Staff Organizational Chart

Figure 2



(As of March 31, 2012)

## 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 regular Board was established upon proclamation, in November 2003.

*The Child and Family Services Authorities Act* is a result 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 represent 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 (PCFS), Sagkeeng Child and Family Services (SCFS), Southeast Child and Family Services (SECFS), and West Region Child and Family Services (WRCFS).

An eighth agency, Animikii Ozoson Child and Family Services (AOCFS), 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. AOCFS 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 (SBCFS), 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 and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion and effectiveness among all CFS agencies.

## Goals

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

1. To restore responsibility to First Nations communities for the well-being of their children, youth 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, youth, 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, youth, 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 and youth
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 that 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 11<sup>th</sup> 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. As of March 31, 2011 the Board consisted of 3 board members. Additional appointments are pending.

The Board takes a proactive approach in shaping a southern FN CFS service delivery system that is culturally appropriate and improves the quality of life for First Nations children, youth, 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 2011/12 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
- 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 2011/12 included:
  - Annual General Meeting
  - Semi-annual reporting to Southern First Nation Chief & Councils, including the Assembly of Manitoba Chiefs and the Southern Chiefs Organization implemented

- Hosted a Child and Family Services Board Leadership Workshop in the fall of 2011
- Hosted a conference for Aboriginal Social Workers entitled “*Sharing Indigenous Ways of Helping and Healing*”, which focused on celebrating and promoting indigenous ways of helping and healing.
- Participation in meetings and briefings regarding emerging issues
- Representing the SFNNC at agency events
- Policy development work
- Relocation of SFNNC Winnipeg Sub Office

The Board plans for 2012/13 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
- Participating in a Quality Assurance Review of the SFNNC
- Board training
- Development of a First Nations model of board governance
- Advocacy on behalf of First Nations children, youth, 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 2011/2012 to achieve this end. They included:

- 2-day monthly meetings with agency Executive Directors and Finance Officers, with opportunities for regular in camera meetings with agency directors to jointly address issues that arise
- 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
- Assisting agencies in the completion of their five year operations/business plans; working with the agencies to complete a resource development needs assessment
- Hosted the CFS Board Leadership conference in the fall of 2011 which looked at the foundations of First Nation Leadership, focusing on leading for results for all First Nation children.
- Hosted a national CFS Directors Meeting in September 2011 which focused on culturally based equity in First Nations child welfare funding in Canada.
- Hosted the *"Sharing Indigenous Ways of Helping and Healing Conference"*, which celebrated and promoted indigenous ways of working with children and families in September 2011.
- Provided support and capacity building services to agencies through primarily the Agency Service Support Unit and the Vision Keepers (Quality Assurance) Unit but also including the Human Resource Unit and the Alternative Care Unit.

## 2011/12 Operational Objectives

### Areas of Focus

The strategic areas of focus for 2011/2012 were identified as follows:

1. Case Management for Children in Care
2. Integration of Cultural Practices
3. Document Management System / Internal Database
4. Quality Assurance Review of the SFNNC

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

Figure 3

2011/12 Areas of Focus	Key Directional Statements	Year End Status Update
<b>Enhancing and Improving Services to Children in Care</b>	<ul style="list-style-type: none"> <li>• Improving case management and planning for children in care</li> <li>• Improving Educational outcomes for children in care</li> <li>• Building, strengthening, and maintaining cultural connections for children in care</li> </ul>	<ul style="list-style-type: none"> <li>• Developed and delivered training package for training in Case Management Standards</li> <li>• Built in Standards training as regular and ongoing component in the annual training calendar</li> <li>• Began training of agency staff in a Structured Decision Making tool, which includes a safety and risk assessment, and will assist in developing and regularly reviewing and updating case plans for children in care</li> <li>• Focused on getting all children in care entered into CFSIS</li> <li>• Training agency staff in using CFSIS to assist in monitoring case plans and tracking services</li> <li>• Got involved in the opportunity of tuition waivers for children in care / formerly in care at the U of W, with a view to expand this initiative</li> <li>• Participated in a revision of the protocol between CFS and the Department of Education</li> <li>• Developed a draft template and guidelines for completing education plans for children in care that will be rolled out to agencies</li> </ul>

2011/12 Areas of Focus	Key Directional Statements	Year End Status Update
		<ul style="list-style-type: none"> <li>• The Assessment Center at Ji-zhaabwiing includes staff from the Department of Education to assist in educational assessments and planning for children in care</li> <li>• A draft cultural assessment tool has been developed and is pending further feedback, with a view to then requiring the completion of cultural plans for children in care</li> </ul>
<b>Integration of Cultural Practices</b>	<ul style="list-style-type: none"> <li>• Integrate and/or more fully incorporate the use of elders in SFNNC</li> <li>• Establish a process of cultural practices at the SFNNC, including teachings for staff and participation in cultural events</li> <li>• Research / explore ways and opportunities to incorporate and support the learning / speaking of Aboriginal languages in SFNNC and agency practices</li> <li>• Explore / pilot a cultural repatriation program for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the year, managers attended at Elders Councils meeting (held quarterly) to share what they did and to have a discussion with the elders on what the role might be</li> <li>• Elders Council has been getting updates on the Phoenix Sinclair Inquiry, with opportunity to provide input to staff</li> <li>• Started to profile the elders, with a write up in the staff newsletters</li> <li>• SFNNC staff have participated in medicine picking, teachings, ceremonies, the SFNNC cultural camp, seasonal feasts</li> <li>• As part of the orientation process for all new SFNNC staff, they spend time with the cultural advisor / spiritual caregiver</li> <li>• Spiritual Caregiver / cultural advisor attended an indigenous language summit and provided a presentation to SFNNC staff on the Language Nest concept</li> <li>• A working group has been established to explore the implementation of the Language Nest approach</li> <li>• With the participation of the elders, rooms at the SFNNC training center have been named</li> <li>• Started a "Word of the Day" at the SFNNC, with a daily word in Dakota, Ojibwa, and Cree sent, by email, to all staff</li> <li>• Developed, secured funding, and piloted a cultural repatriation</li> </ul>

2011/12 Areas of Focus	Key Directional Statements	Year End Status Update
		program for youth: Empowering Youth Engaging Spirits for Mother Earth (EYES for ME)
<b>Connectivity Project including CFSIS and Document Management System</b>	<ul style="list-style-type: none"> <li>• Complete the VLAN installation at all sites</li> <li>• Begin virtualization of agency servers</li> <li>• Begin transition to the VOIP system</li> <li>• Assess document management software and determine which one best meets the needs of agencies and the SFNNC</li> <li>• Increase CFSIS training and data entry for agency staff</li> </ul>	<ul style="list-style-type: none"> <li>• As of March 31, 2012, 12 sites have the VLAN completed</li> <li>• New computers purchased for the on-reserve offices</li> <li>• VOIP system in place at the SFNNC, SECFS, and DOCFS – Head Office) and work underway at the remaining agencies</li> <li>• Selection made to use the TRIM document management system and a presentation made to agency management</li> <li>• Developed training plan for CFSIS with plans for training to begin in early 2012/13</li> </ul>
<b>Quality Assurance Review of the SFNNC</b>	<ul style="list-style-type: none"> <li>• To work with the Province to develop the QA framework</li> <li>• To complete an internal QA review of systems</li> </ul>	<ul style="list-style-type: none"> <li>• Initial consultation with the Province on the framework took place in 2009/10 and is now pending further follow up by the Province</li> <li>• Internal review of systems currently underway</li> </ul>

## Policy & Strategy

The Policy and Strategy Unit is responsible for developing partnerships, policies, new projects and strategies to better respond to the needs of the children, youth, families and communities served by the Southern First Nations Network of Care (SFNNC).

In 2011/12, the Policy and Strategy Unit was involved in a variety of work areas as detailed below.

### Child and Family Services Standing Committee

The Child and Family Services Standing Committee is an advisory group of the Manitoba child and family services (CFS) system. This group has legislated responsibility for promoting cooperation and collaboration both within the CFS system and with other systems. The CFS Standing Committee is comprised of the Chief Executive Officers (CEO) of the four Child and Family Services Authorities and the Executive Director of the Child Protection Branch (Manitoba Family Services and Labor). The work of the CFS Standing Committee continues to focus on promoting collaboration and cooperation between the 4 CFS Authorities and the Province, and identifying system issues that require attention.

To support the work of the CFS Standing Committee, the Office of the CFS Standing Committee was established in 2008. The Office has 16 permanent positions. This includes two Policy Analyst positions and one Administrative Assistant from the SFNNC. In 2011/12, highlights of the work of this office include:

- Reporting on the progress of implementing the 289 recommendations under the Changes for Children Initiative
- Coordinating the work of the working groups established by the Standing Committee
- Participating in inter-sectoral committees and initiatives
- Providing technical support to assist the CFS Standing Committee in completing its foundational work
- Developing and presenting information to committees and community organizations

### Ongoing System Development

The CFS Standing Committee, as an advisory body, is responsible for developing and enhancing the CFS system to better serve children, families and communities in Manitoba. Standing Committee continues to initiate foundational work in the following major areas:

- Child and Family Services Information System (CFSIS)
- Fetal Alcohol Spectrum Disorder (FASD)

- Differential Response (prevention and early intervention services to support families)
- Communications (both within the CFS system and externally)
- Alternative Care
- Resource Development
- Education and Training for CFS Staff (coordinated by the Joint Training Team)
- Funding
- Legislative Review
- Policy, Protocols and Standards
- Youth Suicide Prevention
- Section 4/ Special Investigation Reviews
- Child Maintenance

### ***Manitoba Flood Response***

In 2011/12, the SFNNC continued to work with member CFS Agencies affected by the Manitoba spring flood of 2011. In particular, the Policy and Strategy Unit provided assistance to Anishinaabe CFS (ACFS) to support children and families impacted by the flood. Many of the families and communities within ACFS remain evacuated.

### ***French Language Services Planning***

Under provincial legislation, in accordance with the *French Language Services Regulation* (2005), the four Child and Family Services Authorities are required to ensure that their mandated CFS Agencies have a French Language Services Plan in operation for the designated French speaking communities they serve. Within the SFNNC, there is one agency which requires such a plan, which is the CFS All Nations Coordinated Response Network (ANCR).

The Policy & Strategy Unit is assigned to work with ANCR to develop this operational plan. The French Language Services Plan for ANCR will ensure that, upon request, child and family services are available and accessible in French to residents residing in the designated areas. ANCR and the SFNNC are working in consultation with the Manitoba Francophone Affairs Secretariat and the Conseil communauté en santé du Manitoba (CCS) in developing this operational plan.

## **Differential Response / Family Enhancement**

Differential Response (DR) continues to be an area of focus for the Southern First Nations Network of Care (SFNNC). The focus for this past year was working with agencies to implement a Differential Response Service Delivery Model.

Differential Response is a fundamental change in how child and family services are delivered. It emphasizes prevention and early intervention to support families to care for their children at home. Its approach builds on a family's strengths, is culturally sensitive and includes working with community partnerships both formal and informal. These services provide families with timely supports that can help them address problems before they develop into crises and helps promote healthier family relationships.

Family Enhancement is the new prevention stream of service aimed at Strengthening Families and Strengthening Communities with the premise over time it will prevent children from coming into care.

The following activities have been carried on by the SFNNC over the last fiscal year:

- Completion of the DR pilot project evaluation "An Evaluation of Differential Response Family Enhancement Pilot Projects Implemented By Four Southern First Nations Child Welfare Agencies in Manitoba"
- Implementation of a structured approach to safety and risk assessments and case planning which included worker and supervisor training, development of templates and tools, application to current cases, and quality assurance reviews on completed assessments
- Established a DR Website for agency staff to utilize, which included resources materials, instruction manuals, forms, and templates.
- Continued work on the development of standards that reflect a DR Service Delivery Model
- Coordinate CFSIS training within agencies so they can begin to fully utilize CFSIS as a case management tool
- Assist agencies in developing revised intake processes which incorporate the use of the Intake Module and the safety and risk assessments.
- Developed FE programs and services template to assist agencies in developing strategies to meet the needs of their families
- Worked on the development of a new safety assessment, screening tool and reunification tool
- Worked with agencies to prepare for agency readiness reviews prior to full roll-out in 2012
- Work with agencies to develop appropriate community partnerships and establish formal agreements
- Presentations made on DR and structured decision making at the University of Manitoba and the SDM Conference in Baton Rouge, Louisiana
- Completed DR video, "The Changing Face of CFS"
- Hired a DR Community Affairs Specialist who will be responsible for developing and delivering an effective and progressive change management strategy that supports SFNNC and its agencies

## Agency Strategic Services Plan (Business Plan)

A new funding model was announced in 2010. Implementation of this funding model required that each agency have a five year Strategic Services Plan (business plan) completed prior to any enhanced funding

going to the agency. All plans have to be updated annually. A description of the funding model can be found in Appendix III.

In early 2010 the SFNNC in consultation with the agencies developed a comprehensive Strategic Services Plan Template to be used by the agencies for their five year plans. The template collected information on Community profiles, Environment scan (external and internal), Agency profile; 5 year caseload data and trends; human resources; finance; and agency inventories on facilities, transportation and IT. Agencies were also asked to complete outcome statements and performance measures, a 5 year operational service plan, 5 year budget plan, and year one detailed work plan.

## Phoenix Sinclair Inquiry

On March 25/2011, the Manitoba government announced that the Honourable Ted Hughes would conduct an Inquiry to examine the circumstances surrounding the death of Phoenix Sinclair and in particular to inquire into:

- The child-welfare services provided or not provided to Phoenix Sinclair and her family under The Child and Family Services Act;
- Any other circumstances, apart from the delivery of child-welfare services, directly related to the death of Phoenix Sinclair; and
- Why the death remained undiscovered for several months.

The SFNNC is included as one of four organizations who have common standing at this Inquiry. In this past fiscal year the SFNNC has identified a manager as the SFNNC coordinator for the Inquiry. The SFNNC has completed its document disclosures, identified potential witnesses, undertaken witness preparation and other activities related to the Inquiry.

For more information on the Phoenix Sinclair Inquiry, please refer to the website at: [www.phoenixsinclairinquiry.ca](http://www.phoenixsinclairinquiry.ca)

## ANCR Change Management Process

As a follow up to the review of the ANCR Service Model released in March 2010, the SFNNC assisted the ANCR Board of Directors with a three-year organizational development and change process. The SFNNC, as the mandating Authority and as a partner with the other three CFS Authorities, participated actively in this process. This included membership on a variety of inter-Authority working groups established to assist ANCR in this process.

As this process moves into year 3, the change management work is now primarily carried out by ANCR staff, with the SFNNC as the mandating authority in an oversight and monitoring role.



## Special Projects

The SFNNC is continually involved in looking for better ways to meet the needs of the First Nations children, youth, and families we work with. Often agencies come up with a unique idea which they implement while other times children, youth, and family's needs challenge the whole system to come up with innovative ways to provide service. As ideas come forward, these are looked at for further development.

## 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 Chief Executive Officer, Director of Communications, and from time to time in conjunction with the Communications Sub-Committee for the CFS 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 six strategic areas identified under the SFNNC “Communications Strategy”:

- Media and Public Relations
- Public Awareness and Public Education
- Video Productions / Campaigns
- 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 2011 to March 2012.

### 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.).

#### Activities included:

- Ongoing media relations have been undertaken throughout the year including interviews with; the Free Press, CBC News, Global, CTV and APTN. Major focus of interview(s) has been in relation to Quality Assurance Reviews; Animikii Ozoson Review, Southeast CFS Review & Audit; PeguisCFS; Anishinaabe CFS; and ANCR.
- Responding to questions related to the Phoenix Sinclair Inquiry.
- SFNNC Board governance issues were also on the media Agenda. Media response is and has been ongoing as requests for media updates arise.
- 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.
- Communications Strategy Re: The Phoenix Sinclair Inquiry drafted and ready for distribution.
- Dealing with the Media workshop discussed and developed in anticipation of Phoenix Sinclair Inquiry.
- Research and follow-up to Media inquiries from the Child Protection Branch (CPB) and the Ministers office.
- On average we receive on average up to 30 E-mails and direct calls per month. On a yearly basis the Communications Unit responds to more than 300 media and other inquiries for follow-up and response.

## Public Awareness and Public Education

The Communications Unit develops and implements 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. Activities included:

- Involvement in the planning and implementation of the “Sharing indigenous ways of Helping and Healing” Conference & “Governance Leadership” Conference, which were both well attended and received positive evaluations.
- Planning meetings with Education and Training in relation to communications and media training
- Working with the Communications Sub –committee on reports related to the Changes for Children initiative.
- Joint communication strategies with the Province’s CFS Division have been developed and executed.
- Worked with the FASD Specialist in developing videos and doing presentations for the Visions and Voices FASD Program.
- Presented at Saskatchewan Aboriginal Health Organization (SAHO) Conference on communications in CFS (Visions and Voices FASD Video)

- Two reports for the southern First Nation Chief and Councils developed and produced.

## Video Productions / Campaigns

Over the past few years the Communication Unit has developed and assisted in the production of videos for public educational and in house training purposes. Activities included:

- A Differential Response / Community and Family Enhancement video (Changing Face of Child Welfare) has been researched and developed for production in conjunction with DOCFS / ANCR. This video was presented at the SDM (Structured Decision Making) Conference in Baton Rouge, Louisiana.
- AANDC (Formerly known as INAC) has requested use of DR/FE video for broader distribution.
- DOCFS 30<sup>th</sup> Anniversary Video produced and distributed.
- Under the overall FASD Communications Strategy, two more “Visions & Voices” Speakers Bureau Calling Cards have been produced (8 overall). This SFNNC Public Education Campaign nets 3-5 presentations a month.
- Strategy being developed to expand the “Visions & Voices” program in the area of “Gang Prevention” is under way.
- Two “Equine Therapy” Videos have been developed and produced, in conjunction with Southeast CFS.
- In conjunction with Ji-zhaabwing and their EYES for ME (Empowering Youth and Engaging Spirits for Mother Earth) a Youth program video was produced and distributed to CCAY (Heritage Canada).
- Invited and presented “Visions & Voices” Public Education Initiative NAJA (Native American Journalists Association) Annual Conference 2011.

## 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.
- Direct consultations with SFNNC Agencies on Media policy and response.

## Coordinate/Facilitate Communications

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

- Development of a FASD strategy with cross authority team.
- SFNNC FASD website launched and updated ([www.SouthernNetwork.org/FASD](http://www.SouthernNetwork.org/FASD))
- Differential Response Communications strategy developed and underway. This strategy included video production, and distribution of posters and pamphlets.
- Ongoing meetings with the province and related agencies in relation to specific Media responses.
- Ongoing meetings with staff from the Office of the CFS Standing Committee in relation to overall Media Strategy, upcoming workshops, exhibits and conferences.

## 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.

Activities included:

- “Brand Strategy” initiated and completed including key messages, image statements (i.e. mission, vision), and a streamlined logo.
- SFNNC print materials (Banners, Business cards and Letterhead) have been developed with the brand messages and images in mind.
- Website look accomplished and content updated throughout the year.
- DR Member’s only and secured site developed and launched.
- DR website page developed and ready for distribution.
- SFNNC Agency Newsletter has been developed and the first edition is slated for distribution in 2012/13.
- SFNNC in-house Newsletter has been developed and first issue distributed in March/2012.

## Finance

The Finance Unit is responsible for the financial management of the Southern First Nation Network of Care (SFNNC). 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 2011/12 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 SFNNC 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 participation in the joint business plan review committee (SFNNC, Province of Manitoba, AANDC)
- Relocation of the SFNNC Winnipeg sub office

The approval of a new CFS Agency funding model, for both AANDC and the Province of Manitoba, was a major milestone achieved this past year (For detail on the funding model, refer to Appendix III).

The following is an update on the status of the new funding model implementation at the agency level as of March 31, 2012:

Agency	Enhanced Funding Status Update
ACFS	Due to 2 major fires which destroyed the agency's financial records, and the subsequent need to recreate those records, the agency audits for 2010/11 and 2011/12 were not available and funding was pending upon receipt of those audits.
ANCR	The funding model is not applicable to ANCR. Development of a funding model for the designated intake agencies is pending.
AOCFS	Federal funding is not applicable to this agency. As of March 31, 2012 the agency had not yet received the enhanced funding from the Province for both 2010/11 and 2011/12.
DOCFS, ICFS, PCFS, SCFS, SBCFS, SECFS, WRCFS	Federal funding for 2010/11 and 2011/12 was received in the last quarter of 2011/12. Provincial Funding for 2010/11 and 2011/12 was pending.

## Administration

The SFNNC's annual operational planning work session was held in September 2011. The planning session considers the direction from the Board of Directors and the various child, youth, and family initiatives underway, as well as the operational requirements of the Authority. The annual work plan is a product of this work session.

The SFNNC's continues to utilize an internal database which was initially implemented in 2008/09. This database assists 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 four years is shown in the following table:

Figure 4

Communication Method	2008/09		2009/10		2010/11		2011/12	
	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average
Phone calls	25,986	2,166	21,760	1,813	20,424	1,702	19,373	1,614
Faxes	3,220	269	2,328	194	2,514	210	2,608	217
Correspondence	2,624	219	2,684	224	2,531	211	2,144	179

Communications that come directly to workers via VOIP extensions, cell phones, and e-mail are not captured in the numbers above.

## Information Technology

The Southern First Nations Network of Care (SFNNC) Information Technology (IT) Unit maintains and supports the SFNNC and its agencies 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 the existing equipment.

The SFNNC continues to be involved in discussions with the Province and with AANDC to provide support and maintenance funding for all computers for every position within the agencies. The focus is on the currently unfunded pre-AJI provincial positions, new positions created since the transfers, and the positions responsible for federally funded work.

Agencies have been unable to fully use the Province's *Child and Family Services Information System* (CFSIS) at all sites due to connectivity/high speed internet issues. The SFNNC researched options for a solution and submitted a project proposal to the federal and provincial government. With a commitment of funds of \$1M from AANDC for 2010/11, the Project began in March 2011.

Highlights of the Project are the following:

- The Project includes the SFNNC and nine of the CFS Agencies that operate under the umbrella of the Southern First Nations Network of Care (SFNNC). It will impact about 950 staff and include service files for about 7700+ cases. There are 63 sites involved - 40 on reserve and 23 off reserve. ANCR will be done at a later date.
- As of March 31, 2012, VLAN connections were established in 12 sites on and off reserve. It is expected that all remaining sites will have the VLAN completed by the end of 2012/13. Implementation of the VLAN will give provide agencies with direct access to CFSIS, as well as the capacity for internet phones and for video conferencing.
- As of March 31, 2012, VOIP phones (internet phone) were set up in 3 sites. It is expected that all remaining sites will have VOIP phones in place by March 31, 2013. Agencies will be able to phone any site within the SFNNC network - within their own agency as well as within any other SFNNC agency, including the SFNNC - by simply pressing an extension number. This will provide agencies with significant savings in long distance phone costs.
- As of March 31, 2012, the SFNNC and DOCFS (Head Office) were switched over to a virtual server environment. The remaining agencies are scheduled to be switched to the virtual environment by December 2012. This will reduce desktop support costs and will provide savings in software licenses. MS Office and ACCPAC will be provided to agencies. The virtual server



environment will allow for new software versions to be rolled out to all agencies at the same time. It will eliminate the need for servers at each agency.

- New on-reserve computers have been purchased and are being rolled out as the VLAN and virtual server environment is implemented at each site.
- CFSIS training and data entry will begin in 2012/13, both at agency sites and through the Education and Training Team.
- Implementing the TRIM Records Management system is being planned for 2013/14, both for the SFNNC and for the agencies. This project is being planned over 3 years for implementation.

## Human Resources

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

- Developing and supporting the human resource capacity for the SFNNC
- Assisting and supporting 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 and agency responses to information requests under the *Freedom of Information and Protection of Privacy Act* (FIPPA), the *Personal Health Information Act* (PHIA), and the *Public Interest Disclosure Act* (Whistleblower Protection)
- Managing and coordinating education and training services, 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 SFNNC and the agencies in the areas of Employee Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

During 2011/12, key activities for the HR Unit included:

- Participated as part of the Collective Bargaining Team in successfully negotiating the first Collective Agreement for ANCR (CFS All Nations Coordinated Response Network).
- Revised the SFNNC's Policy and Procedures relating to time and attendance policies.
- Completed a job analysis of the SFNNC's Administrative Assistant positions.
- Coaching Agency Directors and HR staff, and SFNNC Managers on various HR issues.
- Coordinating the SFNNC Health and Safety committee and following up on issues arising from those meetings.
- Overseeing the recruitment and hiring process at the SFNNC.
- Reviewed and upgraded the SFNNC benefit package
- Responded to requests for information

Work has continued on 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 key elements to improve and enhance our workforce.

## Building an Aboriginal Work Force

Building an Aboriginal work force is an objective for the SFNNC, the southern FN CFS agencies, and ANCR. As of March 31, 2012, the Aboriginal status of staff was as follows:

Figure 5

Work Force	Southern Network	Agencies	ANCR
Aboriginal status	89%	81%	37%
Non-Aboriginal status	11%	19%	63%

### **Human Resource Statistics for the SFNNC and Agencies**

The following information outlines the human resource statistics for the SFNNC and its agencies (excluding ANCR) for 2011/12.

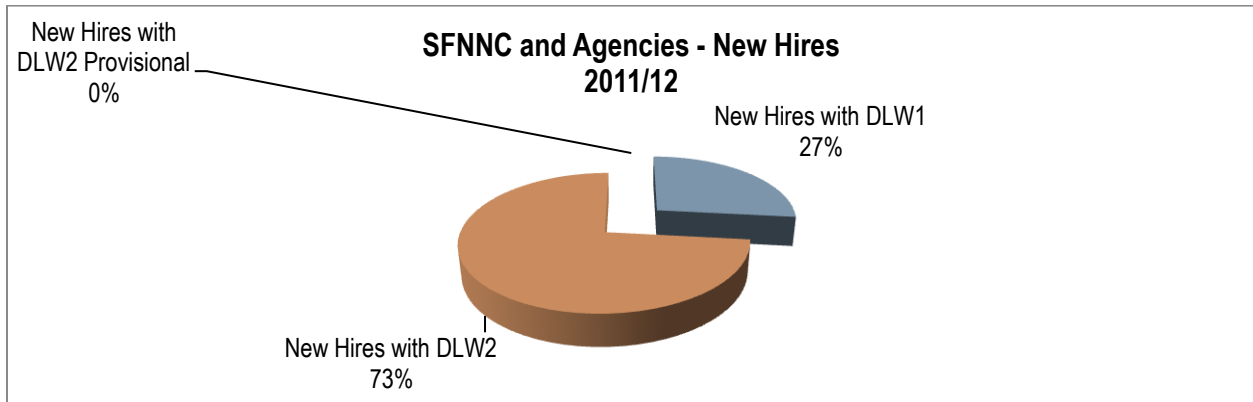
Of all the staff at the SFNNC and its agencies, 61% have a social work degree (BSW/MSW), are enrolled in a social work degree program, or have completed another related post-secondary degree (in calculating this percentage, a total staff count was used which includes finance and administrative staff who are not required to have those credentials).

Of the 75 new hires at the agencies, 73% (55) met the requirements of the Designated Level Worker<sup>1</sup> 2 (DLW2), and 27% (20) were given a DLW1 designation. None were given DLW2 provisional designation.

---

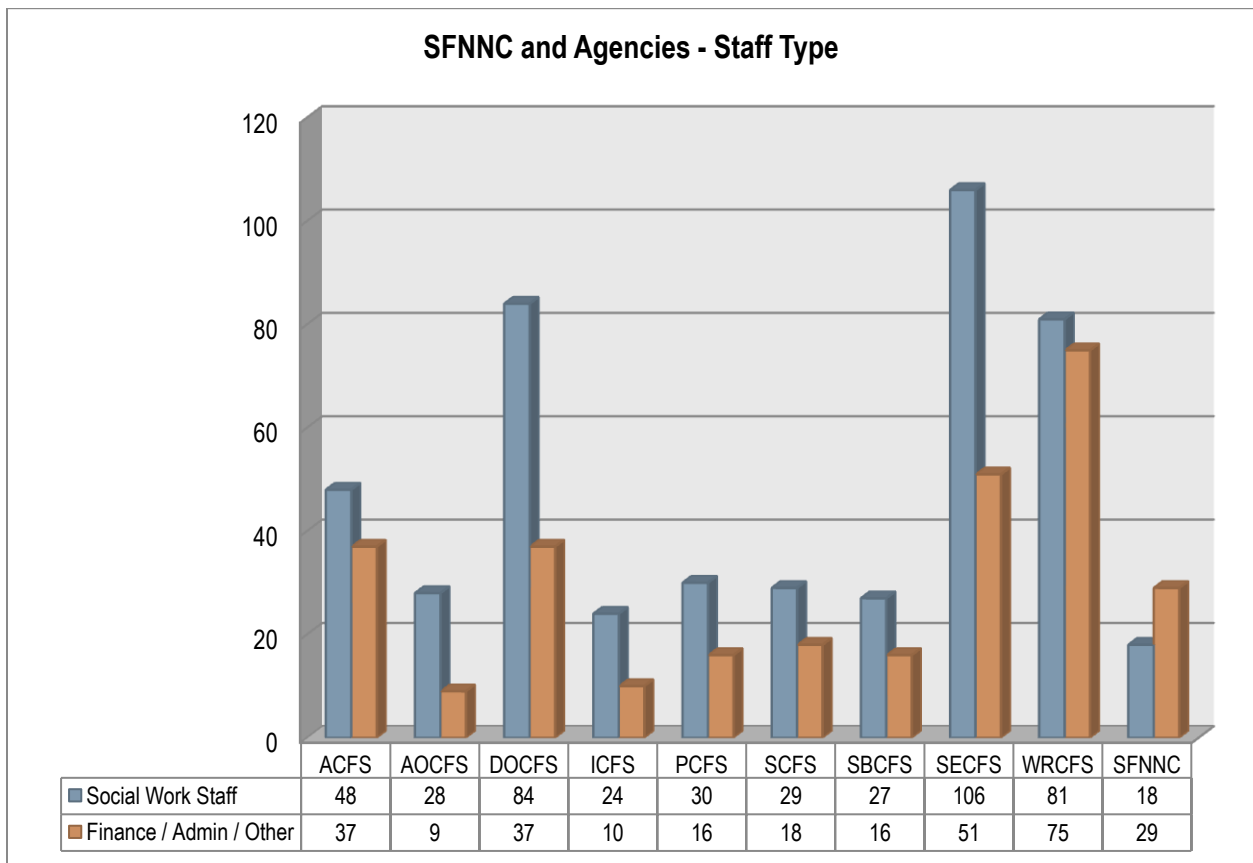
<sup>1</sup> Persons hired or retained as front line mandated workers must meet one of two designation levels at the time of entry: Designated Level – Worker 1 (DLW1) or Designated Level-Worker 2 (DLW2). For a more detailed description of these, please visit our website at [www.SouthernNetwork.org/workforce\\_qualifications.php](http://www.SouthernNetwork.org/wo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

Figure 6



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

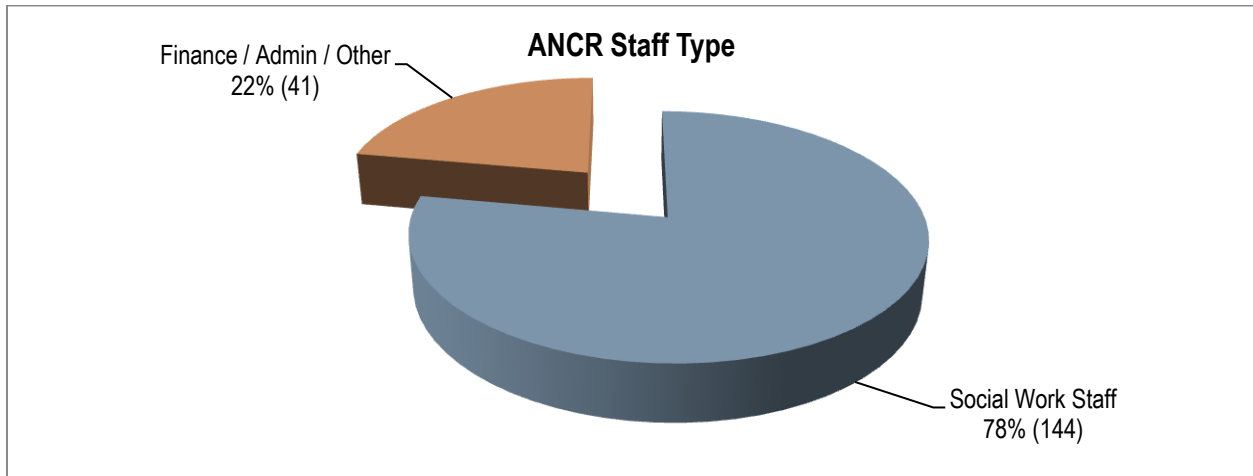
Figure 7



### **Human Resource Statistics for ANCR**

The following graphs show the human resource statistics for ANCR for 2011/12. As of March 31 2012, 78% (144) of ANCR staff were in social work positions and 22% (41) were in finance, administration and other types of positions.

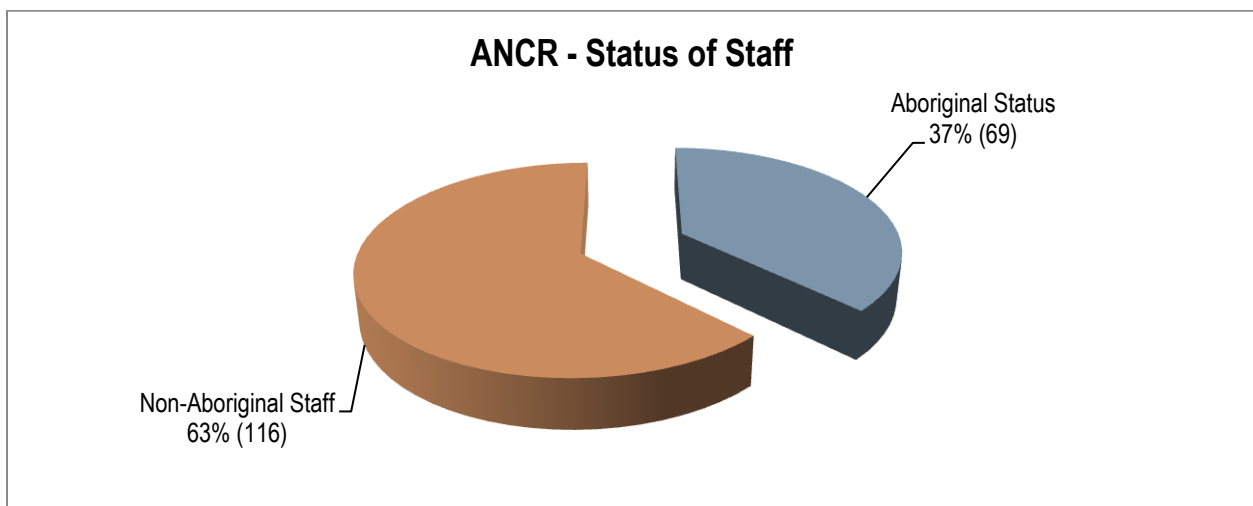
Figure 8



At ANCR, of the 144 social work staff, 99% or 143 have a Social Work degree, are enrolled in a social work degree program or have a related post-secondary degree.

With regards to Aboriginal status, the ANCR workforce is comprised of 37% (69) staff who identified themselves as Aboriginal and 63% (116) Non-Aboriginal.

Figure 9



## Public Interest Disclosure Act (Whistleblower Protection)

The SFNNC received no complaints under this legislation in 2011/12.

## Freedom of Information and Protection of Privacy Act (FIPPA)

*“The Freedom of Information and Protection of Privacy Act (FIPPA) is an information rights statute that gives an individual a legal right of access to records held by Manitoba public bodies, subject to specific and limited exceptions. 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 can be located at the following link: [www.ombudsman.mb.ca/fippa](http://www.ombudsman.mb.ca/fippa).

### **FIPPA/ PHIA Coordinator**

The role and responsibility of the FIPPA/PHIA 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/PHIA Coordinator coordinates the compilation of information and ensures timelines are met.

### **April 1 2011 – March 31 2012**

Four (4) FIPPA requests were received at the Authority of which one (1) was Authority specific; one (1) was all Agencies specific; and two (2) were individual Agency specific. Of the four (4) requests received, two (2) were completed/closed, while two (2) were still being processed.

The following table provides an overview of the total number of FIPPA and PHIA requests / inquiries received by the SFNNC for the Authority and/or its member agencies over the past 6 years.

Figure 10

Year	FIPPA Request Received	PHIA Inquiries Received
2007	21	0
2008	29	0
2009	19	0
2010	8	2
2011	7	0
2012	2	0
<b>TOTAL</b>	<b>86</b>	<b>2</b>

## 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. Additional information on the PHIA can be

### **April 1 2011 – March 31 2012**

There were no PHIA inquiries or complaints pertaining to the SFNNC or its agencies lodged with the Office of the Ombudsman.

Additional information can be located at the following link: [www.ombudsman.mb.ca/phia](http://www.ombudsman.mb.ca/phia).

## Agency Board Development and Strategic Planning

Training agency boards is one of the key SFNNC board development activities aimed at making a difference in the lives of southern First Nations children, families and communities.

During the year the governance coach contracted by the SFNNC concentrated on organizing a three day board leadership workshop with a planning committee and following up on some of the recommendations received from participants.

The theme of the three day governance workshop convened October 5-7, 2011, was to “examine practices past and present and how they relate to Child and Family Services boards today”. Most of the 80 participants and presenters were grassroots leaders who have taken on the challenge to make a positive difference in their community through traditional practice and application. Focuses of the three days were Foundations of First Nations Leadership, Board Leadership, and Agency Results.

Aside from some comments that the days were too long and some of the sessions were a bit crowded and too short most of the feedback on the three day event was very positive. There were positive remarks about the structure and content of the event and the SFNNC was encouraged to continue with the vision and use the same framework for future workshops. A number of participants commented that it was nice to see nearly all First Nations presenters and the emphasis on the First Nations perspective and traditional teachings and practices.

One of the questions on the evaluation form asked which workshops were most beneficial. The most common responses from the 38 respondents were all workshops and plenary presentations, Nine Principles of Effective Governance, Conflict of Interest and Confidentiality, Leader Roles of Women in our Communities, and Board Governance Models, Governing Documents and Evaluating Executive Director & Board Performance.

Following the October gathering the Governance Coach worked with two of the First Nations presenters to customize new full day board training workshops. A workshop on Foundations of First Nations Leadership presented by Allen Sutherland (White Spotted Horse) was piloted on November 6, 2011. Also, a workshop on Legal Accountabilities of Boards presented by Harold (Sonny) Cochrane was piloted on November 7, 2011. Evaluation results were excellent; and, as a result, both workshops will be incorporated into the SFNNC core training schedule for boards starting in 2012/2013.

## **Spiritual Caregiver**

The Spiritual Caregiver for the Southern Authority provides spiritual and cultural care. Spiritual and cultural care consists of providing ceremonies, teachings, guidance, songs, offerings, prayers, and support to staff when necessary.

### ***Elder's Council***

The purpose and concept of a Southern First Nations Network of Care Elders Council is to provide cultural advice and guidance to the SFNNC. Elders will bring forth their knowledge and wisdom to encourage and give guidance in regards to Aboriginal culture, traditions, values, and spirituality. As well they will ensure the Aboriginal way of life is respected, included and becomes a primary focus for our children, youth, and families.

The SFNNC Elders Council has begun holding regular meetings where they meet as a council four times a year. The council has met twice with the fall and winter meetings occurring later on in the year. The Elders' council has been discussing and giving cultural guidance to the SFNNC. The Council has recently been meeting various departments within SFNNC such as Quality Assurance, Alternative Care, Service Support and Ji-zhaabwiing where elders shared their spiritual and cultural guidance. Ji-zhaabwiing youth coordinators through the EYES FOR ME program had an opportunity to meet and become introduced with the elders. The coordinators shared ideas for cultural programming. Elders appreciated the time that people came gave to share giving them further insight into First Nations child welfare.

### ***Language Nest***

The spiritual caregiver has been exploring the language nest concept. This concept was brought back from a language conference that was being introduced through a language summit hosted by Tusweca



Tiyospaye out of South Dakota. The spiritual caregiver is exploring ideas for finding culturally innovative strategies for cultural programming development.

### ***Sweatlodge***

The spiritual caregiver has been working in partnership with Camp Manitou to build a sweatlodge. This new initiative has been successful as the lodge has been built. The sweatlodge will become a part of the spiritual caregiver's responsibilities in maintaining the site and providing cultural services and programming for SFNNC and its network.

### ***Medicine Picking***

Since the summer season has arrived, the spiritual caregiver plans opportunities where medicine is picked for the year. The medicine picking sessions are ideal opportunities where staff learn about protocols for harvesting, traditional and contemporary usages, and some of the customs and traditional practices where the medicines are utilized. Some of the more common medicines that are picked are sage, cedar, sweetgrass, and wecase.

### ***Culture Camp***

The spiritual caregiver along with SFNNC's cultural committee is planning the culture camp. The culture camp is scheduled for Aug 17-19, 2012 at Camp Manitou. The culture committee has planned a culturally enriching weekend for SFNNC staff and families.

### ***Seasonal Feasts***

The spiritual caregiver hosts four seasonal feasts where staff come together to honor the four seasons. Staffs participate in a pipe ceremony and teachings on the significance of solstice feasts. SFNNC staff brings traditional foods that are reflective of First Nations culture. These foods are reflective of Mother Earth, the four-legged, the winged, plants and medicines, water, and minerals. Each solstice, SFNNC staff honor and appreciate Mother Earth and all the bountiful gifts that she provides.

## **Education and Training**

Education is a key element of a strategy that seeks to establish and maintain a qualified Aboriginal workforce for the Child and Family Services system.

Advances in the provision of education and training for the SFNNC member agencies, staff and community members include the establishment of the Southern First Nations Network of Care Training Centre. In September 2011, we relocated to 2-630 Kernaghan Avenue, Winnipeg, Manitoba. The Training Centre has three training rooms and a computer lab. All training rooms are equipped with smart boards and audio/ visual equipment. The computer lab has 24 state of the art computer workstations.

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 Nation children and families, are ongoing.

The Interdisciplinary Studies Certificate (IDSC) program provides opportunity for an entry level certification in Child and Family Services, which applies as credit to the two year diploma, which then ladders as credit to the BSW degree through the U of M. An additional site for the IDS Certificate program is planned for January 2013. In addition, a BSW cohort with a specialization in First Nation Child and Family Services began in January 2012.

The IDS Certificate program was delivered through Aboriginal Focus at the U of M in Long Plain and Little Grand Rapids First Nations beginning in January 2011. Classes are ongoing with the graduation for the Long Plain class scheduled for June 2012 and October 2012 for the Little Grand Rapids class.

In the Core series of training, there is process underway to have the CORE training delivered as component of the IDS Certificate program with applied credits.

Development towards establishing a certificate in Supervision is well on its way. One of the goals is to have the Supervisory certificate laddered toward a degree. The projected start date is planned for early 2013.

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 and Dauphin with RCMP and Child Welfare representation at 10 seats each. This training will continue to be delivered in the upcoming year in various locations.

All four authorities and the Child Protection branch co-hosted the fifth annual Child Abuse Committee Conference on February 22, 23 and 24, 2012.

In December 2011, Southern First Nations Network of Care designated an individual to attend a week long Mental Health First Aid Trainer the Trainer workshop. The SFNNC now has the ability to internally train authority and agency staff in Mental Health First Aid prevention skills.

Thirteen Structured Decision Making training workshops were held in Winnipeg, Long Plain, Brandon and Little Grand Rapids. The SFNNC contracted a trainer to facilitate these sessions and continue to work with agency Differential Response coordinators in the upcoming year.

In partnership with the Joint Training Team consisting of the Southern, Northern, General and Métis Authorities, work was done with collaterals such as Addictions Foundations of Manitoba, University of

Manitoba, Correction Service of Canada and the Life Saving Society in the development of new training curriculum. Brief Intervention, Building Bridges between CFS and Corrections, Addictions, and Water Safety were other training events provided to all agencies.

A total of 1960 participants attended various training workshops in 2011/12. This included agency and authority staff, foster parents and other community service providers. The details of these sessions are provided in the following table:

Figure 11

Workshops and Training Programs Offered April 1 <sup>st</sup> , 2011 - March 31 <sup>st</sup> , 2012		
Training	Number of Sessions	Number of Participants
<b>Addiction Fundamentals</b>	21 Sessions	133
<b>Addictions Level 1 (U of M)</b>	2 Sessions	12
<b>Brief Intervention Training (BIT)</b>	1 Session	7
<b>Applied Suicide Intervention Skills Training (ASIST)</b>	7 Sessions	90
<b>ASIST Train the Trainer Refresher</b>	1 Session	9
<b>Board Leadership</b>	5 Sessions	56
<b>Building Bridges CFS &amp; Corrections</b>	1 Session	10
<b>CFS Board Leadership Conference</b>	1 Session	80
<b>Child Abuse Committee Conference</b>	1 Session	40
<b>Child and Adolescent Mental Health</b>	1 Session	10
<b>CFS Child Abuse Investigation Techniques</b>	1 Session	13
<b>Child in Care Life Skills</b>	2 Sessions	16
<b>Community Mobilization Against Gangs Conference</b>	1 Session	8
<b>Core 101/ 102/ 103 /104</b>	6 Sessions	138
<b>Core 307- Culture &amp; Diversity</b>	1 Session	18
<b>FASD- Factual Information &amp; Life Stories</b>	2 Sessions	44
<b>FASD- Basics</b>	2 Sessions	35
<b>FASD- Sensory Integration</b>	5 Sessions	138
<b>FASD- Sound Future Music Therapy</b>	1 Session	17
<b>First Aid/ CPR</b>	8 Sessions	121
<b>First Nation Family Attachment Processes Level 1</b>	4 Sessions	50
<b>First Nation Family Attachment Processes Level 2</b>	3 Sessions	36
<b>Foster Home Assessment</b>	3 Sessions	38
<b>Foster Parent Training</b>	1 Session	24
<b>Foundations of First Nation Leadership</b>	1 Session	13
<b>Fundamentals of Board Leadership I</b>	1 Session	8
<b>Fundamentals of Board Leadership II</b>	1 Session	8
<b>Gang Awareness</b>	5 Sessions	184

Workshops and Training Programs Offered April 1 <sup>st</sup> , 2011 - March 31 <sup>st</sup> , 2012		
Training	Number of Sessions	Number of Participants
<b>Interdisciplinary Certificate Program</b>		
<b>Long Plain</b>	10 Sessions	23
<b>Little Grand Rapids</b>	9 Sessions	19
<b>Lateral Violence</b>	1 Session	9
<b>Leader Roles of Women</b>	1 Session	13
<b>Legal Accountabilities of CFS Boards</b>	1 Session	14
<b>Mental Health Train the Trainer</b>	1 Session	1
<b>Missing and Exploited Children Conference</b>	1 Session	1
<b>Non-Violent Crisis Intervention</b>	1 Session	5
<b>PowerPoint Level 1</b>	1 Session	1
<b>Putting a Face to Suicide Conference</b>	1 Session	6
<b>Relationships Strengths Approach to Discipline</b>	5 Sessions	77
<b>Residential School &amp; Trauma</b>	2 Sessions	28
<b>Structured Decision Making</b>	13 Sessions	213
<b>Supervisor Victim Management</b>	1 Session	5
<b>Tattered Teddies</b>	5 Sessions	71
<b>Team Abuse Investigation</b>	3 Sessions	18
<b>Water Safety and Drowning Prevention</b>	2 Sessions	28
<b>What is Focusing &amp; Clearing Space</b>	1 Session	3
<b>Youth Suicide</b>	5 Sessions	69
<b>Total Participants</b>		<b>1960</b>

## 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 Act*. The following provides an overview of the type and volume of work in 2011/12.

#### **Authority Determination Process**

The *Authority Determination Process* (ADP) is an important feature of the CFS system. It is the process by which a family chooses which Authority will be responsible for oversight of their case. Families complete an ADP form at the point of Intake. They may subsequently request a *Change of Authority*. In 2011/12, the SFNNC received a total of 14 Change of Authority requests. 8 were approved, 4 were denied and 2 were withdrawn. The nature of the Change of Authority requests was as follows:

Figure 12

From SFNNC to another Authority	2
From another Authority to the SFNNC	12

There were 67 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 legislation, CFS Authorities are responsible for mandating new agencies. No new agencies were mandated in 2011/12.

The SFNNC Board and management is currently in the process of developing a policy that will guide the responses and decisions made to requests for separate agency status/new mandates. This work includes a literature review, data collection and analysis, and a review of current models that exist. Key issues to be considered and addressed are the need for increased community involvement in child and family services, size of communities and economies of scale, and the implications of the new funding model for the establishment of new agencies.

**Intake**

The Intake Coordinators serve as a direct resource and liaison for the SFNNC, agencies, and collaterals. The Intake Coordinators screen all intakes, complete the initial documentation, and forward the files for further follow up if required.

A total of 1277 Intakes (an average of 106 per month) were received in 2011/12. Of these, 806 (63%) were opened and closed at Intake (generally within a five day period) and 471 (37%) were assigned for further follow up.

The following graphs show the total number of Intakes for 2011/12, 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.

Figure 13

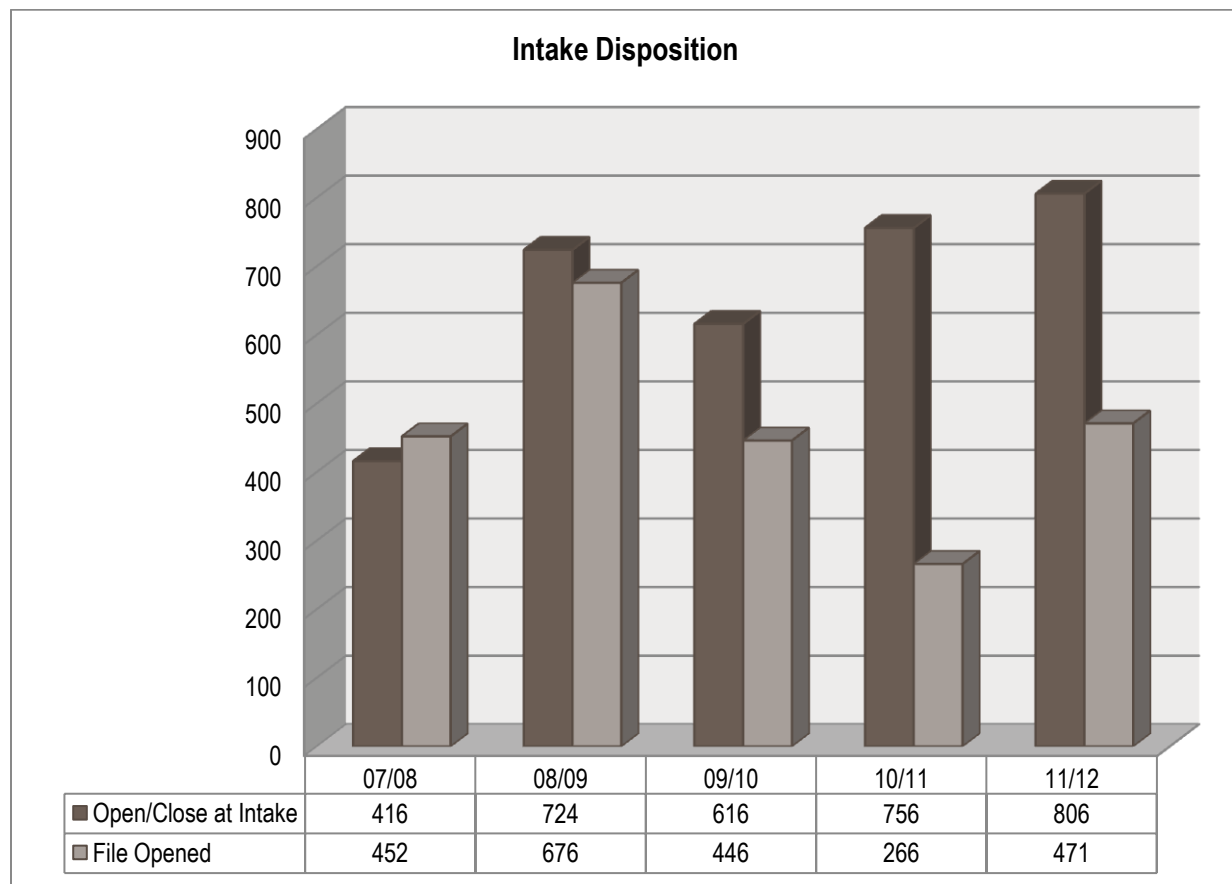
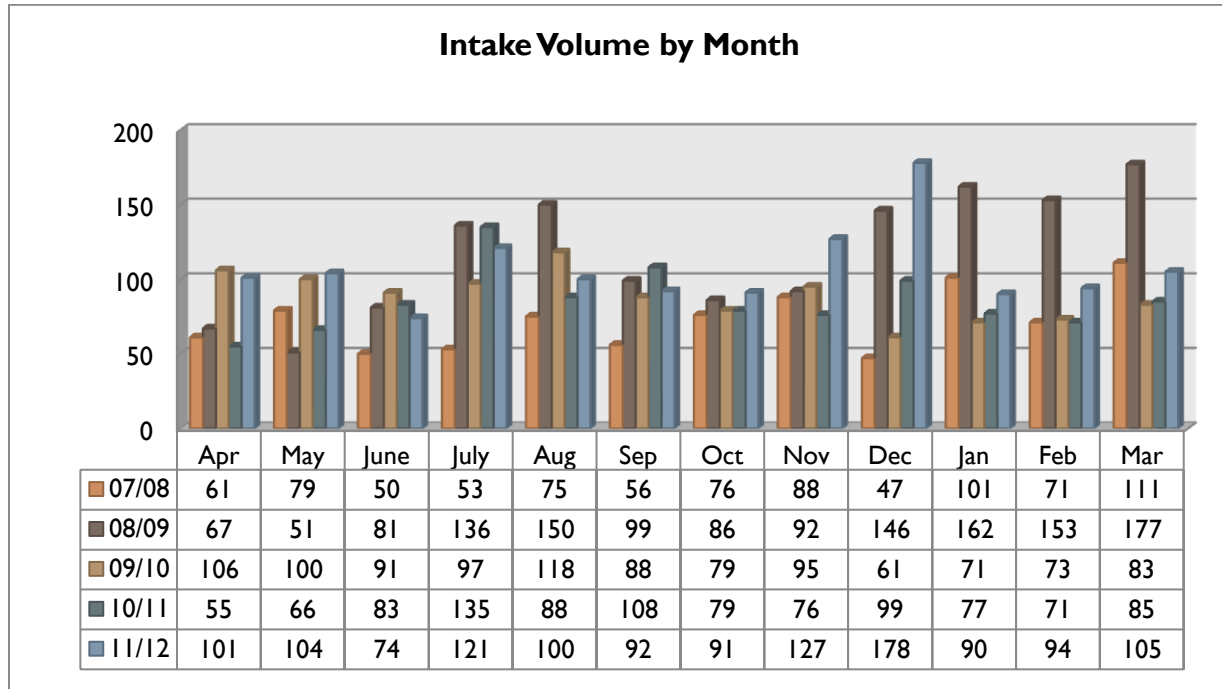
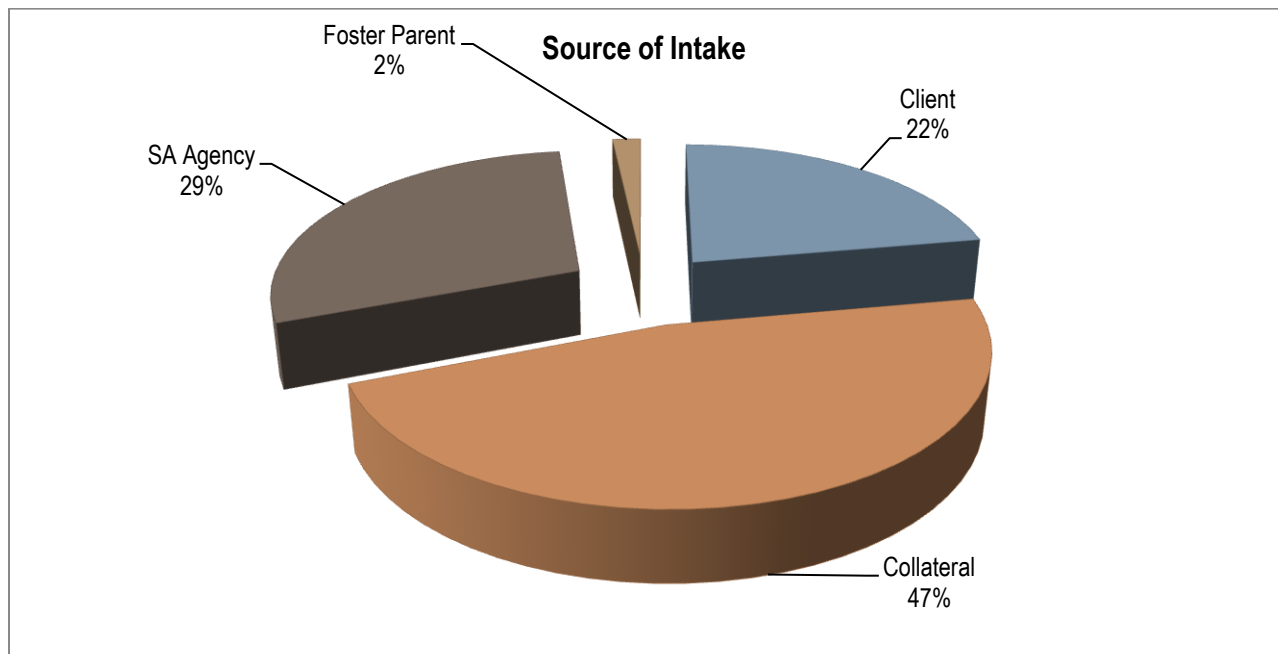


Figure 14



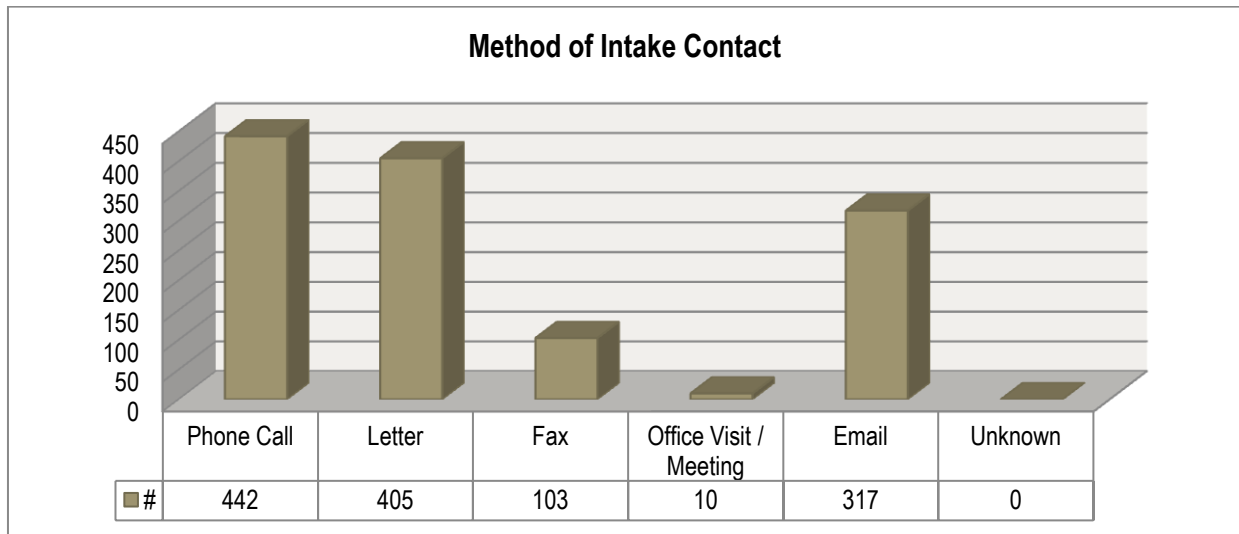
The source of intakes included 372 (29%) originating from southern First Nation CFS agencies compared to 392 (38%) in 2010/11. 284 (22%) were from clients, 599 (47%) from collaterals, and 22 (2%) of the intakes originated from foster parents.

Figure 15



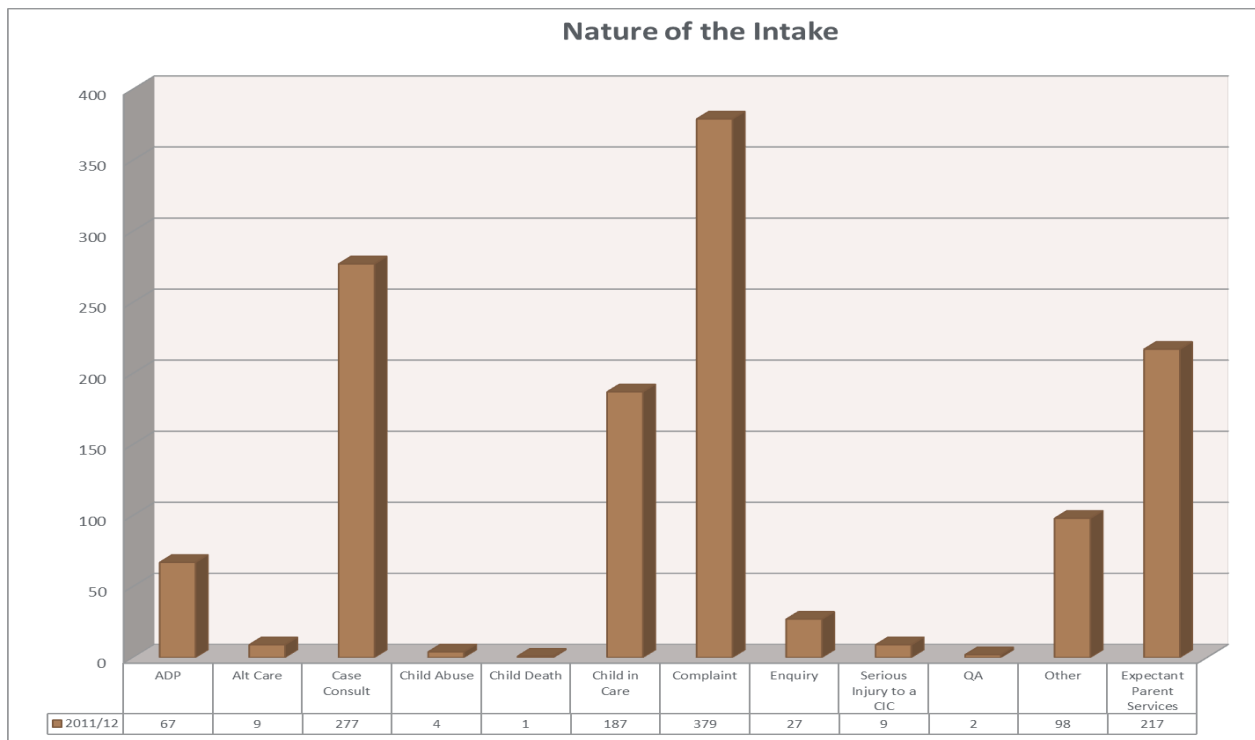
The method of Intake contact included 442 phone calls, 405 letters, 103 faxes, 10 office visits / meetings, and 317 emails.

Figure 16



The nature of the Intakes included enquiries/request for information, complaints and case consultations. The Nature of the intakes for 2011/12 was as follows:

Figure 17

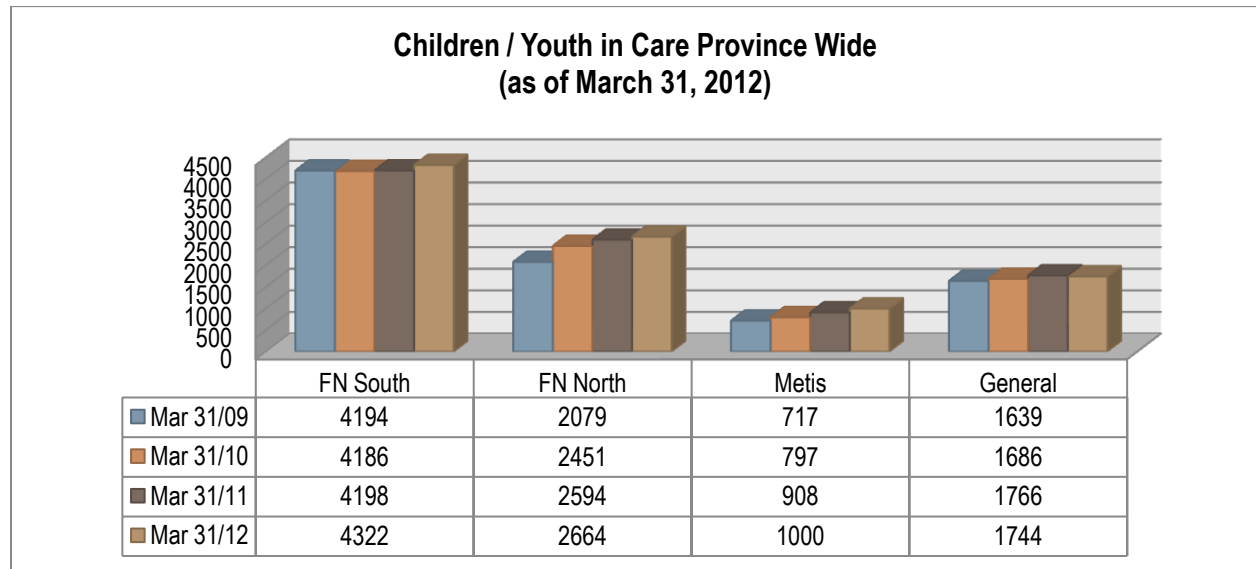




**Children / Youth in Care**

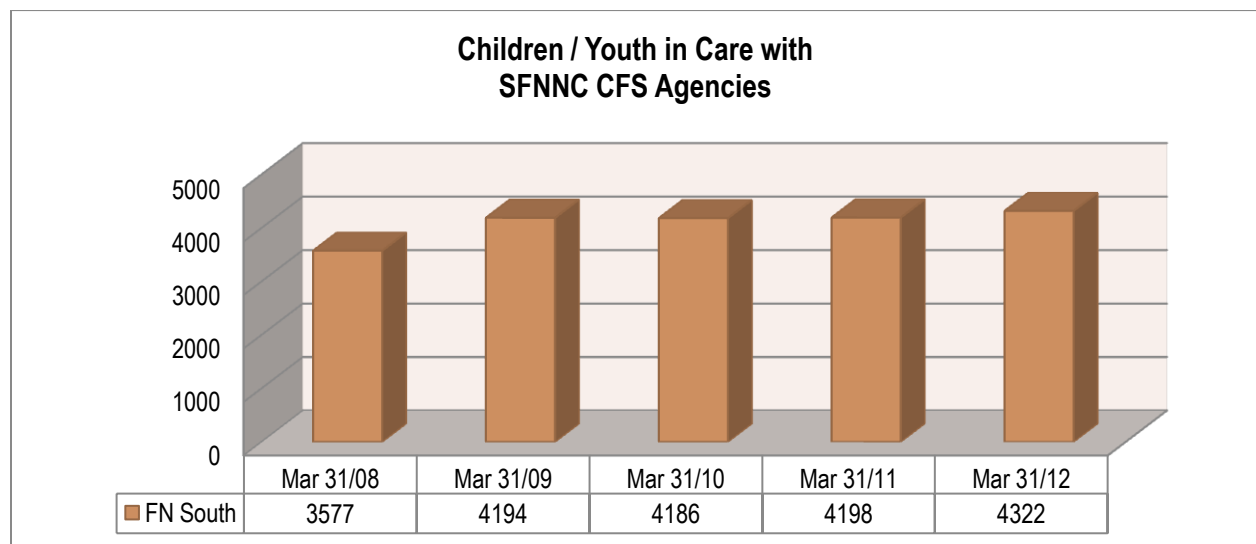
As of March 31/12, there were 9730 children/youth in care in Manitoba. 44% were from SFNNC agencies. The following table illustrates the children/youth in care by Authority:

Figure 18



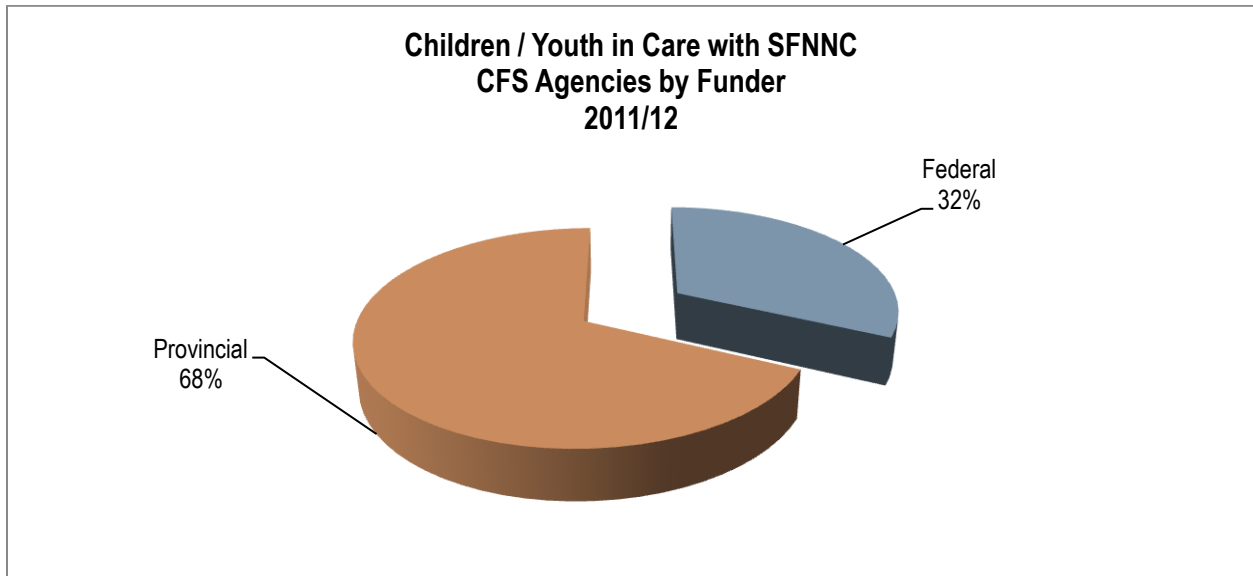
As of March 31/12, there were 4322 children/youth in care of the SFNNC agencies. This represents a 2.95% increase in total number of children/youth in care from 2010/11. The following chart compares the number of children/youth in care with the SFNNC Agencies in 2011/12 with that of previous years. This includes both federal and provincial funded cases.

Figure 19



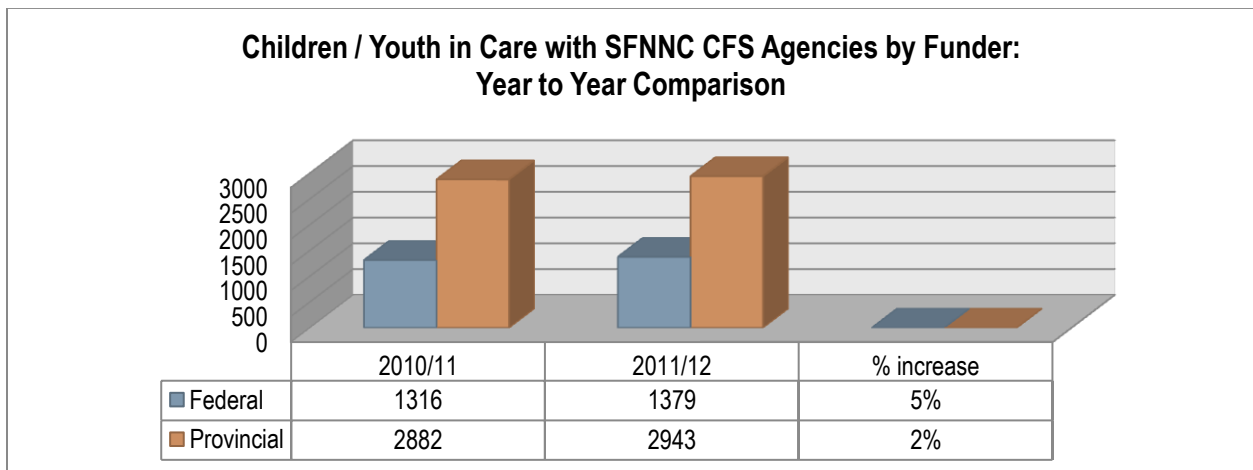
Of the 4322 children/youth in care with the SFNNC CFS agencies at the end of March 31/12, 1379 (32%) were federally funded. This compares to 1316 (31%) federally funded children/youth in care as of March 31/11.

Figure 20



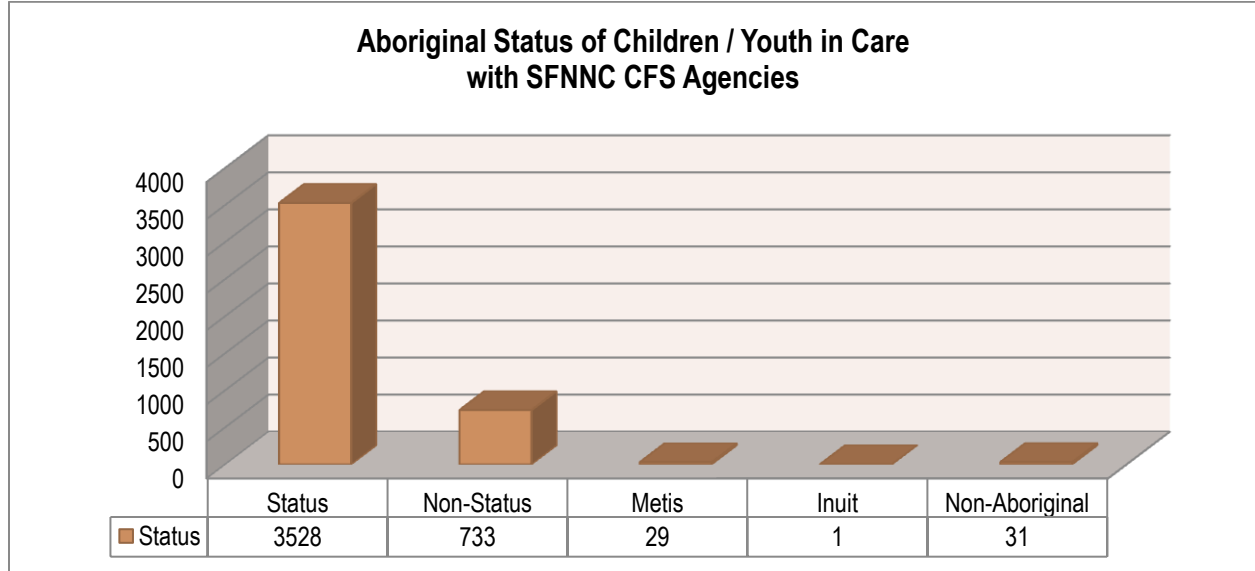
Children/youth in care increased by 2.95% overall for the SFNNC CFS agencies. When the children/youth in care are separated out by funder, there is a 5% increase in federally funded children/youth compared to a 2% increase in provincially funded children/youth. Based on population statistics collected by Indian and Northern Affairs Canada (AANDC), federally funded children/youth under the age of 18 and in care with SFNNC agencies make up about 7% of the on-reserve child population.

Figure 21



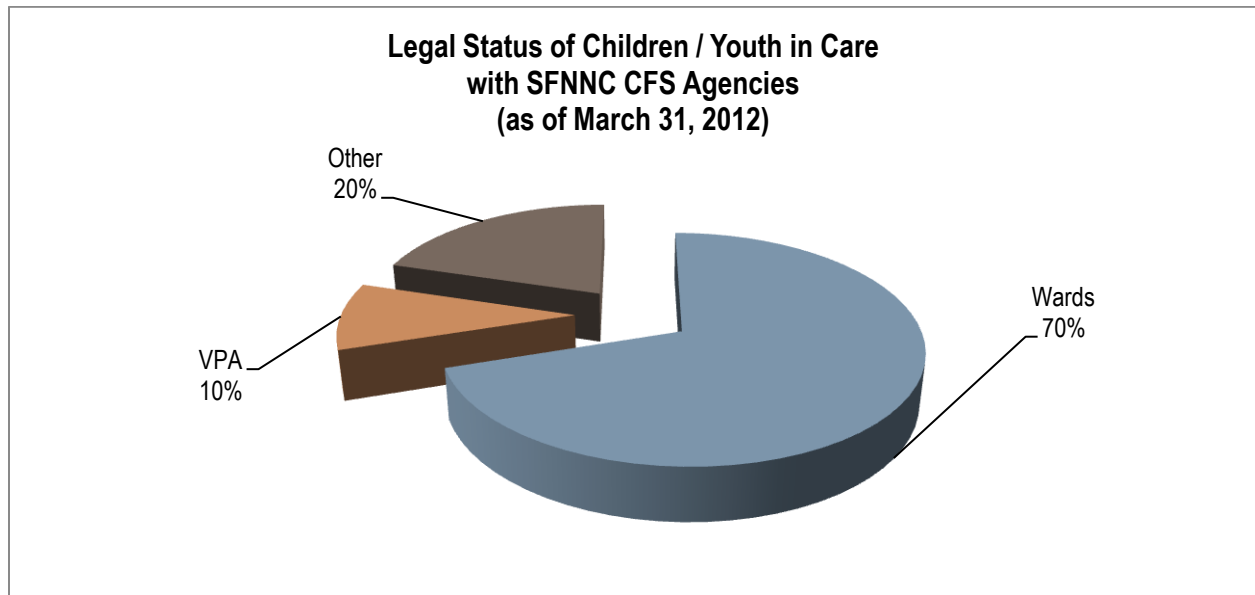
Of the children/youth in care with SFNNC agencies, 82% had status, 17% were non-status, 1% were Metis, 0% were Inuit, while 1% children/youth were non-Aboriginal.

Figure 22



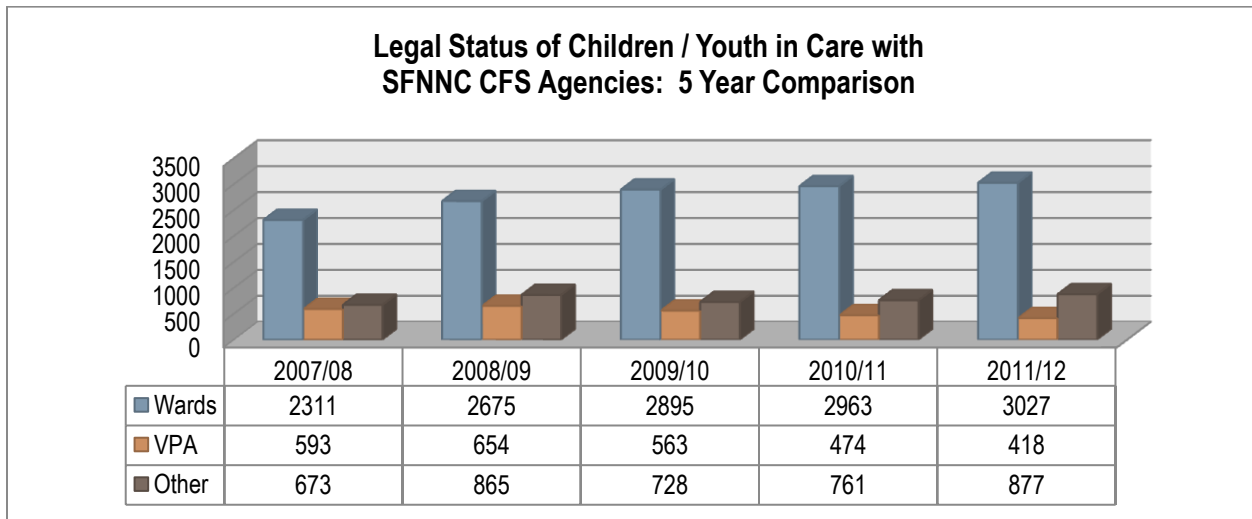
Of the 4322 children/youth in care at March 31/12, 70% were wards (permanent wards, temporary wards, and voluntary surrender of guardianship), 10% were in care through a voluntary placement agreement (VPA), and 20% were either under apprehension or in transitional planning (extension of care).

Figure 23



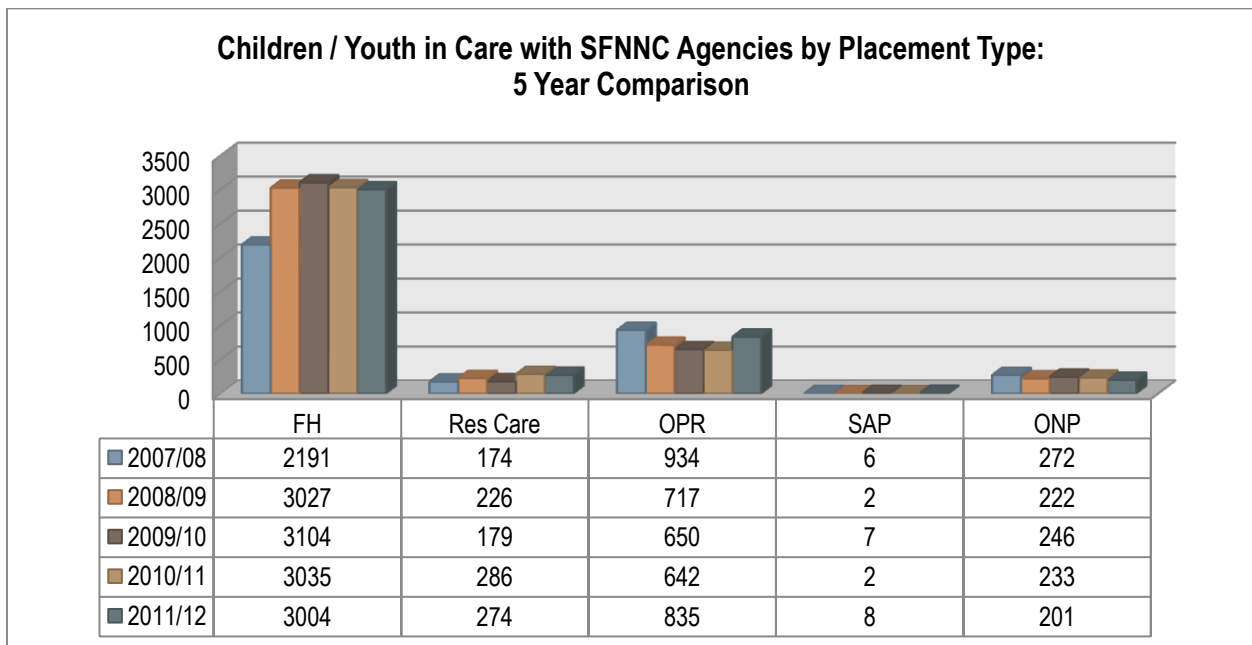
The following table provides a comparison of children/youth in care by legal status in 2011/12 with previous years.

Figure 24



As of March 31/12, 3004 (70%) of the children/youth in care were placed in foster homes. The following table shows the comparison of placement type for children/youth in care in 2011/12 with previous years.

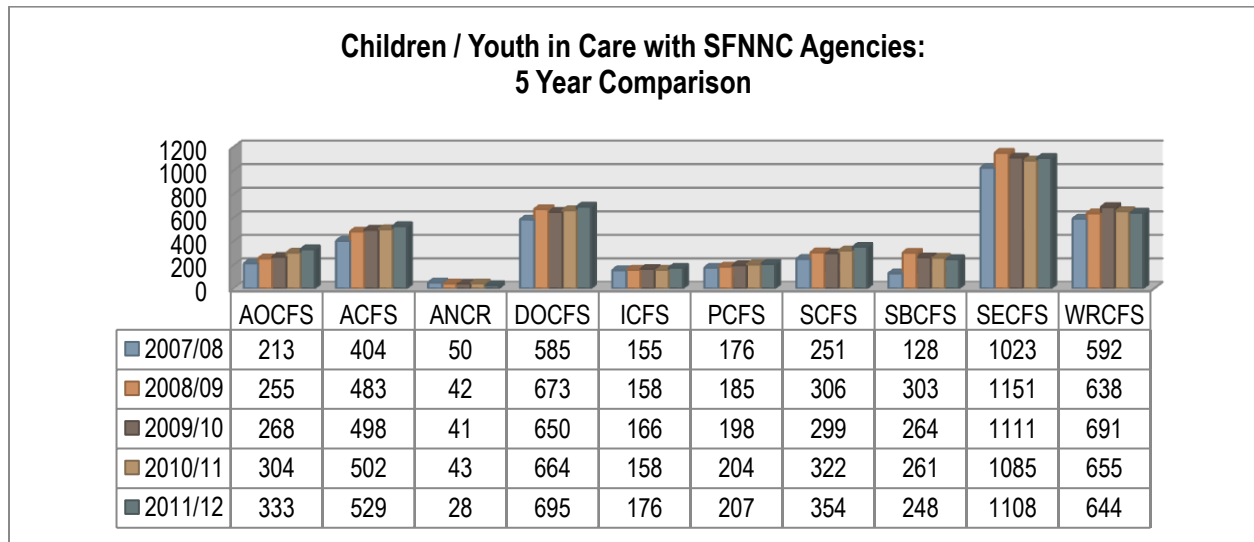
Figure 25



- 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)

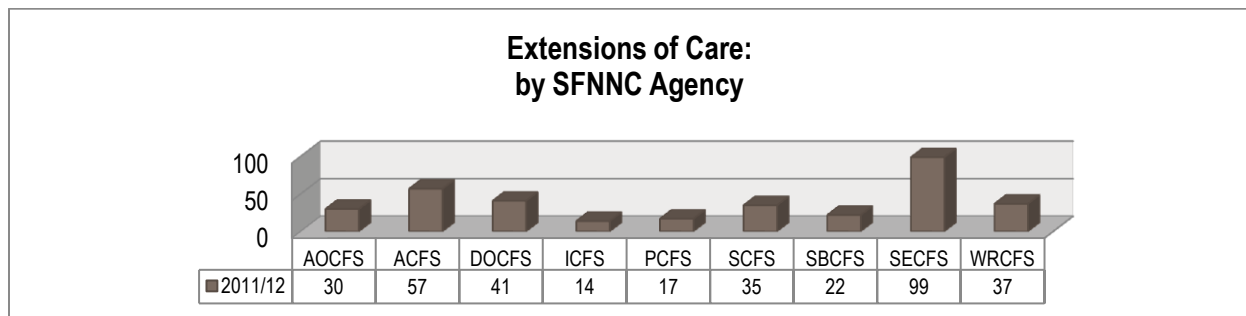
The number of children/youth in care as of March 31/12<sup>2</sup>, along with a comparison with previous years, by agency, is provided in the following chart:

Figure 26



The CFS Act allows for extensions of care for children/youth who reach the age of majority but continue to require support and who are in agreement with an extension. In 2011/12, SFNNC staff reviewed and approved for extensions of care for 352 youth reaching the age of majority. By agency, the Extensions of Care were distributed as follows:

Figure 27



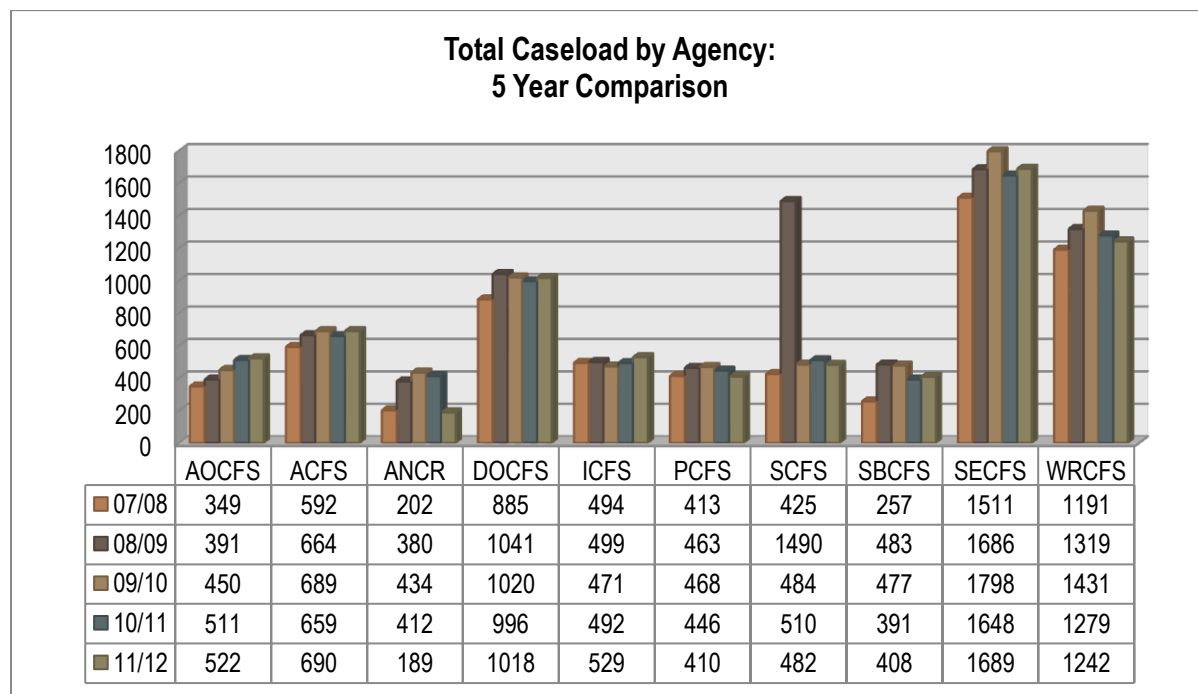
<sup>2</sup> The statistical information used for Children/Youth in Care and Case Management comes from the Province of Manitoba year end case numbers. These numbers are reported by the agencies. If agency file reviews indicate any error in the data provided, the numbers will be corrected and noted in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

On March 31, 2012 there were 109 youth under an extension of care.

**Case Management**

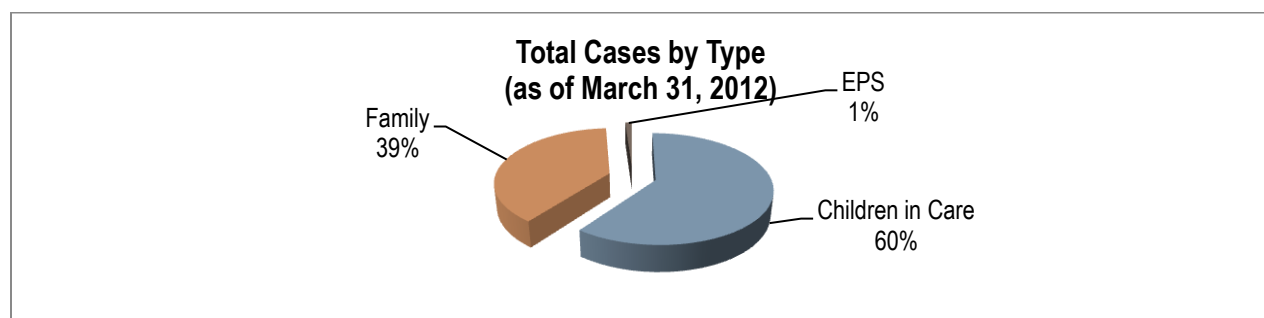
As of March 31/12, the SFNNC CFS agencies and ANCR had a total case count (children/youth in care and family service cases<sup>3</sup>) of 7179, compared to 7344 cases at the end of March 2011. This represents a 2% decrease in volume. This number includes both the federally and provincially funded cases. The following chart shows a 5 year comparison:

Figure 28



Of the total cases as of March 31/12, 4322 (60%) were children/youth in care, 2779 (39%) were family cases, and 78 (1%) were cases of expectant adolescent parents (EPS) receiving services.

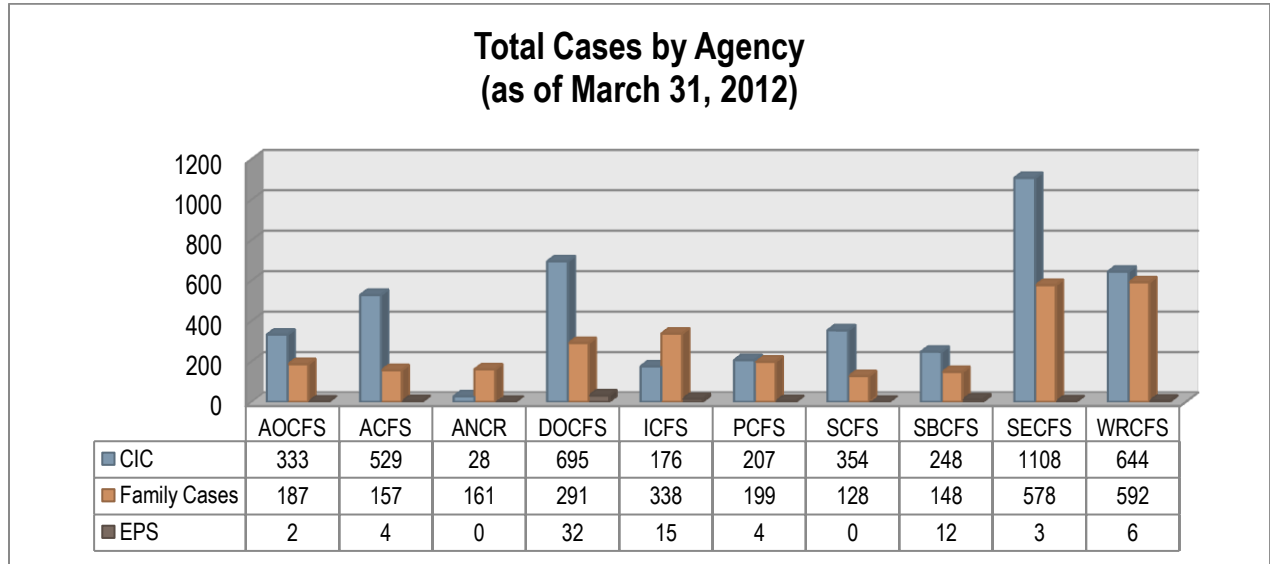
Figure 29



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

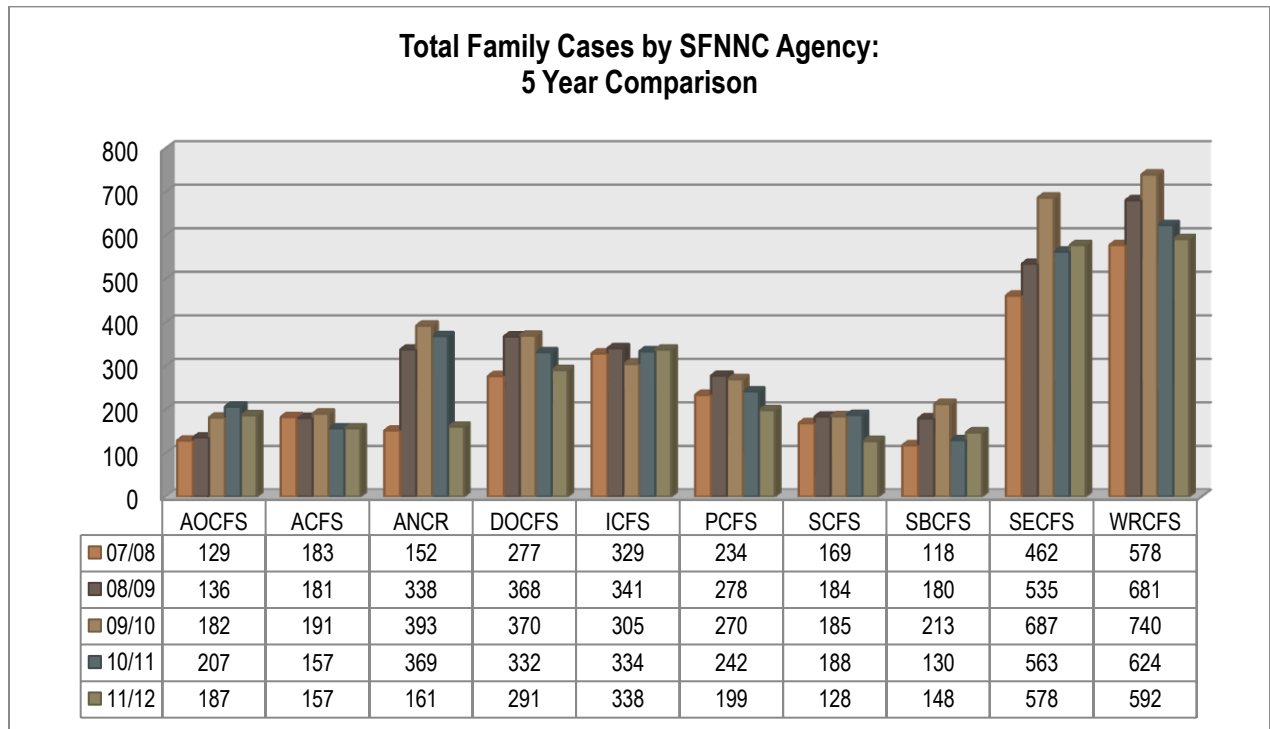
By agency, these were distributed as follows:

Figure 30



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

Figure 31



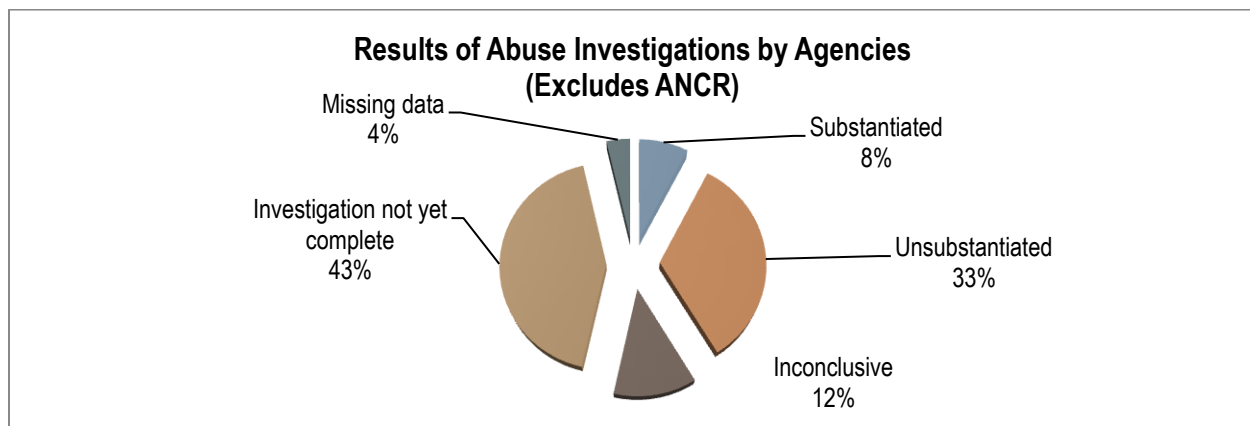
## **Non-identifying Reporting of Alleged Abuse**

### **Reporting from the Southern First Nations CFS Agencies, excluding ANCR**

#### **Allegations of Abuse Received in 2011/12**

The SFNNC agencies investigated 584 reports of suspected abuse in 2011/12. On Mar 31/12, the investigation was still underway in 43 % of the cases. In 8 % of the cases, abuse was substantiated. The following data is based on these investigations.<sup>4</sup>

Figure 32



#### **Type of Trauma**

The type of trauma alleged was identified as: physical abuse 309 (53%), sexual abuse 265 (45%), emotional abuse 8 (1%), and data was missing in 3 (0.3%) of the cases.

#### **Legal Status of Child/Youth at Time of Alleged Abuse**

Of the 584 children/youth alleged to have been abused, 375(64%) were not in the care of an agency at the time of the alleged abuse, while 209 (36%) were in care.

#### **Substantiated Investigations**

Of the 584 abuse investigations initiated in 2011/12, 42% were not yet completed by March 31, 2012. 8% (49) were substantiated. In 27 of the substantiated investigations, the type of trauma was sexual abuse, while in 22 investigations; the type trauma was physical abuse.

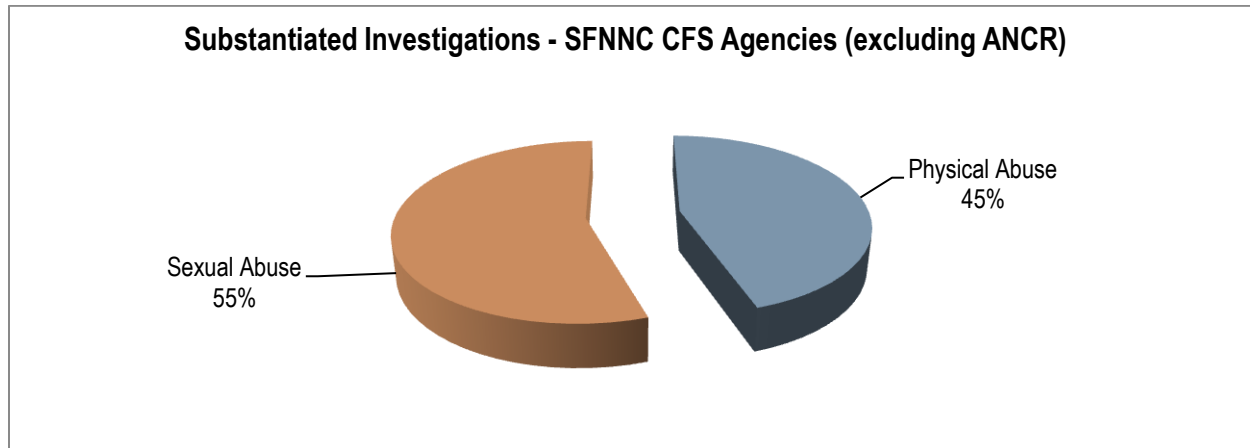
<sup>4</sup> *Substantiated: Finding that abuse occurred*

*Unsubstantiated: Finding that there was no evidence to support the allegation of abuse*

*Inconclusive: Unable to determine if abuse did / did not occur*

*Investigation not yet complete: Police and/or CFS investigation still underway*





Of the 49 substantiated investigations, 16 (33%) of the child victims were in an agency's care at the time of the abuse, while 33 (67%) were not in care at the time of the abuse.

### **Inconclusive Investigations**

Of the 584 abuse investigations initiated in 2011/12, 13% (76) were found to be inconclusive. In 7% of the inconclusive investigations, the type of trauma was sexual abuse, while in 6% of investigations the type trauma was physical abuse.

Of the inconclusive investigations, 37 (49%) of the child victims were in an agency's care at the time of the abuse, while 39 (51%) were not in care at the time of the abuse.

### **Reporting from ANCR**

ANCR is mandated to do abuse investigations on behalf of all CFS agencies in Winnipeg, including East St. Paul and Headingly<sup>5</sup>. The following abuse statistics represent the 2011/12 reporting period.

In 2011/12, ANCR investigated 1645 reports of suspected abuse. On March 31, 2012, the investigation was still underway in 251 (15%) of the cases. In 28 (2%) of the cases, abuse was substantiated. The following data is based on these investigations.

### **Type of Trauma**

The type of trauma alleged was identified as: physical abuse 1,158 (70%), sexual abuse 483 (29%), emotional abuse 4 (0.24%).

<sup>5</sup> Of the children in care, most would be in care with a service agency, and not with ANCR, at the time of the alleged abuse.

**Legal Status of Child/Youth at Time of Alleged Abuse**

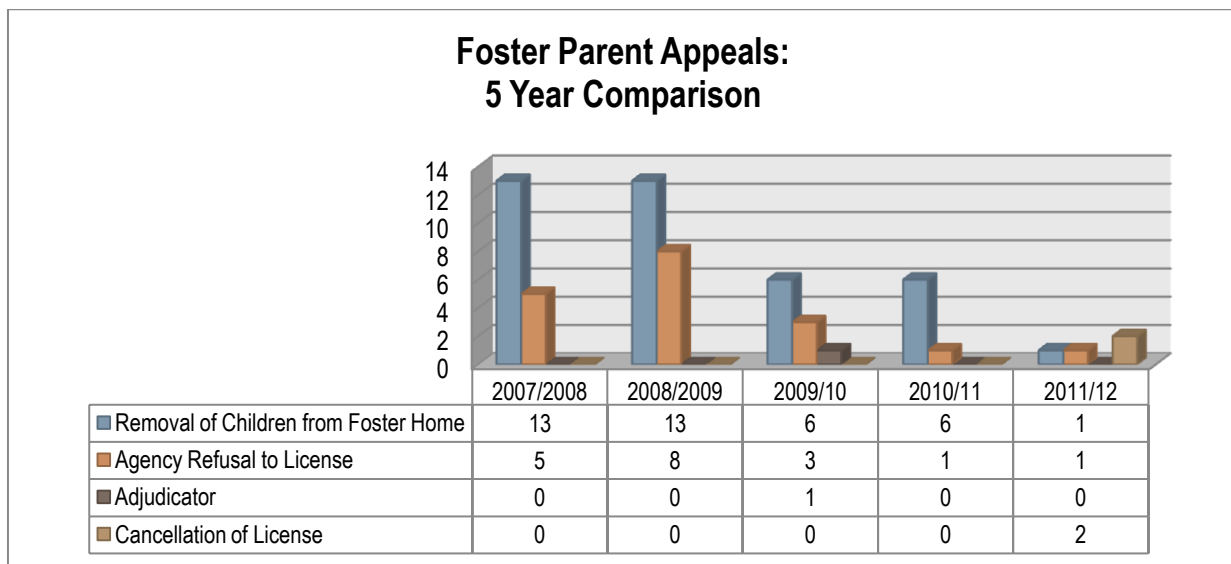
Of the 1645 children/youth alleged to have been abused, 1,200 (73%) were not in the care of an agency at the time of the alleged abuse, while 337 (21%) were in care.

**Foster Parent Appeals**

The SFNNC is responsible to hear appeals from foster parents on the removal of children/youth from the foster home, the refusal of an agency to license the foster home, or a cancellation of a foster home licence. In 2011/12, the SFNNC received 1 appeal from foster parents on the removal of children from the foster home, 1 appeal on the refusal of an agency to license their home, and 2 appeals for the cancellation of a foster home licence. There were no appeals that went to the independent adjudicator in 2011/12.

The following chart compares the number of appeals received at the SFNNC in 2011/12 with those of previous years.

Figure 33



**Requests for Variance of a Foster Home License**

The SFNNC is responsible for requests for variances of a foster home license. In 2011/2012, the SFNNC dealt with 5 requests for a variance of a foster home license, of which 4 were approved and 1 was denied.

## Repatriation

The Repatriation Program includes repatriation, customary care and adoptions services provided to individuals who initiate contact. In 2011/12, the SFNNC had 18 active files where assistance was provided. 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.

Program services provided include:

- 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 AANDC (Aboriginal Affairs and Northern Development Canada)

## Fetal Alcohol Spectrum Disorder Specialist (FASD)

The 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 or “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 affected by Fetal Alcohol Spectrum Disorder. There are a number of initiatives that are delivering service throughout the province. Information is available at [www.changesforchildren.mb.ca](http://www.changesforchildren.mb.ca)

This past year the SFNNC FASD Specialist has focused on 5 areas of priority that have been identified by the agencies and communities served by the SFNNC:

- 1) Agency internal and external partnerships with Health, Justice and Education. These partnerships within the provincial and federal systems are crucial in moving forward the multi-systems partnerships that are required for families and children living with FASD.
- 2) Communities have consistently requested local training, support and learning opportunities pertaining to FASD and the social issues that surround this disability. This desire has led to the formation of 2 Natural Leadership teams and partnerships to offer the Tele-health support series for foster parents who will also be participating in a variety of events throughout the year with the FASD Coalition. It is hoped that Natural Leadership teams will continue to grow and evolve.

- 3) WRCFS continues to offer the highly successful *Reclaiming Our Voices* on a yearly basis for women who are risk of having a child with FASD.
- 4) The FASD Specialist has worked in partnership to offer a calendar of trainings that are current within the field. We have hosted numerous basic and specialty trainings over the past year. The attendance has been excellent and the list of presenters both internally and externally continues to grow. Outreach to those within the FASD who understand the perspective of First Nations and Child Welfare is ongoing to ensure that content is relevant to our people and the communities we serve.
- 5) In the past year there has been increased usage of the FASD section of the website. This site is focused on providing timely and culturally relevant information to families, case managers and community members. The success stories about individuals, families and communities are a favorite section, although, keeping information current and updated continues to be challenging.
- 6) The focus of case consultations is to assist in developing case plans for children and families that reflect FASD innovative practice in service delivery.
- 7) In 2011/12 foundational standards for services for children in care living with FASD were completed.

## Addictions Specialist

The objective of the Addictions Specialist continues to be on improving and developing a network of regional supports for families, women and children. The results of a survey conducted in 2010/11 revealed a need for an educational component, particularly for new front line social workers. As a result, an Addiction Fundamentals power point presentation was developed at the SFNNC. At this time twenty two of the agency's community and outreach offices have received the presentation.

During the presentations many of the social workers identified several obstacles; the first was the need for specialized treatment facilities for people who are FASD affected, as the mainstream treatment facilities are not meeting their needs. The second was recidivism/relapse, especially when clients return to isolated communities where there are limited supports in place to help families during their fragile early recovery period. As a final point, workers identified the ever increasing need for treatment in gambling and video games addictions.

The Addictions Specialist will continue to advocate and support the agency workers when encountering problems with referrals or provide lists of treatment facilities and resources within the Province.

## Vision Keepers - Quality Assurance

The Vision Keepers – Quality Assurance (VK –QA) Unit carries out the responsibility of the Southern First Nation Network of Care (SFNNC) with respect to monitoring and reviewing the quality of work of the SFNNC CFS agencies. This includes monitoring compliance of agency services with legislation, regulation, and standards. The VK-QA unit is responsible for conducting regular quality assurance reviews of the SFNNC CFS agencies and for coordinating other reviews under Section Four of The CFS Act. To aid in this work, the VK-QA team may utilize consultants and contract workers to conduct reviews in areas such as human resources, finance, and case management. Completed reviews can be viewed on the SFNNC website.

In addition to specific case reviews, the SFNNC has regularly scheduled quality assurance reviews of all agencies on a four year rotational cycle. Reviews of agency specific programs and/or audits may also be called from time to time.

Activities undertaken in 2011/12 included:

- Quality Assurance Review AOCFS
- Preparing for DR Readiness reviews at all agencies
- Writing up findings and working on draft reports for ACFS and ICFS Quality Assurance Reviews

Reviews scheduled for 2012/13 include:

- Complete Quality Assurance Review at SBCFS
- Begin Quality Assurance Reviews at DOCFS and WRCFS

### Agency QA Coordinators

The new funding model provided all agencies with funds to hire a QA Coordinator. In 2011/12 agencies were all in the process of hiring QA Coordinators. The VK – QA team will begin meeting with the agency QA coordinators in early 2012/13 to begin a process of working collaboratively in areas such as:

- Development of work plans
- Collecting and reporting on common data
- Creating and using common templates for data collection and analysis

## Special Investigations

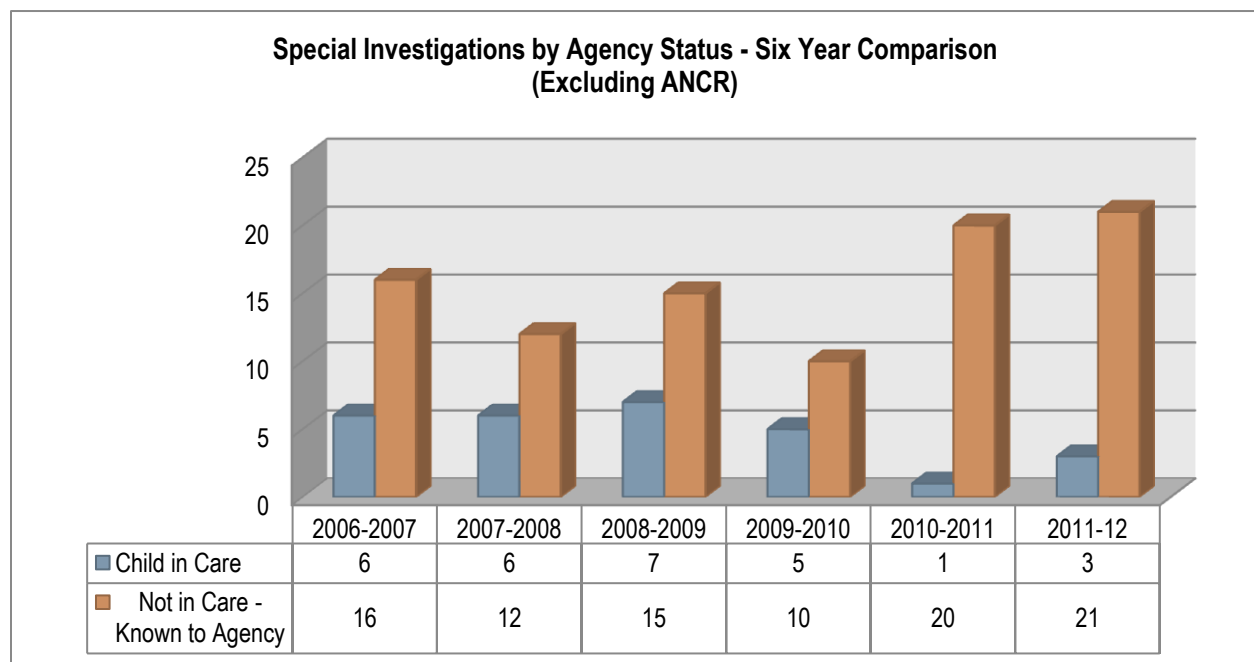
The SFNNC works collaboratively with the Child Protection Branch (CPB) in the review of deaths where the child/youth was in care, and/or where the child/youth or the child/youth’s family had received services from an agency within the twelve month period prior to the death. In accordance with Standard 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. 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 Ombudsman and 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/youth death as well as a review of other relevant agency operations.

### **Special Investigations Reported by SFNNC CFS Agencies**

Between April 1 / 2011 and March 31 / 2012, the SFNNC received a total of 31 reports regarding the death of a child or youth. Of these, 24 were connected to a SFNNC CFS agency (excluding ANCR). A six year comparison of special investigations by agency status is shown in the following chart:

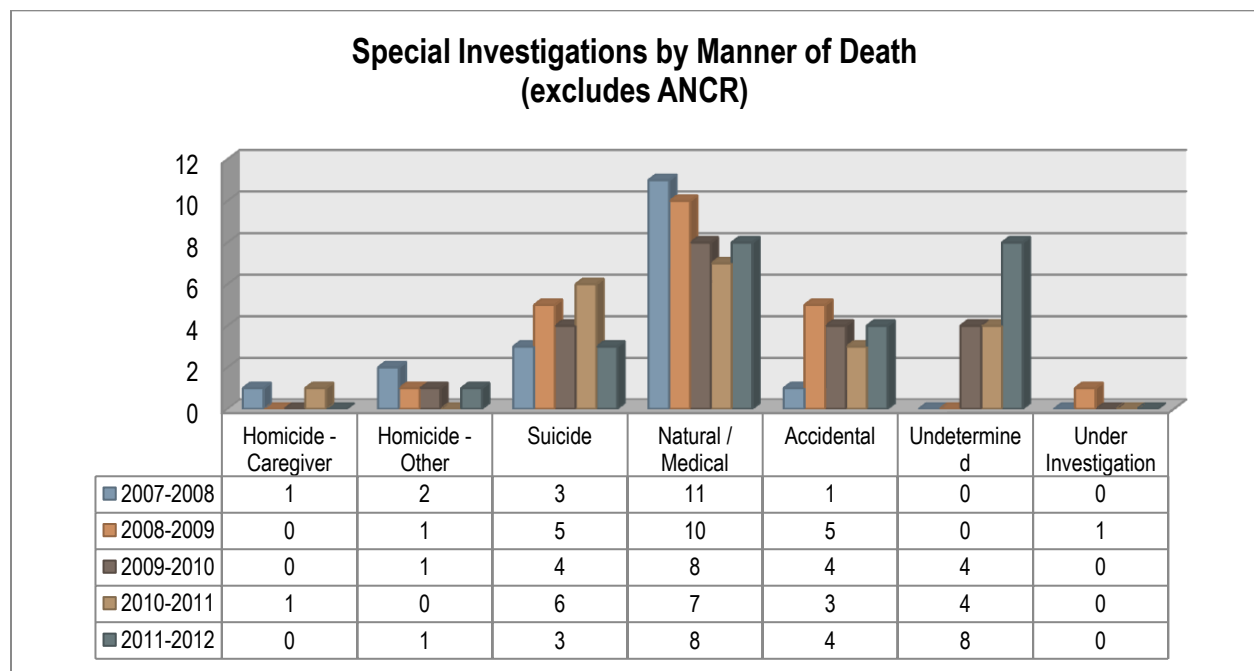
Figure 34



Of the three children/youth that died while in care, the manner of death was undetermined in one case (baby died while sleeping). The other two were youth over 18 on extensions of care. One died of natural/medical causes and one by suicide.

The following table shows the manner of death for all 24 reportable deaths.

Figure 35



Where the manner of death was undetermined, the circumstances included 3 cases of co-sleeping, 4 cases of child found unresponsive in crib/bed, and 1 case of hypothermia. Where the manner of death was accident, the cases involved motor vehicle accidents (1) and house fires (3). The following table shows the manner of death by agency:

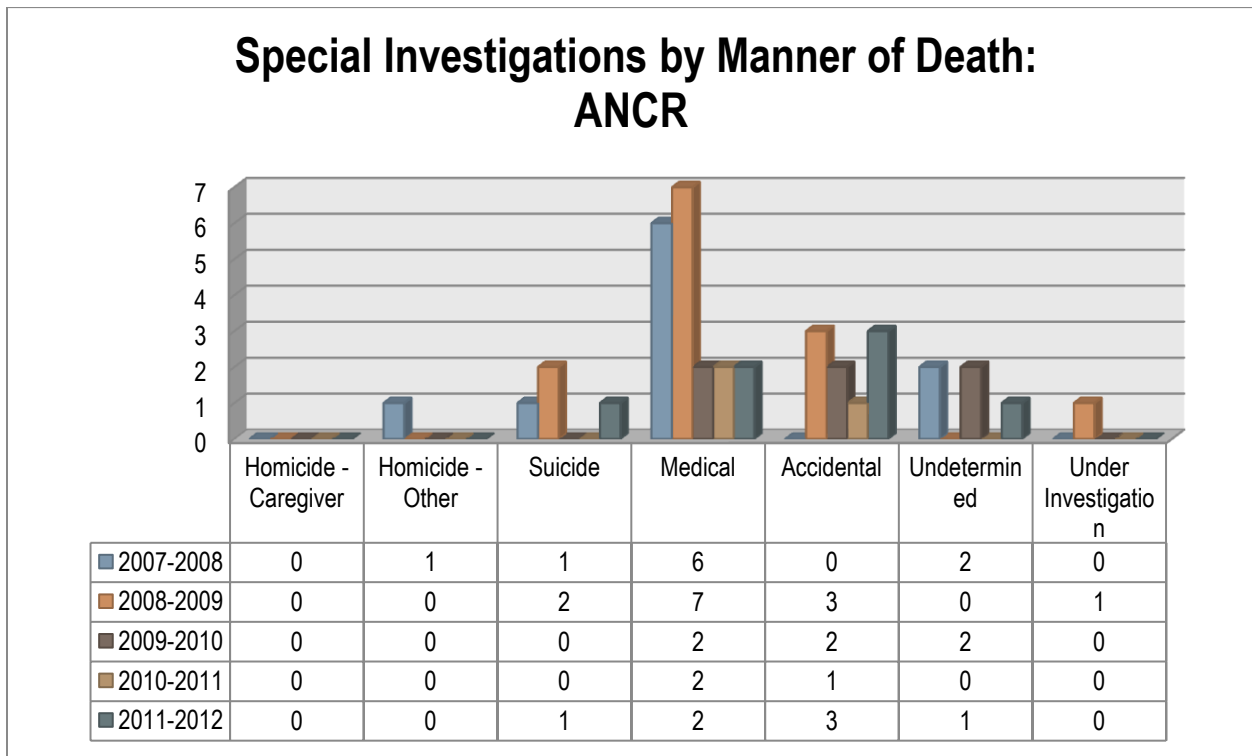
Figure 36

Agency	Homicide-Caregiver	Homicide-Other	Suicide	Natural / Medical	Accidental	Un-determined	Under Investigation	Total
ACFS	0	0	0	3	0	0	0	3
AOCFS	0	0	1	1	0	1	0	3
DOCFS	0	0	1	1	0	2	0	4
ICFS	0	0	0	1	1	1	0	3
PCFS	0	1	0	0	2	1	0	4
SCFS	0	0	0	0	0	0	0	0
SBCFS	0	0	0	2	0	0	0	2
SECFS	0	0	1	0	0	2	0	3
WRCFS	0	0	0	0	1	1	0	2

**Special Investigations Reported by ANCR**

ANCR had 7 reportable child/youth deaths between April 1, 2011 and March 31, 2012. The manner of death of the children/youth whose families had received services from ANCR for 2011 / 2012 is shown in the following chart:

Figure 37





## Strategic Resource Development

The role of the Strategic Resource Development team has been to participate in the creation of resources that meet the resource needs within all ten of the Southern First Nations Network of Care (SFNNC) agencies.

The SFNNC Resource staff contribute to the review of proposed child care facilities on a province wide basis; participate on several committees and working groups related to updating resources within the child and family services system; approve after-hours emergency placements; develop Aboriginally significant resources; consult on individual cases regarding resource issues; and provide support with other agency wide initiatives.

Agencies are encouraged to connect with the Strategic Resource Development workers to discuss ideas and initiatives for new culturally significant and unique resources. The Strategic Resource staff can provide insight into the development of new resources within the CFS system.

There are several agency specific initiatives that the Strategic Resource Development Team has worked on over the last year which include:

- Aboriginal Foster Parent organization
- Cultural assessment
- Equine assisted learning
- Eyes for Me – Empowering Youth Engaging Spirits for Mother Earth
- Mentorship program
- Resource Guide
- ROPE – Rites of Passage Envisioned
- Safe houses
- Year round cultural camp

These initiatives are in differing stages of development. The Resource Guide is scheduled to be released in the fall of 2012. Other initiatives are at a preliminary concept stage, while other projects are well on their way to development with written proposals and consultations underway. By involving our agencies in the consultation and development stages of these projects, the SFNNC strives to ensure that each project is developed in a culturally relevant manner which takes community needs into consideration. The SFNNC will always remember to consider the spirit and intent of the AJI-CWI when involved in the planning and development process of Strategic Resource Development.

## Ji-zhaabwiing

Now into its second year of operation, Ji-zhaabwiing continues to progress towards fulfillment of its mandate to provide quality holistic assessment and resource planning services to children and families within the Province of Manitoba. Through continued collaboration with its Circle of Partners including the Departments of Education, Mental Health, Justice and other prominent groups, Ji-zhaabwiing continues to evolve into what the AJI-CWI had envisioned for at risk children in Manitoba.

The 10 bed assessment and planning facility has been home to several children over the past year and a half and as a result has allowed for the growth of staff in their understanding of the needs of children and families. As the management team at Ji-zhaabwiing continues to make progress in its endeavors to increase its services and programs, this number can only increase throughout the next reporting year.

A total of 95 referrals were made to the program in 11/12, resulting in 19 placements. Through collaboration with Winnipeg School Division #1, Ji-zhaabwiing has been providing educational assistance to children on site. Tutoring, placement and transition services are paving the way for children to receive the necessary educational supports, enhancing their opportunities to be successful.

A new and exciting initiative that has been running out of Ji-zhaabwiing this past year is the EYES for ME program. Empowering Youth Engaging Spirits for Mother Earth (EYES for ME) is a project - developed and implemented by the Southern First Nations Network of Care. The EYES for ME project seeks to engage willing Aboriginal youth currently in the foster care system and those at risk youth within the City of Winnipeg who are between the ages of 7 – 24 years old.

Through a series of modules and teaching sessions, the project provides cultural repatriation, a sense of identity and Aboriginal history, to youth who have not had the opportunity to experience otherwise. Several traditional and healthy living activities took place such as: ceremonies, pipe teachings, traditional crafts, Sweat lodge, drumming, traditional singing, medicine gathering, traditional skill building, historical analysis and perspectives, residential school impacts, urban awareness such as gangs, suicide, healthy sexuality, and learning sessions on topics such as tribal histories, identity, clans and treaties. Aside from daily on site programming two major highlights of the year were a 3 day event held at Camp Manitou where approximately 200 youth participated over the 3 days and an overnight camping trip to the West Hawk Lake Petro forms where 9 youth participated.

## Hotel Placements

A strategy to reduce the placement of children in hotels was implemented in November 2006, and efforts continue to meet the requirements of the strategy. A hotel placement standard requires senior

level approvals for all hotel placements and requires that placements in hotels are made only in identified exceptional circumstances.

Between April 1/11 and March 31/12 there were 150 children placed in hotels by the nine SFNNC agencies, and 90 children placed in hotels by ANCR.

The hotel placement standard allows for three exceptional categories: sibling groups, natural disaster, and health/safety of child or others. In 2011/12, the majority of hotel placements were sibling groups requiring placement after hours. The following table shows the number of placements by category:

Figure 38

	# of children
Natural Disaster	2
Health/Safety	73
Sibling Groups	161
Other	4

In addition to reducing the number of placements, another major focus has been to reduce the length of stays. There has been considerable success in this. In 11/12, the majority of the children (113) placed into a hotel stayed between 1 and 3 days, while 59 children stayed between 4 and 6 days, prior to being moved to an alternate placement. In the exceptional cases where hotel stays were extended beyond 6 days, it was most often due to the lack of appropriate resources for particularly high needs children and sibling groups.

## Emergency Homes

The SFNNC agencies continued developing its network of emergency, on call foster homes. Placement into these emergency beds was coordinated by the Strategic Resource Development Unit on a 24/7 basis. These resources were critical in improving the care of children by reducing the number of hotel and shelter placements made by our agencies. The continued willingness of Anishinaabe CFS and Peguis CFS to share these resources is appreciated. On average, there are 11 emergency foster homes available, each month, with an overall average of 18 beds.

## Golden Eagle

Golden Eagle is entering into its fifth full year of operation. In 2011/2012, there were 161 placements.

## Looking Ahead to 2012/2013

The operational plan for 2012 / 2013 includes the following key areas:

1. Higher level of integration of cultural practices in the programs and services provided by the SFNNC and its agencies.
2. Strengthening and improving case management practices at agencies.
3. Strengthening and enhancing the services to children in care, with a particular focus on educational outcomes and cultural connectedness.
4. Completing the Connectivity Project, including implementation of a VLAN at all sites, virtualization of the server for all agencies, and transition to a VOIP system for all sites.
5. Full Implementation of the Differential Response Service Delivery Model.
6. Beginning implementation of a document/records management system at the SFNNC and the agencies.
7. Completing the required training and data entry so that all agencies are fully using CFSIS.

## Appendices

### I – Province Wide Service Delivery System

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

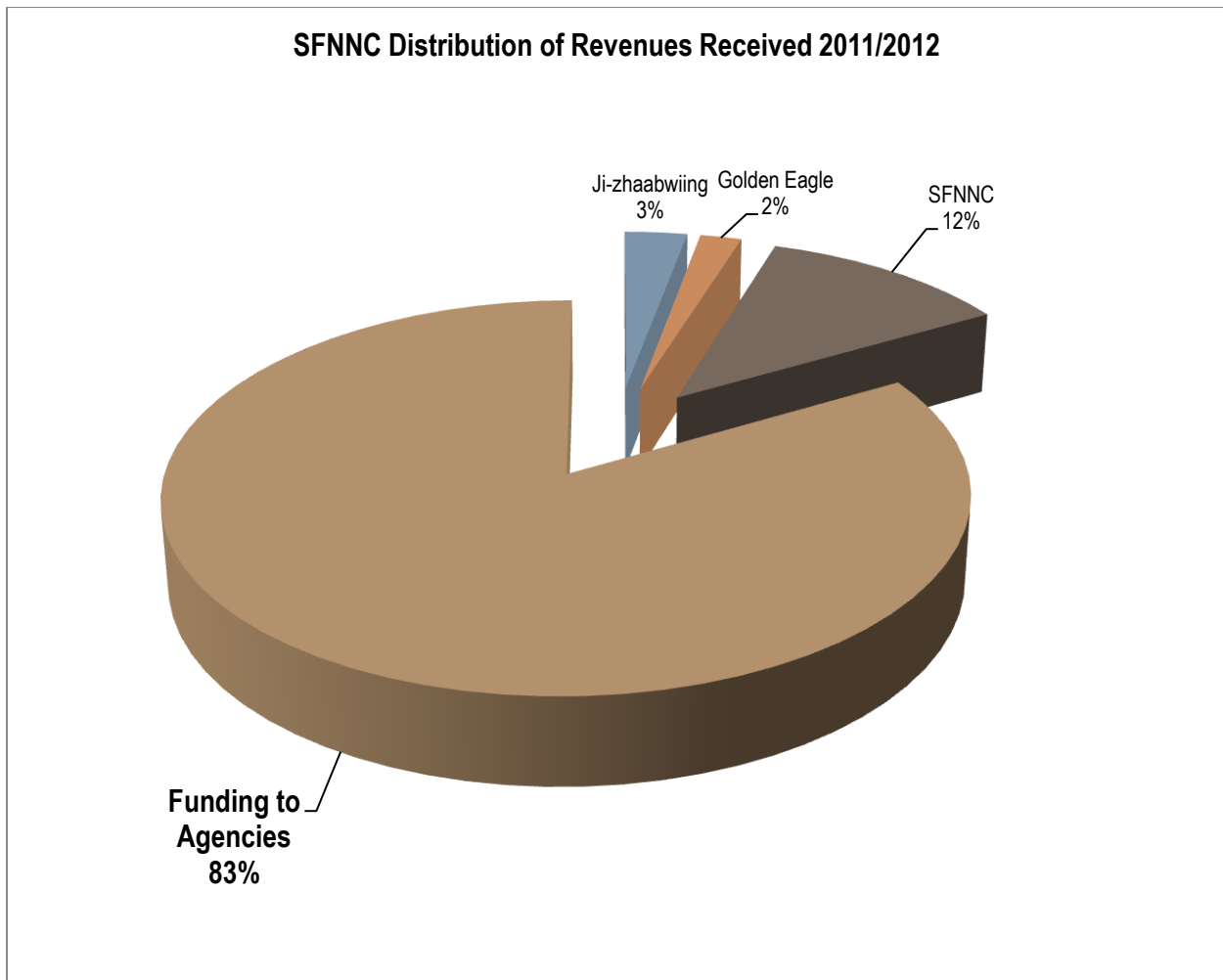
Region	Designated Intake Agency	Service Provider (agency) for the Southern First Nations
Towns of Selkirk and Stonewall	Interlake Region	<ul style="list-style-type: none"> <li>• Each southern First Nation CFS Agency provides services to their community members through their Winnipeg offices with the exception of DOCFS</li> <li>• Sagkeeng CFS provides services for DOCFS</li> <li>• Animikii Ozoson provides services to other families who choose the Southern First Nations Network of Care (SFNNC)</li> </ul>
Eastman Region	Eastman Region	<ul style="list-style-type: none"> <li>• SECFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to other southern First Nations community members who have chosen the SFNNC</li> <li>• Sagkeeng CFS provides services to other families who choose the Southern First Nations Network of Care (SFNNC)</li> <li>• Sagkeeng CFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Norman Region	Cree Nation CFS	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the SFNNC</li> </ul>
Thompson Region	Nisichawayashik Cree Nation FCWC	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Nisichawayashik Cree Nation FCWC for families who choose the SFNNC</li> </ul>
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> <li>• Each Southern First Nation CFS Agency provides services to their community members</li> <li>• Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the Southern First Nations Network of Care (SFNNC).</li> </ul>

## II – SFNNC 2011/2012 Financial Statements

### Distribution of Funds

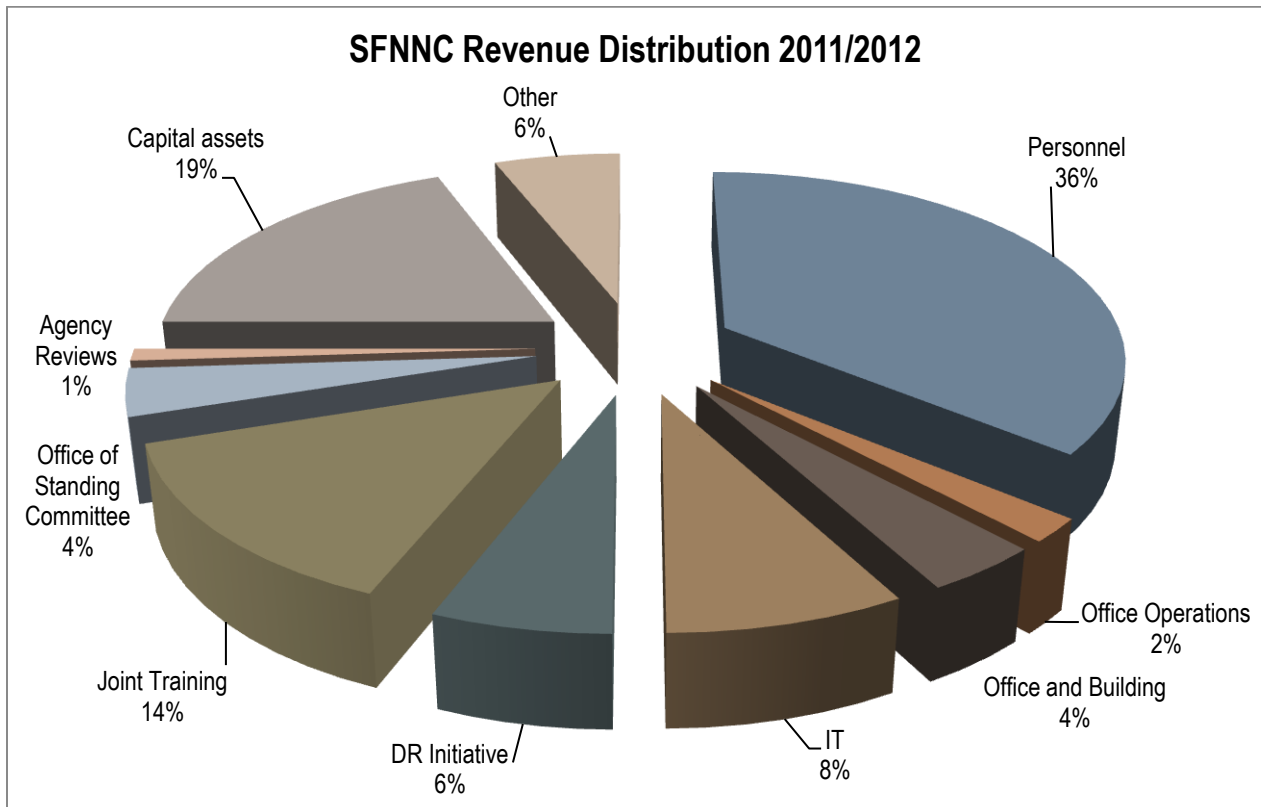
Based on the audited statements, the SFNNC had revenues of \$51,648,699 in 2011/2012. Of this, 83% went directly to agencies. 12% was used for SFNNC operations. The following chart shows the distribution of the revenue:

Figure 39



Of the funds used for SFNNC Operations, 52% was spent on salaries, benefits, travel, recruitment, and training for personnel. The chart on the following page shows how SFNNC funds were distributed:

Figure 40



**2011/12 Audited Financial Statements**

For the year of April 1, 2011 to March 31, 2012, BDO Canada LLP was the firm who audited the Southern First Nations Network of Care’s Financial Statements. A copy of the final audited statements for the year ending March 31, 2012 is on the following pages.



Figure 41

**FIRST NATIONS OF SOUTHERN  
MANITOBA CHILD AND FAMILY  
SERVICES AUTHORITY**

**Financial Statements**  
For the year ended March 31, 2012

## FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

**Financial Statements**  
For the year ended March 31, 2012

### Contents

<b>Independent Auditor's Report</b>	<b>2</b>
<b>Financial Statements</b>	
Statement of Financial Position	3
Statement of Operations and Changes in Net Assets - Operating Fund	4
Statement of Operations and Changes in Net Assets - Capital Fund	5
Statement of Operations and Changes in Net Assets - Repatriation Fund	6
Statement of Cash Flows	7
Summary of Significant Accounting Policies	8
Notes to Financial Statements	11
<b>Auditor's Comments on Supplementary Financial Information</b>	<b>16</b>
<b>Supporting Schedules</b>	
Schedule 1 - Statement of AANDC Funding and Expenditures	17
Schedule 2 - Statement of AANDC Funding and Expenditures - Capacity Development	18
Schedule 3 - Statement of Canadian Heritage Funding and Expenditures	19



Tel: 204 956 7200  
 Fax: 204 926 7201  
 Toll-free: 800 268 3337  
 www.bdo.ca

BDO Canada LLP/s.r.l.  
 700 - 200 Graham Avenue  
 Winnipeg MB R3C 4L5 - Canada

---

## Independent Auditor's Report

---

To the Board of Directors  
 FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

We have audited the accompanying financial statements of the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY, which comprise the statement of financial position as at March 31, 2012, and the statements of operations and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY as at March 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*BDO Canada LLP*

Chartered Accountants

Winnipeg, Manitoba  
 September 22, 2012

2

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO Canada s.r.l., una societate canadienă de răspundere limitată, este membru de BDO International Limited, societate de drept anglic, și face parte din rețeaua internațională de societăți membre independente BDO.

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY**  
**Statement of Financial Position**

As at March 31 2012 2011

	Operating Fund	Capital Fund	Repatriation Fund	Total	Total
<b>Assets</b>					
<b>Current Assets</b>					
Cash and cash equivalents	\$ 438,940	\$ -	\$ -	\$ 438,940	\$ 300,730
Accounts receivable (Note 2)	17,780,387	-	-	17,780,387	10,543,285
Prepaid expenses and deposits	75,424	-	-	75,424	122,364
Capital assets (Note 3)	18,294,671	-	-	18,294,671	10,966,429
Due from agencies (Note 4)	5,537,990	2,272,912	-	7,810,902	1,845,670
Interfund balances	(190,864)	-	130,364	-	5,537,990
	\$ 23,641,797	\$ 2,272,912	\$ 130,364	\$ 26,105,573	\$ 18,350,089

**Liabilities and Fund Balances**

<b>Current Liabilities</b>					
Accounts payable and accrued liabilities (Note 5)	\$ 15,474,086	\$ -	\$ -	\$ 15,474,086	\$ 8,310,031
Deferred revenue (Note 6)	2,646,783	-	-	2,646,783	4,419,808
Deferred revenue (Note 6)	18,120,869	-	-	18,120,869	10,738,608
Due to Province of Manitoba (Note 4)	5,537,990	-	-	5,537,990	30,852
Commitments (Note 7)	23,658,859	-	-	23,658,859	18,306,081
<b>Net Assets</b>					
Operating Fund	(17,062)	-	-	(17,062)	373
Capital Fund	-	2,272,912	-	2,272,912	1,845,670
Repatriation Fund	-	-	190,864	190,864	188,865
	\$ 23,641,797	\$ 2,272,912	\$ 190,864	\$ 26,105,573	\$ 18,350,089

Approved on behalf of the Board of Directors:

 Director

 Director

The accompanying summary description of policy processes are an integral part of these financial statements.

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Statement of Operations and Changes in Net Assets - Operating Fund**

For the year ended March 31	2012	2012	2011
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>			
Province of Manitoba			
Department of Family Services & Labour (Note 7)	\$ 38,129,448	\$ 51,284,581	\$ 42,256,669
Canadian Heritage (Schedule 3)	-	78,189	-
Aboriginal Affairs and Northern Development Canada (AANLC) (Schedule 2)	-	27,930	-
Other	47,000	434	6,806
Interest	-	86	-
Goods and Services Tax	-	(29,754)	38,983
	<u>38,176,448</u>	<u>51,369,465</u>	<u>42,300,434</u>
<b>Expenses</b>			
<b>Personnel</b>			
Recruitment	-	-	8,650
Salaries, wages, and benefits	2,206,976	2,161,987	2,058,284
Training and education	62,500	22,406	16,342
Travel	80,000	38,682	77,971
	<u>2,348,976</u>	<u>2,223,065</u>	<u>2,154,248</u>
<b>Office Operations</b>			
Interest and bank charges	-	2,841	3,759
Supplies	36,000	77,560	28,584
Telephone, fax and internet	24,000	24,481	23,101
	<u>60,000</u>	<u>104,891</u>	<u>53,454</u>
<b>Office and Building</b>			
Insurance	20,000	32,376	23,092
Rent	160,000	235,710	181,689
	<u>180,000</u>	<u>268,086</u>	<u>204,791</u>
<b>Other Authority</b>			
Agency performance support	96,000	48,628	65,553
Agency reviews	-	34,299	220,335
Agency strategy and communication meetings	30,000	30,009	28,982
Annual meeting	7,500	6,801	9,162
Board training and meeting expenses	26,000	6,133	20,273
Canadian Heritage: Eyes for Me	-	78,189	-
Changes for children initiatives	-	-	48,980
Community relations	4,000	12,488	12,580
Differential response initiatives	119,756	346,535	241,083
Information technology support	344,568	521,478	459,456
Joint training unit	72,460	832,939	338,894
Office of the standing committee	184,419	217,620	242,888
Professional fees	26,000	91,644	49,680
AANLC - Regional meeting	-	27,930	-
	<u>908,693</u>	<u>2,311,492</u>	<u>1,757,654</u>
<b>Agency Support</b>			
Agency central support	31,920,300	42,010,809	32,442,724
Agency differential response initiatives	-	978,750	2,098,970
Agency family support innovations fund	273,600	39,600	273,600
	<u>32,193,900</u>	<u>43,029,259</u>	<u>36,415,294</u>
<b>Other Program Support</b>			
Golden Eagle program support	1,000,000	1,007,884	1,001,432
Ji-zheebwing program support	1,450,000	1,517,923	913,014
	<u>2,450,000</u>	<u>2,525,787</u>	<u>1,914,446</u>
<b>Total expenses</b>	<u>38,141,469</u>	<u>59,462,570</u>	<u>41,499,887</u>
<b>Excess of revenue over expenses for the year</b>	<u>\$ 34,979</u>	<u>906,895</u>	<u>600,547</u>
<b>Fund balance, beginning of year</b>		373	11,008
<b>Interfund Transfers</b>			
Transfer to Reconciliation Fund		(36,000)	(35,000)
Transfer to Capita Fund for asset purchases		(889,330)	(776,280)
<b>Fund balance, end of year</b>		<u>\$ (17,062)</u>	<u>\$ 373</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

4

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Statement of Operations and Changes in Net Assets**  
**- Capital Fund**

<b>For the year ended March 31</b>	<b>2012</b>	<b>2012</b>	<b>2011</b>
	<b>Budget (unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
Aboriginal Affairs and Northern Development Canada (AANDC) (Schedule 1)	-	\$ 250,000	\$ 1,000,000
<b>Expenses</b>			
Amortization	-	712,088	394,021
Loss on disposal of capital assets	-	-	11,540
	-	712,088	405,561
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$ -</b>	<b>(462,088)</b>	<b>594,439</b>
<b>Fund balance, beginning of year</b>		<b>1,845,670</b>	474,971
<b>Interfund transfers</b>		<b>889,330</b>	776,260
<b>Fund balance, end of year</b>		<b>\$ 2,272,912</b>	<b>\$ 1,845,670</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

5

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Statement of Operations and Changes in Net Assets  
- Repatriation Fund**

For the year ended March 31	2012	2012	2011
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>	\$ -	\$ -	\$ -
<b>Expenses</b>			
Salaries and benefits	-	39,160	47,172
Travel	-	641	1,082
	-	39,801	48,254
<b>Deficiency of revenue over expenses for the year</b>	<b>\$ -</b>	<b>(39,801)</b>	<b>(48,254)</b>
<b>Fund balance, beginning of year</b>		<b>195,665</b>	<b>208,919</b>
<b>Interfund transfers</b>		<b>35,000</b>	<b>35,000</b>
<b>Fund balance, end of year</b>		<b>\$ 190,864</b>	<b>\$ 195,665</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

6

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Statement of Cash Flows**

<b>For the year ended March 31</b>	<b>2012</b>	<b>2011</b>
<b>Cash Flows from Operating Activities</b>		
Excess of revenue over expenses for the year	\$ 405,006	\$ 1,346,732
Adjustments for items not involving cash		
Amortization of capital assets	712,088	394,021
Loss on disposal of capital assets	-	11,540
	<u>1,117,094</u>	<u>1,752,293</u>
 Changes in non-cash working capital balances		
Accounts receivable	(7,237,022)	(3,666,631)
Prepaid expenses and deposits	46,940	(107,573)
Due from agencies	-	(2,100,040)
Accounts payable and accrued liabilities	9,154,155	5,144,150
Deferred revenue	(1,803,677)	(2,445,585)
	<u>160,396</u>	<u>(3,175,679)</u>
	<u>1,277,490</u>	<u>(1,423,386)</u>
 <b>Cash Flows from Investing Activities</b>		
Purchase of capital assets	<u>(1,139,330)</u>	<u>(1,776,280)</u>
 <b>Cash Flows from Financing Activities</b>		
Net advances from Province of Manitoba	<u>-</u>	<u>2,100,040</u>
 <b>Net increase (decrease) in cash during the year</b>	<b>138,160</b>	<b>(1,099,606)</b>
 <b>Cash and cash equivalents, beginning of year</b>	<u>300,780</u>	<u>1,400,386</u>
 <b>Cash and short-term investments, end of year</b>	<b>\$ 438,940</b>	<b>\$ 300,780</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

7



---

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Summary of Significant Accounting Policies**

**For the year ended March 31, 2012**

---

<b>Basis of Accounting</b>	These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles using the accrual basis of accounting.
<b>Fund Accounting</b>	<p>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.</p> <p>The Operating Fund is used to account for all revenue and expenditures related to general and ancillary operations of the Authority.</p> <p>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.</p> <p>The Repatriation Fund is an internally restricted fund used to account for monies for specific purposes.</p> <p>Interfund balances are non-interest bearing, and have no terms of repayment or security.</p>
<b>Revenue Recognition</b>	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.
<b>Financial Instruments</b>	<p>The Authority utilizes various financial instruments. Unless otherwise noted, it is management's opinion that the Authority is not exposed to significant interest, currency or credit risks arising from these financial instruments and the carrying amounts approximate fair values.</p> <p>All transactions related to financial instruments are recorded on a settlement date basis.</p>

## FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY Summary of Significant Accounting Policies

**For the year ended March 31, 2012**

### Financial Instruments (continued)

The Authority classifies its financial instruments as follows based on the purpose for which the asset was acquired and follows the disclosed accounting policy for each category.

<u>Assets/liability</u>	<u>Category</u>	<u>Measurement</u>
Cash and short-term investments	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Due from Agencies	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost
Due to Province of Manitoba	Other financial liabilities	Amortized cost

- Held for trading items are carried at fair value, with changes in their fair value recognized in the statement of operations.
- Loans and receivables are carried at amortized cost, using the effective interest rate method, less any provision for impairment.
- Other financial liabilities are carried at amortized cost, using the effective interest method.

Transition costs are expensed as incurred.

### Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, bank balances and investments in money market instruments with maturities of three months or less.

### Capital Assets

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

Computer equipment	30% declining balance basis
Furniture and fixtures	20% declining balance basis

Leasehold improvements are amortized over the term of the lease.

---

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Summary of Significant Accounting Policies**

**For the year ended March 31, 2012**

---

**Use of Estimates and  
Measurement Uncertainty**

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Certain accounts receivable amounts contain measurement uncertainty as they relate to funding based upon the latest communication with the Province of Manitoba and management's intentions on finalizing the funding framework.

**New Accounting  
Pronouncements**

In December 2010, the Accounting Standards Board and Public Sector Accounting Board ("Boards") issued new standards for not-for-profit organizations ("NPOs") as follows:

For government (public sector) NPOs they have a choice of:

1. Public Sector Accounting standards with the current series of NPO-specific standards added with some minor changes; or
2. Public Sector Accounting standards.

The Boards require NPOs to adopt their respective standards for year ends beginning on or after January 1, 2012. Until the date of transition to the new standards, all NPOs will continue to follow the current Canadian Institute of Chartered Accountants Handbook – Accounting Part V – Pre-Changeover Standards.

## FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY Notes to Financial Statements

For the year ended March 31, 2012

### 1. Nature of Organization

The 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 except 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 Authority 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.

The Authority is a non-profit organization and as such is exempt from income taxes under The Income Tax Act (the "Act"). 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.

### 2. Accounts Receivable

	2012	2011
AANDC	\$ 27,930	\$ 1,000,000
Due from agencies	1,098,521	1,007,598
Due from Province of Manitoba		
Ji-zhaabwiing - office start-up and operating cost recoveries	935,496	671,711
Agency review recoveries	-	621,146
Canadian Heritage	76,100	-
Golden Eagle funding	414,894	1,001,432
IT support cost recoveries	500,972	476,101
Ji-zhaabwiing funding	406,418	251,997
New funding model adjustment	11,193,240	2,289,164
Other from government	893,419	825,649
GST receivable	194,404	188,495
Other	16,422	267,413
800 Adele - renovation cost reimbursements	2,022,403	1,962,579
	<b>\$ 17,780,307</b>	<b>\$ 10,543,285</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2012**

**3. Capital Assets**

	2012			2011		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 3,227,388	\$ 1,493,312	\$ 1,734,086	\$ 2,624,929	\$ 829,231	\$ 1,795,698
Furniture and fixtures	397,027	162,296	234,731	226,079	126,107	99,972
Leasehold improvements	364,814	60,819	304,095	-	-	-
	<b>\$ 3,989,339</b>	<b>\$ 1,716,427</b>	<b>\$ 2,272,912</b>	<b>\$ 2,851,008</b>	<b>\$ 1,004,338</b>	<b>\$ 1,846,670</b>

**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 \$5,537,990 (\$5,537,990 in 2011), 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.

	2012	2011
Animikii-Ozouso Child and Family Services	\$ 1,204,000	\$ 1,204,000
Child and Family All Nations Coordinated Response Network	538,400	538,400
Dakota Ojibway Child and Family Services	609,610	609,610
Intertribal Child and Family Services	121,030	121,030
Peguis Child and Family Services	221,820	221,820
Sandy Bay Child and Family Services	158,700	158,700
Southeast Child and Family Services	1,368,830	1,368,830
West Region Child and Family Services	1,235,600	1,235,600
	<b>\$ 5,537,990</b>	<b>\$ 5,537,990</b>

**5. Accounts payable and accrued liabilities**

	2012	2011
Due to agencies	\$ 14,533,675	\$ 4,716,797
Trade payables	550,263	1,429,434
Accrued expenses	387,912	173,700
Other payables	2,236	-
	<b>\$ 15,474,086</b>	<b>\$ 6,319,931</b>

12

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2012**

**6. 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.

	<u>2012</u>	<u>2011</u>
Balance, beginning of year	\$ 4,450,460	\$ 6,896,045
Funds Received		
Province of Manitoba	6,526,850	4,395,379
Other	5,595	121,724
Less amounts recognized as revenue in the year	<u>(8,336,122)</u>	<u>(6,962,688)</u>
Balance, end of year	2,646,783	4,450,460
Less: Current portion	<u>2,646,783</u>	<u>4,419,608</u>
Deferred revenue relating to future years	<u>\$ -</u>	<u>\$ 30,852</u>

**7. Revenue from Province of Manitoba**

Revenue as per Province of Manitoba confirmation	\$ 41,187,647
Add	
Deferred revenue amounts recognized as revenue in the year	1,803,677
Funding claims subsequent to confirmation	<u>9,065,587</u>
	52,056,911
Deduct	
Funding of prior year accounts receivable	<u>762,330</u>
Revenue from Province of Manitoba	<u>\$ 51,294,581</u>

---

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2012**

---

**8. Commitments**

The Authority has entered into various lease agreements for premises for its operations and to support other agencies and programs expiring between January 2014 and January 2029.

The minimum annual lease payments for the next five years are as follows:

2013	\$ 1,355,114
2014	1,141,080
2015	907,883
2016	582,452
2017	515,678

**9. Capital Management**

The Authority's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can continue with 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 the Board of Directors meeting. During the year, the Authority's strategy was to protect its capital through managing revenues and expenses as well as through maintaining a balanced investment portfolio. The strategy remained unchanged from the previous year.

**10. Financial Risk Management**

The Authority is exposed to different types of risk in the normal course of operations, including credit risk and market risk. The Authority's objective in risk management is to optimize the risk return trade-off, within set limits, by applying integrated risk management and control strategies, policies and procedures throughout the Authority's activities.

Credit Risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Authority to credit risk consist principally of accounts receivable.

The Authority's maximum exposure to credit risk without taking account of any collateral or other credit enhancements is \$17,780,307 (\$10,543,285 at March 31, 2011).

The Authority is not exposed to significant credit risk as the majority of the receivables are from the the Province of Manitoba and agencies.

11

---

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2012**

---

**10. Financial Risk Management (continued)**

Market Risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign exchange risk and other price risk.

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Authority is not exposed to significant interest rate risk as its cash and investments are held in short-term or variable rate products.

The Authority is not exposed to significant foreign currency risk as it does not have any financial instruments denominated in foreign currency.

Liquidity Risk

Liquidity risk is the risk that the Authority will encounter difficulty in meeting financial obligations as they become due, and arises from the Authority's management of working capital. The Authority's policy is to ensure that it will have sufficient cash to allow it to meet its liabilities when they become due.

Fair Value

The carrying values of cash, short-term investments, accounts receivable, and accounts payable and accrued liabilities approximate their fair value due to the relatively short periods to maturity of these items or because they are receivable or payable on demand.

**11. Economic Dependence**

The Authority's primary source of income is the grant funding received from the Province of Manitoba Department of Family Services and Labour. 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.

**12. Comparative Figures**

Comparative figures presented for the year ended March 31, 2012, relating to Province of Manitoba revenue and Agency differential response initiatives expense, have been restated to conform to the current year's presentation.





Tel: 204 956 7200  
 Fax: 204 926 7201  
 Toll-free: 800 268 3537  
 www.bdo.ca

BDO Canada LLP/s.r.l.  
 700 - 200 Graham Avenue  
 Winnipeg MB R3C 4L5 - Canada

---

## Auditor's Comments on Supplementary Financial Information

---

**To the Board of Directors  
 FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY**

We have audited the financial statements of the **FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY**, which comprise the statement of financial position as at March 31, 2012, and the statements of operations and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, and have issued our report thereon dated September 22, 2012 which contained an unmodified opinion on those financial statements. The audit was performed to form an opinion on the financial statements as a whole. The Statements of AANDC Funding and Expenditures and Statement of Canadian Heritage Funding and Expenditures is presented for the purposes of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from the underlying accounting and other records used to prepare the financial statements.

The supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such supplementary information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves.

### Restriction on Distribution and Use

The supplementary information is prepared to assist the **FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY** to meet the requirements of the Minister of Aboriginal Affairs and Northern Development (the "Minister"). As a result, the supplementary information is not presented in accordance with Canadian generally accepted accounting principles and may not be suitable for another purpose. Our report is intended solely for the **FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY** and the Minister and should not be distributed to or used by parties other than the **FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY** or the Minister.

*BDO Canada*

Chartered Accountants

Winnipeg, Manitoba  
 September 22, 2012

16

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the International BDO network of independent member firms.

BDO Canada s.r.l., este societate caracterizată ca responsabilitate limitată, este membru de BDO International Limited, societate de drept anglic, și este parte la rețeaua Internațională de societăți membre independente BDO.

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 1 - Statement of AANDC Funding and Expenditures**

<b>For the year ended March 31</b>	<b>2012</b>	<b>2012</b>	<b>2011</b>
	<b>Budget (unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
AANDC	\$ -	\$ 250,000	\$ 1,000,000
<b>Expenditures Included in Capital Assets</b>			
Voice over internet protocol	-	450,240	-
Virtual server and licenses	-	-	1,244,018
Virtual local area network	-	-	62,596
Computer refresh	-	-	272,529
	-	450,240	1,579,141
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ (200,240)</b>	<b>\$ (579,141)</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Schedule 2 - Statement of AANDC Funding and Expenditures -  
Capacity Development**

<b>For the year ended March 31</b>	<b>2012</b>	<b>2012</b>
	<b>Budget (unaudited)</b>	<b>Actual</b>
<b>Revenue</b>		
AANDC - Capacity Development	\$ -	\$ 27,930
<b>Expenditures Included in Capital Assets</b>		
Travel and accommodations	-	15,346
Facility	-	9,015
Coordination and administration fee	-	3,569
	-	27,930
<b>Excess (deficiency) of revenue over expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 3 - Statement of Canadian Heritage Funding and  
Expenditures**

<b>For the year ended March 31</b>	<b>2012</b>	<b>2012</b>
	<b>Budget (unaudited)</b>	<b>Actual</b>
<b>Revenue</b>		
Canadian Heritage	\$ -	\$ 76,188
<b>Expenses</b>		
Salaries and benefits	-	37,128
Program supplies	-	13,959
Administration allocation	-	10,750
Honourariums	-	10,150
Recruitment	-	5,029
Program foods	-	4,500
Cultural Room rent allocation	-	4,200
Program costs	-	2,079
Travel	-	582
	-	88,377
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ (12,189)</b>

## III – Agency Funding Model

### Funding Model

#### *General*

- The federal and provincial models are five year funding models which came into effect October 1/2010. 2010/2011 is considered year one.
- In both cases the model is phased in, and is 100% funded by year three (2012/13).
- Three key lines to Agency funding
  1. Core
  2. Service Delivery
    - a. Protection
    - b. Family Enhancement (Prevention)
  3. Maintenance of children in care
- The model applies to all of the SFNNC Agencies, except for ANCR. The federal and the provincial model apply to all agencies, except Animikii, which is 100% provincially funded.
- Both models use the provincial pay scale for determining salaries.
- The federal model pays benefits at 20% for all funded positions; the provincial model at 15%. Agencies no longer receive BEB funding. Both models fund operations at 15% of salaries.
- There is only one southern agency – SECFS - that is eligible for remoteness allowance.
- For federal funds, agencies have a funding agreement with AANDC and receive the money from AANDC for Core, Service Delivery, and Maintenance. For provincial funds, agencies have a funding agreement with the SFNNC and receive the money from the SFNNC for Core and Service Delivery. Maintenance continues, on an interim basis, to be reimbursed to the agencies directly by the Province.
- There are conditions that agencies must meet to receive the increased funds:
  - Federally and provincially, agencies are required to submit a Five Year Operations (Business) Plan. These are required on an annual basis. These plans must receive approval from AANDC and the SFNNC prior to funding being released.

- Agencies must repay any outstanding CSA money owing to the Province and must remit annual payments in a timely manner.
  - Agencies must present balanced budgets over the five year period.
  - Agencies must have all of their cases on CFSIS and must use CFSIS and the Intake Module as a case management tool.
- A list of items still outstanding has been developed and discussions are to take place over the next few years to see if these can be addressed for the following five year cycle.

### ***Core Line of Funding***

- Items considered “core” are funded 60% province and 40% federal .
- Items in the Core include salary and benefits for the following positions: Executive Director, Executive Assistant, Receptionist, HR Specialist, Finance Officer, Accounting/Payroll Clerks, Child Abuse Coordinator, Quality Assurance Specialist, and Financial Analyst.
- Agencies are rated as Small, Medium, Large; the number of core positions and the salary level is in some instances determined by the size of the Agency.
- Other items under Core include: Audit, Board expenses; Insurance, and Corporate Legal.
- Both models provide for IT - desktop support. Federal funds go to agencies; provincial funds go to the SFNNC which provides network and desktop support to the agencies.
- There is limited flexibility for agencies to move money from the Core line to other areas.

### ***Service Delivery Line of Funding***

- There are two categories in this line:
  - *Protection Services* – includes children in care and family protection cases.
  - *Family Enhancement* – prevention services.
- Protection cases are funded at one worker for every 25 cases.
- Family Enhancement cases are funded at one worker for every 20 cases.
- In both models the funding is case driven but there is a significant difference in how case numbers are determined.

### Federal Model

- This model uses on reserve child population numbers, and makes the assumption that 7% of the child population is in care in order to determine the number of cases of children in care.
- For family cases, the federal model also uses on reserve child population numbers and assumes that there are 3 children in a family, and that 20% of the families require service. This determines the case numbers for the model.
- The federal model does not adjust for increases/decreases in child population or for actual cases for the five year period.

### Provincial Model

- This model funds service delivery based on actual case counts and will adjust funding based on case counts on an annual basis. Criteria is being established for cases to count for funding.
  - For year one and year two, assumptions were made for the number of Family Enhancement cases, as this is a new line of funding for agencies.
- In both models, middle managers, supervisors, and admin support staff are based on the number of workers: for every 6 workers there is one supervisor; for every 5 staff there is an admin support; for every 7 supervisors there is a middle manager.
  - The federal model funds foster care workers at one worker for every 30 children in care. The provincial model does not fund foster care workers.
  - The federal model funds a Foster Care Coordinator for each agency, as well as a Resource Development worker (Recruitment and Training). The provincial model does not fund for this work.
  - The federal model funds agencies for After Hours on reserve; the provincial model funds the designated Intake agencies that provide After Hours off reserve.
  - Both models provide agencies with “Purchased Service” funds. These funds can be used to purchase programs, partner with collaterals in delivery of programs, or develop and deliver programs by the agency. The federal model provides \$130/child population; of this, \$30 per child is intended to cover legal costs for children in care. The provincial model provides \$1300/family case. Provincially, legal costs for children in care are reimbursed separately through maintenance.

- Agencies have flexibility on the Service Delivery line to move funds subject to ensuring that statutory service requirements are met.
- Staff training dollars are provided to agencies by the federal model at \$2000/annum for most positions. Provincially, training dollars are provided to the Authorities for the Joint Training Team.

### ***Maintenance line of funding***

- Provincially, maintenance will continue to be reimbursed on actuals with annual reconciliation of expenditures.
- Federally, maintenance will no longer be reconciled on an annual basis. Agencies will receive an allocation each year that is based on previous year actuals. If the Agency spends less, it can keep the surplus. If the agency spends more, no reconciliation will be made, although the agency will start the following year at the increased level. Agencies will be expected to use Operations funding to cover these maintenance costs.
- No price or volume adjustments will be made – these increases will be reflected in the annual allocation amount based on the previous year actuals.

### ***Funding Model Anomalies***

- There are two agencies where anomalies exist:
  - SECFS: The model calculates cases on the assumption that 7% of the on reserve child population is in care. For SECFS, it is close to 14% of the on reserve child population that is in care. This means that almost 50% of the cases are unfunded.
  - WRCFS: This agency has been in a pilot project for the past 15+ years using a block funding approach to maintenance. This has allowed the agency to develop a wide range of prevention programs. The funding model assumes that agencies are in the developmental stage with family enhancement. The new funding model will no longer provide the 'block' of maintenance funds. The net result is a reduction in funds to the agency.
- Discussions are ongoing with AANDC on how to address these anomalies.



### ***Funding under the Funding Model***

- When fully phased in, by 12/13, funding under the new model provides the agencies under the SFNNC with an overall average increase of 49%. There may be further increases / adjustments on the provincial model, depending on the actual case counts for future years.
- The following table compares the pre-funding model with the funding under the model for the southern FNCFS agencies (excluding ANCR).

	Federal	Provincial	Totals
Model Funding	30,876,664	29,192,210	60,068,874
Pre Model Funding	17,766,008	22,441,000	40,207,008
Increase	13,110,656	6,751,210	19,861,866
Average Increase	74%	30%	49%

- The table shows that federally, the average increase is 74% and provincially, it is 30%.
- There are significant variations between agencies. The following table shows the combined federal and provincial increases by agency:

	ACFS	DOCFS	ICFS	Peguis	Sagkeeng	SBCFS	SECFS	WRCFS	Animikii
Model Funding	6,815,373	9,152,514	3,814,919	4,776,127	4,997,631	4,667,990	11,949,208	10,525,555	3,369,557
Pre Model Funding	5,210,084	5,905,195	1,796,707	2,530,607	3,284,838	2,220,440	8,795,768	8,688,469	1,774,900
Increase	1,605,289	3,247,319	2,018,212	2,245,520	1,712,793	2,447,550	3,153,440	1,837,086	1,594,657
Average Increase	31%	55%	112%	89%	52%	110%	36%	21%	90%

- For example, for ICFS, the average increase in funding is 112%, while for WRCFS, the increase is 21%.

## IV – Acronyms List

AANDC	Aboriginal Affairs and Northern Development Canada <sup>6</sup>
ADP	Authority Determination Process
AHU	After Hours Unit (ANCR)
AJI-CWI	Aboriginal Child Welfare Initiative
AMC	Assembly of Manitoba Chiefs
ASIST	Applied Suicide Intervention Skills Training
BEB	Band Employee Benefits
BCP	Business Continuity Plan
C4C	Changes for Children Initiative
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA	<i>The Child and Family Services Act</i>
CFSAA	<i>The Child and Family Services Authorities Act</i>
CFSIS	Child & Family Services Information System
CIC	Child(ren) in Care
COA	Change of Authority
CPB	Child Protection Branch, Family Services and Labour
CSA	Children's Special Allowances (e.g. Child Tax Benefit)
DR	Differential Response
DLW	Designated Level Worker
ED	Executive Director
EOC	Extension of Care
EPR	Emergency Placement Resources
EPS:	Expectant Adolescent Services
EYES for ME	Engaging Youth Empowering Spirits for Mother Earth
FASD	Fetal Alcohol Spectrum Disorder
FE	Family Enhancement
FH	Foster Home (includes foster homes; specialized foster homes)
FIPPA	<i>The Freedom of Information and Protection of Privacy Act</i>
FN	First Nation
IDSC	Interdisciplinary Studies Certificate
INAC	Indian & Northern Affairs Canada
IT	Information Technology
MANFF	Manitoba Association of Native Firefighters
MOU	Memorandum of Understanding
OCA	Office of the Children's Advocate

<sup>6</sup> Formerly known as Indian and Northern Affairs Canada (INAC)

ONP	Other Non-Paid Care (e.g. health facility; correctional facility; reunification in own home; non-paid care with relatives)
OPR	Other Paid Resource (e.g. places of safety; independent living; out of province placements)
PDA	Public Interest Disclosure Act (Whistleblower Protection)
PHIA	Personal Health Information Act
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centers; group care arrangements)
ROPE	Rites of Passage Envisioned
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
SFNNC	Southern First Nations Network of Care (First Nations of Southern Manitoba Child & Family Services Authority)
SHEAL	Spirit Horse Equine Assisted Learning
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance
VLAN	Virtual Local Area Network
VPA	Voluntary Placement Agreement
VSG	Voluntary Surrender of Guardianship



[www.SouthernNetwork.org](http://www.SouthernNetwork.org)