



**SOUTHERN FIRST NATIONS
NETWORK OF CARE**
ANNUAL REPORT 2014/15



OUR MANDATED AGENCIES



PEGUIS CHILD AND FAMILY SERVICES (PCFS)
Peguis



SANDY BAY CHILD AND FAMILY SERVICES (SBCFS)
Sandy Bay / Dakota Plains

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



SAGKEENG CHILD AND FAMILY SERVICES (SCFS)
Sagkeeng



SOUTHEAST CHILD AND FAMILY SERVICES (SECF)

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



WEST REGION CHILD AND FAMILY SERVICES (WRCFS)

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



ANIMIKII OZOSON CHILD AND FAMILY SERVICES (AOCFS)

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



ANISHINAABE CHILD AND FAMILY SERVICES (ACFS)

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



CHILD AND FAMILY ALL NATIONS COORDINATED RESPONSE NETWORK (ANCR)

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



DAKOTA OJIBWAY CHILD AND FAMILY SERVICES (DOCFS)

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



INTERTRIBAL CHILD AND FAMILY SERVICES (ICFS)

Dakota Tipi / Fisher River / Kinonjeoshtegon



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MESSAGE FROM THE CEO



On behalf of the staff of the Southern First Nations Network of Care (SFNNC) I am pleased to present the Annual Report for 2014/15.

I would also like to introduce myself as the CEO of the SFNNC. I come to this organization with over 21 years of experience in the Child and Family Services field, and as a previous Executive Director of one of our agencies (Dakota Ojibway Child and Family Services). I am from the Sioux Valley Dakota Nation and have strong cultural roots. I also come from a background that includes two generations of residential school survivors and have a

very good understanding of the current dynamics of the First Nation population. These experiences definitely guide how I perform the tasks necessary for this position. I have been here now for just over a year and it has been a very busy time. In addition to bringing me in to fill the role of CEO, many other changes have occurred over the past year including the introduction of a new Associate CEO and a new CFO. With new management comes the opportunity to shed new light on the work we do and how we do it.

I have worked diligently over the year trying to restore a positive working relationship with the leadership of our communities, Executive Directors of our agencies, CEOs of the other three authorities, Provincial and Federal Governments and all other collaterals and stakeholders.

The SFNNC has been under Administration for the past three years and I am very pleased to announce that we are getting very close to having the Order of Administration lifted. We currently have a Board of Directors who will be prepared to get to work in the early fall. I would like to thank Peter Dubiensi, former Administrator and Interim CEO, for his support and guidance. I also want to thank Issie Frost, current Administrator, for the work he has done to finalize the lifting of the Order of Administration.

We recognize the many challenges that First Nations people face and the concerns regarding both the number of children in care and where our children are placed. We also believe that children should be with their families and want to assist in creating a system that allows for that. Children are “a gift from the Creator” a gift given to a set of parents. We strive to work with parents and families so that these gifts are protected, loved and cared for, and we all have the responsibility to ensure that this occurs. The SFNNC has developed a new “Kinship Care” model that will facilitate family placements. The Foster Care staff from all our agencies and the SFNNC worked very hard on this initiative and need to be commended for that work! We plan to continue to develop new initiatives that will work for our children and families.

Wopida Tanka, Meegwetch, Ekosi to everyone!

Bobbi Pompana
Chief Executive Officer

MESSAGE FROM THE ASSOCIATE CEO

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



I have been employed with the SFNNC since October 13, 2014 as the Associate CEO. I feel very blessed to work for an Aboriginal organization as my goal has always been to work with Aboriginal peoples and to help our families and children in any way I can. To work in this capacity is very exciting and, at the same time, very challenging. Since coming into child welfare, the combination of my education, life experiences, work experience and Aboriginal teachings have really prepared me for the constant changes and challenges we are faced within the child welfare system.

Since coming into this role, I have been very busy learning the ins and outs of the SFNNC and developing my new position. Each of the teams work very hard to provide support, teachings and guidance in ensuring best practice and thorough service delivery for all our agencies; following up on recommendations; and assisting with the revisions of standards and legislation to better fit the needs of our children and families.

I am also assisting with the implementation of the Circle of Care pilot project with Sagkeeng First Nation. This project involves a parallel process in which the judicial system, the child welfare system, Sagkeeng Health Centre and Chief and Council all work together to provide the necessary supports to our children and families. Sagkeeng Health Centre administers the pilot project and oversees the implementation and progress of the program. It is exciting to see our agencies and communities use a less adversarial approach and instead work together in creating healthier environments utilizing the resources within the community.

Our Elders Council is made up of one representative from each of our agencies. They have been very instrumental in bringing the traditional teachings back to our agencies and ensuring culturally appropriate practices and services. Since each agency is very unique in their history, teachings, language and practices, it's very important to bring back the teachings and traditions that our ancestors lived in order for our people to truly heal. Our children can only benefit from learning their roots, history and the tools we as Aboriginal people have been given to live a healthy balanced life.

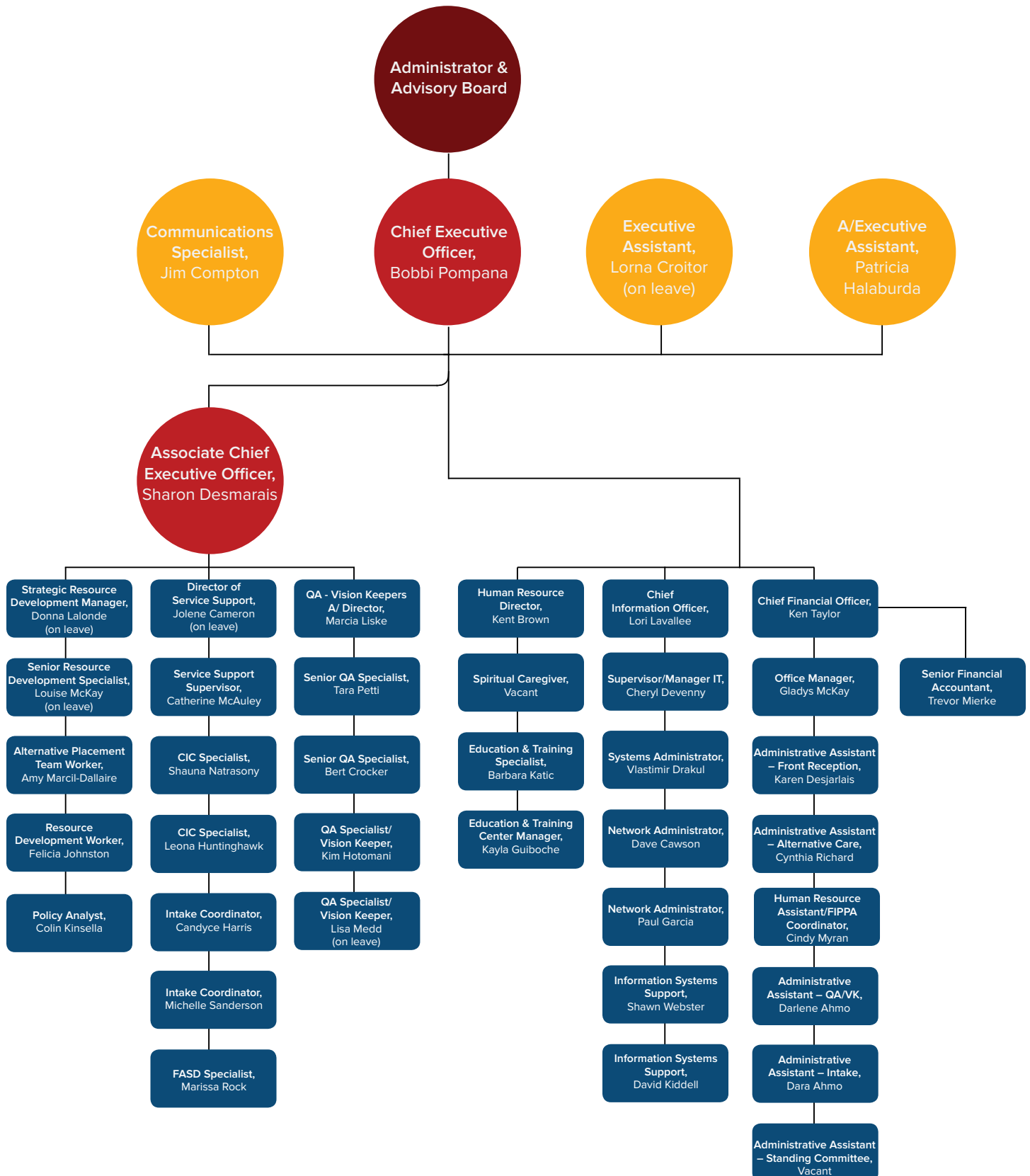
The Cultural Committee has also been very influential in ensuring cultural practices within the SFNNC. We celebrate the coming of each solstice with a pipe ceremony and feast to give thanks and to welcome in each new season. Each event incorporates a cultural component and, most importantly, an offering to give thanks and strength to our helpers who guide and teach us.

The SFNNC is very committed and dedicated to our agencies, families and children. We will continue to strive towards creating a better system that works for the well-being of our people, especially our children. The children are our future and we all share the responsibility to ensure they are prepared to guide the generations that follow.

Gitchi Miigwetch,

Sharon Desmarais
Associate Chief Executive Officer

STAFF LISTING AND ORGANIZATIONAL CHART





GOVERNANCE

MISSION STATEMENT:

In partnership with its Child and Family Services (CFS) agencies, the Southern First Nations Network of Care (SFNNC) makes a difference in the quality of life of all children and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion and effectiveness among all CFS agencies.

MANDATE:

The SFNNC receives its mandate from the First Nations in southern Manitoba and from the provincial *Child and Family Services Authorities Act (CFSAA)*. The SFNNC, along with the other three CFS authorities, is responsible for the establishment and management of a province-wide service delivery system. This includes ensuring that services are delivered to southern First Nation citizens throughout the province, as well as people who chose the SFNNC.





VISION

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

STRATEGIC RESOURCE DEVELOPMENT

The Strategic Resource Development Unit, in collaboration with the CFS agencies mandated by the Southern Network, is responsible for planning, developing and implementing culturally appropriate resources to support children, families and communities. In 2014/15, the Policy and Strategy Unit merged with the Strategic Resource Development Unit. The major functions of the Strategic Resource Development Unit include the following:

- ◆ Developing and coordinating alternative care;
 - ◆ Developing emergency placement resources;
 - ◆ Providing support and resources to agencies;
 - ◆ Developing, implementing and evaluating programs; and
 - ◆ Coordinating policy development and implementation.
-



DEVELOPING AND COORDINATING ALTERNATIVE CARE

KINSHIP CARE

In 2014/15, the Strategic Resource Development Unit initiated work in developing a Kinship Home Licensing Standard. The impetus for developing the standard is twofold. First, the intent is to streamline the existing foster care application process, to make it less bureaucratic with fewer barriers, less intrusive and more culturally appropriate. Second, the aim is to move away from a reliance on stranger-based foster homes and to instead maintain family, community and cultural connections for children in care.

As confirmed by a literature review, the benefits of kinship care are well-recognized. Compared to stranger-based foster care, we know that children in kinship care experience fewer moves; are more likely to be placed with their siblings; are less likely to change schools; are more likely to indicate that they like living in a kinship home; are less likely to run away; are more likely to say that they feel love; and are more likely to remain with their parents when they return home.

The Kinship Home Licensing Standard is being developed by the Strategic Resource Development Unit in collaboration with our member agencies through input from the Executive Directors and Foster Care Coordinators. As well, the Southern Network Elders Council continues to provide guidance. The standard will be in compliance with the Foster Homes Licensing Regulation under *The Child and Family Services Act* in Manitoba.

Implementation of the Kinship Home Licensing Standard is expected to begin by spring 2015.

DEVELOPING EMERGENCY PLACEMENT RESOURCES

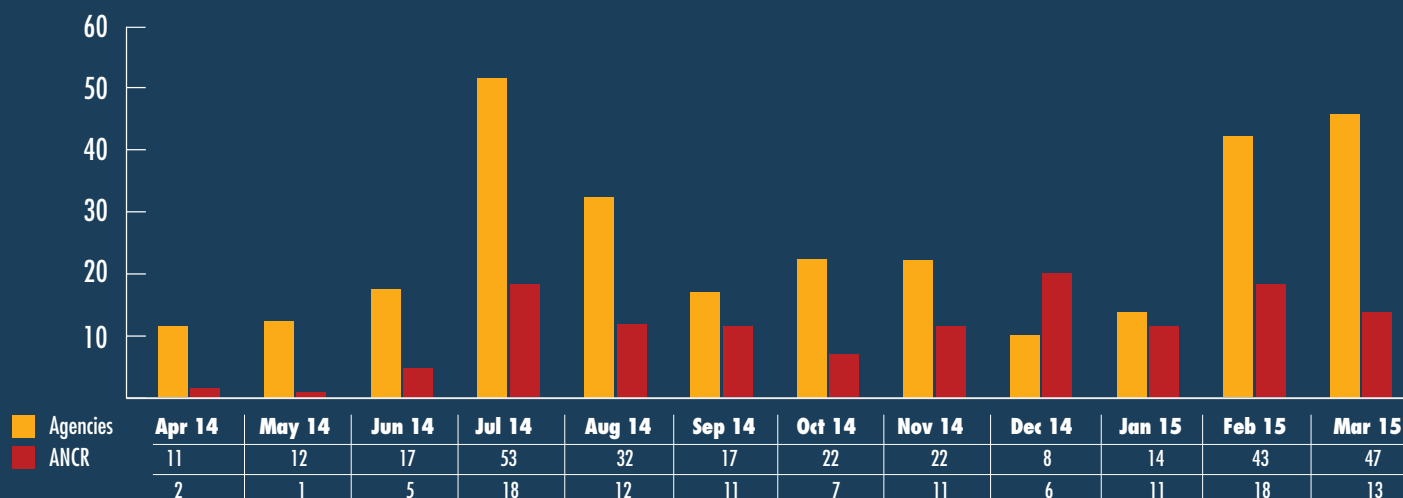
HOTEL REDUCTION TEAM

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

The Hotel Reduction Team developed a two-part strategy to reduce the reliance on hotel placements. A primary focus of the team was to work collaboratively with agencies and EPR to confirm placement plans for children and youth in EPR and determine if assistance was required to secure an appropriate long-term resource. With over 400 children in EPR, the team prioritized the following groups: children and youth in hotels; infants; sibling groups; youth transitioning out of care; and youth with complex needs. A second focus for the team was to consult and collaborate with agencies, the authorities, Government, external service providers and potential residential child care facility operators in order to create appropriate, sustainable emergency and long-term placement resources. For the Southern Network, there were 413 unique hotel placements between April 2014 and March 2015. The All Nations Coordinated Response Network (ANCR) had 115 hotel placements and the other Southern Network agencies had 298. These numbers include EPR and non-EPR hotel placements.

SOUTHERN NETWORK MONTHLY HOTEL PLACEMENTS

*INCLUDES EPR AND NON-EPR



PROVIDING SUPPORT AND RESOURCES TO AGENCIES

AGENCY ALTERNATIVE CARE COMMITTEE

The Southern Network and its member agencies are committed to providing culturally appropriate child and family services. To support this work, the Agency Alternative Care Committee was established in 2003.

In 2014/15, the Strategic Resource Development Unit continued to coordinate and facilitate monthly Agency Alternative Care Committee meetings. The Committee is comprised of the Foster Care Coordinators of the agencies mandated under the Southern Network.

The purpose of the Agency Alternative Care Committee is to develop a comprehensive continuum of care system and achieve permanency for children and youth requiring out-of-home care. To meet these major goals, the Committee strives to achieve the following objectives: enhance resource development; improve supports to the system; identify ways of achieving permanency; identify barriers to permanency; and develop programs that support permanency.

RESOURCE DEVELOPMENT

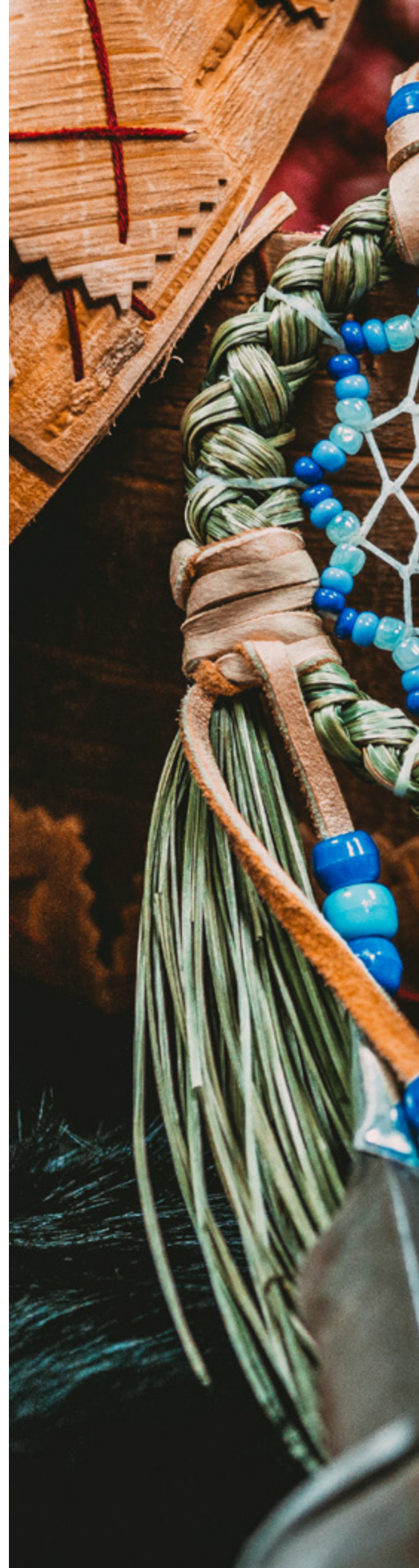
The Strategic Resource Development Unit continues to provide the following support: reviewing proposed child care facilities on a province-wide basis; participation on several inter-authority committees and working groups related to enhancing resources within the CFS system; developing First Nations specific resources; consulting with member agencies on cases regarding resource and placement issues; collaborating with member agencies to develop new resources such as specialized foster homes and residential care facilities; and providing support with system-wide initiatives.

DESIGNATED INTAKE AGENCY REVIEW

In 2014/15, the review of the Designated Intake Agencies (DIAs) in Manitoba continued. The purpose of the review, which was initiated by the CFS Standing Committee in 2013/14, is to assess the extent to which the current models for providing intake and related services in Manitoba's child and family services system are appropriate given the trend in service demand; the expressed needs of children, youth and families within each area; and the characteristics of communities being served. The DIA review is focusing on the following major areas: funding and administration; services provided; calls; and intake and cases.

As part of the DIA review team, Southern Network staff are responsible for collecting data from the DIAs mandated under the Southern Network. These include: ANCR: Anishinaabe CFS; Intertribal CFS; and Peguis CFS.

The data collection is expected to be completed in 2015/16.





DEVELOPING, IMPLEMENTING AND EVALUATING PROGRAMS

MORNINGSTAR PROGRAM

Morningstar is a two-year pilot program launched in September 2014 at R.B. Russell Vocational High School in Winnipeg. Led by the Aboriginal Education Directorate of Manitoba Education and Advanced Learning, this voluntary program includes multiple partners, including the Southern Network, who are contributing various resources to establish an integrated service delivery system. This system is intended to improve access to support services for students and their families at the school and thereby promote positive outcomes, including increased graduation rates; improved academic performance; increased attendance; less involvement in the CFS system and less involvement with the justice system.

Through funding provided by two agencies mandated by the Southern Network, two new positions called Skaabe (helpers) were created as key resources to the Morningstar Program. Based at the school and reporting directly to the school principal, the Skaabe provide direct support services to students and their families during the school year on a day-to-day basis in collaboration with multiple service providers in the community. Their key duties include: advocacy; navigating the social services system; counselling; assessment; and developing student plans.

An evaluation to assess year one of the Morningstar Program is being planned.

COORDINATING POLICY DEVELOPMENT AND IMPLEMENTATION

FRENCH LANGUAGE SERVICES

Under provincial legislation, in accordance with the French Language Services Regulation, the four CFS authorities must ensure their mandated CFS agencies serving French-speaking communities have a French Language Services Plan in operation. The Southern Network is responsible to ensure that ANCR, which is the primary point of contact with the CFS system in Winnipeg, has an operational French Language Services Plan.

In 2012, the Southern Network began working with ANCR to develop a plan, in consultation with the Manitoba Francophone Affairs Secretariat, Santé en Français (formerly called the Conseil Communauté en Santé du Manitoba) and French Language Services under Manitoba Family Services. This plan was completed in 2013/14.

In 2014/15, we began implementing the French Language Services Plan for ANCR. The plan will ensure child and family services are available and accessible in French to residents in Winnipeg upon request.

STANDING COMMITTEE

The CFS Standing Committee is an advisory group of the Manitoba child and family services system. This group has legislated responsibility for promoting cooperation and collaboration both within the CFS system and with other systems. It is comprised of the CEOs of the four CFS authorities and the Assistant Deputy Minister for Manitoba Family Services.

The Office of the CFS Standing Committee was established in the spring of 2008 to support the work of the CFS Standing Committee, as recommended in the external reviews of the CFS system in Manitoba (2006). The Office includes 16 positions, including two Policy Analysts representing the Southern Network. In April 2014, the Office of the CFS Standing Committee was closed.

In 2014/15, despite the closure of the Office of the CFS Standing Committee, the work of the CFS Standing Committee continued to focus on three major areas:

- ◆ continued implementation of the Aboriginal Justice Inquiry – Child Welfare Initiative;
- ◆ continued implementation of the Changes for Children Initiative; and
- ◆ ongoing system development.

ABORIGINAL JUSTICE INQUIRY – CHILD WELFARE INITIATIVE

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was established in 2000 to address the child welfare recommendations of the Aboriginal Justice Inquiry (1991). Through the AJI-CWI, Manitoba's child and family services system has been restructured to better serve Aboriginal peoples.

In 2014/15, led by the four authorities and Manitoba Family Services, work continued in meeting the following goals identified under the AJI-CWI:

- ◆ recognize the right of First Nations and Métis to control the development and delivery of child and family services to their peoples throughout Manitoba; and
- ◆ restructure the CFS system through legislation and other changes.

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

CHANGES FOR CHILDREN INITIATIVE

The Changes for Children Initiative was launched in October 2006 by Manitoba Family Services and Consumer Affairs and the four CFS authorities. In August 2007, the CFS Standing Committee assumed responsibility for the initiative. The purpose of Changes for Children is to address the 289 recommendations emerging from the five external reviews of Manitoba's Child and Family Services System completed in 2006. Three of these reviews were commissioned in response to the tragic death of Phoenix Sinclair, a five-year-old child.

The Changes for Children recommendations focus on the following major areas:

- ◆ Keeping children safe through primary prevention programs
- ◆ Early intervention services for families
- ◆ Strengthening foster care and services for youth
- ◆ Enhanced support for front-line child protection workers
- ◆ Improved communications
- ◆ Strengthening the new governance structure
- ◆ Fiduciary obligation of the Government of Canada (e.g., Jordan's Principle)
- ◆ Special investigation reviews (formerly section 10 reviews)

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

ONGOING SYSTEM DEVELOPMENT

In 2014/15, the CFS Standing Committee continued to initiate foundational work in the following major areas:

- ◆ Child and Family Services Information System (computer)
- ◆ Fetal Alcohol Spectrum Disorder
- ◆ 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
- ◆ Intake



COMMUNICATIONS

Boozhoo, my name is Jim Compton and I have been working as the SFNCC Communications Specialist for the past eight years. During this time I have watched the Southern Network expand and help grow the 10 agencies that we mandate and serve.

Throughout this report, you have been reading about the myriad of initiatives that the Southern Network has nurtured into accomplishments over the past year.

What you might not know is that within each of these initiative lies the SFNNC brand, which is essentially a promise to all of our stakeholders. Our brand also keeps us focused on a steady road to change, which we believe will lead to a better outlook within the Child and Family Services field.

In short, our brand is the “face” of SFNNC that we present to our stakeholders, consisting of messages that inspire our goal of positive change. This messaging also permeates the strategic initiatives we develop and roll out in collaboration with our agencies.

The overarching backbone of the SFNNC brand can be found in the values we strive to uphold, such as:

- ◆ Taking care of our own.
- ◆ Representing our peoples and communities.
- ◆ Building hope and positive perceptions of CFS.
- ◆ Promoting First Nations cultures.

“
OUR BRAND IS THE “FACE” OF SFNNC THAT WE PRESENT TO OUR STAKEHOLDERS, CONSISTING OF MESSAGES THAT INSPIRE OUR GOAL OF POSITIVE CHANGE
”

I would like to draw your attention to two success stories that speak to all four of these values. One is the story of a dedicated 19-year-old young man by the name of Jonathan Pashe. “Jon,” as his foster mother calls him, has set a path to attend and graduate from one of the top military colleges in the country. Jon says that, along with his Sargent, his foster mother has been his guide and mentor, nurturing him into a caring, respectful and disciplined young man.

Another success story is that of 21-year-old Jasmine Greene, who is also in extended care. As a young girl growing up in Poplar River, she remembers the encouragement of her late grandfather, Jacob Green, who lived near the airport and encouraged her to become a pilot. Although Jasmine’s plans do not include learning to fly, she has found her wings working for the very agency and department that helped her to get her life back on track.

As you can see, both of these uplifting stories speak to the extended care offered by our agencies, and moreover, the ways in which our agencies offer the support and dedication needed for our children in care to succeed.

As the SFNNC Communications Specialist, I have many duties, but the one I enjoy the most is relating the story of “us” through personal histories like Jon’s and Jasmine’s, whose successes bring cheer to our hearts. Though we wish that all of our children in care could have happy endings, what gets us out of bed in the morning is the continued success we achieve through our promise and our brand. These values ultimately keep the hopes and dreams of our children and our communities alive.

Meegwetch,

Jim Compton,
Communications Specialist



LEARNING TO FLY: JASMINE'S STORY



When Jasmine Greene thinks of the inspirations in her life it brings tears to her eyes.

“You should be a pilot!” Those were the words spoken to her when she was a little girl growing up on the Poplar River First Nation. Jasmine remembers those words like they were being said yesterday: “My grandfather lived by the airport and we used to watch the planes come in. He’d say, ‘You could fly people into Poplar or maybe you could be a news reporter for APTN News. You could do that!’”

Today at age 21, Jasmine works as an Administrative Assistant at the very agency in which she had previously been in care. Her work constantly brings back memories, as it was on the very same day she began work at the Southeast CFS (Age of Majority Unit) – July 4, 2014 – that her grandfather, Jacob, passed away.

“He was the inspiration in my life,” Jasmine says. “When I do better I think of him.”

Jasmine’s life is filled with memories of her grandfather and with those that have helped her get through a lifetime of being in and out of care, which began when she and her little sister were taken in, eventually to separate foster homes.

“My mother was very young when she had me. She was 16. I have a younger brother and little sister. My mother and her long-term partner at the time had a major drinking problem.”

Her memories of her Steinbach foster parents were good: “They were amazing! They kept me on track with school with incentives. If I wanted the master bedroom upstairs or to drive the car they wanted to see my report cards have high marks, so by the 10th grade I made the honour roll.”

But as Grade 11 rolled around, things changed. Jasmine describes her 16-year-old self: “This was my rebellious year. I started hanging out with a rebellious crowd. I had a really bad gangster boyfriend who liked to party and be out all the time. I stopped caring about school and I got a job as a cosmetician and later worked as a truck unloader at Wal-Mart.”

As though someone was watching over her, a very bad experience turned her life around. “One night I ran away from home to be with my boyfriend and his sister,” she says. “They’d been drinking and he took off. Around 1:00 a.m. I went with his sister to her friend’s house. I wasn’t allowed inside and she never came out. I knocked a few times but I heard them say, ‘don’t open the door.’”

“*IT WAS A TURNING POINT IN MY LIFE. I REALIZED I WAS HANGING OUT WITH BAD PEOPLE WHO WEREN’T REALLY MY FRIENDS. IT SCARED ME. NOW I STAY AROUND PEOPLE WHO AREN’T TRYING TO USE ME.*”

Jasmine found herself alone in the middle of the downtown core with no money, no way to get home and no friends to lean on. After walking miles to a cousin's house in North Kildonan, her outlook on life, and the people in it, changed.

"It was a turning point in my life. I realized I was hanging out with bad people who weren't really my friends. It scared me. Now I stay around people who aren't trying to use me."

This was major change for a young 17-year-old, and it was just one of many positive changes she was about to make. With the help of her worker at Southeast CFS she applied to go on independent living and return to school. The rest, as they say, is history.

According to Jasmine, "now I keep my circle close, tight and small." Today, she says she has maybe three real, close friends, including her mother. "My mom is like a sister to me. I'm really proud of her. She's now four years clean and sober and has a good job in data entry. She's a good Christian woman and she really loves her kids."

In August, Jasmine celebrated her one-year job anniversary at Southeast CFS. "Everyone here believes in me. I love my co-workers," says a smiling Jasmine. "With my new job, I am able to create a lovely living space for myself."

Being able to live comfortably hasn't taken her mind off loftier future goals, though. In her spare time, Jasmine is completing her Grade 12 and plans to graduate soon. And her goals don't stop there.

"I get a strong satisfaction from helping other people. I hate to see people suffer emotionally or physically. So right now I'm taking a course in family studies and it could help me if I choose to stay in social work. But I've thought of going into the medical field as well."

Whatever this young, inspiring woman chooses, she knows that her grandfather would be proud of her, knowing that she's taken his advice and learned to fly on her own.



HUMAN RESOURCES

The Human Resources (HR) Unit is responsible for a number of areas, including:

- ◆ Developing and supporting the human resource capacity for the Southern Network;
- ◆ 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 workforce;
- ◆ Coordination of the Southern Network and agency responses to information requests under the (*Freedom of Information and Protection of Privacy Act*) (FIPPA), the (*Personal Health Information Act*) (PHIA) and the (*Public Interest Disclosure Act*) (*Whistleblower Protection*);
- ◆ Managing and coordinating education and training services; and
- ◆ Supporting the ongoing development of Elder/Spiritual Caregiver services.



Developing and supporting HR capacity for the Southern Network and the southern CFS agencies includes improving the HR practices within the Southern Network 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 2014/15, key activities for the HR Unit included:

- ◆ Bi-monthly meetings with Human Resource Managers/Directors;
- ◆ Coaching agency EDs and HR staff on HR issues including unions, complaints, staffing, audits and management issues;
- ◆ Coaching Southern Network Managers regarding staff issues;
- ◆ Coordinating the Southern Network health and safety committee and following up on issues arising from those meetings;
- ◆ Overseeing the recruitment and hiring process at the Southern Network; and
- ◆ Responding to requests for information.



REORGANIZATION

We continued to reorganize within the Southern Network, specifically the Executive Core. Due to the nature of the CEO's duties and responsibilities and her demanding schedule, there was a need for an additional position to oversee the day-to-day operations of the Southern Network and enhance the quality of service that we provide. The position of Associate CEO was filled in October 2014. In addition, effective April 1, 2015, a Chief Financial Officer has been seconded from the Province for a three-year period.

In order to perform our jobs successfully, all job descriptions have been revised to incorporate the Seven Sacred Teachings.

We also changed service providers in order to enhance our Group Benefits Plan, thus strengthening our retention of employees. The opportunity for staff to see or speak to an Elder has also become part of the Resilience Program offered through the Employee and Family Assistance Program (EFAP).

CULTURAL/SPIRITUAL CARE SERVICES

In the absence of an Elder/Spiritual Caregiver on staff, the Cultural and Wellness Committee has taken a lead role in offering cultural/spiritual services and teachings. The Committee has continued to incorporate cultural aspects into our daily work. Smudging is readily available and all staff are encouraged to participate in quarterly sweats and Solstice feasts. With the assistance of the Southern Network Elders Council, brochures on Purification and Medicines have been developed and are available to both Southern Network and agency staff, foster parents and children in care. We also developed our own Network-specific tobacco boxes for use as offerings to Elders and ceremony.

MANITOBA INSTITUTE OF REGISTERED SOCIAL WORKERS

As of April 1, 2015 the Manitoba Institute of Registered Social Workers (MIRSW) established a requirement that all positions with the title "Social Worker" must be registered with and be regulated by the MIRSW.

Working with the HR managers of all the southern CFS agencies to update our workforce qualifications, we will continue to address and support the licencing of Aboriginal Social Workers in Manitoba. All staff working under the Southern Network and its agencies meet the Workforce Qualification Standard.



BUILDING AN ABORIGINAL WORKFORCE

Building an Aboriginal workforce is an ongoing objective for the Southern Network and its mandated agencies. As of March 31, 2015, the Aboriginal status of staff was as follows:

WORKFORCE	SOUTHERN NETWORK	AGENCIES	ANCR
Aboriginal Status	76%	78%	34%
Non-Aboriginal Status	24%	22%	66%

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA)

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

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

FIPPA COORDINATOR

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

Between April 1, 2014 and March 31, 2015 approximately 21 FIPPA requests were completed at the authority of which nine were SFNNC-specific; three were all agency-specific; seven were SFNNC and agency-specific; and the two were individual agency-specific requests pertaining to ANCR.

Further to these completed FIPPA requests, approximately six additional FIPPA requests were received and closed, meaning Manitoba Family Services was able to gather/access the data at their level and respond to the applicant, without SFNNC or agency data collection. Of the six requests that were closed, two were all agency-specific and four were individual agency-specific (Animikii Ozoson CFS).

One additional FIPPA request was closed with the SFNNC directly contacting the agency (Peguis CFS) for the information, rather than pursuing the information through FIPPA guidelines.



PERSONAL HEALTH AND INFORMATION ACT (PHIA)

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.

Between April 1, 2014 and March 31, 2015, there were no PHIA complaints lodged with the Office of the Manitoba Ombudsman.

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

“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.”

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

Between April 1, 2014 and March 31, 2015 there was one complaint investigated by an independent human resource firm. The results of the investigation and recommendations were forwarded to the Office of the Manitoba Ombudsman accordingly.

Additional and extensive information can be located at:

<http://www.ombudsman.mb.ca>

“*THE PURPOSE OF THIS ACT IS (A) TO FACILITATE THE DISCLOSURE AND INVESTIGATION OF SIGNIFICANT AND SERIOUS MATTERS IN OR RELATING TO THE PUBLIC SERVICE, THAT ARE POTENTIALLY UNLAWFUL, DANGEROUS TO THE PUBLIC OR INJURIOUS TO THE PUBLIC INTEREST; AND (B) TO PROTECT THE PERSONS WHO MAKE THOSE DISCLOSURES*”



EDUCATION AND TRAINING



The Southern Network continues to prioritize training for agency staff, foster parents and support workers. Within the last fiscal year, Southern Network training was attended by over 1,300 participants. We continue to work on providing relevant and culturally appropriate training with the goal to improve services to children and families. This includes training in the fields of structured decision making, domestic violence, fetal alcohol spectrum disorder (FASD), mental health, attachment, child abuse, trauma, standards and more.

In partnership with the Joint Training Team (Métis, Northern and General Authorities), the Southern Network has collaborated with various organizations in training initiatives to ensure consistent training opportunities are offered and objectives and recommendations are being met.

Some of the highlights from the 2014/15 fiscal year are as follows.

RED ROAD TO HEALING – TRAIN THE TRAINER

The overall goal for the Red Road to Healing project is to work with women who have experienced family violence to empower and strengthen them through culturally appropriate practices. The purpose of this program is to increase knowledge about abuse and to begin the process of healing from domestic violence in a culturally relevant way. The Network offered two train-the-trainer sessions, one in Winnipeg and one in Brandon. A total of 47 participants have been trained as facilitators and can now implement this program within their respective agencies.

CHILD ABUSE INVESTIGATION

This training reviews the processes by which child abuse investigations are conducted. Training content includes information related to legislation, investigation and interview processes, analysis of data, offending behaviour and documentation. Lorna Hanson and Kerri-Lynn Greeley from the Child Protection Branch developed this training specifically for all four authorities. Our future plans are to incorporate this two-day training workshop into the existing Competency Based Training curriculum.

FORENSIC ALLIANCE – STEPWISE APPROACH TO INTERVIEWING CHILDREN

With the high demand of training requests focusing on child abuse investigation, the Southern Network contracted with the Forensic Alliance to offer training for our agency abuse staff. Dr. Hugues Hervé facilitated a three-day workshop in Brandon in February 2015. The knowledge and skills taught in the workshop are integral to conducting and defending interviews of children and adolescents in cases of abuse and neglect.

CULTURAL TRAINING

Various cultural training workshops were offered throughout the year for foster parents and agency staff. Training was facilitated by Elders from the Network's Elders Council. This Council is made up of one elder representing each agency/region. Workshops offered included History of Residential Schools, Seven Sacred Teachings, Sundance and Name and Colour Protocols.



CHILD ABUSE CONFERENCE

The 8th annual Child Abuse Committee Conference was co-hosted by the four authorities and The Child Protection Branch in June 2014. Child abuse committees from every CFS agency were in attendance.

LEADERSHIP SKILLS CERTIFICATE TRAINING PROGRAM

In March 2014, dates were confirmed to offer the Leadership Skills Certificate Training Program to all SFNNC Senior Managers. Leadership skills courses equip staff with the tools and strategies to enhance leadership abilities, and to successfully prepare for and prevent conflict. Twelve modules will be covered over 18 days from April 2015 to November 2016.

EDUCATION AND TRAINING SURVEY

In an effort to gain input and direction, the Education and Training Unit disseminated a survey in November 2014 to all agency Executive Directors and Senior Managers. This survey would assist us in identifying training priorities for our upcoming training calendar.

The survey results have been tabulated and the top five areas of focus are:

1. Competency Based Training – Caseworker CORE
2. Competency Based Training – Supervisor CORE
3. Effects of Abuse and Neglect
4. Intake Module and Child Family Services Information System (IM/CFSIS) Training
5. Cultural Programming

Based on the survey results, the Southern Network will distribute a 2015/16 training calendar that will be updated regularly throughout the year. This will include updates on new training opportunities as they arise. Much of the training already offered is a continuation of training that is considered essential and based on recommendations from the Child Protection Branch.

SERVICE SUPPORT

DUTIES AND RESPONSIBILITY UNDER LEGISLATION

The Southern Network carries out the duties and responsibilities assigned in *The Child and Family Services Act*. The following provides an overview of the type and volume of work in 2014/15.

AUTHORITY DETERMINATION PROCESS

In 2014/15, the Southern Network received a total of 19 change of authority requests. Eight were approved, three were denied, six were cancelled and two are pending. Four change of authority requests were from the Southern Network to another authority, while 15 requests were from another authority to the Southern Network.

EXTENSIONS OF CARE AND MAINTENANCE

As provided for in Section 50(2) of *The Child and Family Services Act*, the Southern Network sent out 411 approval letters extending youth's care and maintenance during the 2014/15 fiscal year. The agencies within the Network are working diligently to ensure that youth are transitioning out of foster care appropriately, sensitively and with the proper supports and resources. Transitioning youth out of care can be a complex process and the Southern agencies are displaying their commitment to our youth through their careful transitional planning efforts.

FOSTER PARENT APPEALS

Under Section 51 of *The Child and Family Services Act* and within the parameters of the Foster Parent Appeals Regulation (185/2003), the Southern Network received three foster parent appeals during the 2014/15 fiscal year. Two of the appeals were related to the removal of foster children from a foster home and one appeal was related to a refusal to issue a foster care license.

FOSTER HOME VARIANCES

Under the Foster Home Licensing Regulation (18/99), the Southern Network addressed 12 requests for variances of foster home licenses during the 2014/15 fiscal year. The purpose of the foster home variances was to mainly accommodate foster children in the most appropriate foster home, minimizing the need for a hotel placement.

MIXED FACILITIES LICENSES FOR CHILDREN AND ADULTS

Under Section 8 of the Foster Home Licensing Regulation (18/99), the Southern Network addressed five mixed facilities license requests or "dual license" requests during the 2014/15 fiscal year. The purpose of a mixed facilities license is to accommodate both a foster home license and a license under *The Social Services Administration Act* to provide residential care and supervision for adults.

TUITION WAIVER PROGRAM

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

For 2014/15, there was a total of six tuition waivers granted to youth currently and formerly in care of the Southern Network agencies. There were also two returning students whose tuition waivers were honoured once again for their current programs.

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

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

INTAKE

All requests for service (e.g., information, case consults and complaints) from all sources should go to the Intake Coordinators (ICs) who serve as a direct resource and liaison for mandated agencies and collaterals. The ICs screen all intakes, complete the initial documentation and forward the files for further follow up if required.

A total of 1,032 Intakes were received in 2014/15. Of these, 458 were opened and closed at intake (generally within a five-day period) and 574 were assigned for further follow up.

INDIVIDUAL RATE ADJUSTMENT PROTOCOL

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

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

FETAL ALCOHOL SPECTRUM DISORDER (FASD) SPECIALIST/ADDICTIONS SPECIALIST

The FASD Specialist has been committed to meeting every request for FASD services, including consultation and training for foster parents and agency staff. Both consultation services and trainings have continued to increase, promoting FASD awareness and education within our families.

We have achieved our goal to create a collaborative model for children impacted by FASD. To meet this goal, the FASD Specialist has achieved greater involvement within the schools and other collaterals involved in providing care to children affected by FASD. At this time, strong relationships have been built between agency staff, school personnel and the FASD Specialist as a result of ongoing collaborations. This means that transitional planning has been strongly focused on, preventing placement and school breakdowns.

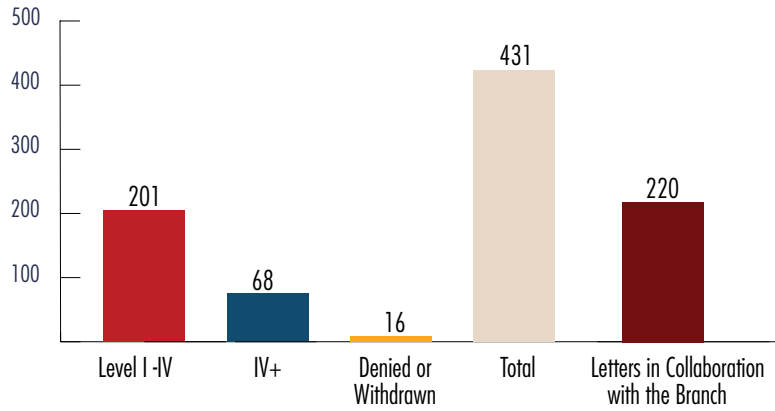
Trainings continue to be scheduled and attended to capacity numbers. As many foster workers and staff have attended the fundamental training, specialized trainings and workshops are now offered and will continue to be developed as per requests and needs.

EXTENSIONS OF CARE BY SFNNC AGENCIES 2014/15

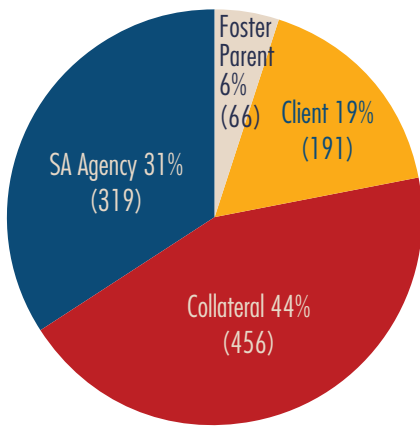
Agency	Number of CICs receiving an EOC within the fiscal year	Total number of EOC approval letters for the fiscal year	Number of CICs that turned 18 within the fiscal year
ACFS	48	74	19
AOCFS	24	37	14
DOCFS	38	62	24
ICFS	13	19	7
PCFS	18	26	12
SCFS	22	33	14
SBCFS	14	25	7
SECFS	78	93	45
WRCFS	30	42	18
Total	285	411	160

INDIVIDUAL RATE ADJUSTMENT PROTOCOL LETTERS

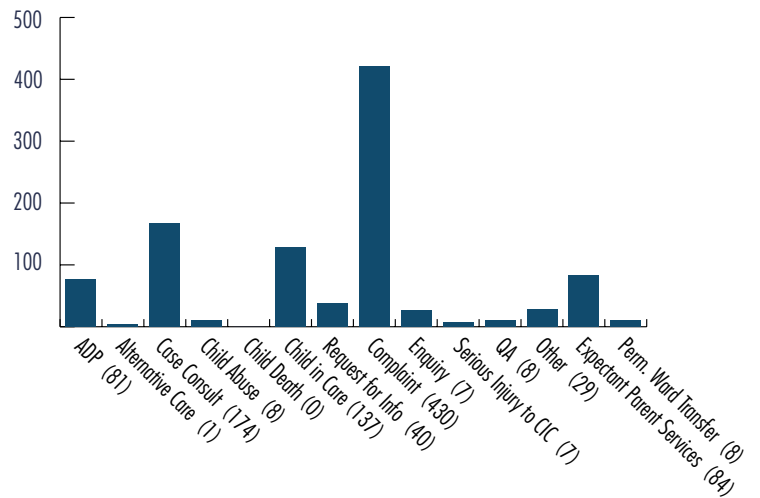
TOTALS FOR IRAPS 2014/15



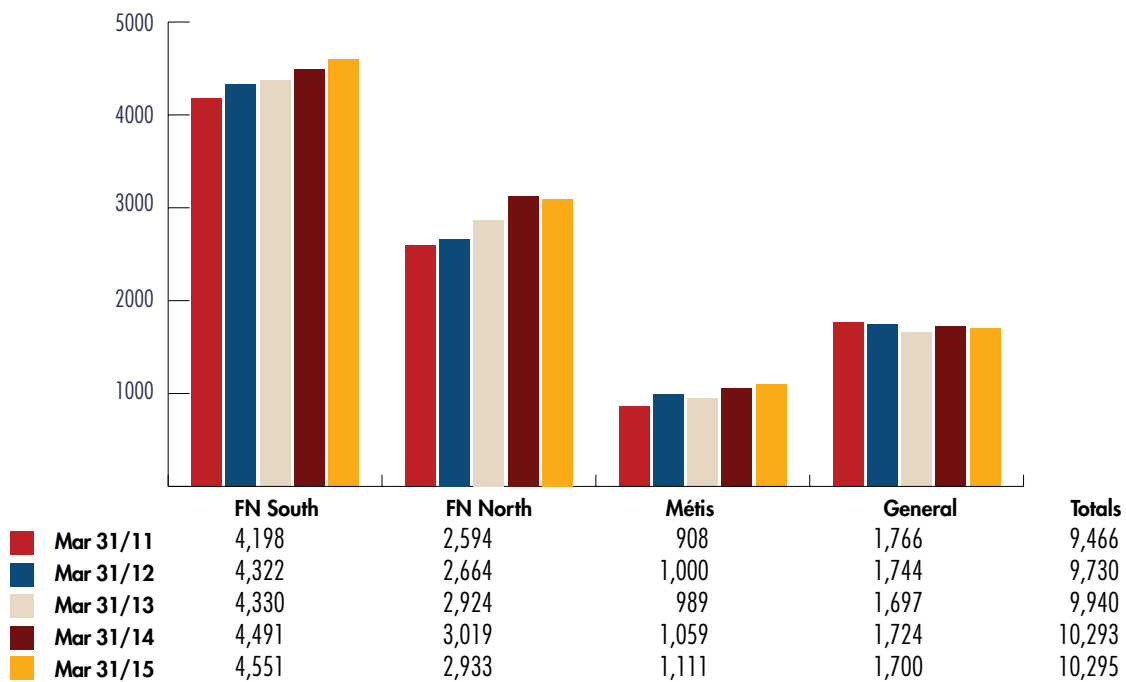
SOURCE OF INTAKE



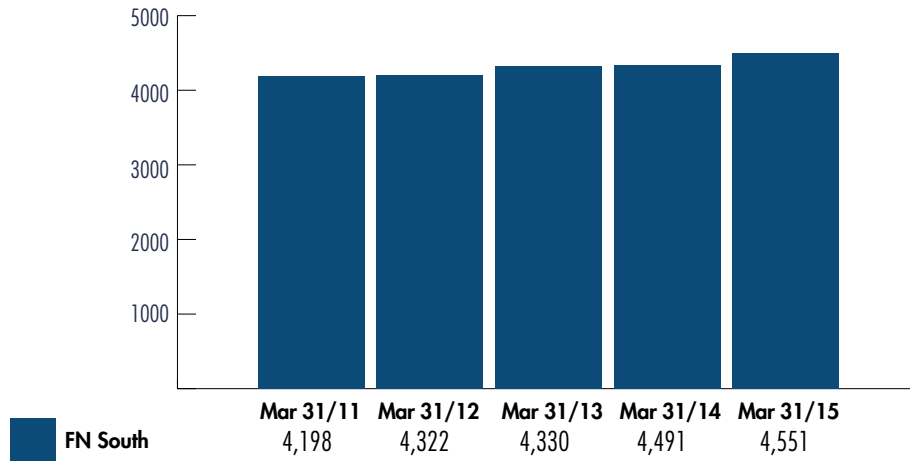
NATURE OF THE INTAKE



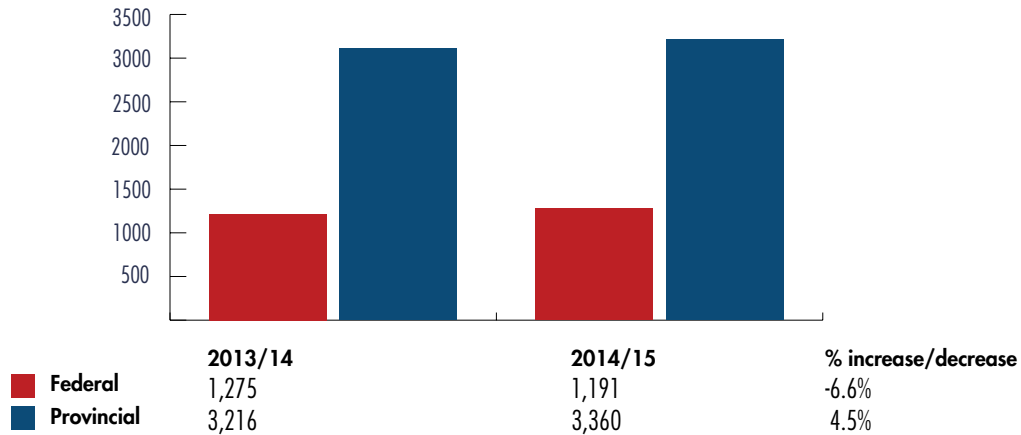
CHILDREN/YOUTH IN CARE PROVINCE-WIDE



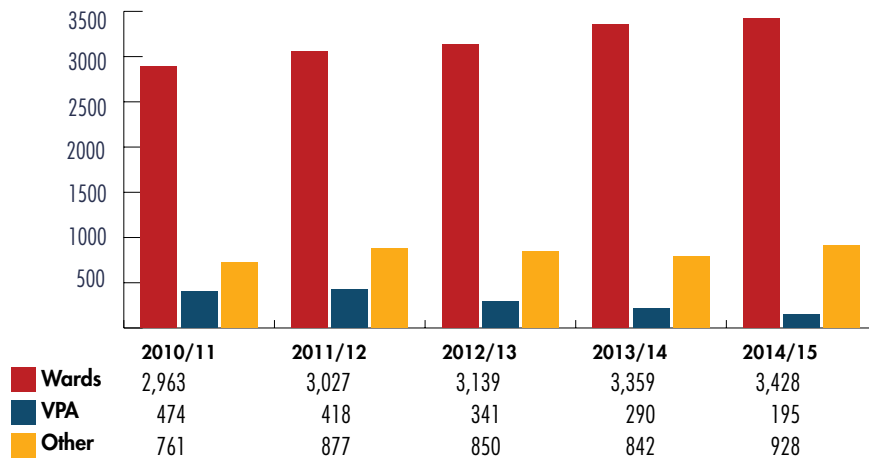
CHILDREN/YOUTH IN CARE WITH SFFNC MANDATED AGENCIES



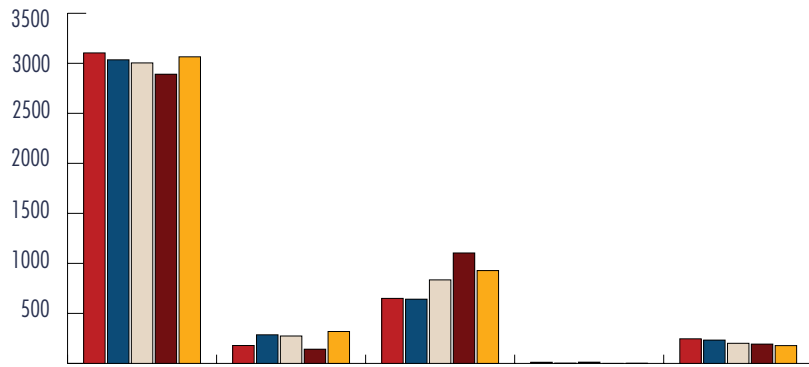
CHILDREN/YOUTH IN CARE BY FUNDER: YEAR TO YEAR COMPARISON



LEGAL STATUS OF CHILDREN/YOUTH IN CARE WITH SFFNC AGENCIES

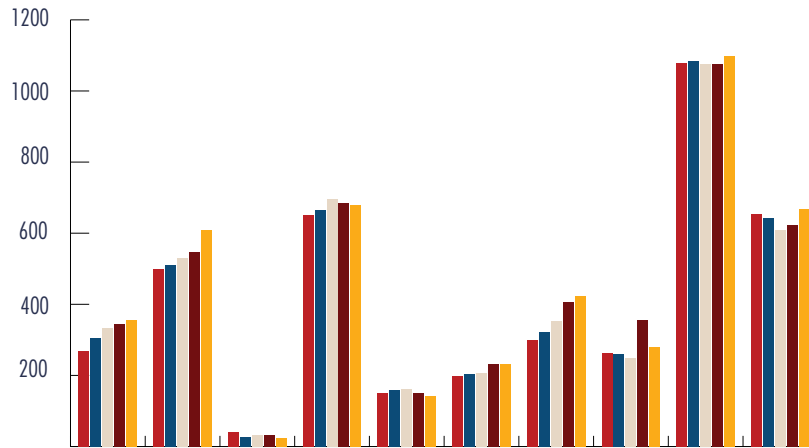


CHILDREN/YOUTH IN CARE BY PLACEMENT TYPE: FIVE-YEAR COMPARISON



	FH	Res Care	OPR	SAP	ONP	Totals
2010/11	3,035	286	642	2	233	4,198
2011/12	3,004	274	835	8	201	4,322
2012/13	2,891	142	1,104	0	193	4,330
2013/14	3,065	319	928	1	178	4,491
2014/15	3,179	302	926	1	143	4,551

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



	AOCFS	ACFS	ANCR	DOCFS	ICFS	PCFS	SCFS	SBCFS	SECFS	WRCFS	Totals
2010/11	304	502	43	664	158	204	322	261	1,085	655	4,198
2011/12	333	529	28	695	176	207	354	248	1,108	644	4,322
2012/13	344	535	33	685	171	233	406	239	1,076	608	4,330
2013/14	357	569	32	669	159	250	391	362	1,079	632	4,491
2014/15	382	602	23	662	142	252	428	270	1,126	664	4,551

MAN ON A MISSION



Jonathan Pashe is a “man on a mission”, right from his combat boots all the way up to his “yes, Sir!” demeanor. As this picture of him in his combat fatigues reflects, he is the spitting image of discipline and military structure.

Jonathan feels his genealogy brings out these military traits, as he is a direct descendant of the most decorated Aboriginal soldier of our time, the late Sergeant Tommy Prince. This connection meant that it was a thrill for Jonathan to train in Wainright, Alberta within the Sergeant Tommy Prince Drill Hall at the Bold Eagle Military base, a facility which honours the war hero.

“I learned I was one of [Sergeant Prince’s] direct descendants while I was at the Bold Eagle training camp,” says Jonathan. “I also learned that I was related to a chief who fought General Custer at the Little Big Horn.”

In the late 1990s, the Bold Eagle Training Camp began teaching about Aboriginal heritage to encourage more

Aboriginal youth aged 16 to 18 to pursue a career in the military. It’s something that 19-year-old Jonathan, who has been in foster care for the past ten years, would have never considered otherwise.

“The culture is respected,” Johnathan explains. “People rely on the Elder Chiefs. They were brought in to tell their stories and you learn off of that. The first week we built teepees and went into sweats.”

As Jonathan quickly learned, the major emphasis of Bold Eagle is to get young men ready for a future in the military. Jonathan passed his six-week basic training course with flying colours.

“It feels right to be with the military. It’s the discipline, the structure and the loyalty,” says a stern Jonathan. “It’s all about giving respect and earning respect.”

When asked about where he got his aptitude from he doesn’t hesitate to answer: “My mom, Donna. In my house I’ve always been the good son, to follow the authority of the parents, the one to follow the rules.”

As he moves forward with his military career, his major influence now comes from his brothers in arms and in particular, his drill Sergeant from the Bold Eagle Program.

“*HAVE A PLAN OF ATTACK. KEEP FOLLOWING THE STEPS, BECAUSE IF YOU HAVE A PLAN, YOU KNOW YOU CAN MAKE IT!*”

“My Sergeant was always there. You could joke around with him. But he was serious on drill parade, on the range and when giving orders. He knew you couldn’t have soldiers freaking out in combat because of stress. He had a way of keeping moral up and keeping stress levels low. Everything you need to operate as a soldier.”

This August, Jonathan will be entering the Royal Military College in Kingston, Ontario. Ten years from now, Jonathan sees himself leading men into the field of combat just like his Sergeant did in Afghanistan.

“That’s what Military College prepares you for. In Infantry school I will learn how to deal with a company or entire platoon of soldiers.”

In the meantime, Jonathan trains hard in preparation for Royal Military College through daily five-mile walks carrying a 50-pound backpack, followed by sprinting, running and push ups.

After graduation and a few tours of duty Jonathan again plans to follow in his Sergeant’s footsteps and train a new batch of Bold Eagle members. He also plans to get a degree in politics.

For young Jonathan it’s all part and parcel of the “message” that he feels he has inherited from his famous ancestors and has that been nurtured in him since he was an impressionable eight-year-old boy.

“Have a plan of attack. Keep following the steps,” says Jonathan. “Because if you have a plan, you know you can make it!”





INFORMATION TECHNOLOGY

The Southern Network Information Technology (IT) Unit maintains and supports the Southern Network and its agencies' Managed Environment as well as Voiceover Internet Protocol (VoIP) phone services. This unit also provides IT services and support to the Southern Network and its agencies.

The project planned for 2015/16 includes IT upgrades for the Southern Network and nine of its mandated CFS agencies. It will impact approximately 950 staff and include service files for about 7,700+ cases. There are 60 sites involved – 40 on-reserve and 20 off-reserve. As of March 31, 2015:

- ◆ VLAN connections were established in 47 sites, on- and off-reserve. It is expected that all sites will have the VLAN completed by March 31, 2016. Implementation of the VLAN will provide agencies with direct access to the Child and Family Services Information System (CFSIS).
- ◆ Virtual Server and Desktop Environment (Managed Environment) were established in 47 sites on- and off-reserves. The remaining agencies are scheduled to be switched over to the Managed Environment by March 31, 2016. This will reduce desktop support costs and will provide savings in software licenses. MS Office and ACCPAC accounting software will be provided to agencies. The Managed Environment will allow for new software versions to be rolled out to all agencies at the same time. It eliminates the need for servers at each agency.
- ◆ VoIP phones (internet phones) were established in 36 sites. It is expected that all remaining sites will have VoIP phones installed by March 31, 2016. Agencies will be able to phone any site within the Network's Managed Environment (within their own agency as well as within any other Southern Network agency, including the Southern Network) by simply pressing an extension number. This will provide agencies with significant savings in phone services and long distance costs.

Additionally, in 2014/15 a Service Level Agreement (SLA) was created which outlines all services and support provided by IT to the agencies as well as the responsibilities of IT, agencies and third party contractors. An IT End User Policies and Procedures – Version 1.0 document was also created as an addendum to the SLA. Both documents have been provided to all agencies.





QUALITY ASSURANCE – VISION KEEPERS

CÚRAM PROJECT REPORT: TARA PETTI

In February 2014, Tara Petti was assigned to the Cúram for Child Welfare Project as a Subject Matter Expert for the Southern Network. This was a huge shift for her, as she transitioned her duties as Director of Vision Keepers to Marcia Liske and transitioned herself into a new realm, working with Family Services and the other authorities on this new project.

Cúram is the name of a software package designed for social service case management. It's the tool selected to replace the current Child and Family Services Information System and Intake Module. Cúram was selected in 2008 by a joint CFS authority and Department of Family Services project called Information Matters as the best match for Manitoba's child and family services system.

Cúram currently is being used for child welfare and other services in Alberta, Saskatchewan and Ontario, and in several U.S. states for both health and social services.

The "Scoping" phase of the Cúram project was completed between November 2014 and May 2015. This phase confirmed the business requirements for child welfare; compared those requirements to the case management functions built into Cúram; identified technical and hardware requirements to use Cúram; described the benefits that Cúram offers; and estimated the effort and time to train workers and introduce Cúram in Manitoba.

The results of the Scoping phase will be reviewed and confirmed, and a plan for the next steps will be prepared for approval and funding. The next phase, called "Detailed Design," will involve extensive consultation with agencies and authorities. It will create the 'blueprint' for Cúram in Manitoba. Detailed Design is expected to take 12 months to complete.

Between the end of the Scoping phase and the start of the Detailed Design phase, the project team will undertake more communication with authorities and agencies. With the support of a consulting firm, the team will work to understand how the CFS system in Manitoba has experienced major change in the past. It will also identify several parallel technical and policy questions.





UPDATE ON CFSIS DIRECTIVE: MARCIA LISKE

Previously the Differential Response Coordinator at the Southern Network since February 2010, Marcia Liske is currently covering Tara Petti's role as Director of Vision Keepers – Quality Assurance (QA) while she is assigned to the Cúram project.

A major focus this year has been working on the CFSIS Directive which was issued by the Minister of Family Services, Honourable Kerri Irvin-Ross in February 2014 as a response to recommendations in the Phoenix Sinclair Inquiry. Southern Network agencies have been transitioning over to case managing on the Intake Module (IM) and CFSIS for the past two years, and connectivity issues have been addressed. Agencies have completed CFSIS Directive work plans and are implementing Phase 1, Phase 2 and Phase 3 of the CFSIS Directive. Agencies have been provided with numerous supports in regards to training and agency support. Agency funding has been provided to assist with the completion of the CFSIS Directive work.

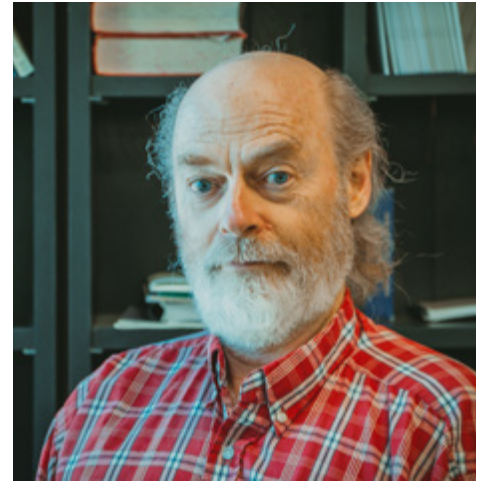


Agency QA Coordinators have been overseeing the CFSIS Directive and ensure the required data is being entered into CFSIS. Training has been provided to agencies to learn how to run CFSIS reports and analyze data and roll up reports through the use of Excel filtering and pivot tables. QA Coordinators now have the ability to oversee all cases using CFSIS to monitor and review the quality of work within the agency. IM and ongoing case management reviews have been developed and are used both in training case management standards and in case management reviews.

Ongoing work of the Vision Keepers – QA unit includes overseeing the Child Death Special Investigation Reviews along with implementing and tracking recommendations. Bert Crocker has transitioned this year in taking over the Child Death, Serious Injury and recommendations from the Multiple Working Group (recommendations going to all four authorities) which had been Tara Petti's previous responsibility.

REPORT FROM THE INTER AUTHORITY STANDARDS WORKING GROUP (IASWG): BERT CROCKER

As part of his job, Bert Crocker has attended the meetings of the Inter Authority Standards Working Group (IASWG). That group consists of representatives from each of the four CFS authorities, plus a representative from the Child Protection Branch. It works on amending and developing standards in accordance with the work plan put forward by Standing Committee. On occasion, IASWG has worked with a subcommittee that will do intensive work on developing a new standard. An example of that process would be the Kinship Care Standard that is currently nearing completion.

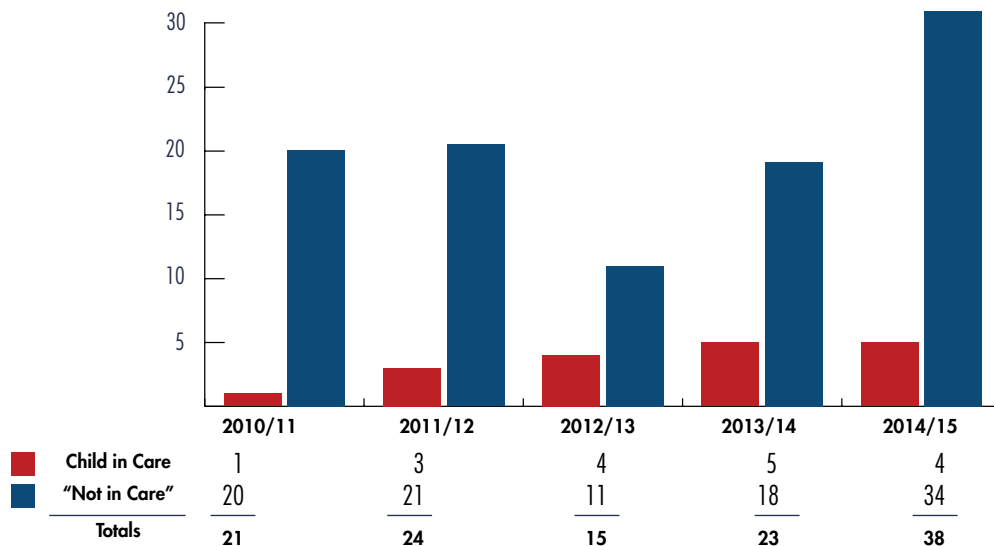


IASWG meets monthly or more frequently, depending on the need. As part of this process, Bert has been ably assisted at different times by Catherine McAuley and Colin Kinsella. In the past couple of years the group has looked at the feasibility of a standard regarding private arrangements, but did not complete such a standard, due to direction from the Assistant Deputy Minister. The group also developed an amended standard for Service Completion (1.1.6), and new standards for Preparing Youth for Leaving Care (1.1.7) and Agreements with Young Adults (1.1.8, formerly known as Extensions of Care).

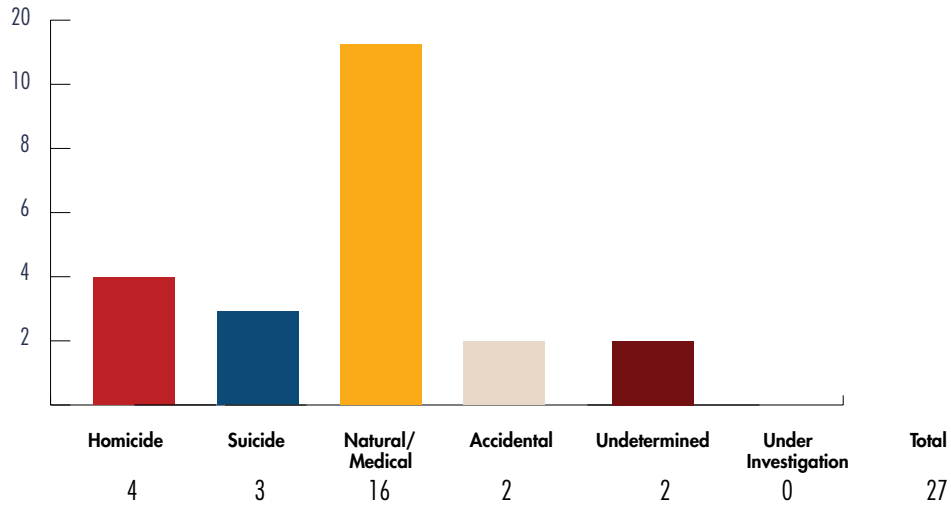
The group did not work on the amended Use of Hotels Standard (1.4.3), as the need for this standard arose quite quickly. They are currently working on amending the standard on Planning Within Case Management, (1.1.3) in order to incorporate the SDM tools and timelines into this standard. It has been an interesting and challenging process, and has provided an opportunity for good discussions and lots of learning.

From time to time, Bert has been called upon to analyze or critique various regulations that are proposed, or, in some cases, regulations that are already in place but would benefit from improvement. Examples would include the regulation to *The Social Work Profession Act*, and the regulation accompanying the proposed Critical Incident Reporting amendments to *The Child and Family Services Act (Bill 68)*.

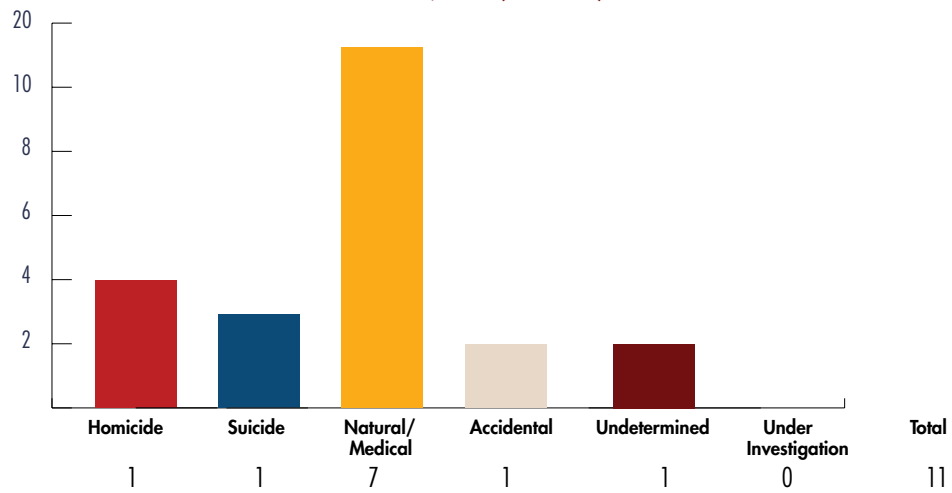
SPECIAL INVESTIGATIONS REPORTED BY AGENCIES - FIVE-YEAR COMPARISON (EXCLUDING ANCR)



SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2014/15 (EXCLUDES ANCR)



SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2014/15 (ANCR)



IN 2014/15 THE NETWORK PROVIDED UPDATES TO THE MAINTOBA OMBUDSMAN ON A TOTAL OF 49 RECCOMENDATIONS AS FOLLOWS:

RECOMMENDATION STATUS	
Complete	22
Complete/Alternate Solution	0
In Progress	20
Pending	0
Rejected	0
Other	7
Total	49

DEFINITIONS OF RECOMMENDATION STATUS:

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

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

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

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

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

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



ADMINISTRATIVE UNIT

The Administrative Unit is made up of five dedicated and enthusiastic individuals. Four of these five individuals work out of the Winnipeg office, with one of the staff located out of the Long Plain office near Portage la Prairie. These workers all provide exemplary skills to various departments which include Service Support, Human Resources, Quality Assurance, Finance and Reception.



In the past year, there have been some staff changes in this Unit.

- ◆ Charlene Nepinak, a long-term staff member, moved on to pursue a career in front line work at one of the Southern Network agencies. We were sad to see her leave but wish her all the best in her new role.
- ◆ The unit gained a new staff member, Dara Ahmo, to fill Charlene's role in administrative support.
- ◆ Cynthia Richard returned from maternity leave to work at the Southern Network main office. Prior to going on maternity leave, Cynthia worked at the Ji-zhaabwiing office in downtown Winnipeg.
- ◆ Patricia Halaburda moved into an Executive Assistant role during the year.
- ◆ Karen Desjarlais took on other responsibilities over the course of four months to ensure the work was up to date with Service Support while recruiting for a new staff member.
- ◆ Cindy Myran continues to provide support to the Human Resource department and is the orientation coordinator for all new staff. She always provides a warm welcome to those starting with the Network and when we get to see her at the sub-office.
- ◆ Darlene Ahmo has provided support to the Quality Assurance department for six years and continues to assist in this area.

In 2014/15, the Network received 15,383 phone calls, 3,200 faxes and 2,090 correspondence.

In the past year, some of the administrative staff have also participated in minute taking and cultural training through the Network's Education and Training Center. As time permits, this unit is always willing to enroll in training to enhance their skills. They are also a go-to in the office when it comes to organizing, cleaning and planning events for the Network. It has been an especially great year due to all of their hard work!



FINANCE

My name is Ken Taylor and I am SFNNC's Chief Financial Officer. My direct reports include Brenda Harder (Financial Analyst), Trevor Mierke (Financial Comptroller) and Gladys McKay (Office Manager).

2014/15 was a busy year as we improved the short term financial position and long term financial capacity of SFNNC to provide increased support and monitoring for our agencies. I am blessed to have such great staff and attribute the great strides made by the Finance Unit to their hard work and dedication.

Key activities in 2014/15 included:

- ◆ Preparation and monitoring of the annual budget, monthly financial statements, General Ledger and Accounts Payable/Receivable;
- ◆ Coordination and completion of audit process with external auditor;
- ◆ Preparation and presentation of financial reports to the Administrator and Advisory Board;
- ◆ Allocation of provincial funds to the Agencies and monitoring expenditures and financial reporting;
- ◆ Meeting with Agency finance staff on a regular basis;
- ◆ Attendance at Agency Relations meetings to review financial matters with Executive Directors and Finance staff;
- ◆ Continued participation in the Joint Business Plan Review Committee (Manitoba Family Services and AANDC), including a comprehensive revision to the Business Plan format to reduce the time and effort for Agency preparation by focusing on the process and key information requirements;
- ◆ Completion of an internal restructuring of the Finance Unit, including posting of new Financial Analyst position to directly support Agencies in the areas of financial management and reporting;
- ◆ Finalization of a plan with the Province of Manitoba to improve the current financial position of SFNNC, resulting in debt reduction and increased recoveries of \$2.4 million;
- ◆ Planning with the Province of Manitoba to improve the long term financial capacity of SFNNC by analyzing existing programs with their related funding, submitting a core funding request as a part of the process to develop an appropriate Authority Funding Model and developing a charge back model for information technology services; and
- ◆ Working on a comprehensive Agency review and support process that will include standardized financial statement reporting through the implementation of SAGE Intelligence, the development of a comprehensive SAGE training plan, an issues resolution mechanism and the coordination of reviews and ongoing financial analysis and monitoring.



AUDITED FINANCIAL RESULTS

The 2014/15 audit was closed with a “clean” unqualified opinion. The prior years “emphasis of matter” note related to SFNNC’s working capital deficit and negative cash flows, as well as the auditor’s concerns have been addressed and removed from the current year’s audited financial statements.

HIGHLIGHTS FROM FINANCIAL STATEMENTS: STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS:

NET DEFICIENCY

Before Other Items **(\$326,849)** **Decrease of 81%**

Decrease is related to aggressive cost saving measures implemented to address the prior year's cash flow and deficit concerns, such as reduction of positions, vacancy management and the development of a charge-back model for information technology services.

Revenues (Total) **\$54,927,572** **Increase of 3%**

Moderate increase is due mainly to increases in provincial funding at both the SFNNC and Agency level.

Authority Expenses **\$4,499,305** **Decrease of 14%**

Significant decrease is largely related to aggressive cost saving measures implemented to address the prior year's cash flow and deficit concerns.

Agency Funding **\$47,002,973** **Increase of 2%**

Increase is mainly due to increased number of children in care.

Program Funding **\$3,160,196** **Increase of 2%**

Increase is mainly due to increased number of children in care.

Other Items **\$2,444,729** **Increase of 2%**

Increase is mainly due to debt forgiveness and recoveries from the Province of Manitoba as part of the plan to improve SFNNC's current financial position.

STATEMENT OF FINANCIAL POSITION:

Working Capital

Working capital is \$24,063 for the current year versus (\$2,565,448) for the prior year. This is due to debt forgiveness and recoveries from the Province of Manitoba as part of the plan to improve SFNNC's current financial position.

Working Capital Advance from the Province of Manitoba \$300,000

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

Deferred Revenue	2014/15	2013/14
Total	\$941,252	\$324,337
Includes:		
CFSIS Data Entry Clerk		
♦ Agency	\$558,954	
♦ Authority	\$173,482	\$227,857
FASD Program	\$ 39,716	
Age of Majority	\$169,100	\$ 96,480

Change mainly due to an accounting policy change that resulted in some programming related revenue being matched with expense due in the subsequent year.

Net Assets

SFNNC has eliminated the practice of reporting Net Assets by separate funds on a going forward basis.

LOOKING AHEAD

SFNNC and its mandated CFS agencies look forward to another successful year. The following is a list of planned highlights for 2015/16:

- ◆ Build agency and community capacity to ensure culturally appropriate service delivery.
- ◆ Continue to develop and enhance alternative/foster care services to ensure culturally appropriate services/placements.
- ◆ Continue to work with the Province to revamp regulations and standards to facilitate an environment that better meets the needs of our agencies and communities.
- ◆ Continue to create meaningful relationships with our leadership and the agencies that we service.
- ◆ Continue to work collaboratively with the other authorities to enhance the child and family service system.
- ◆ Continue to be directly involved in the development and implementation of Cúram as a primary stakeholder.
- ◆ Continue to develop positive working relationships with agencies to facilitate capacity development in the areas of financial management and reporting.
- ◆ Continue to enhance IT capacity development and support for agencies within the Southern Network's Managed Environment.



***Missing: Lorna Croitor, Cindy Myran, Lori Lavallee, Vlastmir Drakul, Shawn Webster, Barbara Katic, Lisa Medd, Jolene Cameron, Catherine McAuley, Michelle Sanderson, Donna Lalonde, and Louise McKay



APPENDICES

I – PROVINCE WIDE SERVICE DELIVERY SYSTEM

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

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

II – ACRONYMS LIST

AANDC	Aboriginal Affairs and Northern Development Canada
ADP	Authority Determination Process
AHU	After Hours Unit (ANCR)
AJI-CWI	Aboriginal Justice Inquiry - Child Welfare Initiative
AMC	Assembly of Manitoba Chiefs
ASIST	Applied Suicide Intervention Skills Training
BEB	Band Employee Benefits
BCP	Business Continuity Plan
C4C	Changes for Children Initiative
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA	<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 and Northern Affairs Canada
IT	Information Technology
MANFF	Manitoba Association of Native Firefighters
MOU	Memorandum of Understanding
OCA	Office of the Children's Advocate
ONP	Other Non-Paid Care (e.g., health facility; correctional facility; reunification in own home; non-paid care with relatives)
OPR	Other Paid Resource (e.g., places of safety; independent living; out of province placements)
PDA	Public Interest Disclosure Act (Whistleblower Protection)
PHIA	<i>Personal Health Information Act</i>
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centres; group care arrangements)
ROPE	Rites of Passage Envisioned
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
SFNNC	Southern First Nations Network of Care (First Nations of Southern Manitoba Child and Family Services Authority)
SHEAL	Spirit Horse Equine Assisted Learning
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance
VLAN	Virtual Local Area Network
VPA	Voluntary Placement Agreement
VSG	Voluntary Surrender of Guardianship







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