



ANNUAL REPORT 2016/2017

southernnetwork.org

SOUTHERN FIRST NATIONS
NETWORK OF CARE

Our Mandated 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



PEGUIS CHILD AND FAMILY SERVICES (PCFS)
Peguis



SANDY BAY CHILD AND FAMILY SERVICES (SBCFS)
Sandy Bay



ANISHINAABE CHILD AND FAMILY SERVICES (ACFS)

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



SAGKEENG CHILD AND FAMILY SERVICES (SCFS)
Sagkeeng



CHILD AND FAMILY ALL NATIONS COORDINATED RESPONSE NETWORK (ANCR)

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



SOUTHEAST CHILD AND FAMILY SERVICES (SECFS)

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



DAKOTA OJIBWAY CHILD AND FAMILY SERVICES (DOCFS)

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



WEST REGION CHILD AND FAMILY SERVICES (WRCFS)

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



INTERTRIBAL CHILD AND FAMILY SERVICES (ICFS)

Fisher River / Kinonjeoshtegon /

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Board of Directors



Board Chair Allan Courchene

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



Vice Chair Dave Rundle

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



Treasurer Steve Courchene

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



Secretary Clairissa Kelly

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

Board Member **Glen Cochrane**

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

Glen is married to his wife Verla of 36 years and is the father of 1 child and grandfather of 2 amazing boys. They have altered his view of children in so many positive ways. Glen is a former band councillor, who represented Peguis First Nation for 3 terms. He brings with him extensive knowledge and expertise in politics including areas affecting CFS.



Board Member **Joni Wilson**

Joni Wilson is a member of Peguis First Nation and is a proud mom to a son, daughter and stepdaughter. On her personal time, Joni is an active volunteer, advocate and spokesperson for numerous child-health charities, having a child of her own with complex medical conditions.

Joni is currently an employee of the Southern Chiefs' Organization in the area of Health and joined the Southern Network Board in December 2016. She is honored to contribute to the efforts of the Board, and greatly enjoys having the opportunity to build meaningful relationships with the Southern Network staff, agencies and communities. She looks forward to continuing the work ahead with the rest of the team.



Board Member **Loretta Ross**

Loretta Ross is a member of Hollow Water First Nation in Manitoba, a lawyer for more than 20 years and a former member of the Manitoba Human Rights Board of Commissioners. She has been the Treasurer and Chairperson of the Finance and Audit Committee since June 20, 2016.



Ex-Officio **Chief Lance Roulette**

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

Message from the Board Chair



Aniin, Boozho, Tansi, Tanyán yahípi, Hello

The Southern First Nations Network of Care conducts our operations by our core values of Humility, Love, Honesty, Truth, Respect, Courage and Wisdom. It is about integrity, transparency, being ethical, and being accountable not only to our member Agencies but our communities we serve. Our obligation is to govern these communities in the best interests of our children. We recognize this obligation and take it very seriously as our children are a very important part of the Anicinabe existence.

As part of the Southern Network ongoing strategic plan, we the Board of Directors, are in the planning stages of coordinating a governance conference for other agency board members and agency workers that define the roles and relationships among our communities.

We have developed and implemented policies and guidelines that enhance our accountability and further protect the interests of our member Agencies and the children we serve. We believe that good governance is not merely a legal requirement; it is the right thing to do for all the communities we serve.

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

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

Megwetch, thank you,

Allan Courchene

Chair, Board of Directors



Message from the CEO



“Journey of Hope”

The Southern First Nations Network of Care’s path of history is a poignant reminder of the mandate we were entrusted with and embarked upon 15 years ago. That wave of change came with something called “Devolution” of services to us. With the guidance and wisdom of our staff, leadership and elders, we keep working and move towards a new history where we believe can revolutionize a child and family services system that once refused or did not see the vision of

change our way. Over the years we have forged change and transformed the delivery of child and family services for the 10 Agencies we mandate and the 36 First Nations they serve throughout Southern Manitoba.

It has been a monumental struggle with major challenges every step of the way. We continue to overcome these challenges and we do not waver from our promise to the people we serve. A promise of doing things differently has led to: Family Enhancement services throughout all of our Agencies; Agency driven resource development on and off-reserve; and building capacity through training and initiatives in Quality Assurance, Information Technology, Finance, and Front Line services. Every step of the way our leadership and elders supported and reminded us to do things in the spirit of our people. A clear message was sent to us by our Elders Council, “Keep working. Represent our future.” With that in mind, we continue to “keep working” to address issues that impact our children and families every day.

Our vision was given to us by our elders and expressed by leadership to “do our best and affect that much needed change.” There is much more work to be done on all fronts. Transformation needs to occur in the way services are delivered to our children to focus on keeping families together and preventing children from coming into care. This can only be done by recognizing and supporting practices that are community driven and come from the experience of those who work with our children and families in the communities. This must be supported by policy and effective resourcing.

In the past year, the Southern First Nations Network of Care has worked hard to transform our organization internally to meet the needs of the Agencies we serve. Through the development of a strategic plan, we have shifted our Operations to reflect the following priorities.

- Build on our cultural foundation, not a mainstream child welfare foundation
- Adopt, support and promote a customary care model, focussed on programming that prevents the breakup of families
- Improve our communication with clients, partners and political leadership in order to build trust and collaboration and promote our brand
- Forge new and more effective funding arrangements



Patricia Halaburda
Executive Assistant

Based on this foundation, we work side by side with our Agencies, leadership and stakeholders to affect change. More recently and notably, decisions precipitated by a landmark ruling of the Canadian Human Rights Tribunal called upon the federal government to address inequitable, unfair and damaging funding models within our First Nations communities. We take on the task of responding to the federal government with our Agencies, to identify the needs in our communities and the gaps that exist in the current funding models in Manitoba. This work is coordinated by the Manitoba Regional Advisory Committee which consists of representatives from the federal and provincial governments; Assembly of Manitoba Chiefs (AMC); Southern Chiefs Organization (SCO); Southern Network and member Agencies; Northern Authority and member agencies; and Manitoba Keewatinowi Okimakanak (MKO). By putting our minds together we believe we are once again going to affect child and family services history in a major way.

Interwoven and integral to this vision for our future is the promise to “Bring our families together” and “Bring our families home” by implementing policies and standards guided by and “Built upon our Cultural Foundations.” We believe these tried and true customs will lead to better outcomes for our children and families. It is a renaissance driven by a new vision of hope and customary change; a destination we all know we need to reach.

Our Journey of Hope continues!

Ekosi, Meegwetch, Wopida Tanka

Tara L. Petti, CEO Southern Network.

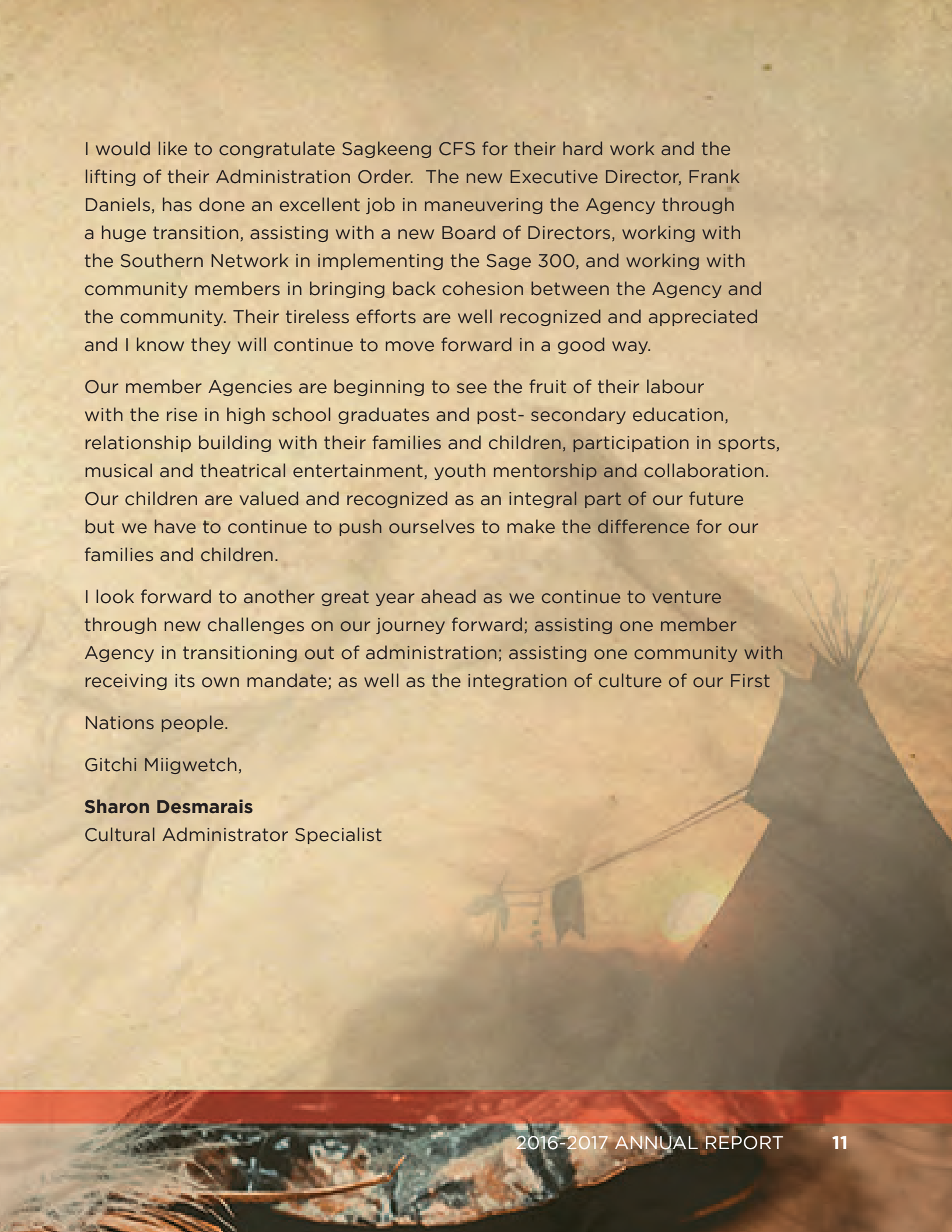
Message from the Associate CEO



This past year has been another year of changes, successes, and challenges. All of which brings many teachings and growth. As we transition into prevention services and work towards changing an already destitute system, we certainly have our work cut out for us. But as always, First Nations peoples have always persevered and we will continue to grow and face our challenges head on. Our families and children are counting on us!

The Southern Network has gone through an organizational restructuring which repositioned the Associate CEO position to the newly created position of Cultural Administrator Specialist. This change reflected my new role in working with our Elders Council and the Cultural Committee. With the diverse cultural teachings in each of our communities, it's been a real pleasure to work with and learn from our elders. Our elders have assisted the Southern Network a great deal with their traditional knowledge and guidance in a path moving forward. Our elders stress the importance of the integration of our cultural teachings and incorporating the traditional practices of our ancestors. For example, Customary Care was a way of life for our people among many other traditions that were taken away from us. We are all working very hard to repair the damage and to bring new light to the future of our children and families.

Our Cultural Committee has been very active in ensuring cultural integrity within our organization. To provide best practice to our member Agencies, we must always remember who we provide services to and ensure that what we do is conducive to the needs of our families and children. Our staff has become very cultured about our member Agencies and their communities and the importance of strengthening those relationships and understandings.



I would like to congratulate Sagkeeng CFS for their hard work and the lifting of their Administration Order. The new Executive Director, Frank Daniels, has done an excellent job in maneuvering the Agency through a huge transition, assisting with a new Board of Directors, working with the Southern Network in implementing the Sage 300, and working with community members in bringing back cohesion between the Agency and the community. Their tireless efforts are well recognized and appreciated and I know they will continue to move forward in a good way.

Our member Agencies are beginning to see the fruit of their labour with the rise in high school graduates and post- secondary education, relationship building with their families and children, participation in sports, musical and theatrical entertainment, youth mentorship and collaboration. Our children are valued and recognized as an integral part of our future but we have to continue to push ourselves to make the difference for our families and children.

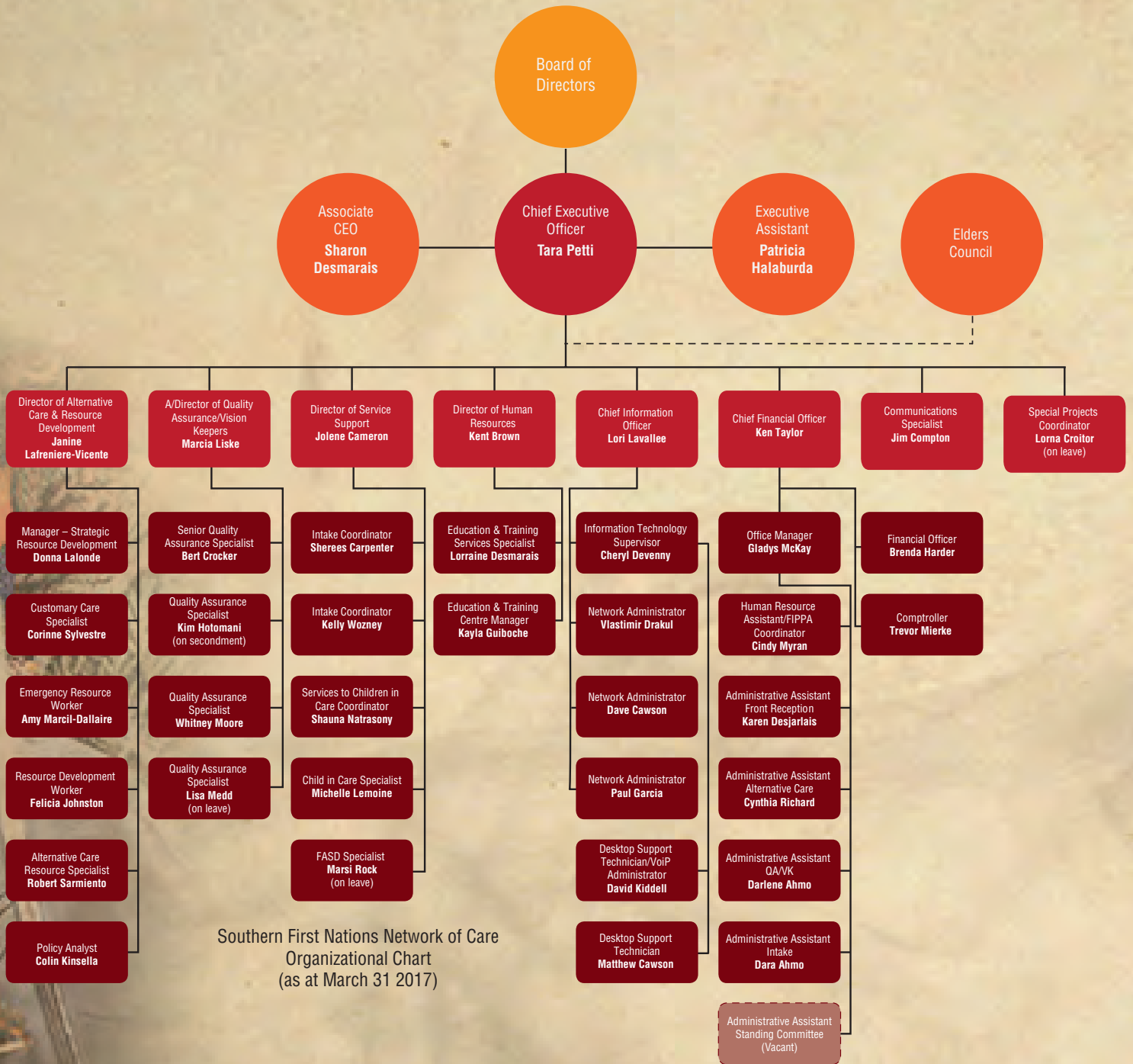
I look forward to another great year ahead as we continue to venture through new challenges on our journey forward; assisting one member Agency in transitioning out of administration; assisting one community with receiving its own mandate; as well as the integration of culture of our First Nations people.

Gitchi Miigwetch,

Sharon Desmarais

Cultural Administrator Specialist

Organizational Chart



“This legislation is unprecedented in Canada and means culturally appropriate services can now be provided for children and families in Manitoba, which was a key recommendation of the Aboriginal Justice Inquiry (AJI).”

**- The Honourable Christine Melnick,
Minister of Family Services and Housing (2003)**

“The Assembly of Manitoba Chiefs acknowledges the good will shown by our partners in restoring the right for First Nations in caring for and protecting our children. The injustices created by the ‘60s scoop’ are now finally being addressed through the success of the Aboriginal Justice Inquiry - Child Welfare Initiative.”

**- Grand Chief Dennis White Bird,
Assembly of Manitoba Chiefs (2003)**

These are the words that created and moved the Southern First Nations Network of Care (Southern Network) into being and forward at the turn of the century. It is a historic agreement that all agreed would address the serious problems in the child and family services system in Manitoba and move recommendations forward for a major restructuring of the system.

It is a child and family services system that recognizes and supports the rights of children to develop within safe and healthy families and communities, and recognizes that First Nations and Metis peoples have unique authority, rights and responsibilities to honour and care for their children.

The road to get there began with a jointly coordinated child and family services system that recognizes the distinct rights and authority of First Nations and Metis peoples and the general population to control and deliver their own child and family services province-wide; that is community-based; and reflects and incorporates the cultures of First Nations, Metis and the general population respectively.

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was launched in 2000 by the Manitoba government in partnership with First Nations and Metis leaders, in response to the Aboriginal Justice Inquiry Report (1991). The Report documented many serious problems in the child and family services system in Manitoba and recommended a major restructuring.

Our History

In 2003, by proclamation of *The Child and Family Services Authorities Act*, four new Child and Family Services Authorities, including the First Nations of Southern Manitoba Child and Family Services Authority (Southern First Nations Network of Care) were established. Through the AJI-CWI, the child and family services system has been restructured with the intent to better respond to and meet the needs of Indigenous peoples in Manitoba.

A unique feature of the restructured child and family services system in Manitoba is the Authority Determination Process (ADP). The ADP involves a series of questions and is used by agency workers to identify which of the Child and Family Services Authorities will manage the delivery of services to children and families. Through the ADP, the culturally appropriate Child and Family Services Authority is determined based on a family's cultural identification.

The ADP is based on the following values:

- All families are entitled to choose their Authority of Service regardless of where they reside in Manitoba
- Service arrangements should be culturally appropriate, stable and timely
- Children, families and communities belong together
- Decisions will be in the best interests of children

The Southern Network is responsible for administering and providing for the delivery of child and family services to members of 36 First Nations in Southern Manitoba (and others who choose the Southern Network) through our 10 member Agencies.

- Animikii Ozoson Child and Family Services
- Anishinaabe Child and Family Services
- Child and Family All Nations Coordinated Response Network
- Dakota Ojibway Child and Family Services
- Intertribal Child and Family Services
- Peguis Child and Family Services
- Sagkeeng Child and Family Services
- Sandy Bay Child and Family Services
- Southeast Child and Family Services
- West Region Child and Family Services

The delivery of our new system is driven by and guided by long established values and the need to develop new ones.

In all there are 12 guiding principles:

- To protect children and ensure their well-being;
- To build family capacity, based on the belief that children are best protected in their families;
- To build community capacity, based on the belief that healthy communities will support families and maintain safe and healthy environments for children;
- To provide services that support families at risk and that seek to work with families in protecting children;
- To take a holistic approach toward child protection;
- To establish a service delivery system that is primarily non-adversarial in its approach;
- To provide services that are responsive to unique community needs;
- To develop and deliver services from a community-based perspective;
- To provide culturally appropriate services;
- To establish services throughout the province that strives to provide for parity of access to services regardless of residence, to the greatest extent possible;
- To develop a child and family service system that is built on a best practices approach; and
- To work with children, families and communities, and develop and deliver appropriate services, using a model(s) that focus on the strengths of families and communities.

In the spirit of this promise we move forward

Governance

Vision Statement:

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

Mission Statement:

In partnership with its Child and Family Services (CFS) agencies, the Southern First Nations Network of Care 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 Southern First Nations Network of Care receives its mandate from the First Nations in southern Manitoba and from the provincial *Child and Family Services Authorities Act (CFSAA)*. The Southern First Nations Network of Care, 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 Southern First Nations Network of Care.



Alternative Care and Resource Development

The Alternative Care and Resource Development Unit is responsible for assisting our member Agencies in planning, developing and implementing culturally appropriate resources to support children, families and communities. The major functions of the Unit are outlined below.

Collaborating with Agencies to Develop Alternative Care Options for Children and Youth

Kinship Care

Kinship care is based on a traditional connectedness between children, caregivers and community, and has long been a custom in First Nation communities. For the Southern Network, kinship care is defined as a family home that is approved to care for a specific child based on a family connection or significant relationship to the child, such as: blood ties; family ties; common ancestry; or community membership.

In April 2015, the Unit developed and introduced the Southern Network Kinship Home Licensing Standard through input from our member Agencies and the Southern Network Elders Council. The intent of the standard is to: encourage family and extended family members to become kinship caregivers; streamline the existing foster care application process to make it less bureaucratic with fewer barriers, less intrusive and more culturally appropriate; and maintain family, community and cultural connections for children in care and move away from a reliance on stranger-based foster homes.

To assess the impact of the new standard and forms, the Unit initiated an evaluation in June 2016. Based on the evaluation, it was found that:

- The new standard and forms are being applied by all the Agencies and they are having a positive impact.
- The new standard and forms are helping to encourage family members to become kinship caregivers.
- Through the work of the Agencies, the standard and forms are helping indirectly to promote family connections, community connections, and cultural connections for children in care.

- Further, the new standard and forms are helping the Agencies to streamline the licensing process for kinship caregivers to make it less bureaucratic with fewer barriers, less intrusive and more culturally appropriate.

From April 2015 up to August 2016, a total of 250 new kinship homes were licensed by our member Agencies and a total of 126 kinship homes were in the process of being licensed.

Processing Foster Parent Appeals and Agency Foster Home Variances

Foster Parent Reconsideration/Appeal

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 is responsible for reviewing and making a decision on all appeals regarding removals of children from foster homes, refusal to license a home, and cancellation of a licensed foster home.

In 2016/17, the Southern Network reviewed a total of 20 appeals. Of the 20 appeals, 14 were regarding the refusal or cancellation of a foster home license and six were regarding the removal of a foster child from a foster home. Of the six removal appeals, one was rescinded during the Southern Network's review of that appeal and no further action was taken. Of the remaining five removal appeals, the Southern Network upheld the Agency's decision in each case. Two of these removal appeals went forward to the next level of the appeal process to an independent adjudicator who was appointed to review the Agency's decision to remove the foster child from the foster home.

Alternative Care and Resource Development

The Southern Network along with the Agency Alternative Care Committee are currently developing policies and best practices regarding the manner in which Alternative Dispute Resolution meetings occur between Agencies and foster parents. The intended outcome would be to have fewer appeals come to the Southern Network and see an increase in resolutions occurring between the Agency and foster parents at the Agency level.

Variations

Under Sections 7 and 8 of the Foster Homes Licensing Regulation (18/99), the Southern Network is responsible for reviewing variance requests from our member Agencies. If approved, this allows a foster home to operate when there are: more than seven dependents in the home; or more than two children under two years old who reside in the home; or more than three children under five years old who reside in the home; or they are operating as a mixed facility and providing care for both dependent adults and foster children.

In 2016/17, the Southern Network received a total of 17 variance requests. Of the 17 variance requests: 10 were approved; six were denied; and one was completed but not required as placement plans changed and a variance was no longer required. Of the 10 approved variances: two were for more than two children under two years old; six were for more than three children under five years old; one was for more than seven dependents in the foster home; and one was for a mixed facility. The six denied variances were not granted as these Agencies requested a variance to have more than four unrelated children in care placed in a foster home, which is a variance request that the Southern Network does not have the mandate to approve.

Supporting Agencies in Promoting the Recruitment and Retention of Caregivers

Caregiver Recruitment

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

The Southern Network continues to support our member Agencies in promoting the recruitment and retention of caregivers. For more information about the campaign, please refer to the website at: www.allrelated.org

Assisting Agencies with Placement Resources for Children and Youth

Collaborative Authority Resource Team

The Hotel Reduction Team was established in June 2014 to address the rising numbers of hotel placements in Winnipeg CFS's Emergency Placement Resources (EPR) program. The team is comprised of staff reassigned from all four Authorities and the CFS Division. In January 2016, the HRT was renamed the Collaborative Authority Resource Team (CART). The focus of this team remains: working collaboratively with Agencies to locate long-term placements for children and youth placed within EPR; and developing shared resources across the province.

Alternative Care and Resource Development

CART activities include:

- Monitoring Agency EPR usage
 - o meeting weekly with EPR
 - o meeting monthly with B&L and Ma Mawi to review placement plans
 - o distributing EPR statistics monthly to agencies
 - o meeting quarterly with Agencies to review placement plans for youth in EPR
 - o identifying children and youth to refer to Bringing Families Together
- Updating and distributing the Manitoba Placement Resource Guide
- Coordinating Children's Intake and disAbilities Intake Committee Meetings quarterly
- Attending weekly meetings with the Provincial Placement Desk to review current vacancies and distribute the resource vacancies list to Agencies

Bringing Families Together

Launched in September 2016, Bringing Families Together is a two year pilot with the objective of increasing permanency opportunities for children in care. It is intended to explore additional ways that the Manitoba child and family services system can engage with children, families and communities to establish lifelong connections and create a strong sense of belonging for children in care. Bringing Families Together recognizes that all children have a right to be connected to their family, community and culture and that these connections are vital to one's sense of belonging and identity.

Using Kevin Campbell's Family Finding practice approach, the goal of this process is to restore the child's natural family and community support network and ensure these supports are lifelong and are not dependent on long term child welfare service. Once this support network is in place, the network shares the decision making responsibility for the child's safety, permanency and well-being. For more information on the Family Finding model, visit the website at: www.familyfinding.org

Bringing Families Together is a formal partnership between Until the Last Child (www.untilthelastchild.com), the 4 Child and Family Services Authorities and the Province of Manitoba (Department of Families). The pilot will serve approximately 150 children over two years from agencies across the four Child and Family Service Authorities, with a primary focus on serving sibling groups and other children in Winnipeg's emergency care system.

To date, the following agencies have been working with Bringing Families Together: Animikii Ozoson CFS; Anishinaabe CFS; Dakota Ojibway CFS; Intertribal CFS; Peguis CFS; Sagkeeng CFS; and Southeast CFS.

Resource Development

In 2016/2017, the Unit continued to provide resource development support to our member Agencies and other organizations. This included: reviewing proposed child care facilities on a province-wide basis; participation on inter Authority committees and working groups related to enhancing resources within the CFS system; developing First Nations specific resources; consulting with our member Agencies on cases regarding resource and placement issues; collaborating with Agencies to develop new resources such as specialized foster homes and residential care facilities; and providing support with system-wide initiatives.

The Southern Network and our member Agencies have highlighted the need for clearly defined processes and concrete tools to aid them in Agency resource development. With this in mind, the Unit is actively working to develop a proposal protocol, which is a guide to support Agencies with proposal development, including the vetting and approval processes. Of particular focus is the development of an on-reserve specialized set rate for foster homes where children and youth have the opportunity to remain connected with their family, community and culture.

Alternative Care and Resource Development

Supporting Agencies and Communities in Planning, Developing and Implementing Customary Care

In partnership with our member Agencies and communities, the Southern Network is committed to planning, developing and implementing customary care in Manitoba. For the Southern Network and our member Agencies, customary care means care provided in a way that recognizes and reflects the unique customs of a community. It preserves a child's cultural identity, respects the child's heritage, facilitates cross-generational connections, and recognizes the role of the community in raising their children. Historically, customary care is a tradition of care that is provided by family and community. The First Nation community establishes the practice of customary care and the role of the community in raising their children.

In 2016/17, the Southern Network Customary Care Specialist, in collaboration with four of our member Agencies, introduced the Customary Care Initiative in six First Nations in southern Manitoba through a community consultation process. These Agencies and communities include the following.

- Dakota Ojibway Child and Family Services
 - Roseau River First Nation
 - Dakota Plains First Nation
- Sandy Bay Child and Family Services
 - Sandy Bay First Nation
- Sagkeeng Child and Family Services
 - Sagkeeng First Nation
- West Region Child and Family Services
 - Ebb and Flow First Nation
 - Waywayseecappo First Nation

The Southern Network, in collaboration with the Province of Manitoba and the three other Child and Family Services Authorities, are developing proposed legislation to recognize customary care in Manitoba. It will include amendments to *The Child and Family Services Act* to provide a legislative basis for supporting the provision of customary care for First Nations children through agreements and living arrangements.

Our Team



Janine
Lafreniere-Vicente



Amy Marcil-Dallaire



Robert Sarmiento



Colin Kinsella



Corinne Sylvestre



Felicia Johnston



Donna Lalonde

Communications



Boozhoo Denemaganatuk!

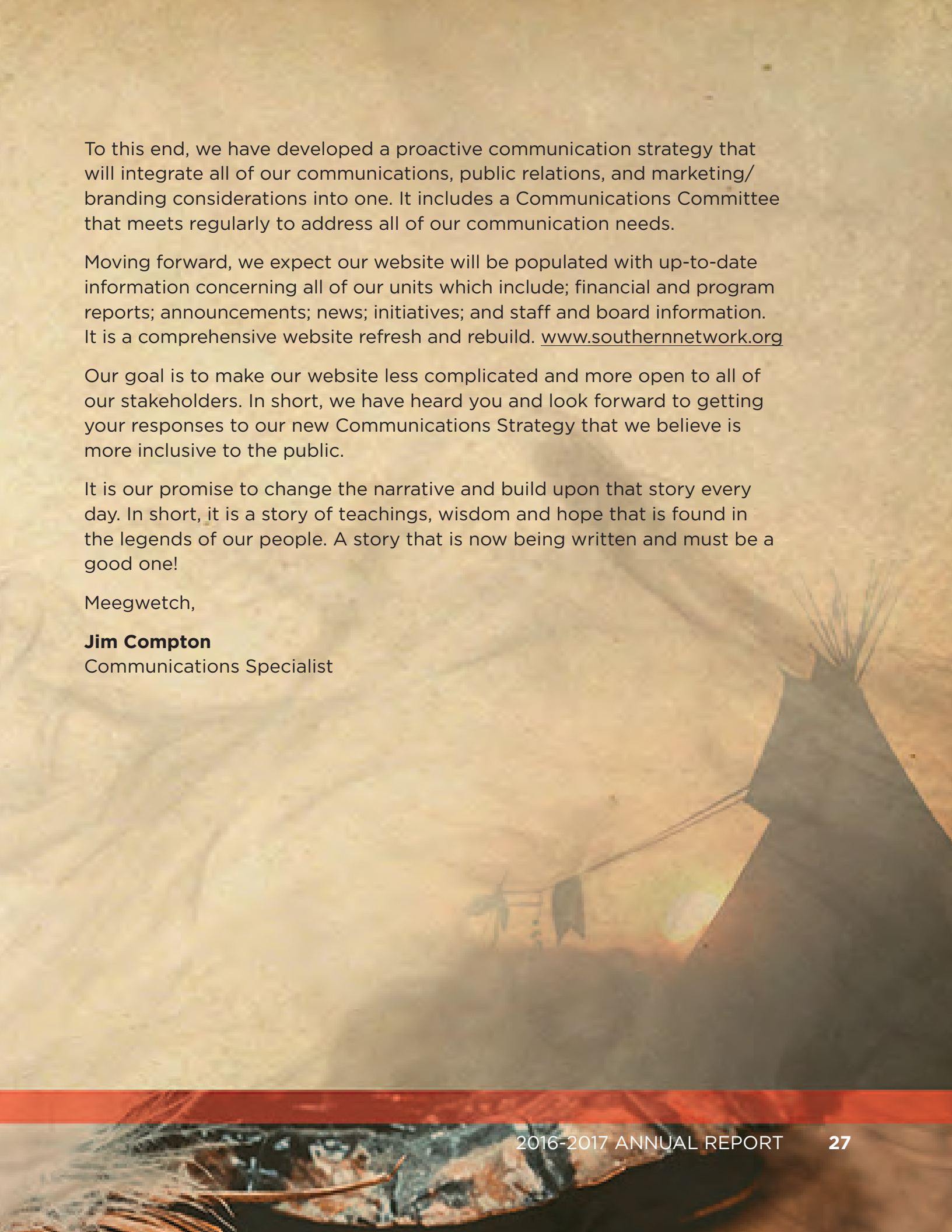
In the spirit of our ancestors, I welcome you with a salutation that respectfully calls upon your spirit names and honor's your visions. It goes out to our relatives, our clients, our colleagues and our community members. It is a welcome call from the Southern First Nations Network of Care, guided by the Seven Teachings in everything that it does. At its heart, it is like a woven braid of sweet grass that evokes love, bravery and respect.

Since the inception of the Southern Network in 2002, we have been working hard on a new narrative that seeks to heal the wounds of the past, with the hope of writing a better story in the future. Our goal is to create a new history where we can go forth together and right a history of CFS and the effects it has had on our people. To be sure, it is a long road, but one that we must walk for our children and our families. That history involves creating conversations with one another and seeing the end of that road. Working together we have created many milestones that will be entered into the analogues of First Nations CFS history. And we all know there is more work to be done.

Our goal has always been to let you know where we stand on the everyday issues that affect us and what the specific strategies have been developed to address them. In an effort to ratchet up that communication, we are re-branding and re-launching our window to the world...our Southern Network website.

You asked for a more user-friendly and interactive website that either answers all your questions or directs you to a right answer or even just good solid advice. We believe we have developed it and now offer it to you here. To use an old metaphor, when you enter into our grand teepee you will be able to speak directly to the unit you need to and see where we are with our Vision. A Vision that speaks to:

- Building upon our cultural foundation that we believe will lead to better outcomes for our children and families
- Adopting, supporting and promoting a customary care foundation focused on prevention that builds upon keeping families together



To this end, we have developed a proactive communication strategy that will integrate all of our communications, public relations, and marketing/branding considerations into one. It includes a Communications Committee that meets regularly to address all of our communication needs.

Moving forward, we expect our website will be populated with up-to-date information concerning all of our units which include; financial and program reports; announcements; news; initiatives; and staff and board information. It is a comprehensive website refresh and rebuild. www.southernnetwork.org

Our goal is to make our website less complicated and more open to all of our stakeholders. In short, we have heard you and look forward to getting your responses to our new Communications Strategy that we believe is more inclusive to the public.

It is our promise to change the narrative and build upon that story every day. In short, it is a story of teachings, wisdom and hope that is found in the legends of our people. A story that is now being written and must be a good one!

Meegwetch,

Jim Compton

Communications Specialist

Tears of Joy, Song of Hope

*“Another Turning Point, a fork stuck in the road.
Time grabs you by the wrist directs you where to go.*

*So make the best of this test and don't ask why.
It's not a question but a lesson learned in time.*

*It's something unpredictable but in the end is right,
I hope you had the time of your life.”*

Good Riddance (Time of Your Life) - Green Day

It's hard to imagine a parent of 50 to ask her daughter of 18 to sing a song embraced by young people, but it is a song of hope stuck in the heart of a very proud mother.

“Sing that Green Day song,” implores Bella Harvey. “You know the one I like.”

“It's too early in the morning, I'll sing it for you later,” promises Natasha. And so it goes in the Harvey household where 18 year old Natasha Harvey sits waiting to give an interview about her graduation, her hopes and dreams and her life.

Natasha, like the Green Day song says, sits at a turning point in her life. She has just graduated from the Stonewall Collegiate Class of 2017, with an 83 average in a class 120. What is her first act in her new life? She has shaved off all her hair and donated it to cancer patients. Something she refers to as her “style”.

“I like helping people and doing things for others. I heard they make wigs out of the hair,” says Natasha. And this is the second time she has done it. Her philosophy is driven by looking back at her life and the many blessings she has received since then.

“I believe that by helping people the hurt will heal itself. It’s all about give and take.” Natasha whose full name is Natasha Joy Harvey has learned that approach from the way she was brought up through her family. “My grandmother named me. Her name was Joyce. My mom was always a hard worker and of course I always helped around the house.”

That nurturing was always there. It began with her naming and carried on through her extended family. After being moved around as a toddler she found sanctuary with them.

“I remember being picked up. It was July 1st when I was delivered by my auntie to Bella and Max’s house. I immediately called them mom and dad because I knew instinctively they would now be my family,” says Natasha.

Reflecting back is difficult for Natasha. That’s when the tears come and the hurt lingers. “My bio mom always said that I was going to come back but I knew that wasn’t going to happen. I always felt that I came from a family that didn’t want me. I know that’s wrong but that was my thought process.” That brings her back to helping and doing things for others. “The hurt will heal itself by helping.”

So “helping” has become her mantra. When not in school you can find her sorting clothes, making beds and serving patrons at the Siloam Mission in downtown Winnipeg. It’s all part of her healing journey. And in the future she is committed to becoming a doctor. When I asked, “Who is your favourite doctor?” she says, “Me.”

Time has definitely grabbed this beautiful young woman by the wrist and she knows where she needs to go. This is definitely the time of her young life; a time when the Tears of Joy turn into a Song of Hope.



Natasha Joy Harvey

Night and Day Woman



Amanda Gauthier

“I know first-hand the challenges of transitioning out of CFS to adulthood.”

At 30-years old, a young and vibrant Amanda Gauthier has packed a life time of living and experience in a very short period of time. She speaks like a hyper high school student but underneath you can feel there is a quiet and focused resolve driven by an unforgettable life experience. With graduation only a few months away this aspiring Social Work student cannot wait to make a big difference in a child welfare system she grew up in. And it is that past that drives her spirit today.

“I was apprehended at five. I’ve been in 13 foster homes and none of them were good. I was abused in all of them,” says Amanda. The horrendous experience that she can never forget began when she was 6 and lasted until she was 11. “I was locked in a basement, on

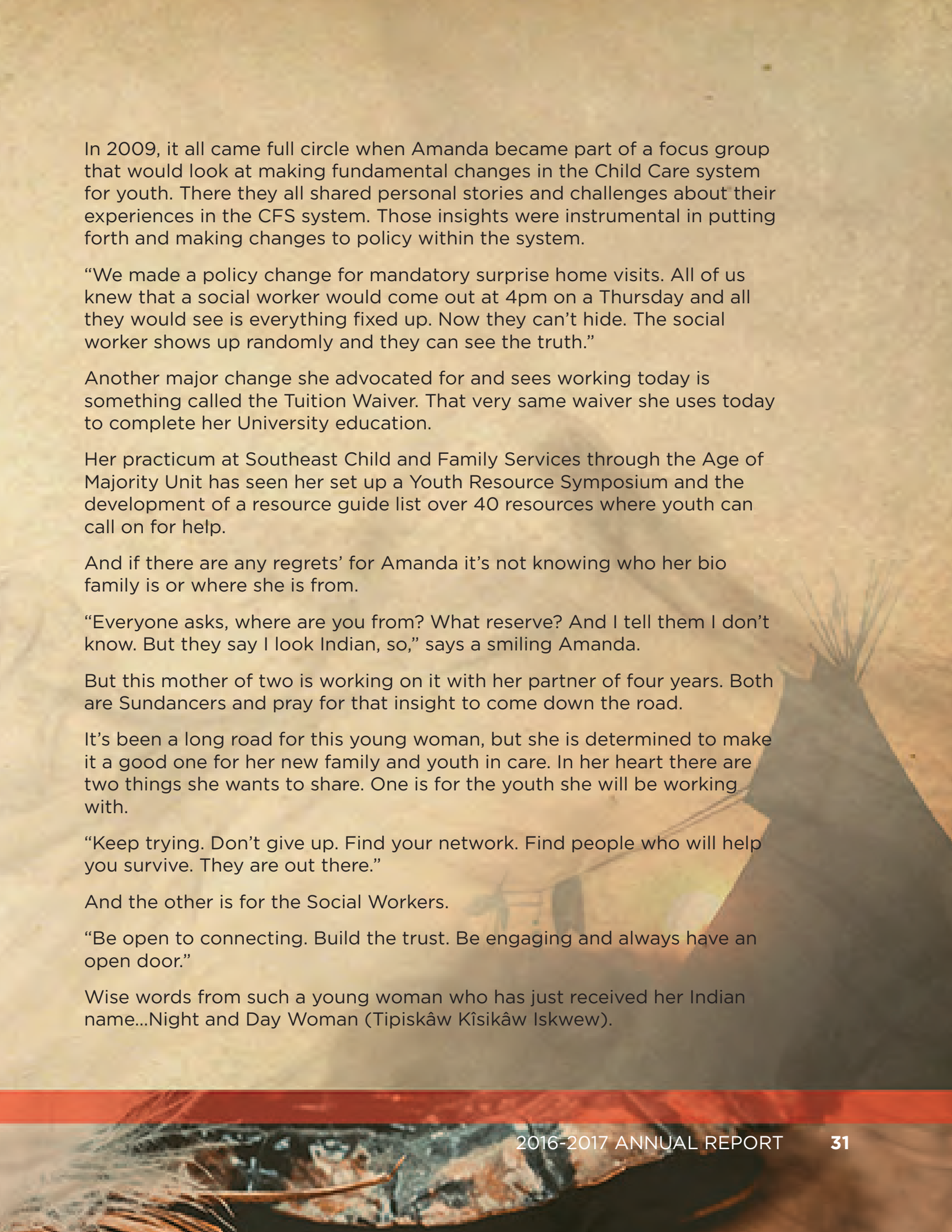
a concrete floor, a cot and a pee pot, where I was sexually and physically abused by a former RCMP officer.” She says the officer was arrested and charged, but eventually the charges were stayed.

Amanda’s life spiraled out of control from there. She ran, became homeless and gang affiliated. After a year of surviving on the streets, salvation came from being placed in a Macdonald Youth Services Level 5 group home until she was 16. With an indomitable spirit and guidance of staff she found a way to move forward.

“I was determined not to be the stereotype. Everything that happened to me made me more determined than ever,” says Amanda. “At 18, I was denied an extension of care and I ended up on welfare. When I couldn’t pay my rent I couch surfed. That’s when I believe I became resilient and self-determined.”

With that resilience, a Grade 12 diploma and a Winnipeg Technical College Business Administration Assistants diploma Amanda thought she was on her way out of poverty and despair only to find herself languishing in minimum wage jobs. Something was missing and she knew it. But once again Amanda’s life experience paid off and she landed a job that she felt would make all the difference in the world.

“I landed a job with Voices: Manitoba’s Youth in Care Network, which was committed to youth-driven leadership, community awareness and advocacy. I became an advocate for youth who don’t have that voice.”



In 2009, it all came full circle when Amanda became part of a focus group that would look at making fundamental changes in the Child Care system for youth. There they all shared personal stories and challenges about their experiences in the CFS system. Those insights were instrumental in putting forth and making changes to policy within the system.

“We made a policy change for mandatory surprise home visits. All of us knew that a social worker would come out at 4pm on a Thursday and all they would see is everything fixed up. Now they can’t hide. The social worker shows up randomly and they can see the truth.”

Another major change she advocated for and sees working today is something called the Tuition Waiver. That very same waiver she uses today to complete her University education.

Her practicum at Southeast Child and Family Services through the Age of Majority Unit has seen her set up a Youth Resource Symposium and the development of a resource guide list over 40 resources where youth can call on for help.

And if there are any regrets’ for Amanda it’s not knowing who her bio family is or where she is from.

“Everyone asks, where are you from? What reserve? And I tell them I don’t know. But they say I look Indian, so,” says a smiling Amanda.

But this mother of two is working on it with her partner of four years. Both are Sundancers and pray for that insight to come down the road.

It’s been a long road for this young woman, but she is determined to make it a good one for her new family and youth in care. In her heart there are two things she wants to share. One is for the youth she will be working with.

“Keep trying. Don’t give up. Find your network. Find people who will help you survive. They are out there.”

And the other is for the Social Workers.

“Be open to connecting. Build the trust. Be engaging and always have an open door.”

Wise words from such a young woman who has just received her Indian name...Night and Day Woman (Tipiskâw Kîsikâw Iskwew).

Human Resources

The goal of the Human Resources (HR) Unit is to indigenize and sensitize all Southern Network employees on First Nations practices, values and beliefs in order to best meet the needs of our ten member Agencies.

The HR Unit has responsibility for a number of areas. These include:

- Developing and supporting the human resource capacity for the Southern Network.
- Assisting and supporting our member Agencies in the development and maintenance of their human resource systems.
- Working with our member Agencies to build an Aboriginal work force.
- 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 corporate training and professional development for Southern Network staff.
- Supporting the ongoing role of the Southern Network Elders Council based on the guiding principles of the Seven Teachings and the Southern Network Cultural Committee.

Developing and supporting HR capacity for the Southern Network and our member Agencies includes improving the HR practices within the Southern Network and the Agencies in the areas of: Employee/Labour Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

During 2016/17, key activities for the HR Unit included:

- Bi-monthly meetings with Human Resource Managers/Directors.
- Amalgamation and relocation of the Long Plain On-Reserve and Winnipeg sub-offices to Swan Lake First Nation in Headingley MB.
- Coaching Agency Executive Directors and HR Managers/Directors on Human Resource issues, including: labour relations; complaints; mediation; staffing; audits; and management issues.

- Coaching Southern Network Managers regarding employee relations issues.
- Coordinating the Southern Network Health and Safety Committee and following up on issues arising from these meetings.
- Overseeing the recruitment and hiring process at the Southern Network.
- Transitioning the oversight of the Education and Training Services Unit to the Quality Assurance Unit in order to meet the training needs of our member Agencies.
- Preparing for the implementation of a Human Resource Software Management System (Sage) within the Southern Network and two member Agencies as pilot projects.
- Coordinating Quarterly Meetings of the Southern Network Elders Council.
- Incorporating culturally based teachings in our HR practices.
- Responding to requests for information.

Goals for 2017/18:

To meet our strategic objectives, the HR Unit's primary goal is to promote and engage the Southern Network and our member Agencies in implementing culturally appropriate practices and standards, such as:

- Reviewing and revising the HR Policy and Procedures Manual and other manuals to be reflective of our cultural practices, values and beliefs.
- Exposure to and the opportunity for employees to engage in cultural activities, training and ceremonies for understanding and acceptance of our member Agencies, the families and their children.
- Developing a terms of reference and annual work plan for the Southern Network and Agency Human Resource Working Table.
- Coordinating, in conjunction with the Southern Network Education and Training Services Unit, a workshop on performance management for Southern Network and Agency Managers/Supervisors.

Human Resources

Cultural/ Spiritual Care Services

Cultural Committee

The Southern Network Cultural Committee was established in 2013 to educate and train staff so they have an awareness and understanding of the population they are serving. In addition, the Committee is responsible for planning and coordinating staff team building activities. An annual work plan is developed, in consultation with the Southern Network Elders Council, which is inclusive of First Nations values and teachings. We recognize the different beliefs and values in our communities and do our best to be inclusive. Our goal is to ensure that we are all culturally sensitive to our children and family's needs for best practice and service delivery. We look forward to learning and developing as we venture forward with our member Agencies in better serving the needs of our communities. In 2016/17, staff participated in the following activities: seasonal sweat lodge ceremonies; medicine picking; tour of Lower Fort Garry; Southern Network office blessing ceremony; smudging; pipe ceremonies; and sharing circles.

Elders Council

The Southern Network Elders Council is comprised of representatives from our member Agencies. Their role is to provide insight, advice and guidance to the Southern Network and Agencies on matters and issues applicable to the Aboriginal child welfare system. The Elders bring forth their knowledge and wisdom to ensure that Aboriginal culture, traditions, values, spirituality and all collective aspects of the Aboriginal way of life are respected, inclusive and become a primary focus for our children and families. The Elders Council assists with the current development of programming and provides direction and guidance over all culturally sensitive discussions. The Elders have developed brochures on teachings, such as the purification ceremony and the four medicines, to assist in educating staff and families. As well, the Elders have offered different types of teachings in efforts to assist with educating and healing of our people.

The Elders Council meets quarterly and is guided by a terms of reference inclusive of the Seven Teachings. All of the Elders have met the requirements of a Criminal Record Check, a Child Abuse Registry Check,

and a Prior Contact Check. The Elders, many of whom are pipe carriers, have conducted ceremonies at Southern Network events, including the Annual General Meeting, Solstice and Equinox celebrations, and the blessing and cleansing of the office. Their role with the Southern Network is invaluable and necessary to facilitate changes to the child and family services system and promote the health and well-being of our peoples.

Building An Aboriginal Workforce

Building an Aboriginal workforce is an ongoing objective for the Southern Network and our member Agencies. As of March 31, 2017, the Aboriginal status of staff was as follows:

Workforce	Southern Network	Agencies	ANCR
Aboriginal Status	67%	78%	38%
Non-Aboriginal Status	33%	22%	62%

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 and extensive information can be located at the link below:

<http://www.ombudsman.mb.ca/fippa-faq.htm>

Human Resources

FIPPA Coordinator

The role and responsibility of the FIPPA Coordinator is to act as liaison between the Lead of the Southern First Nations Network of Care FIPPA Review Committee and our member Agencies. All FIPPA requests and PHIA complaints are first directed to the FIPPA Coordinator from either the Access and Privacy Coordinator of the Child and Family Services Division or the Office of the Manitoba Ombudsman. With the assistance and direction of the Lead of the Southern Network FIPPA Review Committee, the FIPPA Coordinator coordinates the compilation of information and ensures timelines are met. All responses to FIPPA requests and PHIA complaints are vetted for final approval through the Chief Executive Officer.

Approximately (12) FIPPA requests were completed at the Southern Network of which: (1) was Network & Agency-specific; (4) were Agency-specific; and (7) were individual Agency-specific. The individual Agency-specific requests pertained to: ANCR (4); DOCFS (1); and PCFS (2).

Further to the completed FIPPA requests, (3) additional FIPPA requests were received and closed as the Child and Family Services Division was able to gather/access the data at their level and respond to the Applicant, without Southern Network or Agency data collection. All (3) requests were Southern Network and Agency-specific.

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. PHIA governs an individual’s access to his or her own personal health information held by trustees and sets out requirements that trustees must follow to protect the privacy of personal health information.

There were no PHIA complaints lodged with the Office of the Manitoba Ombudsman during the reporting period. Additional and extensive information can be located at the link below:

www.ombudsman.mb.ca

Public Interest Disclosure (Whistleblower Protection) Act

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

There were no PIDA complaints during the reporting period. Additional and extensive information can be located at the link below:

www.ombudsman.mb.ca

Our Team



Kent Brown



Cindy Myran

Education and Training

The Southern First Nations Network of Care (Southern Network) recognizes the need to build capacity and develop competency through education and training. As such, the Southern Network continues to provide relevant and culturally appropriate training with the goal to improve services to children and families. Many of the sessions offered are considered foundational trainings and are offered on a regular basis in each fiscal year. This includes trainings in the areas of structured decision making, cultural awareness, child and youth support, suicide prevention, attachment, trauma, domestic violence, child abuse and more. These sessions have been attended by CFS staff, managers/supervisors, administrative staff, foster parents, support workers, community collaterals and other government departments. A total of 1,459 participants attended training in 2016/17.

The Southern Network continues to value the partnerships of the other Authorities (Northern, Metis and General Authority) and the Child and Family Services Division in the ongoing work of developing joint training initiatives.

In September 2016, the Southern Network Training Centre relocated to Swan Lake First Nation in Headingley, MB. The training centre is located on the south wing of the building and has a training room, boardroom, and computer lab.

Some of the highlights from the 2016/17 fiscal year are as follows:

Annual Child Abuse Committee Coordinator Conference

The Child and Family Services Division, in consultation with the four Authorities, hosted the 9th Annual Child Abuse Committee Coordinator Conference in Winnipeg on June 7 and 8, 2016. This event is an opportunity for all Child Abuse Committee Coordinators and members to gain further knowledge and expertise in the roles as coordinators and committee members, as well as in the area of child abuse. Presentations and topics of discussion at the conference included trauma informed practices, RCMP Ice unit, Snowflake Place, Parallel Investigations, Sexualized Behaviour in Children and Vicarious Trauma.

Residential Schools Training – Intergenerational Effects, and Truth & Reconciliation

Members of the Joint Training Team developed and facilitated 4 Residential School training sessions. This 2-day workshop will provide an overview of residential schools, the historical and current intergenerational effects



Education and Training

and truth and reconciliation from a traditional Indigenous perspective. Workshop objectives include: learn about residential schools; gain an understanding of the intergenerational effects of colonization; learn about truth and reconciliation; and develop reconciliation strategies that can be implemented in personal and professional circles.

Child and Family Services Applications Training

The Child and Family Services Application (CFSA) is the computer system used by CFS staff to collect and manage information on cases and services provided to families. CFSA training is held at the CFS Division located at 777 Portage. During the 2016/17 fiscal year, a total of 476 Southern Network agency staff attended training.

Competency-Based Training Program

As part of the JTT, the Competency-Based Training (CBT) Program is led by the Provincial Manager of Training. In 2016/17 total attendance for Southern Network agency staff at CBT sessions was as follows:

- Caseworkers Competency-Based Training - 311
- Supervisors Competency-Based Training - 71
- Child and Youth Care Workers Competency-Based Training - 44

Southern Network Education & Training Stats from April 1st, 2016 – March 31st, 2017

Specialized Training	Number of Participants
Addictions	52
Administrative Support & Communications	80
Crisis Prevention	52
Critical Incident Stress Management	51
Cultural Awareness	77
Child & Youth Support	20
Domestic Violence	83
Family Enhancement	171
Fetal Alcohol Spectrum Disorder	93
Gang Awareness	20
Health & Safety	136
Investigating Child Abuse	89
Orientation to the CFS System	88
Suicide Intervention/Prevention	29
Standards	218
Strengthening Relationships	16
Legislation	20
Leadership Development	87
Attachment	10
Trauma	63
Other	4
Total	1,459

Service Support

This past year has been a very positive year in which the Service Support Unit embraced several staff changes. In August 2016, we welcomed Shauna Natrasony back to the Services to Children in Care Coordinator position (previously on leave) and we hired two new staff in July 2016: Michelle Lemoine, Child in Care Specialist, and Kelly Wozney, Intake Coordinator. Leona Huntinghawk who previously held the Child in Care Specialist position left the Southern Network in May 2016 to pursue other career opportunities and in September 2016, Marissa Rock, FASD Specialist, welcomed a new baby and began maternity leave. The FASD Specialist position has remained vacant with coverage being provided when required by staff in Service Support.

Support to our Member Agencies

The main purpose of the Service Support Unit is to provide support to our member Agencies, and in turn, the families, and children served by these Agencies. Some of our Unit's responsibilities include: receiving and responding to requests for information; case consults; change of authority requests; and complaint follow-up as appropriate. In addition, the Service Support Unit is responsible for reviewing and approving extension of services requests (formerly known as extension of care requests), Individual Rate Adjustment Protocol requests, and assisting with the Tuition Waiver Program.

Over the last year, we have participated in and initiated some changes within our Unit and have continued to build on our relationships with Agencies through the support provided by our staff. This past year there was agreement to begin a Service Support Table which will provide a mechanism for senior service directors at Agencies to come together with each other and the staff at the Southern Network regularly to develop and implement a work plan to further enhance services to children and families. We are looking forward to this work in the new fiscal year.

Intake and Training

In addition to Intake duties, Kelly Wozney has taken on development of various training related to child and family services and is now facilitating the Structured Decision Making training offered by the Southern Network. Shauna Natrasony has developed training related to the Individual Rate Adjustment Protocol/Child Maintenance and has provided support and training to agencies' special rate committees. In relation to this, several of us in the Service Support Unit are now part of an internal committee which provides guidance on how to better support agencies regarding child maintenance issues.

Over the last year, changes have been made with our follow-up regarding Notice of Maternities (NOM) and a lot of work has been completed on new templates and training for transitional planning for youth nearing the age of majority. We are now working closer with the Vision Keepers Unit at the Southern Network regarding NOM. Now, when the Service Support Unit receives a NOM, we review CFSIS in more detail and have contact with agencies where necessary regarding assessment and planning for minor expectant parents. Sherees Carpenter has been the person responsible for this and has worked closely with the Vision Keepers Unit regarding the training for services provided by CFS Agencies to minor expectant parents.

Transitional Planning

We initiated changes in order to better support Agencies with transitional planning for youth aging out of care. Upon being hired, Michelle Lemoine immediately began work to redevelop our request for extension of services template and development of training for CFS workers regarding transitional planning. This focus on our youth will be in the forefront as we move ahead into the next fiscal year.

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 information provides an overview of the type and volume of work in 2016/17.

Authority Determination Process

In 2016/17, the Southern Network received a total of 20 Change of Authority Requests of which 19 were approved and one was denied. Two of the Change of Authority Requests were from the Southern Network to another Authority, and the remaining 18 requests were from another Authority to the Southern Network.

During this period, there were 34 requests for information and/or follow up regarding the Authority Determination Process.

Extensions of Services and Maintenance for Young Adults

(formerly called Extensions of Care)

As provided for in Section 50 (2) of *The Child and Family Services Act*, the Southern Network sent out 723 approval letters extending youth's care and maintenance during the 2016/17 fiscal year. The member Agencies of the Southern Network continue to work diligently to ensure that youth are transferring out of foster care appropriately, sensitively and with the proper supports and resources. Transitioning youth out of care can be a complex process and our member Agencies continue to demonstrate their commitment to our youth through their careful transitional planning efforts.

Tuition Waiver Program

In 2012, several educational institutions in Manitoba began to offer tuition waivers for youth living in foster care. These tuition waivers are a commitment towards breaking down barriers for youth in care receiving a post-secondary education. The institutions currently offering tuition waivers include: University of Winnipeg; Red River College; Brandon University; Manitoba Institute of Trades and Technology (Winnipeg)

Technical College); University of St. Boniface; University College of the North; Booth College; Assiniboine Community College; and University of Manitoba. There is a partnership in place between these institutions and the four Authorities.

In 2016/17, a total of 13 tuition waivers were granted for youth in care/ formerly in care of the Southern Network and our member Agencies. As well, seven students returned to their educational institutions through the Tuition Waiver Program.

The annual deadline for the Tuition Waiver Program is May 1st.

Individual Rate Adjustment Protocol

In June 2012, the Individual Rate Adjustment Protocol (IRAP) process was implemented to ensure frozen rates for children in care can be adjusted. The Southern Network continues to work diligently with our member Agencies to ensure that children in care receive the best care through the approval of services such as qualified care providers, support workers, respite providers and, in some cases, emergency supports. In 2016/17, a total of 640 IRAP requests were submitted by our member Agencies and approved by the Southern Network in collaboration with the Child and Family Services Division.

Future Areas of Focus

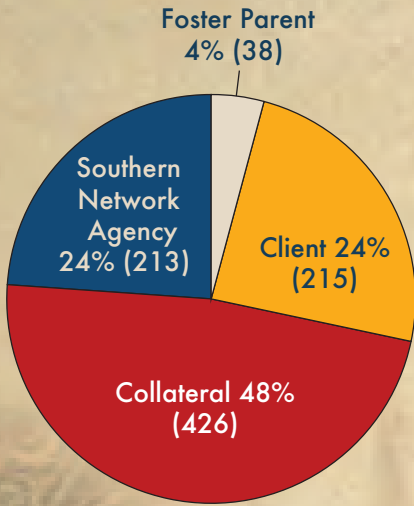
Moving forward, we have identified three areas of focus:

- Re-development of the policies and procedures for the Service Support Unit
- Development and facilitation of training for transitional planning and a youth engagement strategy
- Child Maintenance Training

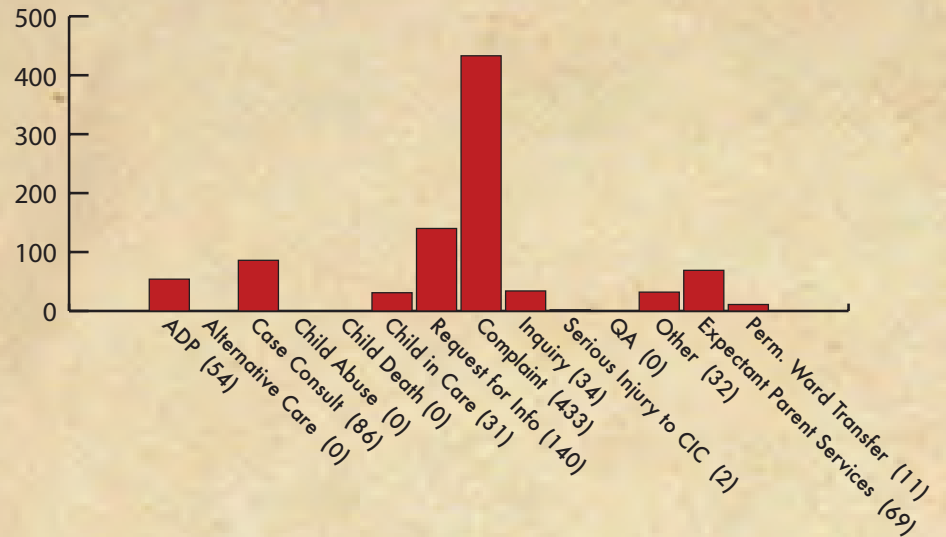
It has been a pleasure working at the Southern Network over the last year and we are excited to continue working with and supporting our member Agencies.

Service Support

Source of Intake



Nature of the Intake

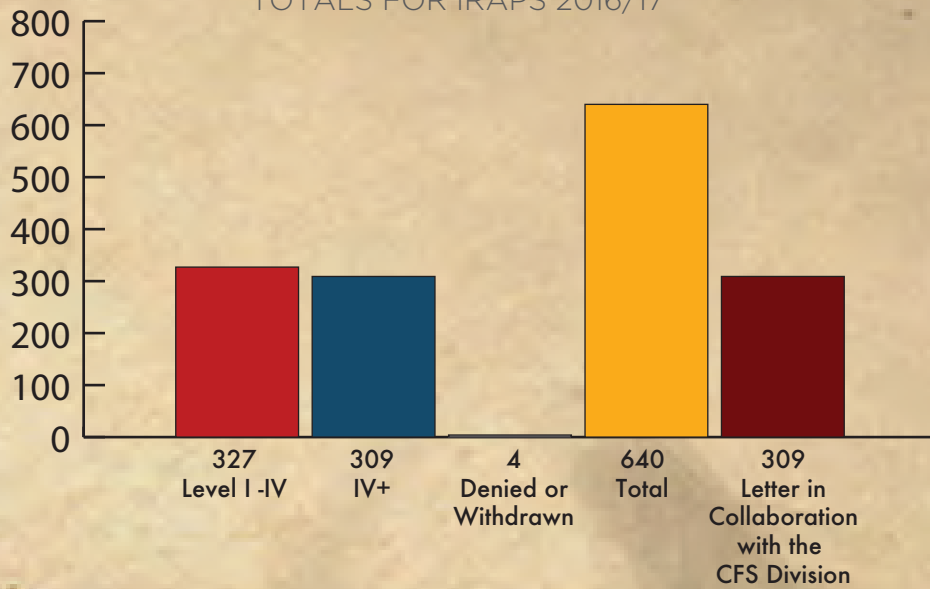


Extensions of Services by Agencies 2016/17

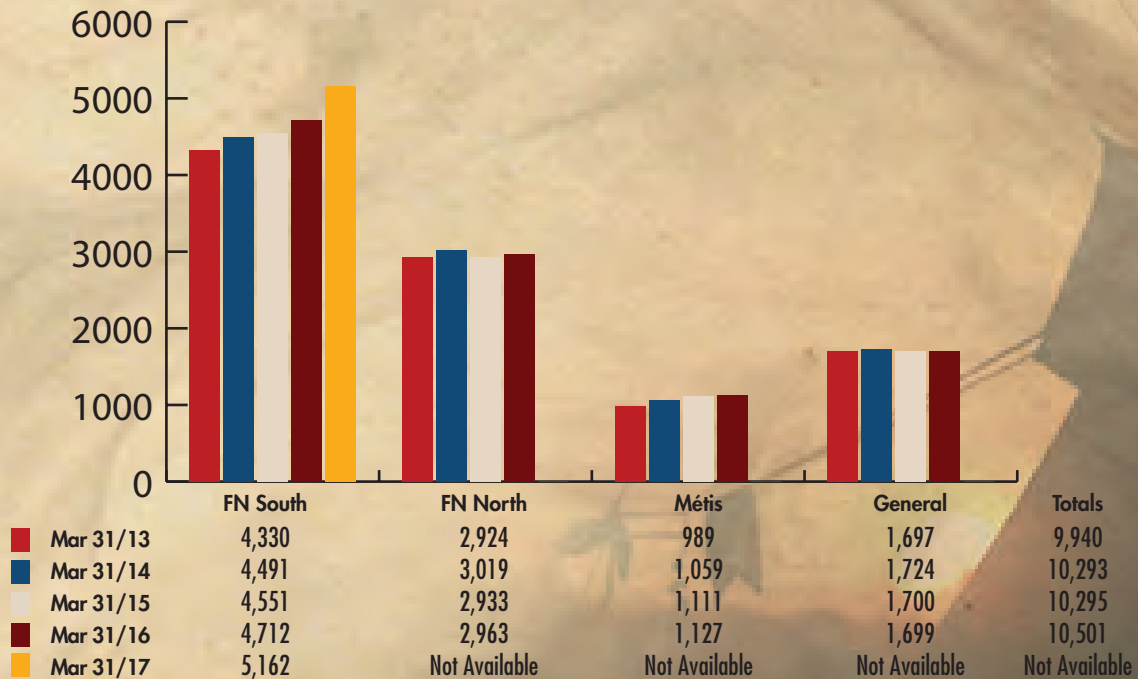
AGENCY	NUMBER OF YOUNG ADULTS RECEIVING AN EXTENSION WITHIN THE FISCAL YEAR	TOTAL NUMBER OF EXTENSION APPROVAL LETTERS FOR THE FISCAL YEAR	NUMBER OF CHILDREN IN CARE WHO TURNED 18 WITHIN THE FISCAL YEAR
ACFS	62	95	23
AOCFS	39	60	18
DOCFS	73	128	35
ICFS	28	48	11
PCFS	22	33	12
SCFS	50	75	17
SBCFS	15	26	6
SECFS	99	164	46
WRCFS	63	94	30
TOTAL	451	723	198

Individual Rate Adjustment Protocol

TOTALS FOR IRAPS 2016/17

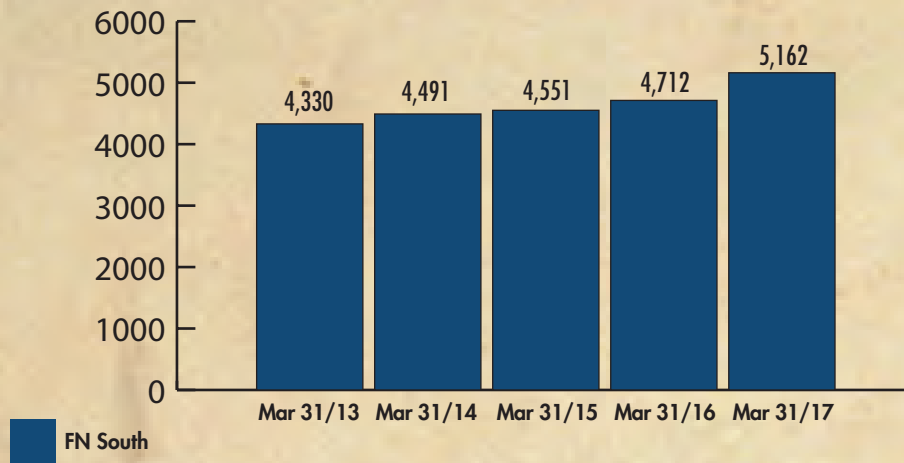


Children/Youth in Care Province-wide

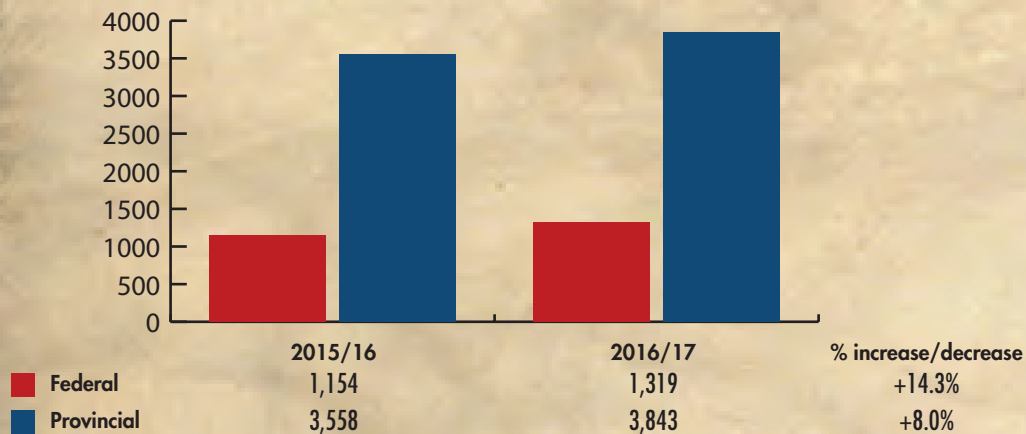


Service Support

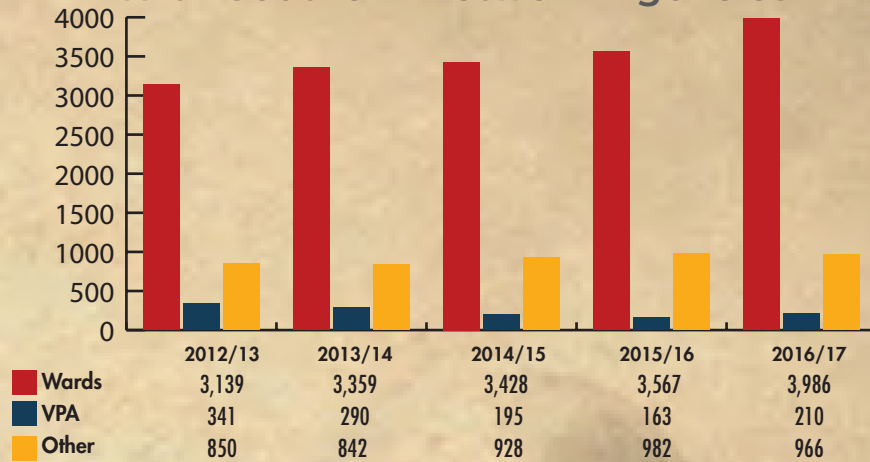
Children/Youth in Care With Southern Network Mandated Agencies



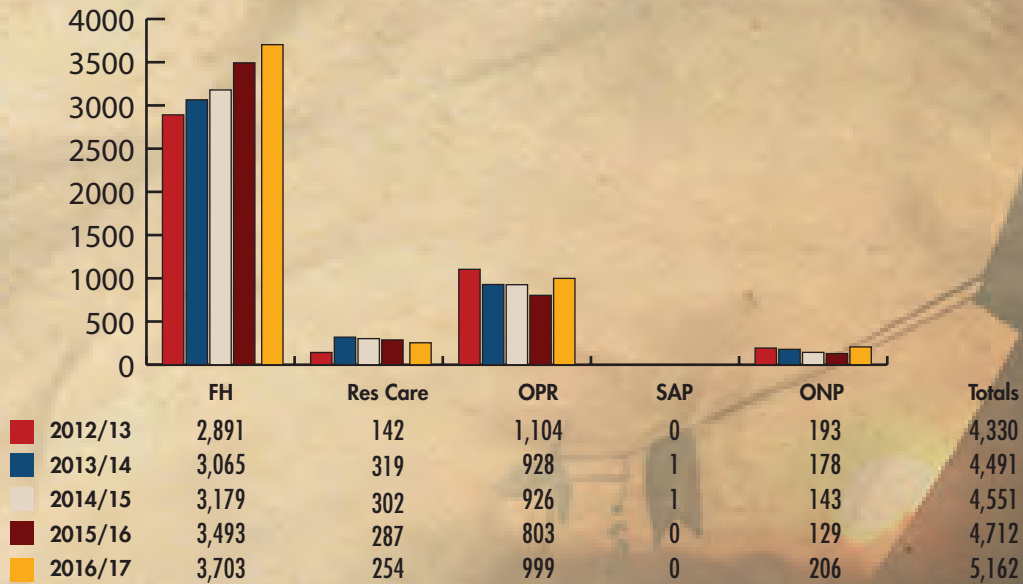
Children/Youth In Care By Funder: Year To Year Comparison



Legal Status Of Children/Youth In Care With Southern Network Agencies

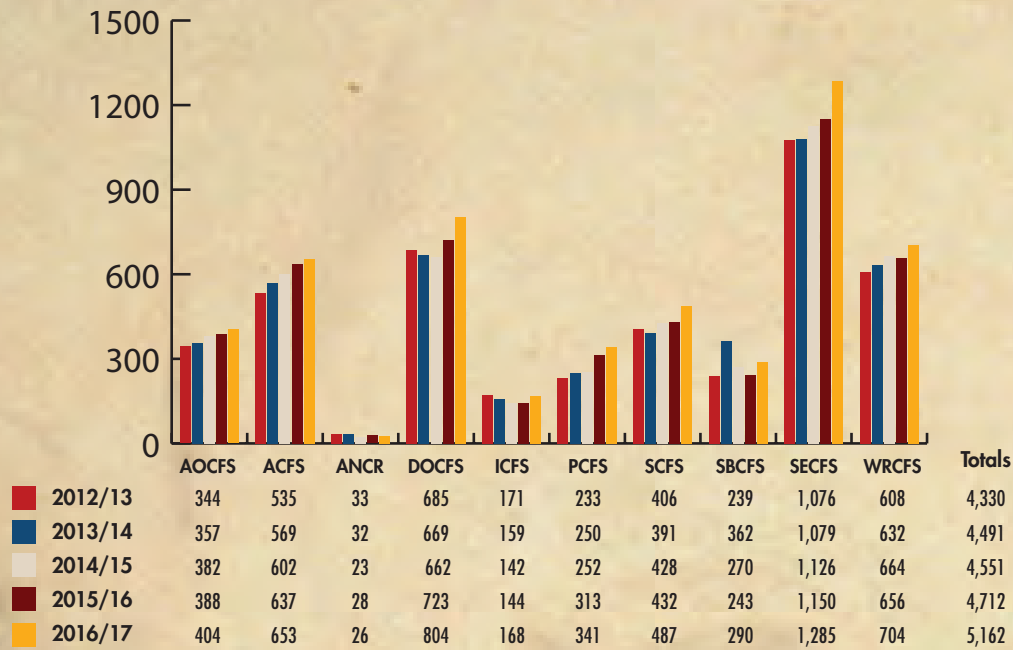


Children/Youth In Care by Placement Type: Five-Year Comparison



Service Support

Children/Youth In Care of Southern Network Mandated Agencies: Five Year Comparison



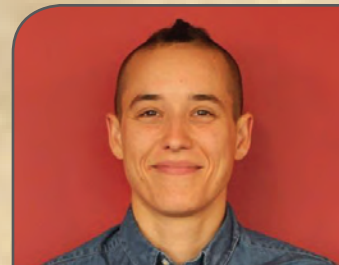
Our Team



Jolene Cameron



Marissa Rock



Michelle Lemoine



Sherees Carpenter



Kelly Wozney



Shauna Natrasony

Information Technology

About IT

The Information Technology (IT) Unit is responsible for all aspects of the design and development of the technical infrastructure, as well as providing IT services and support to the Southern First Nations Network of Care and member Agencies.

The Southern Network has a Centralized Managed Environment (Virtual Servers and Desktop Virtualization) which houses all data created and used by the Southern Network and our member Agencies via Virtual Local Area Network (VLAN) for connectivity from the Agencies' urban and reserve sites to the Southern Network site. Voice over Internet Protocol (VoIP) phone services is also provided.

The services and support of the IT Unit include system management and maintenance of the secured physical and virtual infrastructure, as well as provision for system and data backup and recovery.

The Service Level Agreement (SLA) outlines all services and support provided by the IT Unit to our member Agencies as well as the responsibilities of the IT Unit, Agencies, and Third Party Contractors. The IT End User Policies and Procedures is an addendum to the SLA and both documents have been provided to our member Agencies.

Benefits of the Centralized Managed Environment

- Virtualized desktops reduce travel and support costs, eliminates duplication of hardware requirements, and provides savings in software licenses (MS Office and SAGE 300 ERP - ACCPAC and HRMS). It also allows for new software versions to be rolled out to all our member Agencies at the same time.
- The Managed Environment includes data sharing within an Agency and their sites, as well as between Agencies and the Southern Network without having to send emails with large attachments. Also, with authorization, data sharing between Agencies can be provided.

Information Technology

- System security is provided for both the physical and virtual aspects of the network; including sites, hardware and software, internet, email, VoIP telephone services, data security for all Agencies, as well as mobile devices. Data security for all our member Agencies is a major priority for the Southern Network and the IT Unit.
- The VLAN links our member Agencies to the Intake Module (IM)/ Child and Family Services Information System (CFSIS) provincial database. The functionality of the provincial database is not managed by the Southern Network. Ultimately, the VLAN provides the ability to store and share retrieved documents and files from the provincial database, within the secure Managed Environment.
- The Centralized Managed Environment provides the Southern Network and our member Agencies the use of Voice over Internet Protocol (VoIP) phone services. Agencies are able to phone any site within the Managed Environment (within their own Agency as well as within any other Southern Network Agency, including the Southern Network) by simply calling an extension number. This provides Agencies with significant savings in phone services and long distance costs.
- The IT support team is centralized in one location, which eliminates the need for each Agency to have a support team.

In 2016/17, the IT Unit achieved the following objectives:

- Moved the failover site from the Southern Network Long Plain office (Portage la Prairie) to the MTS Data Centre in Winnipeg.
- Moved the primary Southern Network Managed Environment from the office on Kernaghan Avenue in Winnipeg to the office on Alpine Way (Swan Lake First Nation) in Headingley.
- Completed upgrade of VLAN infrastructure to increase bandwidth from 8 Mbps to 20 Mbps at rural Agency sites, as well as the installation and activation of 20 Mbps fiber optic connectivity at Agency sites in Winnipeg.

Looking ahead in 2017/18, the IT Unit has set the following goals:

- Upgrade of desktop operating systems from Windows XP to Windows 7 or higher.
- To increase efficiency for the operation of the Managed Environment, replacement of servers and data storage devices is the initial requirement to the infrastructure rebuild.
- Rebuild the infrastructure for the virtual environment which includes the virtual desktops, file storage, and email.
- Explore options for Audio/Video Conferencing within the Managed Environment.

Our Team



Lori Lavallee



Cheryl Devenny



Vlastimir Drakul



Dave Cawson



Paul Garcia



David Kiddell



Matthew Cawson

Quality Assurance – Vision Keepers

The Quality Assurance – Vision Keepers Unit works in collaboration with Southern Network staff and our member Agencies to monitor and ensure quality services are being provided. For 2016/17, the key activities initiated by the Unit are outlined below.

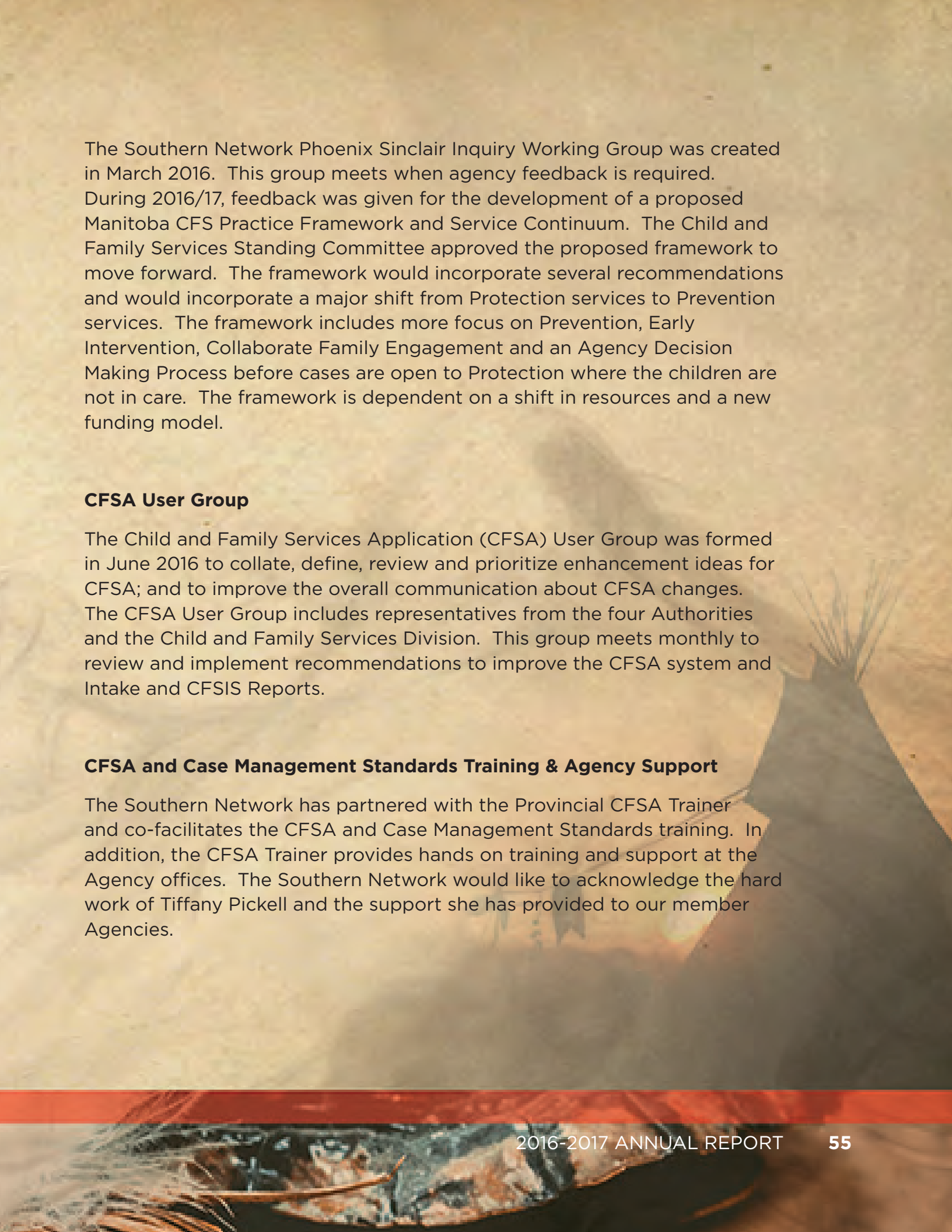
Quality Assurance Coordinators

The Southern Network meets regularly with Agency Quality Assurance (QA) Coordinators to implement the QA Work Plan. During the 2016/17 year, the QA Coordinators worked on the following:

- Completed Foster Home and Place of Safety (POS) Review
- Improved the RCase073 CFSIS report to provide Foster Home and POS Stats
- Provided training to agencies on RCase073 CFSIS report to oversee Foster Home licensing and overdue Place of Safety (POS)
- Developed SDM Case Reading tools and began initial SDM review
- Developed guide for opening Expected Minor Parent cases on the Intake Module and CFSIS
- Developed and completed an initial quality assurance review on Expected Minor Parent cases
- Developed and facilitated an Abuse Intake module training
- Provided monthly RCase064 and RCase065 reports to Directors at Agency Relations to continue monitoring the CFSIS Directive

Phoenix Sinclair Inquiry Working Group

The Phoenix Sinclair Inquiry Working Group is comprised of members from the Project Management Office, the Department of Families and representatives from the four Authorities. This group oversees 62 recommendations outlined in the report, *The Legacy of Phoenix Sinclair - Achieving the Best for All Our Children*, along with the report completed by AMR Planning & Consulting, *The Options for Action Report - An Implementation Report for the Legacy of Phoenix Sinclair*. In total there were 94 recommendations from the two reports.



The Southern Network Phoenix Sinclair Inquiry Working Group was created in March 2016. This group meets when agency feedback is required. During 2016/17, feedback was given for the development of a proposed Manitoba CFS Practice Framework and Service Continuum. The Child and Family Services Standing Committee approved the proposed framework to move forward. The framework would incorporate several recommendations and would incorporate a major shift from Protection services to Prevention services. The framework includes more focus on Prevention, Early Intervention, Collaborate Family Engagement and an Agency Decision Making Process before cases are open to Protection where the children are not in care. The framework is dependent on a shift in resources and a new funding model.

CFSA User Group

The Child and Family Services Application (CFSA) User Group was formed in June 2016 to collate, define, review and prioritize enhancement ideas for CFSA; and to improve the overall communication about CFSA changes. The CFSA User Group includes representatives from the four Authorities and the Child and Family Services Division. This group meets monthly to review and implement recommendations to improve the CFSA system and Intake and CFSIS Reports.

CFSA and Case Management Standards Training & Agency Support

The Southern Network has partnered with the Provincial CFSA Trainer and co-facilitates the CFSA and Case Management Standards training. In addition, the CFSA Trainer provides hands on training and support at the Agency offices. The Southern Network would like to acknowledge the hard work of Tiffany Pickell and the support she has provided to our member Agencies.

Quality Assurance – Vision Keepers

Critical Incident Reports

Critical Incident Reporting requirements were added to *The CFS Act* and took effect on October 15, 2015. These reports cover child deaths and serious injuries. Those same situations were previously only covered by a CFS Program Standard. The Critical Incident Reporting Regulation requires that a Critical Incident Report be submitted within one hour of a critical incident (or by 10am the next business day if the incident occurred outside of regular business hours). This timeline requirement has presented challenges to the Southern Network and our member Agencies given that when a critical incident has occurred, often agency staff are following up with the child/family and many other important collaterals such as the police, hospital staff etc. A further challenge has been that when a child has been injured, assessment as to whether or not the injury meets the definition of a serious injury is not able to occur until a medical prognosis of long-term implications to the child has been received. This is often not able to occur within a one hour reporting timeframe. Regardless of these challenges, the Southern Network and our member Agencies continue to work diligently to follow due process and ensure that critical incident information is reported accurately and in a timely manner.

Internal Agency Reviews

An Internal Agency Review (IAR) is sometimes requested from an Agency following a Critical Incident involving a child currently involved with the Agency or within one year of the incident. The IAR is the Agency's opportunity to identify any successes achieved in their work with the child/family, and also to address any areas of improvement prior to recommendations being made by the Office of the Children's Advocate. Over the last year the Southern Network has started to formalize this process and has offered consultative work sessions with our member Agencies to help coach them through the IAR process.

Annual Recommendations Report to the Manitoba Ombudsman

Every year, the Southern Network provides updates to the Manitoba Ombudsman on the status of recommendations made to the Southern Network and our member Agencies by the Office of the Children’s Advocate. This year, we reported to the Ombudsman on a total of 44 recommendations. Based on the hard work and diligence of the Southern Network and our member Agencies, 28 of those recommendations were successfully completed.

Status of Recommendations	
Complete.....	28
Complete: Alternate Solution.....	0
In Progress.....	10
Pending.....	4
Not Accepted.....	1
Rejected	1
Total	44

The definitions for the recommendation statuses can be found below:

Complete - The organization to which the recommendation is directed accepts the recommendation and has demonstrated that it has taken all necessary steps to respond to the recommendation.

Complete: Alternate Solution - The organization to which the recommendation is directed disagrees with the recommendation but accepts the general concern raised in the report and has developed an alternate solution which addresses the concern. The organization has formulated an implementation plan to fully respond to the issue underlying the recommendation. The organization has demonstrated that it has taken all necessary steps to respond to the recommendation.

Quality Assurance – Vision Keepers

In Progress - The organization to which the recommendation is directed accepts the recommendation. The organization has formulated an implementation plan to fully respond to the recommendation.

Pending - The organization to which the recommendation is directed accepts the recommendation. The organization has not yet completed an implementation plan to fully respond to the recommendation.

Not accepted (unachievable) - The organization to which the recommendation is directed agrees with the recommendation but cannot implement the recommendation based on existing resources, legislation, or governance structure.

Rejected - The organization to which the recommendation is directed disagrees with both the foundation and substance of the recommendation.

The Ombudsman's Office has created two additional Status Definitions for the purposes of our Annual Report:

Recommendations “Response under Review” - The Manitoba Ombudsman has received information from the organization to which the recommendation is directed and is currently reviewing the information.

No Status Reported - The organization to which the recommendation is directed has not yet reported to the Manitoba Ombudsman.

Inter-Authority Standards Working Group

Bert Crocker, along with Colin Kinsella, continue to sit on this working group that revises, updates, (and sometimes creates) CFS Program Standards. Over the last year, the activities of the Working Group included making suggestions for updating the Foster Home Licensing Regulation to include Kinship Care situations. An ongoing challenge is to update the Program Standards to align with the wording and approach indicated by the Structured Decision Making[®] (SDM) tools.

Multiples Working Group

The Southern Network Quality Assurance Unit sits as a member of the Multiples Working Group. Membership is made up of representatives from the four Authorities and the Child and Family Services Division. The purpose of the Working Group is to collaborate on recommendations made by the Office of the Children's Advocate to all four Authorities and the Province of Manitoba.

Child Abuse Committee Working Group

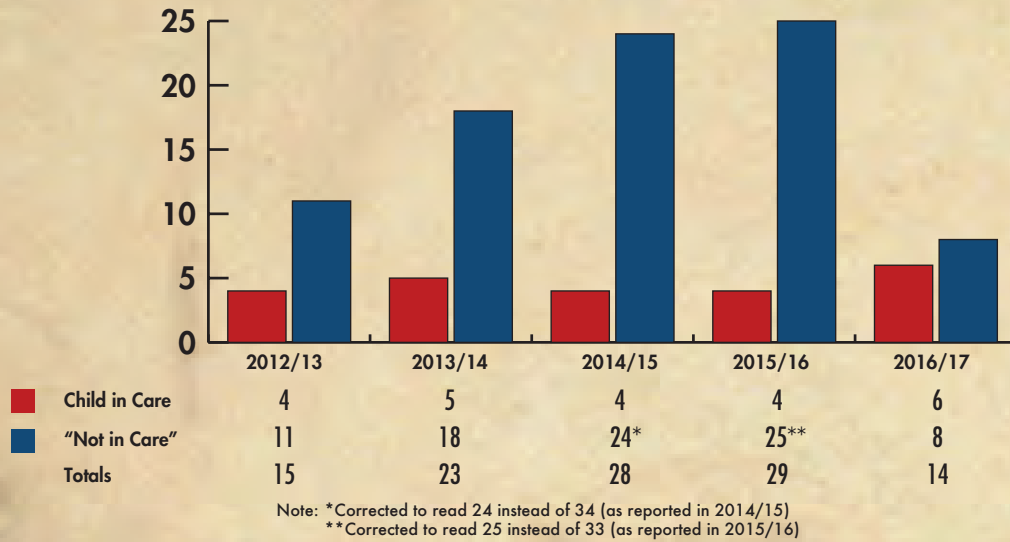
The Child Abuse Committee Work Group was established in response to a number of situations where there were differences of opinion about which agency should investigate an allegation of abuse in a foster home; whether it be the licensing agency, the agency whose child is placed in the home, or the designated agency serving that area. Over the past year, after numerous meetings and consultation with Agencies, we think a workable solution has been found. A trial period will be initiated in the fall of 2017.

First Nation Safety Officer Training

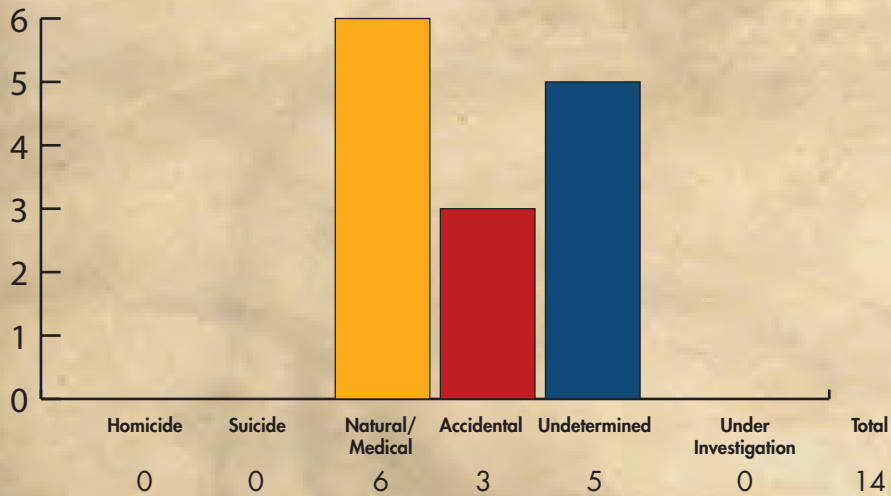
The First Nation Safety Officer program was designed as a replacement for the Band Constable Program that has been discontinued. The First Nation Safety Officer Regulation under *The Police Services Act* specifies certain duties of Safety Officers under *The CFS Act*, with the result that the required training must include information about *The CFS Act* and how it works. Given that one of the duties of a CFS Authority includes "cooperating with others to ensure that the delivery of child and family services in the province is properly coordinated", the Southern Network put together a half-day training presentation. To date, it has been delivered to three cohorts of trainees at the training centre at Assiniboine Community College in Brandon. The presenters were Whitney Moore and Bert Crocker.

Quality Assurance – Vision Keepers

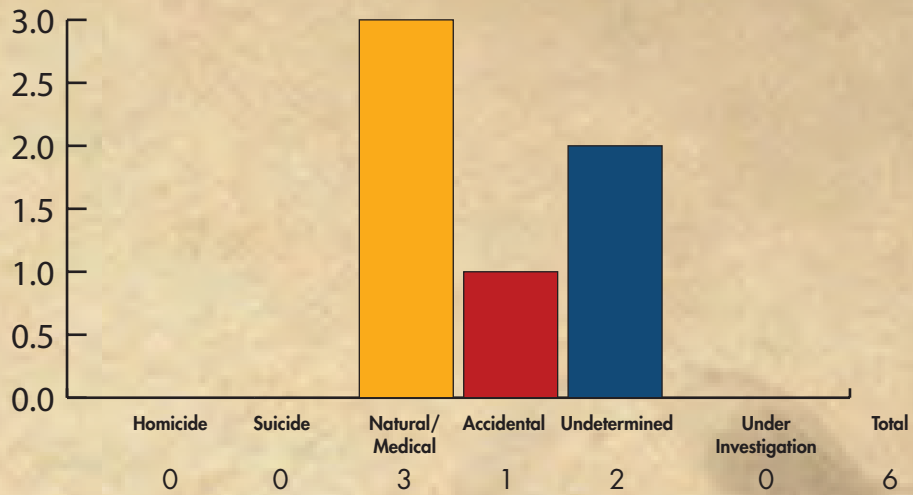
Special Investigations Reported By Agencies Five-year Comparison (Excluding ANCR)



Special Investigations by Manner of Death In 2016/17 (Excludes ANCR)



Special Investigations by Manner of Death In 2016/17 (ANCR)



Our Team



Marcia Liske



Bert Crocker



Kim Hotomani



Whitney Moore

Administrative Unit

This past year was very exciting and eventful for the Administrative Unit.

Our major goal for the year was moving our office from Transcona to Swan Lake First Nation in Headingley. Once the lease was signed, it was our Unit who initiated the lead role for planning the move. We brainstormed everything we had to do and put our plan into action. The Unit staff took turns packing so that they could keep up on their workloads. The move started in October 2016, and on the first weekend in November, we officially moved our office to Swan Lake First Nation in Headingley. The team worked very hard that weekend unpacking all the common areas and washing down all the desks and floors to make sure our office was warm, welcoming and clean. They are excellent team members and deserve a big thank you for making the move successful. They are: Darlene Ahmo; Dara Ahmo; Cynthia Richard; Karen Desjarlais; and Cindy Myran. Kayla Guiboche from the Education and Training Unit also assisted. They worked hard, had fun, and made the move look effortless (but it was really a lot of work). The end result is we have a beautiful office!

When the Southern First Nations Network of Care was established in 2003, the goal was to have our office on reserve. Swan Lake First Nation made this possible when they built their three story office building in Headingley. Thank you to Swan Lake First Nation for making our dream possible.

Also, I would like to thank the team from Putt's Transfer. They worked very hard to get the job done and they did it with a positive attitude. They worked even harder after they were fed the delicious meals cooked in our beautiful kitchen. We didn't want to waste time going out for meals so we cooked as we worked.

Another major activity, undertaken by Darlene and Dara Ahmo, was the North/South Regional Meeting on First Nations Child and Family Services in March 2017 in Brokenhead First Nation. This was a three day meeting with delegates from various organizations, including: the Agencies and Authorities; the provincial and federal governments; and Chiefs and Councillors representing First Nations throughout Manitoba. Darlene and Dara were instrumental in planning this event and received excellent feedback from participants. The event was very well organized with a positive atmosphere.

In 2016/17, at reception: 11207 phone calls were answered; 1517 faxes were received; and 1272 letters were received.

Overall, our year was busy, challenging and rewarding.

OUR TEAM



Gladys McKay



Karen Desjarlais



Cynthia Richard



Darlene Ahmo



Dara Ahmo

Finance

The Finance Unit is a lot like the U.S. Marines; they adapt, overcome and move forward. Not bad for a lean Unit of three; three of the most dedicated and diligent hard workers; Trevor Mierke (Financial Comptroller) has been with us since 2012; and Brenda Harder (Financial Officer) has been working with us since 2015.

Our Unit is responsible for the management of the finance functions of the Southern Network; monitoring and providing support to its member agencies in the areas of financial accountability and reporting; and providing user support and funding.

To say the least, 2016/17 was a year of change. It is driven by the ongoing transformation of the CFS funding models which was in itself driven by the various Canadian Human Rights Tribunal rulings and the requirements to address large cost increases in child maintenance billings and the related processing challenges.

To address the above issues, our Unit provided extensive research and administrative support to the Regional Advisory Committee in order to develop recommendations for a New Funding Model Report through engagement with our various stakeholders; represented on this committee are INAC; Manitoba Families; the Assembly of Manitoba Chiefs (AMC); Southern Chiefs Organization (SCO); Southern Network and member agencies; the Northern Authority and member agencies; and Manitoba Keewatinowi Okimakanak (MKO).

Also, the Southern Network has been targeting and building financial capacity within and with its member agencies. Once again I would like to thank my great staff. They keep us moving on the road to success in achieving the following goals and objectives:

- developing a financial reporting and accountability framework;
- developing and implementing a standardized accounting system for agencies;
- obtain proper funding for the Southern Network and member agencies to carry out their responsibilities;

- obtaining full ongoing funding of lease costs at 800 Adele, assigning the lease to another tenant and transferring programs and related funding to other funders; and
- transferring pilot programs and/or programs which do not meet Southern Network priorities to third party funding sources.

In 2016/17 the key activities included:

- working with Manitoba Families on a new Contribution Agreement including the related financial reporting requirements;
- ongoing implementation of recommendations of the Strategic Plan Review report and financial review performed by Internal Audit and Consulting Services including:
 - the establishment of the Finance and Audit sub-committee of the Board;
 - providing an orientation to the Treasurer on her responsibilities;
 - a Request for Proposal for an external auditor for a three year term was issued;
 - the ongoing development of a financial policies manual;
 - Board approval of the format for a master budget and interim financial statements; and
 - implementation of Unit and program budgets and related interim financial reporting;
- developing financial accountability and reporting frameworks for agencies by:
 - integration of a financial review template into an overall template for quality assurance reviews of agencies;
 - ongoing design of an analysis framework for reporting of agency results to Board and Management;
 - implementation of a tracking system for agency financial reports;
 - standardization of an interim financial statement template based on current financial reporting requirements; and
 - working with Manitoba Families on the first draft of tripartite contracts for the processing of child maintenance billings including roles and responsibilities for financial reporting and accountability including;

Finance

- the development of a revised Child Maintenance Billings Manual and ongoing training of agency staff and Special Rates Committees;
- the development of a Child Maintenance Billings Policy Committee;
- streamlined processing of billings;
- substantially reducing the pendings backlogs;
- setting the groundwork for Block Funding;
- ongoing planning for the transfer of Child Maintenance Billings processes to the Southern Network in recognition of its legislative mandate and
- implementing an internal Child Maintenance Billings Committee to address the above issues;
- ongoing implementation of a standardized accounting system for agencies by:
 - standardization of financial reporting through the implementation of SAGE Intelligence;
 - development of a comprehensive SAGE module implementation and related training plan;
 - establishment of pilots for the implementation of a Child Maintenance Billing module;
 - developing best practices for child maintenance billings policies and procedures; and
 - Involvement in the Request for Information process for the selection of a system-wide case management system with integrated financial module;
- proper funding for the Southern Network and agencies to carry out their responsibilities including:
 - providing support for the Regional Advisory Committee including preparation of a New Funding Model Report for agencies and authorities funding models based on the distinct needs and circumstances assessments and the Regional Engagement Strategy report prepared by the AMC;
- ongoing sustainability of the IT infrastructure by:
 - negotiating with INAC to convert project funding to ongoing funding;
 - highlighting the IT infrastructure as a requirement for the effective implementation of a case management system;

- o pursuing other third party funding sources; and
- o evaluating leasing versus purchase options;
- directly advocating for restoration of funding reductions to the agency funding model and Children’s Special Allowance with Manitoba Families;
- developing ongoing service delivery and reporting requirements for programs and initiatives such as Stepping Out on Saturdays and Age of Majority;
- obtaining proper funding of prevention programming by:
 - o working with Shawenim to develop a funding model with approved per diem rates;
 - o working with Manitoba Families to develop funding flexibility to shift savings to prevention programming as part of Block Funding for child maintenance; and
 - o providing support, funding and evaluation for development and implementation of Customary Care pilot projects at agencies;
- resolving funding issues related to 800 Adele by:
 - o developing first draft of a formal agreement to have Manitoba Families to fully cover occupancy costs;
 - o finding alternative uses for and showing of premises to prospective tenants; and
 - o ongoing discussions with Manitoba Families to transfer the programs and funding;
- transferring the Morningstar pilot project to Winnipeg School Division #1 and the various Province of Manitoba stakeholders; and
- ongoing assessment whether to transfer Golden Eagle program to Manitoba Families, including the funding agreement and the lease.

AUDITED FINANCIAL RESULTS

The 2016/17 audit was closed with a “clean” unqualified opinion. We completed year two of our ongoing strategy to improve the long term financial capacity of the Southern Network and the financial presentation of the financial statements, to better address the requirements of users.

Highlights from Financial Statements

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS:

NET DEFICIENCY

Before Other Items **(\$397,966)** **Increase of 316%**

The deficiency increase over prior year was budgeted and largely due to:

- a) one-time costs of moving to the new location;
- b) increased facility costs;
- c) addressing additional staffing requirements; and
- d) increased IT support costs.

REVENUES AND EXPENSES

Revenues (Total) **\$59,483,608** **Increase of 4%**

Agency Grants **\$50,330,305** **Increase of 3%**

Revenues (Southern Network) **\$9,153,303** **Increase of 6%**

Southern Network increases are largely due to:

- a) additional one-time INAC project funding;
- b) reimbursable rents and secondments are now disclosed separately, previously they were not; and
- c) analysis of Deferred Revenue to determine discontinued operations.

Agency Increases are directly related to increases in children in care.

Expenses: **\$9,135,697** **Increase of 10%**

Increases were largely the result of:

- a) reimbursable expenses being shown where previously they had been netted out;
- b) staffing requirements being addressed;
- c) costs of moving to the new location;
- d) IT connectivity and maintenance cost increases; and
- e) new programming and projects.

STATEMENT OF FINANCIAL POSITION:

Working Capital:

Working Capital when adjusted for items that are restricted or non-cash items results in a healthy, unrestricted balance of \$972,417.

Deferred Revenue:	2016/17	2015/16
Includes:		
CFSIS Data Entry Clerk		
Agency	558,954	558,954
Southern Network	86,743	173,486
FASD Program		
Agency	17,711	29,539
Southern Network	49,001	39,716
Age of Majority		
Agency	42,032	6,064
Southern Network	150,219	222,480
Customary Care		
Agency	33,750	50,000
Southern Network	116,650	202,020
Total:	<u><u>\$1,015,060</u></u>	<u><u>\$1,282,259</u></u>

Our Team



Ken Taylor



Trevor Mierke



Brenda Harder

Looking Ahead

The following Strategic Planning Priorities have been approved by the Southern Network Board of Directors (2017).

1. Build on our cultural foundation, not a mainstream child welfare foundation.
2. Adopt, support and promote a customary care model, focused on programming that prevents the break-up of our families.
3. Improve our communication with clients, partners and political leadership in order to build trust and collaboration, and to promote our brand.
4. Forge new and more effective funding arrangements.

As an organization, these strategic planning priorities are the point on the horizon toward which our ship will be steered. They are long-term goals and destination of our voyage and they will inform our decision-making, day-to-day operations and work plans.



Missing: Cynthia Richard

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 Southern Network 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 Southern Network 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 Southern Network 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 Southern Network
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 Southern Network ACFS provides services to others who choose the Southern Network ACFS provides services to Northern Authority families under agreement with the Northern Authority

Appendices

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 Southern Network
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 Southern Network • Sagkeeng CFS provides services to other families who choose Southern Network • 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 Southern Network
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 Southern Network
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> • Each Southern First Nation CFS Agency provides services to their community members • Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the Southern Network.

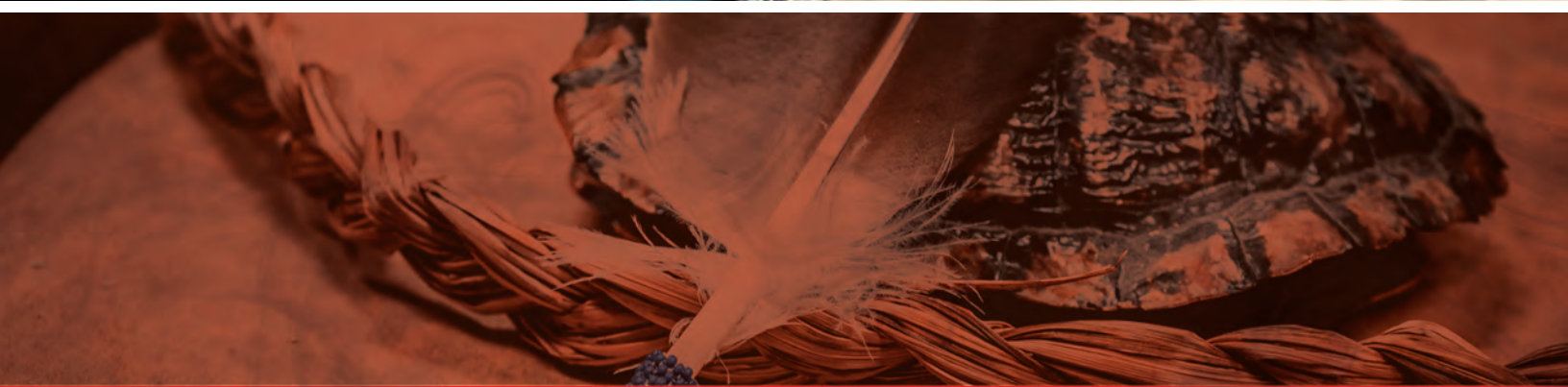
Acronyms

ADP	Authority Determination Process
AHU	After Hours Unit
AJI-CWI	Aboriginal Justice Inquiry - Child Welfare Initiative
AMC.....	Assembly of Manitoba Chiefs
ANCR.....	Child and Family All Nations Coordinated Response Network
ASIST	Applied Suicide Intervention Skills Training
BEB.....	Band Employee Benefits
CART.....	Collaborative Authority Resource Team
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA.....	The Child and Family Services Act
CFSAA.....	The Child and Family Services Authorities Act
CFSIS	Child & Family Services Information System
CIC	Child(ren) in Care
COA.....	Change of Authority
CSA.....	Children's Special Allowances (e.g., Child Tax Benefit)
DR	Differential Response
DLW	Designated Level Worker
ED.....	Executive Director
EPR	Emergency Placement Resources
EPS	Expectant Parent Services
FASD.....	Fetal Alcohol Spectrum Disorder
FE	Family Enhancement
FH.....	Foster Home (includes foster homes; specialized foster homes)
FIPPA.....	The Freedom of Information and Protection of Privacy Act
FN.....	First Nation

Acronyms

HR	Human Resources
IAR	Internal Agency Review
IDSC	Interdisciplinary Studies Certificate
INAC	Indigenous and Northern Affairs Canada
IRAP	Individual Rate Adjustment Protocol
IT	Information Technology
MKO	Manitoba Keewatinowi Okimakanak
MOU	Memorandum of Understanding
NOM	Notice of Maternities
OCA	Office of 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)
PHIA	Personal Health Information Act
PIDA	Public Interest Disclosure Act (Whistleblower Protection)
POS	Place of Safety
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centres; group care arrangements)
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance
VLAN	Virtual Local Area Network
VoIP	Voice over Internet Protocol





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