

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

TRANSITION BINDER

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Ministry Profile

Ministry Mandate:

The ministry supports healthy child and family development through its commitment to a collaborative professional practice delivered across a range of quality services that strive to maximize the potential of children and youth through achieving meaningful outcomes for children, youth and families related to their needs.

The foundation of the ministry's work is in providing effective services to support healthy, safe environments where children are connected to their family and community. The primary focus of the ministry is to support vulnerable children and their families using a client-centred approach to service delivery that builds on their existing resources and capacities. This client-centred approach focuses the ministry on delivering services in a respectful, compassionate, strengths-based and culturally appropriate manner that maximizes the potential of children, youth and families to achieve meaningful outcomes.

Ministry Vision:

Reclaiming social work through strong service delivery, building core capabilities and effective management systems.

Ministry Values:

The Ministry of Children and Family Development will deliver these services in a respectful, compassionate, strengthen based and culturally appropriate way and fully engage Aboriginal and non-Aboriginal children, youth and families in successfully meeting their development needs and goals.

Ministry Services:

Ministry services are complementary and families may access a combination of services delivered through the following **service lines**:

- **Early Years Services** improve parent/caregiver and child outcomes by providing programs and services that are intended to improve school readiness rates, nutrition and health status, social and emotional behaviour, parent-child attachment and community engagement and, in the case of child care, support labour market attachment.
- **Services for Children and Youth with Special Needs (CYSN)** services promote the healthy development of children with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- **Child and Youth Mental Health Services (CYMH)** offer a wide range of mental health interventions to promote mental health, provide early intervention and intervene appropriately to address mental health concerns for children, youth and their families.
- **Child Safety** services receive and assess reports about child safety using the Child Protection Response Model. A Family Development Response (FDR) is the predominant response to collaboratively supporting families to address concerns when the circumstances do not involve severe abuse or neglect and families are able and willing to participate in collaborative assessment and planning. A more formal investigation is reserved for circumstances that involve severe abuse or neglect or where the family is not able or willing to participate in collaborative assessment. Services are short term, ranging from 30 days for investigations to 120 days for FDR.
- **Family, Youth and Children in Care Services** provide prevention, early intervention and longer term intervention, support, and care services. The first area of focus is to provide support to enable parents to effectively care for their children, through referral to community services, offering support services or the provision of ongoing protection services; in circumstances where this is not possible, to support extended family to care for children and youth; and where necessary, to provide quality alternative living arrangements for the care and development of

children and youth until they can return to their families or transition to independence as a young adult.

- **Adoption Services** find permanent care for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a BC adoption and are searching for their birth families.
- **Youth Justice Services** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

Legislation:

The work of the ministry is guided by the following legislation that outlines roles and responsibilities for the ministry, Delegated Aboriginal Agencies and contracted community agencies:

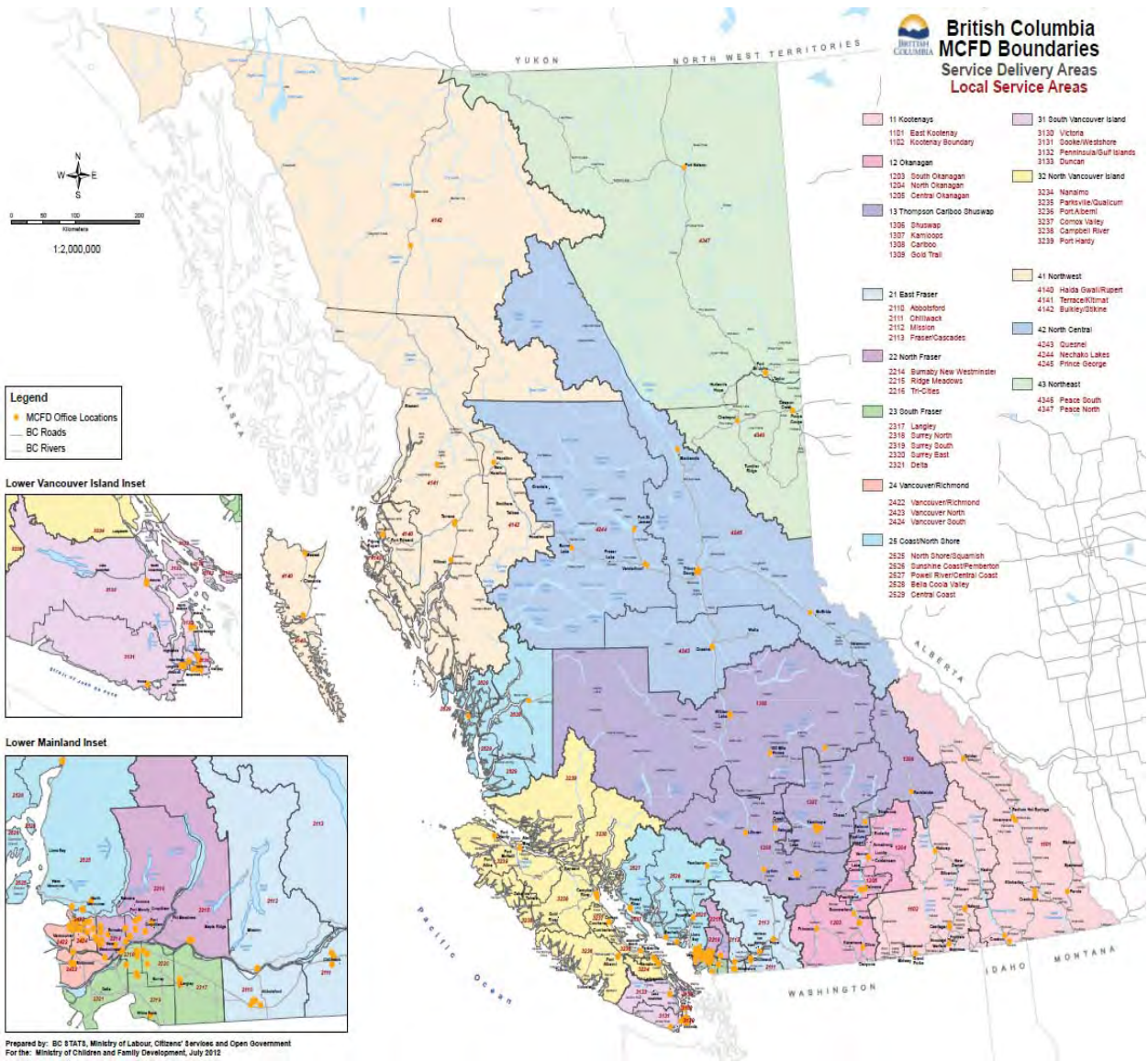
- *Child, Family and Community Service Act*
- *Adoption Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act (Canada)*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*

Ministry Structure:

Reporting through to the Office of the Deputy Minister, the ministry is centred around five **divisions** and one shared resource division:

- **Service Delivery Division**
- **Provincial Services Division**
- **Legislation, Policy & Applied Practice Research and Learning Division**
- **Provincial Director & Aboriginal Services Division**
- **Finance & Corporate Services Division**
- **Social Sector Information Services Division** (shared resource with the Ministry of Social Development)

Ministry programs and services are coordinated through a provincial office located in Victoria and delivered through 13 geographic **Service Delivery Areas**.



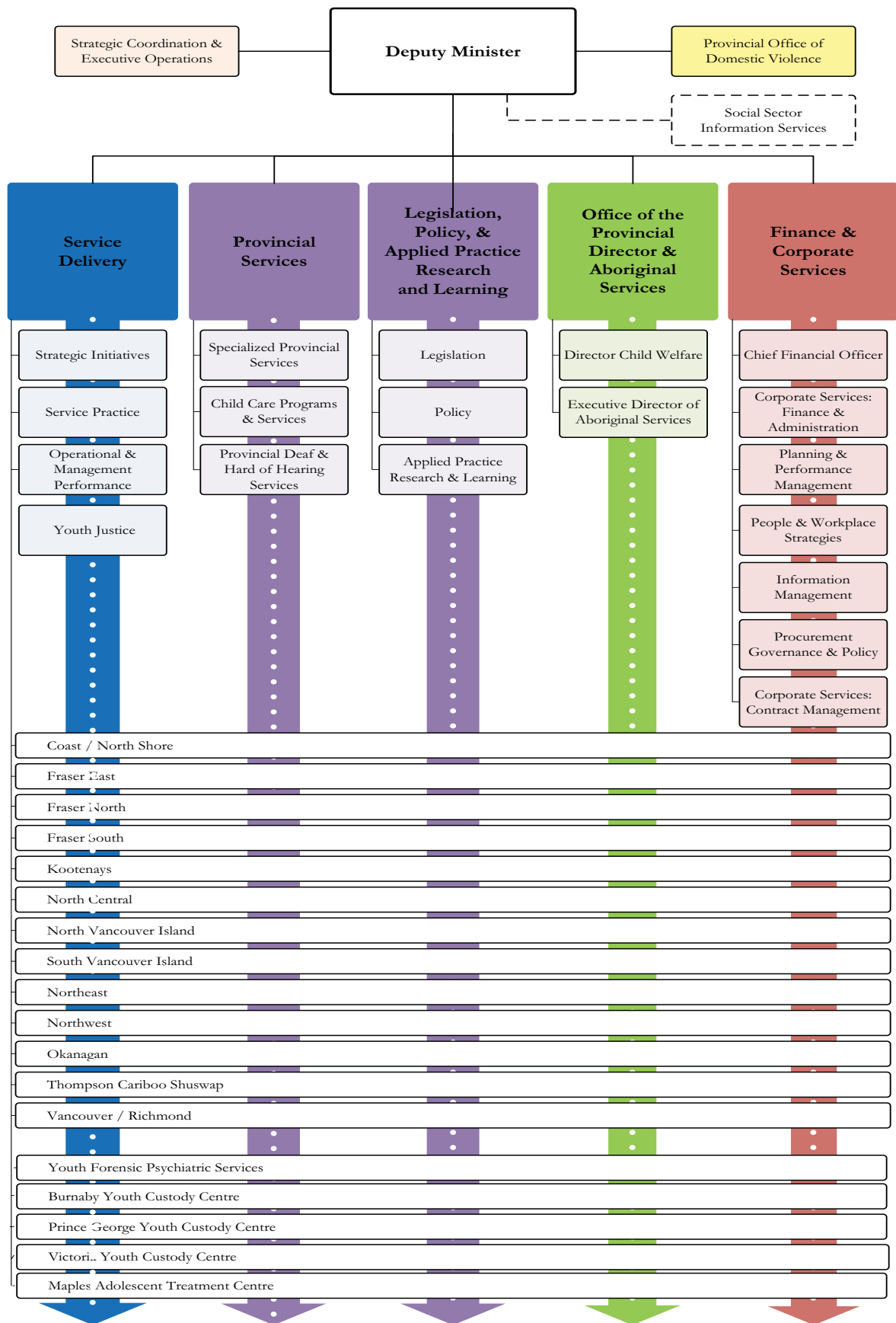
Ministry Budget:

Budget (\$ Millions)

2012/13 <i>Restated</i>	2013/14 <i>Estimates</i>	Net Change from 2012/13	2014/15 <i>Plan</i>	Net Change from 2013/14	2015/16 <i>Plan</i>	Net Change from 2014/15
1,333.067	1,345.039	11.972	1,351.644	6.605	1,385.945	34.301

The Ministry of Children and Family Development (MCFD) budget for 2013/14 has increased by \$12.0 million. The funding increase will be used for:

- Implementing the BC Early Years Strategy (\$6.1 million in 2013/14 increasing to \$52.0 million by 2015/16);
- Addressing caseload pressures experienced within Services for Children & Youth with Special Needs (\$5.0 million for 2013/14); and
- Provincial Office of Domestic Violence (\$0.9 million)



Executive Member Biographies

EXECUTIVE MEMBER BIOGRAPHY

Beverly Dicks, Assistant Deputy Minister, Service Delivery Division

Bev has worked in the Child Welfare field for the past 29 years. After working in her home province of Newfoundland as a generalist social worker for five years, she moved to Northern BC, in 1988. Bev worked with Aboriginal and rural communities across the North West for the next twelve years. It is through this work that the value of relationship in moving our work forward was instilled and consistently reinforced for Bev, and it remains a core value for her today.

Bev transferred from the North to the lower mainland in 2000. Over the next number of years she worked in a variety of leadership roles and was appointed regional ADM for Child and Family Development services in 2009. In 2012, her ADM role shifted to take on a provincial focus as ADM of the Service Delivery Division.



EXECUTIVE MEMBER BIOGRAPHY

Randi Mjolsness, Assistant Deputy Minister, Legislation, Policy & Applied Research and Learning Division

Randi began her public service career in 1973 as a Financial Assistance Worker in Dawson Creek. After returning to University and completing her degree in Social Work, she practiced in Powell River (child care and special needs) and Victoria (child welfare and resource worker). Moving into policy in 1987, Randi has held various positions in leadership over the past years including both policy and operations and is currently ADM of two divisions, Legislation/ Policy/Applied Practice Research and Learning; and Provincial Services which includes Provincial Children and Youth with Special Needs programs/Medical Benefits and Child Care programs.



Randi has a strong commitment to inclusion, diversity and community driven practice. She has a fundamental belief that solutions come from the individuals that know it best, those who experience the outcome. Her dedication is to making a difference for children/youth and their families, and to ensuring that the employment experience for her colleagues is positive, challenging and rewarding.

EXECUTIVE MEMBER BIOGRAPHY

Doug Hughes, Provincial Director of Child Welfare & Assistant Deputy Minister, Office of the Provincial Director & Aboriginal Services Division

Doug Hughes is currently the Provincial Director of Child Welfare (under the *Child, Family and Community Service Act*) and ADM responsible for the Office of the Provincial Director & Aboriginal Services Division of the ministry. Doug's primary responsibility as the Provincial Director of Child Welfare is acting as the central point of contact and accountability for child welfare issues and his past experience is an asset in further developing Aboriginal services and overseeing Quality Assurance functions across all of the ministry's six service lines.



Doug has over 25 years experience in the strategic development and management of social services in British Columbia. Before becoming the Provincial Director of Child Welfare in March 2011, Doug was the ADM Interior Region where he was responsible for the strategic direction of the region and provision of all ministry services delivered through the region. Prior to his appointment as ADM Interior Region, Doug was the Regional Executive Director of the Interior Region. Previous to this role, Doug held other management positions within the Interior Region including Director of Operations for Aboriginal Services and Community Services Manager.

Doug has Master of Social Work degree specializing in Human Service Management from the University of Calgary, a Bachelor of Social Work from the University of Victoria and a BA in Political Science from St Mary's University.

EXECUTIVE MEMBER BIOGRAPHY

Anne Sandbu, Assistant Deputy Minister, Finance & Corporate Services Division

Anne Sandbu joined the Ministry of Children and Family Development in November, 2011 as the Assistant Deputy Minister, Finance & Corporate Services. Anne is a Chartered Accountant with a degree in Business Administration and more than 15 years' experience in the provincial government, including taxation appeals, audits, policy development and program delivery. Most recently she participated in governance, financial and performance evaluations for several large organizations and led the planning process for the Ministry of Health.



EXECUTIVE MEMBER BIOGRAPHY

Cory Heavener, Head of the Provincial office of Domestic Violence

As the newly appointed Head of the Provincial Office of Domestic Violence, Cory is responsible for leading the implementation of a permanent, centralized leadership to coordinate and strengthen MCFD's approach to domestic violence.

Cory comes to us from the Representative for Children and Youth Office (RCY) where she was Director of Critical Injury and Death Reviews and Investigations. During her time at the RCY she led two key investigations and reports centered on domestic violence: "No Private Matter: Honouring Christian Lee" and "Honouring Kaitlynn, Max, and Cordon – Make Their Voices Heard Now."



Prior to her appointment at RCY, Cory served as the Associate Provincial Director of Child Welfare at MCFD so this is a return "home" for her. Cory has a lengthy career in child welfare in British Columbia and began her career as a child protection social worker 20 years ago.

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EXECUTIVE MEMBER BIOGRAPHY

Jill Kot, Assistant Deputy Minister, Social Sector Information Services Division (shared resource with Ministry of Social Development)

Jill Kot joined the ministry in 2009 as the executive lead responsible for the implementation of the Integrated Case Management system in the Ministries of Children and Family Development, and Social Development. She manages all information systems for both ministries, including ICM, and also provides advisory services to other large projects across government (e.g. in the Ministry of Justice).

Prior to her current assignment, Jill held various roles in the Ministry of Citizens' Services and Open Government, including as the ADM responsible for the underlying technology infrastructure for government, as well as the financial system. She has been responsible for many large transformation projects and cross-government operations. She received two consecutive "Being the Best Awards" for leading results in employee engagement across the public service. Before beginning her career with the BC Public Service she worked for several years in the private sector developing information systems for the petroleum industry. Jill holds a Bachelor of Science in Computer Science from the University of Calgary.



Divisional Descriptions

Office of the Deputy Minister

Strategic Coordination and Executive Operations

Responsible: Debbie Godfrey, Lead

Divisional Description:

The Office of the Deputy Minister leads and coordinates the work of all areas of the ministry. The Office provides leadership to ensure timely decision-making, effective executive operations and builds positive working relationships between the ministry and the executive offices of government, between the ministry divisions, Provincial Office and across Service Delivery Areas as well as with key stakeholders.

The Office is responsible for articulating government's goals, commitments and priorities to the ministry, and works with ministry divisions in support of achieving these goals.

The Office is comprised of the following:

- **Strategic Coordination and Project Governance:** the Corporate Planning, Reporting and Project Management team facilitates and coordinates key planning activities across the ministry. They define, design and lead the development, implementation and coordination of the ministry's planning and reporting cycle(s), ensures planning activities are aligned to mandated government planning processes and that the *MCFD Service Plan, Operational and Strategic Directional Plan*, and *Annual Service Plan Report* are supported by timely monthly and quarterly reporting and accountability expectations.
- **The Corporate Communications:** The Corporate Communications team is accountable for building an overarching corporate communications framework and plan. Utilizing multiple communication channels and working in partnership with Executive, Government Communications and Public Engagement and People and Workplace Strategies this team ensures dissemination of consistent, strategic, high quality communication on behalf of the Deputy Minister and Executive Committee.
- **Executive Operations:** The Executive Operations team supports the ministry through the day-to-day management and coordination of corporate issues arising within the Provincial Office and across the Service Delivery Areas, as well as, through the management of key coordinating bodies including the Planning and Priorities Committee, Ministry Executive Committee and the Ministry Senior Executive Council. The branch is also accountable for managing work and information flows between MCFD and central government and between MCFD and the Minister's office. Additionally, this unit manages and coordinates bilateral/multilateral intergovernmental relations with other jurisdictions.
- **The Change Management and Stakeholder Engagement:** The Change Management team is responsible for developing and implementing an MCFD change management framework and supporting strategic Key Actions to successfully implement system level change initiatives. This team also guides and supports MCFD's efforts to Lean service processes, as well as, ensuring newly developed service systems and structures incorporate Lean principles in to their design. The Stakeholder Engagement team is tasked with developing an overall stakeholder engagement framework and action plan to actively engage ministry staff, service providers and key stakeholder in redefining and moving the ministry's strategic direction forward.

Full Time Equivalent (FTEs): 29.3

Related Legislation: None Applicable

Organizational Chart:



Service Delivery Division

ADM Responsible: Beverly Dicks

Divisional Description:

The Service Delivery Division is responsible for the delivery of community services including:

- Community Child and Youth with Special Needs services
- Community Child and Youth with Mental Health Services
- Child Safety services
- Family, Youth, Children in Care and Adoption services
- Community Youth Justice services:
 - Youth Forensic Psychiatric Services
 - Youth Custody Services
 - Community Youth Justice Services

The division is managed through three branches:

- **Service Practice Branch.** Responsible for providing leadership on service excellence focused on social service practice across the service lines and implementing any changes to practice across the Service Delivery Areas
- **Operational and management Performance Branch.** Responsible for providing leadership on ensuring that continuous learning and growth and operational excellence are embedded in the Service Delivery Areas and their component Local Service Areas.
- **Strategic Initiatives Branch.** Responsible for leading both the Strengthening Child and Youth Mental Health Services and Communities of Caring strategic change management projects.

Ministry professional and support staff, Delegated Aboriginal Agency professional and support staff, community social service agencies, and foster care/caregivers deliver direct service through 13 geographic Service Delivery Areas that are managed by 13 Executive Directors of Services. The 13 Service Delivery Areas are comprised of 47 Local Service Areas that are managed by 47 Community Service Managers.

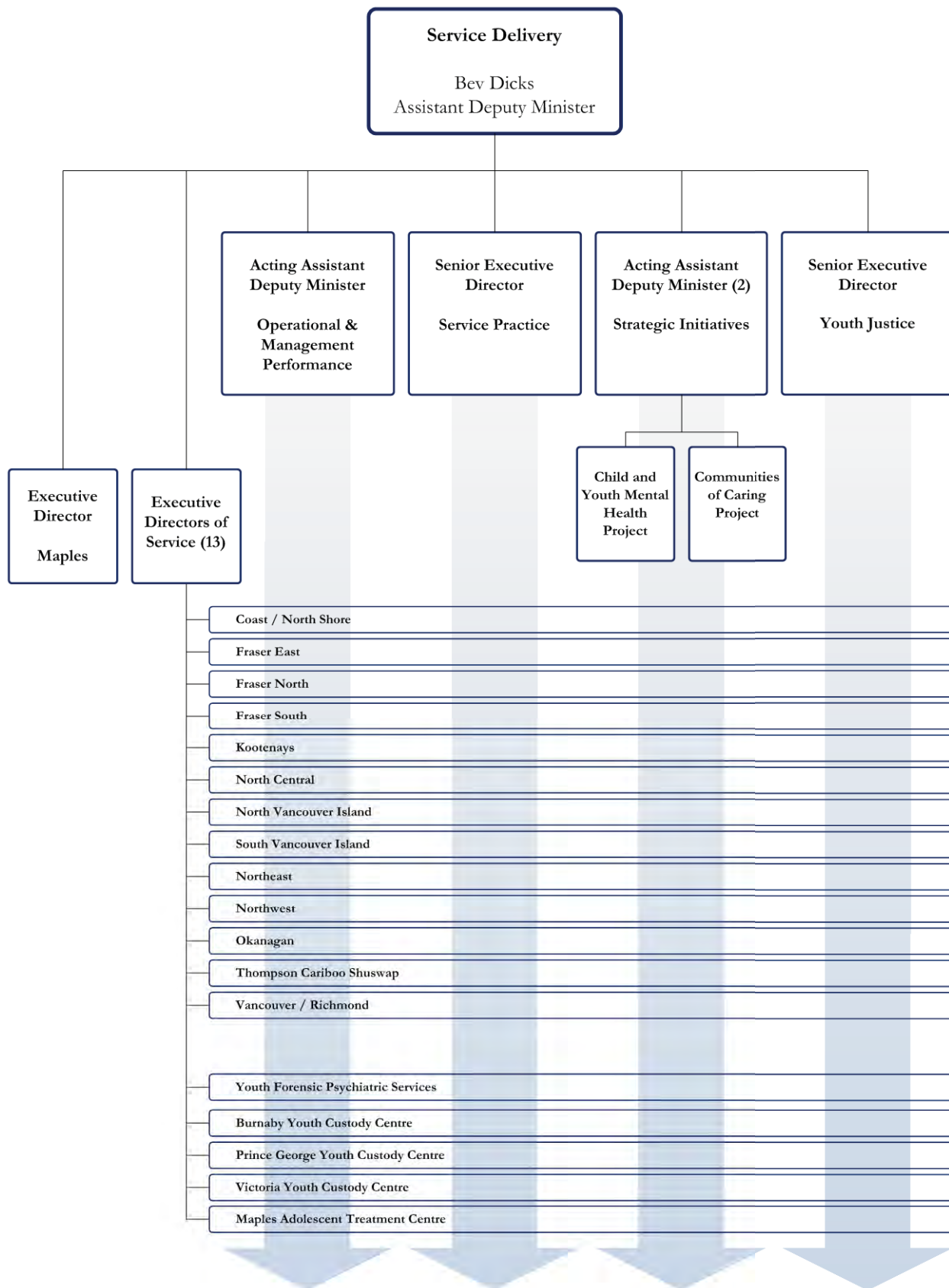
The Service Delivery Division is responsible for the **Integrated Community-Based Service System Strategy for Family, Youth, Children in Care and Adoption Services – Communities of Caring** and the **Strengthen Mental Health Services for Children and Youth** strategic actions as outlined in the *MCFD Operational & Strategic Directional Plan 2013/14 Update*.

Full Time Equivalents (FTEs): 3650.60

Related Legislation:

- *Child, Family and Community Service Act*
- *Adoption Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act (Canada)*

Organizational Chart:



Provincial Services Division

ADM Responsible: Randi Mjolsness

Divisional Description:

The Provincial Services Division is comprised of three areas that manage and support the operations and delivery of programs provided across the province:

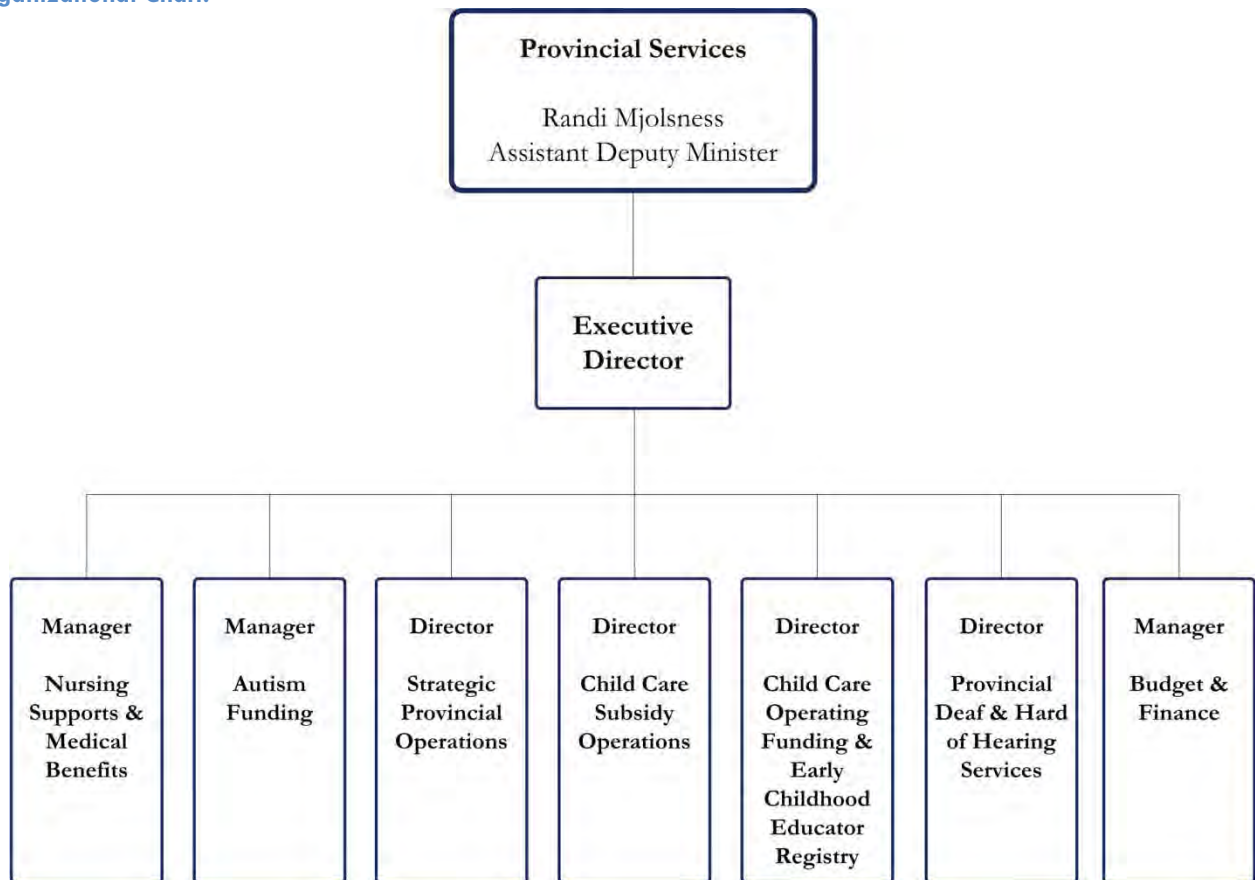
- **Specialized Provincial Services:** Responsible for Nursing Support Services, Medical Benefits Program and the Autism Funding Unit.
- **Child Care Programs and Services:** Responsible for the Child Care Subsidy Program, Child Care Operating Fund, Child Care Capital Funding Program, Child Care Resource and Referral, the Verification and Audit Office and the Early Childhood Educator Registry.
- **Provincial Deaf and Hard of Hearing Services:** Provides residential, family development, immersion and provincial outreach programs as well as community consultant services. Oversees the five provincial programs; The Victory Hill Residential Program, Family and Community Services, Consultative Services, Deaf Access Office and the youth Transition Program.

Full Time Equivalents (FTEs): 255.0

Related Legislation:

- *Child, Family and Community Service Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*

Organizational Chart:



Legislation, Policy & Applied Practice Research and Learning Division

ADM Responsible: Randi Mjolsness

Divisional Description:

The Legislation, Policy & Applied Practice Research and Learning Division is comprised of three branches that are intrinsically involved with the ministry's strategic actions and service delivery:

- **Legislation, Litigation and Appeals Branch** is a shared resource with the Ministry of Social Development, managing ministry-related litigation and providing legislation services. The team is taking on the province wide management of legal services provided to MCFD and is also responsible for Child Care Subsidy appeals.
- **Policy Branch** is accountable for the development of policy, standards, procedures and practice guidelines including Aboriginal specific policy. Policy is in-keeping with legislation and is evidence, research and practice informed. The Policy Branch is responsible for provincial level cross ministry policy initiatives and provincial level protocols.
- **Applied Practice Research and Learning Branch** informs legislation and policy development. This work is facilitated by an evolving partnership between MCFD, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community that is developing a shared research and learning agenda for the six service lines. This work also informs the content and focus of the core training and development agenda of the Strategic Human Resource Branch.

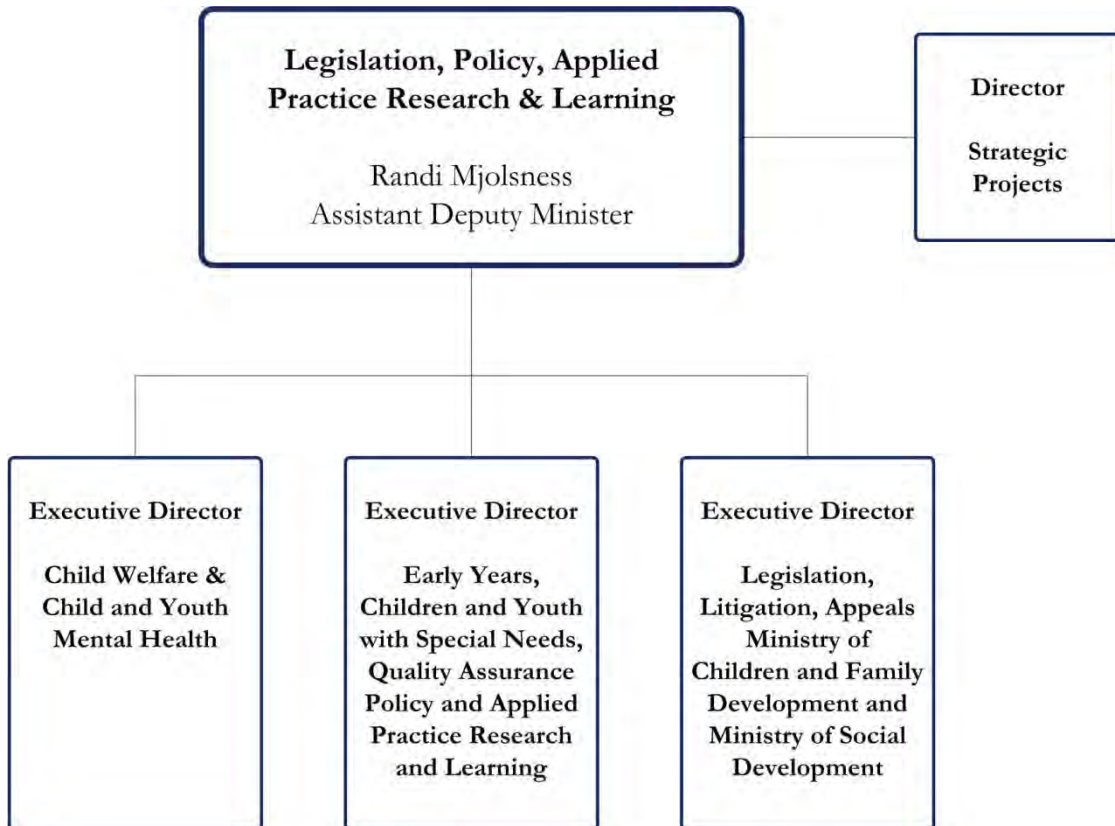
The Legislation, Policy & Applied Practice Research and Learning Division is responsible for the **Early Years Strategy** strategic action as outlined in the *MCFD Operational & Strategic Directional Plan 2013/14 Update*.

Full Time Equivalents (FTEs): 84.6

Related Legislation:

- *Child, Family and Community Service Act*
- *Adoption Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*
- *Youth Justice Act*
- *Employment and Assistance Act*

Organizational Chart:



Office of the Provincial Director & Aboriginal Services Division

ADM Responsible: Doug Hughes

Divisional Description:

The Office of the Provincial Director & Aboriginal Services Division is comprised of two branches:

- **Office of the Provincial Director:** Accountable for statutory duties under the *Child, Family and Community Service Act* and the *Adoption Act*. The Provincial Director of Child Welfare and the Provincial Director of Adoptions are statutory positions responsible for mandated services under their respective legislation. This division is also includes the Quality Assurance Branch which is responsible for overseeing quality assurance practice functions across the ministry's six service lines. The branch has three streams of oversight: case review and complaints; audits; and practice support and reportable circumstances. The compliance auditing function has been re-introduced and will form an important tool in future quality assurance activities.
- **Aboriginal Services Branch:** Responsible and committed to improving the quality of services, address gaps and continually improve the health, well-being and equality of Aboriginal children, youth, families and communities. The branch is committed to strengthening responsible, efficient partnerships with the Delegated Aboriginal Agencies, First Nations and Métis Communities, Aboriginal Affairs and Northern Development Canada, ministry service delivery area offices, contractors and other partners to support their delivery of effective, safe, timely and appropriate protection, guardianship, resource and voluntary services.

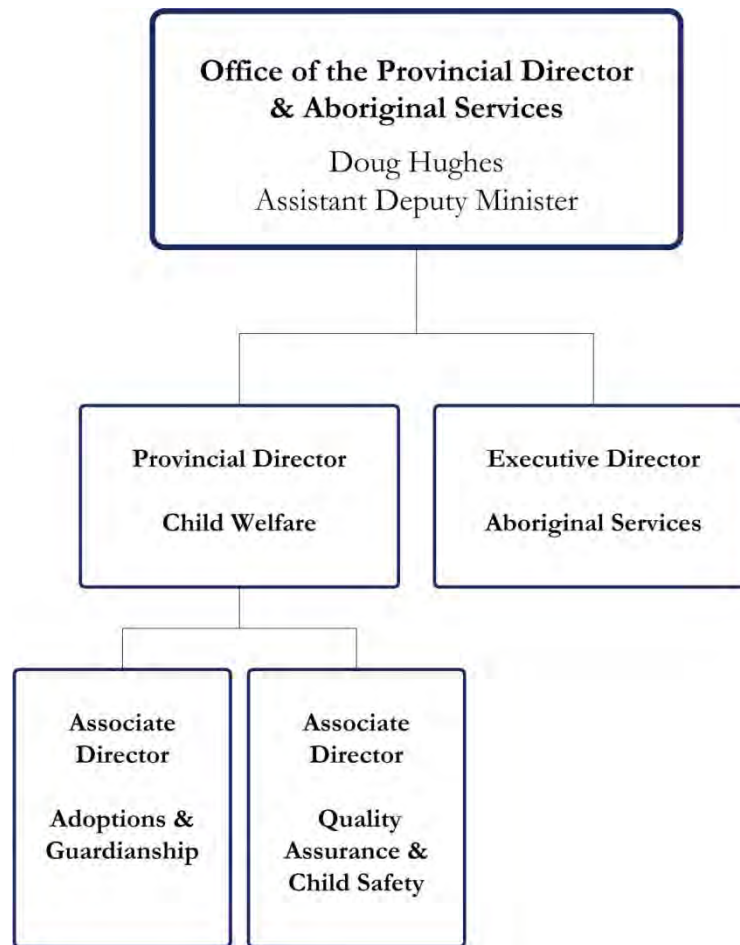
The Office of the Provincial Director & Aboriginal Services Division is responsible for the **Aboriginal Service Improvements** strategic action as outlined in the *MCFD Operational & Strategic Directional Plan 2013/14 Update*.

Full Time Equivalents (FTEs): 40.0

Related Legislation:

- *Child, Family and Community Service Act*
- *Adoption Act*

Organizational Chart:



Finance & Corporate Services Division

ADM Responsible: Anne Sandbu

Divisional Description:

The Finance & Corporate Services Division is responsible for leading the ministry's system of financial administration and the management of all corporate services. The division is focused on building core capabilities and effective management solutions as well as increasing consistency of analysis and reporting and the streamlining of effort and resources.

The division is comprised of:

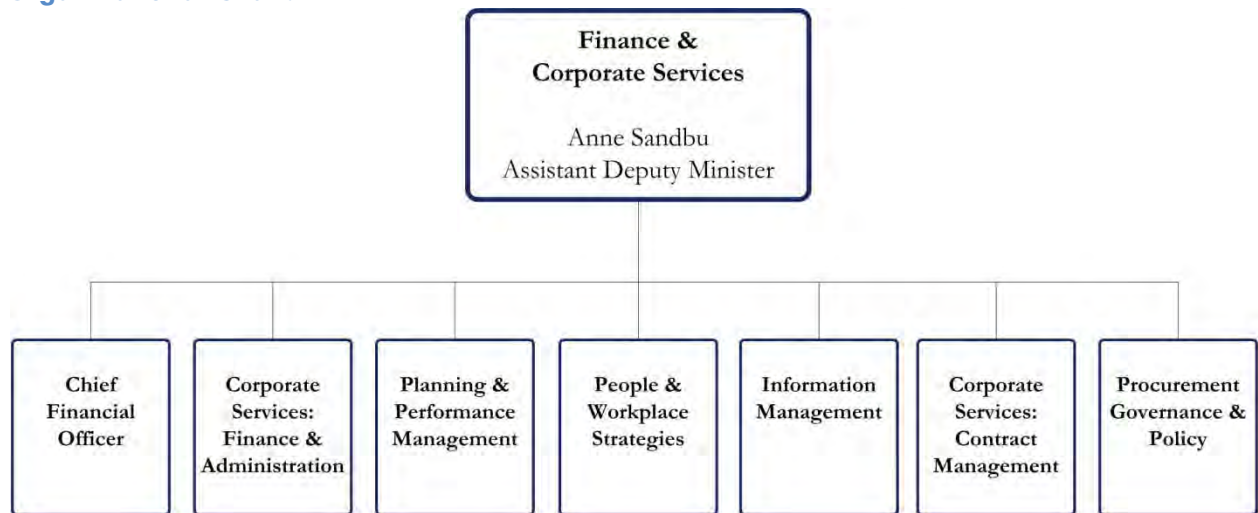
- **Chief Financial Officer.** Responsible for financial planning and reporting, accounting operations, financial practice and controls, and financial and corporate support.
- **Chief Information Officer.** Responsible for the Modelling, Analysis and Information Management Branch which includes infrastructure and innovation, modelling and analysis, information policy and document disclosure management, and information management and corporate data warehousing.
- **People and Workplace Strategies Branch.** Responsible for learning and development, workforce planning and analysis, engagement, corporate initiatives, and workplace safety and sectoral relations.
- **Procurement Governance and Policy Branch.** Responsible for procurement, contract management, information management and reporting, and project leadership and stakeholder management.
- All **Corporate Services** including; Finance & Administration Branch, Planning & Performance Management Branch and the Contract Management Branch.

Full Time Equivalents (FTEs): 153.1

Related Legislation:

Human Resource Facilities Act

Organizational Chart:



Provincial Office of Domestic Violence

ADM Responsible: Cory Heavener

Divisional Description:

The Provincial Office of Domestic Violence (PODV) is the permanent lead for government on domestic violence, focussed on strengthening the services and supports available for women, men, children and families who are impacted by domestic violence. The office was established on March 26, 2012, by government, in response to the findings in the Representative for Children & Youth's report *Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now* (released March 1, 2012). The PODV is situated in the Ministry of Children and Family Development.

The PODV works collaboratively with eight key ministries; Aboriginal Relations and Reconciliation; Children and Family Development; Education; Energy, Mines and Natural Gas and Responsible for Housing; Health; Jobs, Tourism and Skills Training; Justice; and Social Development as well as two crown corporations; BC Housing and WorkSafe BC.

The office is accountable for:

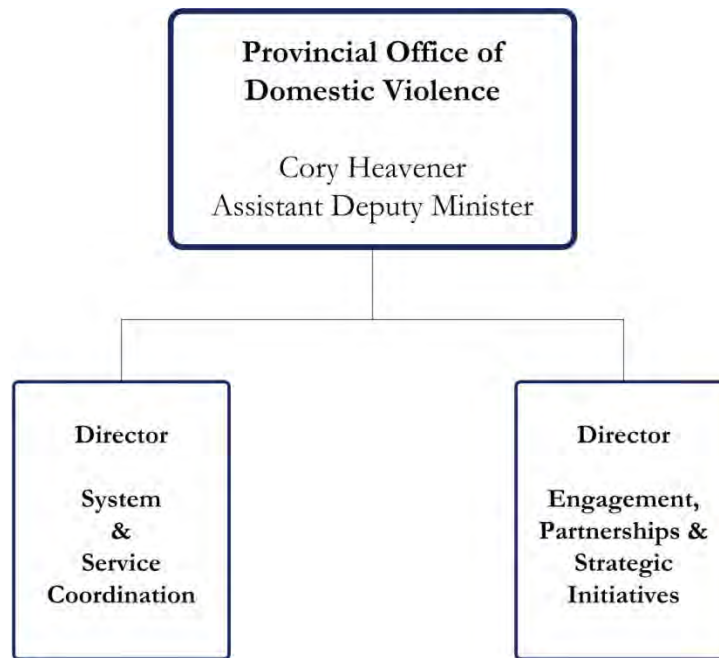
- Ensuring coordination of domestic violence policies, programs, services and training across government to improve and strengthen the services and support for children, women, men and families affected by domestic violence
- Monitoring evaluating and reporting on the responsiveness and effectiveness of government and government-funded domestic violence policies, programs, services and training
- Engaging, consulting and collaborating with community stakeholders

Full Time Equivalents (FTEs): 8

Related Legislation:

- *Child, Family and Community Service Act*
- *Family Law Act*
- *Victims of Crime Act*
- *Criminal Code (of Canada)*

Organizational Chart:



Social Sector Information Services Division

(shared resource with Ministry of Social Development)

ADM Responsible: Jill Kot

Divisional Description:

The Social Sector Information Services (SSIS) Division provides strategic and operational information management, and information technology services for the Ministries of Children and Family Development and Social Development.

The Division is responsible for supporting over 50 legacy systems used by both ministries, which have external interfaces to other government agencies and third parties. Key functions of the Division include IT Project Management, IT Strategic Planning, IT Business Analysis, IT Application Management, IT Help Desk, IT Security Administration, IT Vendor Management, IT Infrastructure Support, and IT Planning and Portfolio Management.

The Division is also responsible for building, implementing and supporting the Integrated Case Management (ICM) system; a joint initiative between the two ministries, and the Ministry of Citizens' Services and Open Government. ICM is a \$182 million business and technology transformation project that will be completed in December 2014.

The SSIS Division is comprised of staff from the three ministries involved, and manages contracted resources from the Systems Integrator (Deloitte Inc.); the software vendor (Oracle); and legacy systems service providers.

Full Time Equivalent (FTEs): 31.3

Related Legislation: None Applicable

Organizational Chart:



Ministry of Children and Family Development
2013/14 – 2015/16 Service Plan
February 2013

<http://www.bcbudget.gov.bc.ca/2013/sp/pdf/ministry/cfd.pdf>

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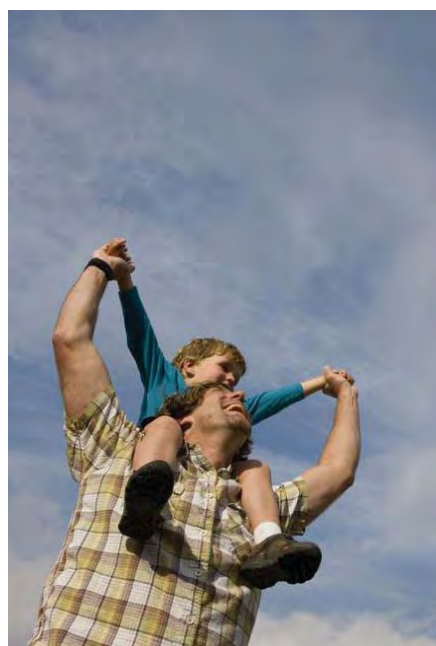
MCFD Operational & Strategic Directional Plan 2013/14 UPDATE

http://icw.mcf.gov.bc.ca/execops/our_ministry/docs/strategic_plans/operational_strategic_plan_update_2013-2014.pdf

MCFD Operational & Strategic Directional Plan 2012/13 Year End Report

MCFD OPERATIONAL & STRATEGIC DIRECTIONAL PLAN

2012/13 YEAR END REPORT



Mission

The Ministry of Children and Family Development (MCFD) supports healthy child and family development through its commitment to a collaborative professional practice delivered across a range of quality services that strive to maximize the potential of children and youth through achieving meaningful outcomes for children, youth and families related to their needs.

Vision

Reclaiming social work through strong service delivery, building core capabilities and effective management systems.

Values

The Ministry of Children and Family Development will deliver these services in a respectful, compassionate, strengths-based and culturally appropriate way and fully engage Aboriginal and non-Aboriginal children, youth and families in successfully meeting their development needs and goals.

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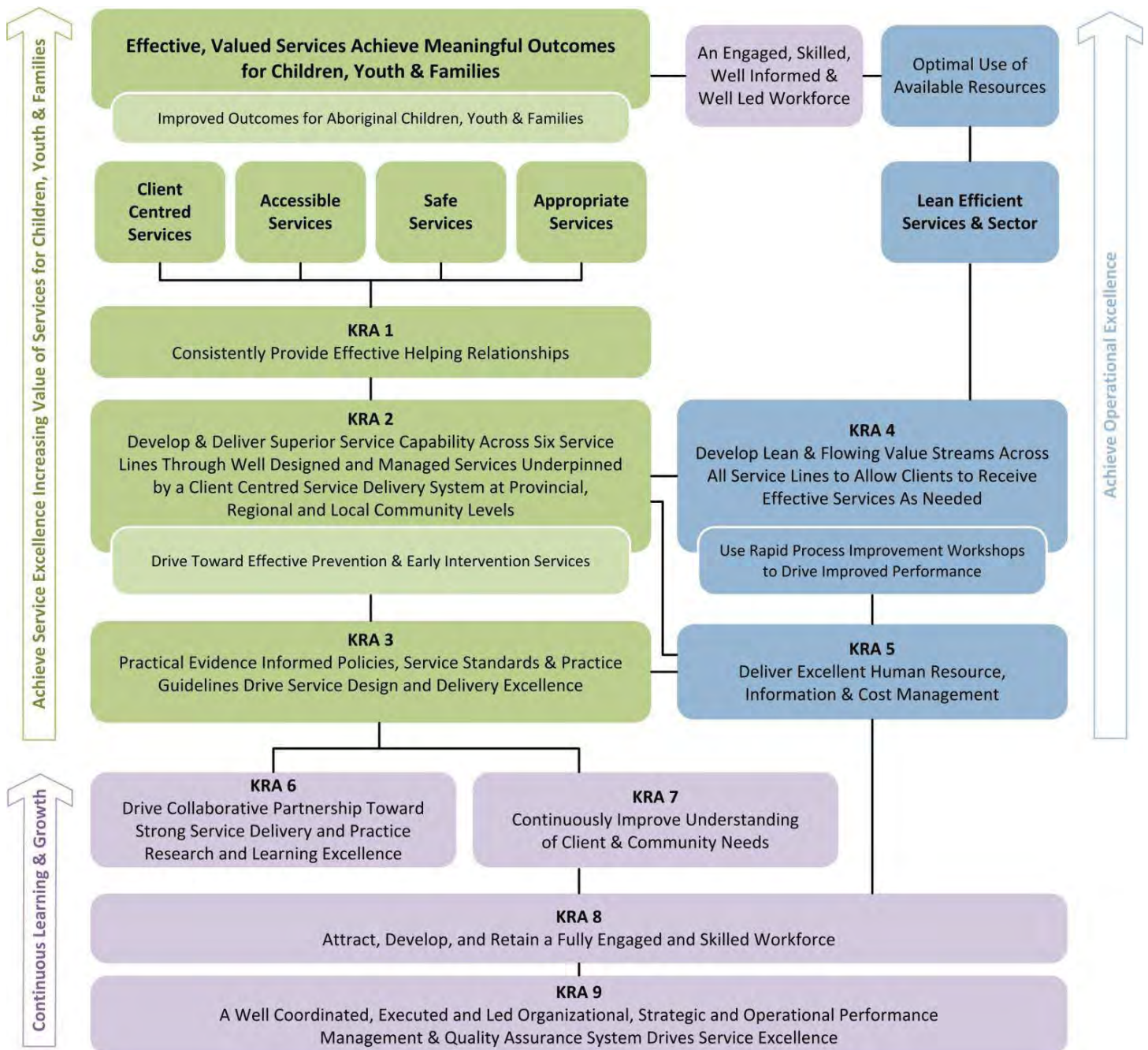
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MCFD 2012/13 Strategy Map



Pages 74 through 75 redacted for the following reasons:

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OUTCOMES

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families

Effective, Valued Services Achieve Meaningful Outcomes for Children, Youth & Families

Improved Outcomes for Aboriginal Children, Youth & Families

Client Centred Services

Accessible Services

Safe Services

Appropriate Services

KRA 1

Consistently Provide Effective Helping Relationships

KRA 2

Develop & Deliver Superior Service Capability Across Six Service Lines Through Well Designed and Managed Services Underpinned by a Client Centred Service Delivery System at Provincial, Regional and Local Community Levels

Drive Toward Effective Prevention & Early Intervention Services

KRA 3

Practical Evidence Informed Policies, Service Standards & Practice Guidelines Drive Service Design and Delivery Excellence

KRA 6

Drive Collaborative Partnership Toward Strong Service Delivery and Practice Research and Learning Excellence

KRA 7

Continuously Improve Understanding of Client & Community Needs

KRA 8

Attract, Develop, and Retain a Fully Engaged and Skilled Workforce

KRA 9

A Well Coordinated, Executed and Led Organizational, Strategic and Operational Performance Management & Quality Assurance System Drives Service Excellence

An Engaged, Skilled, Well Informed & Well Led Workforce

Optimal Available Resources

Lean Efficient Services

KRA 4

Develop Lean & Flowing Value Stream All Service Lines to Allow Clients to Access Effective Services As Needed

Use Rapid Process Improvement Work to Drive Improved Performance

KRA 5

Deliver Excellent Human Resource Information & Cost Management

Continuous Learning & Growth

Outcomes

Executive Lead – Anne Sandbu

Outcome indicators describe the well-being of children, youth and families receiving services at points in time, as well as measure meaningful results that are achieved. Insight into outcomes will be used to influence practices, policies and decision making at both the individual child, youth and family level and the system-wide level leading to better outcomes. MCFD will develop a robust set of outcome measures that provide insight into the effectiveness and efficiency of the services we provide and help to inform ministry leadership, stakeholders and the public regarding opportunities for improvement and issues requiring focused attention.

A key area of focus is improved outcomes for Aboriginal children and families built from connection to culture, language and traditions. This important agenda extends across all the work of the ministry and will be the focus for developing an additional but aligned set of outcome measures that speak particularly to the distinct needs and issues of Aboriginal children, youth and families.

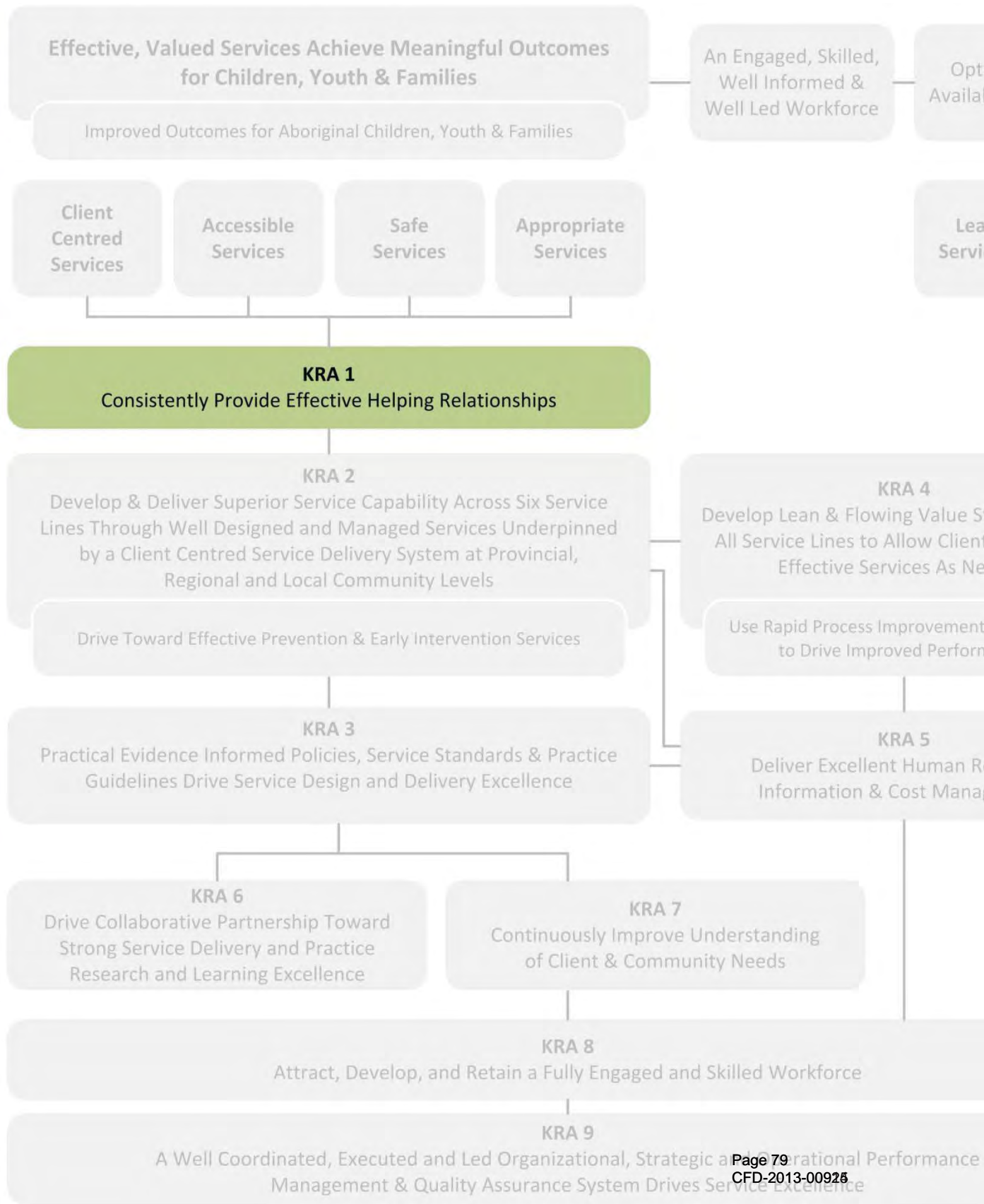
What we said we would do:

What we achieved:

Develop first set of outcome indicators	✓ Constructed a list of indicators for service lines, workforce, and productivity
Develop methodology of longitudinal data set	<ul style="list-style-type: none"> ✓ Drafted longitudinal design methodology for children and youth in care ✓ Developed technical infrastructure to link administrative data across government
Planned expansion of outcomes indicators	<ul style="list-style-type: none"> ✓ Developed a master list identifying key indicators related to outcomes and operations ✓ Identified potential additional indicators for future reports ❖ 2013/14: Further consultation with stakeholder groups for development of additional indicators
Expand outcome indicators to specific relevant additional indicators related to improved outcomes for Aboriginal children, youth, and families	<ul style="list-style-type: none"> ✓ Consulted with Delegated Aboriginal Agencies on indicators ❖ 2013/14: Consult with Community Social Service agencies
Quarterly Outcomes report produced	<ul style="list-style-type: none"> ✓ Produced report to September 2012 ❖ Scope was adjusted to produce semi-annual reports
Evaluating Improved Outcomes	❖ 2013/14: Evaluate changes in outcomes

KRA 1

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families



Continuous Learning & Growth

Helping Relationships

Executive Lead – Bev Dicks

The helping relationship is a collaborative strength-based developmental approach to client engagement. Studies have shown that the quality of the relationship with the practitioner has a significant impact on intervention outcomes. Developing helping relationships will empower existing client strengths through services molded to fit their goals and expectations. This approach will focus on the development of a Helping Relationship Framework, policy and materials to support its increased use in practice.

What we said we would do:

Develop Helping Relationships Framework inclusive of policy and materials that support a common approach to be applied and adapted across the six MCFD service lines

Develop process, tracking mechanisms and implement Helping Relationship Orientation process

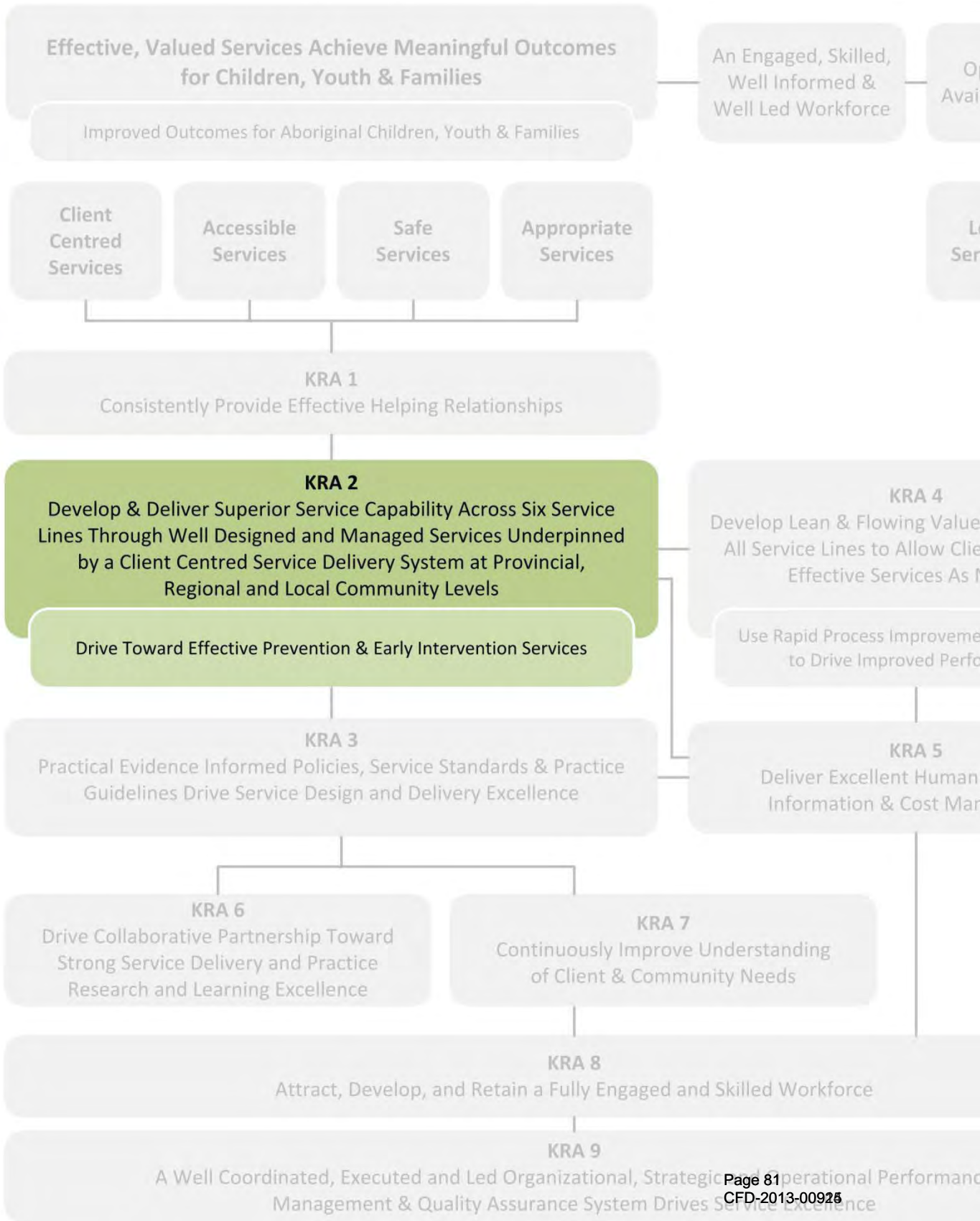
What we achieved:

- ✓ Researched and reviewed helping relationship approach to practice
- ✓ Established the helping relationship steering committee to guide policy and framework development
- ✓ Finalized Helping Relationship Framework and policy

- ✓ Established Implementation Leads from each Service Delivery Area (SDA) to ensure provincially consistent coordination of the orientation
- ✓ Developed a provincial implementation plan for SDAs including presentation material, speaking notes and resources to ensure provincially consistent messaging
- ✓ Oriented team leaders to helping relationship policy, framework and expectations for team orientations through live meetings
- ✓ Completed orientation in March 2013

KRA 2

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families



Continuous Learning & Growth

Integrated Early Childhood Development and Child Care System of Services

Executive Lead – Randi Mjolsness

Upon completion of the full three-year key action project, the Early Childhood Development (ECD) and Child Care sector will be guided by a coherent and integrated provincial framework for services, developed through a better understanding of vulnerability in children and based on evidence-informed approaches. These actions focus on the design and planning phase of this project.

What we said we would do:	What we achieved:
Host stakeholder engagement forums: <ul style="list-style-type: none"> • To explore strategies that strengthen and improve ECD in BC • To explore strategies that strengthen and improve child care in BC 	<ul style="list-style-type: none"> ✓ Hosted ECD and child care forums ✓ Developed SharePoint sites to share forum materials and support ongoing dialogue
Complete analyses regarding the key elements of quality ECD and child care systems	<ul style="list-style-type: none"> ✓ Conducted cross-jurisdictional review of ECD/Child Care services and strategic plans and literature review on the key themes in current research in ECD and child care
Draft a potential set of options for a cross-ministry ECD/Child Care Framework linked to evidence informed approaches and including targeted strategies for vulnerable populations	<ul style="list-style-type: none"> ✓ Researched and developed background materials regarding the current state of ECD and child care cross jurisdictionally ✓ Develop options for a cross ministry governance and collaboration strategies
Explore innovative strategies for engagement with parents, service providers and community organizations regarding ECD and Child Care programs	<ul style="list-style-type: none"> ✓ Through various types of engagement, identified the need to focus on improving affordability, accessibility and quality of child care programs to better meet the needs of families ✓ Developed an online survey of parents regarding their child care needs and usage and sent out provider surveys ✓ Solicited advice/feedback regarding other avenues of engagement through the Provincial Child Care Council and identified support options
Begin drafting Framework for ECD/Child Care	<ul style="list-style-type: none"> ✓ Early Years Strategy announced February 20, 2013

Community Poverty Reduction Strategy

Executive Lead – Bev Dicks

This project focuses on the issue of poverty at the community and individual level, prototyping different ways for government to collaborate with municipalities and other local organizations to more effectively work with families and communities to both mitigate the effects of poverty and support families moving out of poverty.

What we said we would do:

What we achieved:

Identify communities and engage with municipalities and community partners

- ✓ Identified seven communities (Port Hardy, New Westminster, Surrey, Kamloops, Cranbrook, Prince George and Stewart) to work with and support families to move out of poverty
- ✓ Shared information on the poverty project with community partners (Union of British Columbia Municipalities, Mayors and MLAs)

Create community profiles that examine the socio-economic status of the community

- ✓ Created community profiles utilizing information from BC Stats and Statistics Canada and identified current community programs and services focused on providing services to families living in poverty

Develop community action plans that examine the key issues and barriers in the community

- ✓ Initiated the Community Poverty Strategy Working Groups and community planning process
- ✓ Developed community action plans and reported out to UBCM on them

Work with families in each community to understand the barriers they experience in their community in relation to living in poverty, and create an action plan for addressing key issues

- ✓ Recruited families to participate in the project and completed individual family assessments to identify barriers of living in poverty in their community
- ✓ Produced quarterly reports on implementation of family plans

Implement community action plans

- ✓ Initiated community actions identified in action plans
- ✓ Produced quarterly reports on implementation of community actions

Engage additional communities in the program

- ✓ Developed criteria for communities interested in participating in the project and, through UBCM, canvassed BC communities for interest in participating in second wave
- ✓ Confirmed expansion of Community Poverty Reduction Strategies through refocused provision of family support service structure

Collect data on community action plans and families participating in project

- ✓ Developed exit survey for families leaving the project

Effective Community-Based Funding Initiative

Executive Lead – Doug Hughes

Indigenous Approaches (IA) originally focused primarily on supporting various First Nations and Métis organizations in researching their specific cultures to determine traditional and cultural processes for providing their own child welfare services. The overall goal was to then seek jurisdiction over child welfare for each nation. The other focus was for the recipients of the money to seek governance of their own child welfare services.

In the three years since IA began, there have been several changes including the move to more specific outcomes in the contracts. Through the use of a common evaluative template and approach, all existing Indigenous Approaches contracts will be evaluated and assessed for the deliverables identified in their contracts. The aim is to work with Indigenous Approaches to make recommendations to facilitate the movement of deliverables from jurisdiction-based to service-based delivery.

What we said we would do:	What we achieved:
Develop an Indigenous Approaches contract evaluation template	<ul style="list-style-type: none"> ✓ Finalized an approved evaluation template
Develop provincial implementation plan for Indigenous Approaches contract evaluation	<ul style="list-style-type: none"> ✓ Prepared a provincial implementation plan ✓ Established dates and timelines for MCFD and regional contract reviews ✓ Developed a strategy for provincial completion of contract evaluations ❖ 2013/14: Executive approval of provincial implementation plan
Complete evaluation of all Indigenous Approaches contracts	<ul style="list-style-type: none"> ✓ Collected data on all Indigenous Approaches contracts through interviews with contractors and MCFD Executive Directors of Service ✓ Compiled data on financial reports, funding and deliverables ❖ 2013/14: Prepare analysis and summary of each contract, compile all analyses and summaries in a final evaluation report for Executive
Complete analysis of each contract evaluation	<ul style="list-style-type: none"> ✓ Commenced an analysis of each IA contract to compile a written report to Executive for review ❖ 2013/14: Complete summary report for Executive with recommendations for new contracts
Report out on progress in re-profiling Indigenous Approaches contracts	<ul style="list-style-type: none"> ❖ 2013/14: Compile progress report on re-profiling once the summary report has been approved by Executive

Isolated and Invisible Implementation

Executive Lead – Bev Dicks

On June 2011, the Representative for Children and Youth (RCY) released a report entitled *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen*, after their investigation of the critical injury of a 15 year old girl with special needs. This project addresses the recommendations in that report, strengthening the system of support for families of children and youth with special needs. This will be done through implementing policies to improve collaboration/information sharing and standardize assessment and case management for CYSN, providing additional orientation of available services for CYSN service providers, ensuring plans are in place for vulnerable children and monitoring access to services.

What we said we would do:

What we achieved:

Strategy to implement the recommendations of “Isolated & Invisible”	✓ Developed and implemented an action plan that addressed the recommendations
Analysis of children and youth with special needs (CYSN) caseload and access to CYSN services	✓ Completed analysis & created a Priority for Service waitlist SharePoint site and trained regional leads on data entry
Standardized assessment and case management policy for CYSN	<ul style="list-style-type: none"> ✓ Reviewed CYSN policies and identified gaps in assessment/case management; created standardized assessment and case management policy ✓ Implemented and distributed new CYSN policy and policy orientation materials to CYSN practitioners
Standardized integrated practice and clarification of roles and responsibilities for CYSN and child welfare workers in relation to child protection investigations	✓ Distributed and implemented standardized and integrated CYSN and child welfare policies pertaining to collateral checks, collaboration and information sharing in a child protection investigation
Pro-active process so families do not have their income assistance benefits terminated without a review	✓ Process in place for the Ministry of Social Development to provide CYSN social workers with names of families on their caseload at risk of losing the income assistance benefits
Orientation for those delivering CYSN services	✓ Developed an orientation package and delivered orientation sessions to over 600 CYSN practitioners and service providers across the province
High priority vulnerable children have appropriate plans in place	✓ CYSN caseloads reviewed and plans in place for high priority vulnerable children
Evaluation of services for Transitioning Youth Operating Agreement	✓ Evaluation plan developed

Children and Youth with Special Needs Service Improvements

Executive Lead – Randi Mjolsness

Recommendations will be made toward improving access to Children and Youth with Special Needs (CYSN) services for children, youth and their families, including examining ways: to improve access to CYSN services for Aboriginal children and families; to improve the coordination of services and supports for children and youth with developmental disabilities who have a co-occurring mental disorder and behavioral difficulties, and; to improve access to therapy service for school-age children. Parents and caregivers of children with autism living in rural and remote communities will benefit from local, community-based training and support. These recommendations and actions will be followed up on in 2013/14 and beyond to improve services for children, youth and families.

What we said we would do:

What we achieved:

An analysis of therapy services in BC, including gaps and overlaps

- ✓ Completed a jurisdictional scan of school-age therapy service delivery systems
- ✓ Completed mapping and preliminary analysis of BC pediatric therapy services, in collaboration with the Ministries of Health and Education

An analysis of MCFD's CYSN and CYMH services currently available to children and youth with dual diagnosis (developmental disabilities and mental health problems/disorders)

- ✓ Completed an analysis of MCFD CYSN and CYMH programs and services serving children with dual diagnosis (developmental disabilities and mental health problems/disorders), including an inventory of services

Analysis of access to MCFD CYSN services for Aboriginal children including recommendations for service improvements

- ✓ Concluded an environmental scan of MCFD and federal CYSN services available on and off reserve
- ✓ Conducted literature review on access to CYSN services by Aboriginal children and families on and off reserve
- ✓ Delegated Aboriginal Agencies completed a survey on utilization of MCFD's and Aboriginal Affairs and Northern Development Canada's available on-reserve services for children and youth with special needs
- ❖ 2013/14: Develop recommendations for improving access to CYSN services for Aboriginal children and families living on and off reserve

Deliver local, community-based training for parents and caregivers of children with Autism Spectrum Disorder

- ✓ Delivered 23 outreach family/caregiver workshops with more than 600 participants and completed an analysis of participant feedback

Strengthen Child and Youth Mental Health Services

Executive Lead – Mark Armitage

Building on strategies outlined in the 2003 *Child and Youth Mental Health Plan for British Columbia*, recommendations made in the subsequent 2008 *Review of Child and Youth Mental Health Services*, and actions proposed in the 2010 *Healthy Minds, Healthy People: A 10 Year Plan to Address Mental Health and Substance Use In British Columbia*, this project will look at developing a plan that addresses access to services, waitlist management, active systems navigation and transition protocols.

What we said we would do:

What we achieved:

Develop a blueprint of the intended outcomes, services and structure of the system of services for Child and Youth Mental Health (CYMH) that identifies recommended enhancements to practice; treatment modalities; operational policy, standards, and practice guidelines; and funding within MCFD and across the sector

- ✓ Completed a review of existing CYMH reports and initiatives to inform the development of a system blueprint
- ✓ Developed a draft blueprint through consultation with MCFD leadership, aligned to the ministry's strategic direction

Develop and implement a robust project management and communication structure to guide project design and implementation process

- ✓ Established a provincial steering committee
- ✓ Began development of a CYMH research network with representation from MCFD policy/service delivery, academic community and sector partners

Aligned to the "blueprint" development, identify and review key areas of current CYMH system and services through focused working groups

- ✓ Consulted with staff and stakeholders through a CYMH forum on identified priority areas

Through focused consultation, confirm the CYMH blueprint and develop a two-year implementation plan

- ✓ Began development of a plan for consultation with both Aboriginal/non-Aboriginal communities and Aboriginal/non-Aboriginal service providers for the delivery of CYMH services
- ❖ 2013/14: Develop a two-year action plan based on priorities and next steps from a fulsome community engagement and consultation process

Child Protection Response Model Oversight and Evaluation

Executive Lead – Doug Hughes

The Child Protection Response Model (CPRM) is designed to improve child protection services which are a major component of the service line 'Child Safety, Family Support and Children in Care Services.' This project will assist in ensuring that the implementation of the CPRM is fully operational.

What we said we would do:

What we achieved:

Complete Integrated Case Management system (ICM) scan for Safety and Vulnerability Assessments – to determine compliance rates for correctly storing these assessments in ICM system

- ✓ Reviewed ICM system to confirm the presence of completed safety and vulnerability assessments
- ✓ Reported out on findings

ICM training – Train the Trainer and Leadership training sessions

- ✓ Developed training materials
- ✓ Delivered comprehensive individual training sessions for ICM users

ICM users trained to accurately record CPRM work in ICM system and certified by trainer

- ✓ Trained and certified all ICM users

Complete a Practice Audit of Child Protection Response Model based on the policies and standards contained in Chapter 3 of the Child and Youth Safety and Family Support policies

- ✓ Conducted and completed audit of provincial sample of incidents/service requests and cases
- ✓ Finalized audit findings report for circulation to Executive Directors of Service, Executive Director of Aboriginal Service and Provincial Director of Child Welfare

Improve Case Management Practice

Executive Lead – Doug Hughes

This key action will improve outcomes for clients by providing a more systematic and coordinated response by child protection staff and community professionals for complex cases involving instances of mental health, substance abuse, domestic violence and high risk pregnancies.

What we said we would do:	What we achieved:
Develop practice advisories for Clinical Consultation and Support in Complex, High Risk Child Protection Cases, and for Working with Expectant Parents with High Risk Behaviours	✓ Finalized practice advisories and introductory memos for complex cases, approved by Provincial Director of Child Welfare
Consult with and orient the Executive Directors of Service, the Delegated Aboriginal Agency Executive Directors (via the Director for Delegated Aboriginal Agencies), Directors of Practice and Directors of Quality Assurance to the Practice Advisories	✓ Completed live meetings to provide orientation to new practice advisories ✓ Posted final approved practice advisories on the ministry intranet site and distributed them to each Service Delivery Area

✓ Indicates work completed as of March 31, 2012
❖ Indicates work in progress or a refining of deliverable or project scope

Communities of Caring (Integrated Community Based Service System for Children in Care)

Executive Lead – Barbara Walsh

A review of residential services for children and youth in 2010 resulted in recommendations to improve outcomes and experiences of children living away from their parents. This project will design a system of care that consistently provides effective helping relationships; promotes permanency for children and youth through reunification or placement with an alternate permanent family; strengthens the effectiveness of family services to reduce the need for children and youth to come into care; enhances kinship care; strengthens foster care; plans and delivers an accessible array of group care services at the local level linked to a provincial set of services and addresses youth interests in permanency and supports as they transition into adulthood (between the ages of 16 and 24).

What we said we would do:

What we achieved:

Develop a blueprint of the intended outcomes, services and structure of the system of services for children in care

✓ Completed a “blueprint” of system design, built from the recommendations in the residential review

Develop an implementation plan for rolling out the residential system of services across MCFD’s regions over a two-year time frame

- ✓ Reviewed plan with ministry leadership
- ✓ Engaged staff and stakeholders from two Delegated Aboriginal Agencies and two non-Aboriginal communities to review the plan in the blueprint
- ✓ Engaged with other MCFD divisions on the blueprint deliverables to be met within their branches
- ✓ Outlined a province-wide implementation plan

Develop an evaluation framework

- ✓ Developed an applied research team led by a member of the Communities of Caring steering committee
- ✓ Established outcome measures for children in care, with semi-annual reporting on these outcome measures through a corporate reporting mechanism
- ❖ 2013/14: Develop an Applied Research model, an Action Research framework and an Outcomes for Children in Care framework

Adoption Recruitment and Promotion

Executive Lead – Doug Hughes

This project is designed to increase the number of children in care placed for adoption, provide increased support and ease of access to prospective adoptive families, create operational efficiencies, generate increased public awareness of and interest in adopting children in care, and identify opportunities to improve cultural competence in permanency planning for Aboriginal children.

What we said we would do:

What we achieved:

Design Online Adoption Education Program in partnership with the Adoptive Families Association of BC	<ul style="list-style-type: none"> ✓ Finalized curriculum for online adoption education program ✓ Developed criteria and approach for evaluation, identified stakeholders, and confirmed key information needed from clients/consumers
Design of tools to support practice improvements for preparing children and prospective adoptive parents for adoption placements	<ul style="list-style-type: none"> ✓ Updated modules for face to face adoption education program ✓ Completed jurisdictional scan and research review of effective tools for preparing children for adoption ✓ Created adoption preparation prototypes/tools
Action plan for reducing backlog of home studies	<ul style="list-style-type: none"> ✓ Identified and prioritized current backlog of home studies for adoption applicants; determined time and cost for addressing backlog
Design of an adoption recruitment and promotion initiative that includes options for greater profiling of children and youth in care	<ul style="list-style-type: none"> ✓ Collaborated with the Office of the Information and Privacy Commissioner on privacy and confidentiality issues around posting public photos of older teens available for adoption
Increase the number of children placed for adoption	<ul style="list-style-type: none"> ✓ Updated and increased online adoption bulletin profiles ✓ Introduced new approaches and supports to impact the longer term success of permanency planning for children in care ❖ Numbers of children placed for adoption did not increase. 2013/14 work includes a greater focus on transition to adoption planning for children in care
Budget plan for 2013/14	<ul style="list-style-type: none"> ❖ Budget plan is status quo from 2012/13
Identification of key priorities for info needed to evaluate adoption services	<ul style="list-style-type: none"> ❖ 2013/14: Priorities have been identified, however, approval through a briefing note is still in process

Youth Justice Improvements

Executive Lead – Alan Markwart

The goal of the Youth Justice Services program is to contribute to public safety by promoting the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach. BC consistently has one of the lowest rates of youth custody in Canada, due to its use of community-based alternative programs, treatment services and integrated service delivery. This project focused on service improvements for Aboriginal youth and female offenders and on increasing family engagement to contribute to improved outcomes for young offenders.

What we said we would do:

What we achieved:

Review existing programs and services for female youth in custody, Aboriginal youth in custody and family engagement

- ✓ Engaged a leading expert to conduct a review of existing programs for female youth in custody
- ✓ Reviewed findings and recommendations of the Family Intervention Project, developed implementation plan and began implementation
- ✓ Conducted internal review of programs and services for Aboriginal youth in custody, informed by an extensive consultation with stakeholders, staff and youth

Develop methodology to independently assess the centralization of services and improvements to programs and services for girls in custody

- ✓ Developed evaluation proposal; established a contract with the McCreary Centre Society to conduct the independent assessment and commenced that assessment

Implement culturally appropriate improvements to programs and services for Aboriginal youth

- ✓ Developed a draft strategic plan for Aboriginal program enhancements in consultation with Aboriginal stakeholders
- ❖ 2013/14: Implement culturally appropriate program measures at Prince George Youth Custody Services

Implement improvements to gender-specific and gender-sensitive services for female young offenders

- ✓ Converted the A'Mut Full-Time Attendance Program from co-ed to a female-only program and provided staff training by an expert consultant to support the change
- ✓ Implemented new gender sensitive and responsive program measures identified through the consultation and review and provided staff training

Implement enhanced programs and services to engage and involve families of youth involved with youth justice services

- ✓ Implemented family "video visits" program and subsidized in-person family visits at Burnaby Youth Custody Services
- ✓ Implemented recommendations from the Family Intervention Project to expand family participation for youth receiving Youth Forensic Psychiatric Services

Response to Federal Amendments to the Youth Criminal Justice Act

Executive Lead – Alan Markwart

Youth justice is a shared constitutional responsibility between the federal and provincial governments. Federal amendments to the *Youth Criminal Justice Act*, through the passage and implementation of Bill C-10 – the *Safe Streets and Communities Act* on October 23, 2012, relaxed the current legal constraints in the *Youth Criminal Justice Act* on the use of both remand and sentenced custody and it is expected this will consequently lead to an appreciable increase in the use of youth custody and increased demands on court-ordered youth forensic psychiatric assessments.

This project focused on incrementally developing and implementing changes to service in response to these Federal amendments, while maintaining a strong focus on the quality of services for young offenders.

What we said we would do:

What we achieved:

Review and revise policy and procedures for Community Youth Justice, Youth Custody and Youth Forensic Psychiatric Services

- ✓ Revised the Community Youth Justice Manual of Operations, Youth Custody Manual of Operations and Youth Forensic Psychiatric Services Manuals
- ✓ Updated the ministry Youth Justice forms

Review all applicable information systems and implement required system revisions

- ✓ Made systems changes to electronic forms and flags and sentence calculation module for youth in adult facilities
- ✓ Updated *Youth Criminal Justice Act* content on the JusticeBC website

Develop and deliver training for implementation of federal amendments to *Youth Criminal Justice Act*

- ✓ Developed and disseminated orientation and explanatory materials for staff and community partners on the implementation of Bill C-10
- ✓ Delivered province-wide in-person training and orientation for Community Youth Justice Services, Youth Custody Services and Youth Forensic Psychiatric Services staff

Amend Memorandum of Understanding (MOU) and protocol agreement between MCFD -YJ and Ministry of Justice-Corrections

- ✓ Revised and signed MOUs and protocol agreements between MCFD/Ministry of Justice and MCFD/ Correctional Service of Canada

Coordinating Domestic Violence Services

Executive Lead – Cory Heavener

On March 1, 2012, in response to the recommendations of the Representative for Children and Youth report *Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now*, the provincial government established a new Provincial Office of Domestic Violence (PODV) as the permanent lead for the BC Government on delivering a coordinated approach to improving and strengthening services and supports for children, women and families affected by domestic violence.

What we said we would do:

What we achieved:

Establish the Provincial Office of Domestic Violence

✓ Established the Provincial Office of Domestic Violence; recruited permanent lead; and established budget for office operations

Develop an action plan in response to the RCY report *Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now* and implement, monitor and report out on the plan

✓ Established a cross-ministry working group and collaboratively developed the action plan - *Taking Action on Domestic Violence in British Columbia* - which was released in October 2012
✓ Released Action Plan Progress Report in March 2013

Delegate PODV staff under the *Child, Family and Community Service Act* to provide support and consultation to the Provincial Director of Child Welfare where domestic violence is a factor

✓ Delegated staff and implemented process to share and receive information to provide support and consultation to Provincial Director of Child Welfare on case matters involving domestic violence

Identify and map across government all legislation, policies, programs, services, data, training and committees regarding domestic violence at the provincial and community level

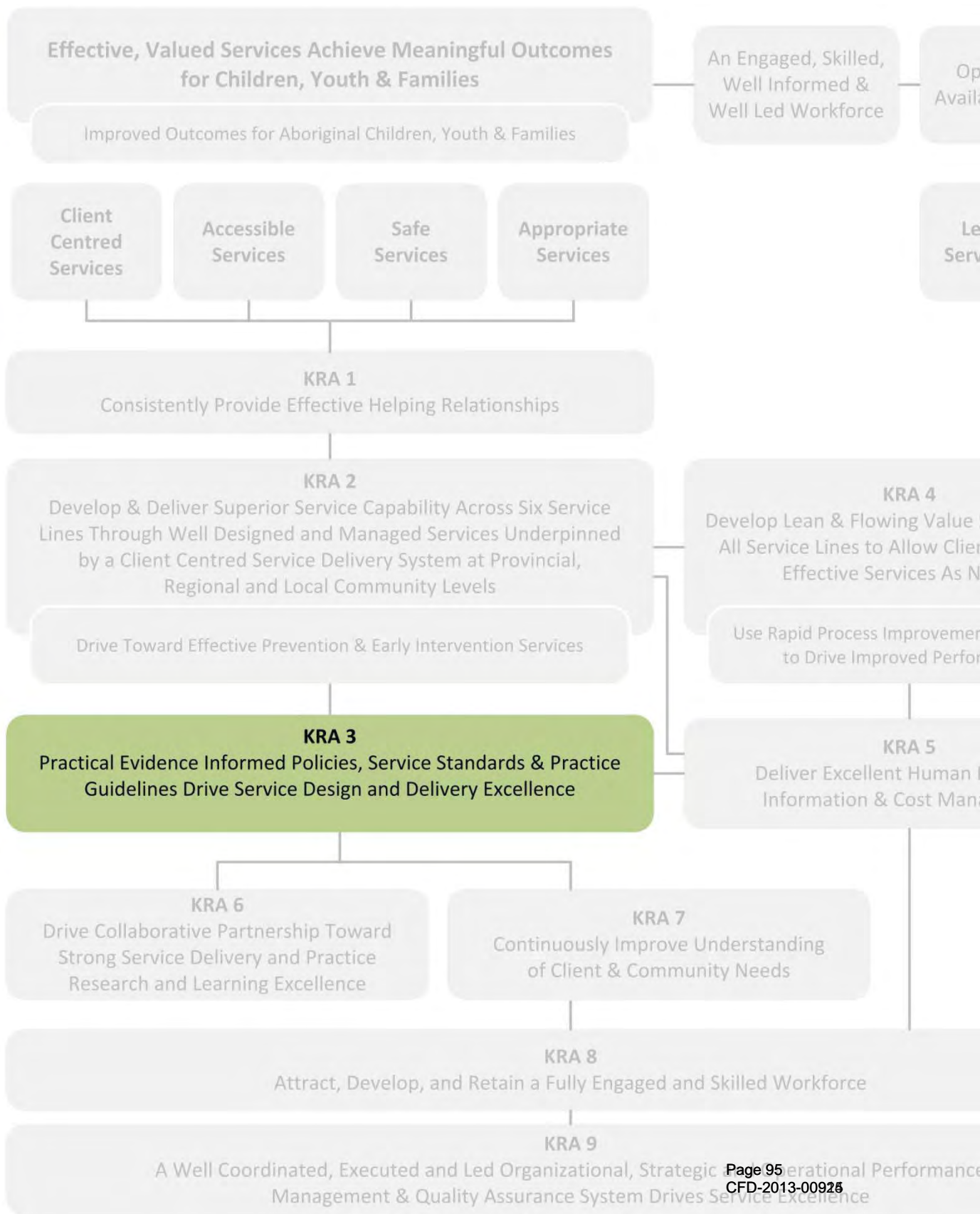
✓ Identified and mapped all government legislation, policies, programs, services, data, training and committees regarding domestic violence at the Local Service Area level to understand strengths and gaps and to inform the development of the provincial plan

Develop and implement an engagement strategy in collaboration with community and government partners to support the development of a three-year provincial plan to address domestic violence

✓ Hosted provincial consultation forums and online consultation on addressing domestic violence
✓ Developed an ongoing engagement strategy with community partners, Aboriginal groups, stakeholders and other government ministries and agencies
✓ Developed a PODV website and an information-sharing site for government partners
✓ Reviewed recommendations from previous reports/ inquests for in-depth understanding of issues
✓ Began development of three-year provincial plan utilizing input from experts, partners and consultations

KRA 3

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families



Policy Framework Review

Executive Lead – Randi Mjolsness

MCFD is collaboratively working toward a more consistent, integrated approach to development of evidence-informed policies, to contribute to enhanced outcomes for Aboriginal and non-Aboriginal children, youth and their families. Policies will include service standards and, where needed, procedures and/or practice guidelines that will be applied across its six service lines, Delegated Aboriginal Agencies and community social service agencies.

What we said we would do:

What we achieved:

Design business process map and policy development documents

- ✓ Updated Policy Framework document
- ✓ Designed priority policy development templates and tools
- ✓ Produced and distributed Business Process Map and policy development documents and oriented teams

Develop a plan for 2012/13 to support incorporation of Aboriginal/Indigenous perspectives into MCFD policy in all service lines and lead development of priority cross-service line Aboriginal/Indigenous policy

- ✓ Developed an Aboriginal Equity and Inclusion Policy Lens and accompanying policy resource toolkit
- ✓ Initiated dialogue sessions with regional leads as first step to developing recommendations for engagement and consultation approaches with First Nations, Métis and urban Aboriginal people in relation to policy
- ❖ 2013/14: Create formalized structures for provincial and regional partnerships with Aboriginal communities, Delegated Aboriginal Agencies and Aboriginal community service agencies
- ✓ Established the Aboriginal Integrated Policy table and SharePoint site and hosted ongoing monthly policy meetings
- ✓ Developed draft Aboriginal specific policy applicable across all ministry service lines – *Developing Respectful and Inclusive Relationships with Aboriginal Children, Youth and Families*

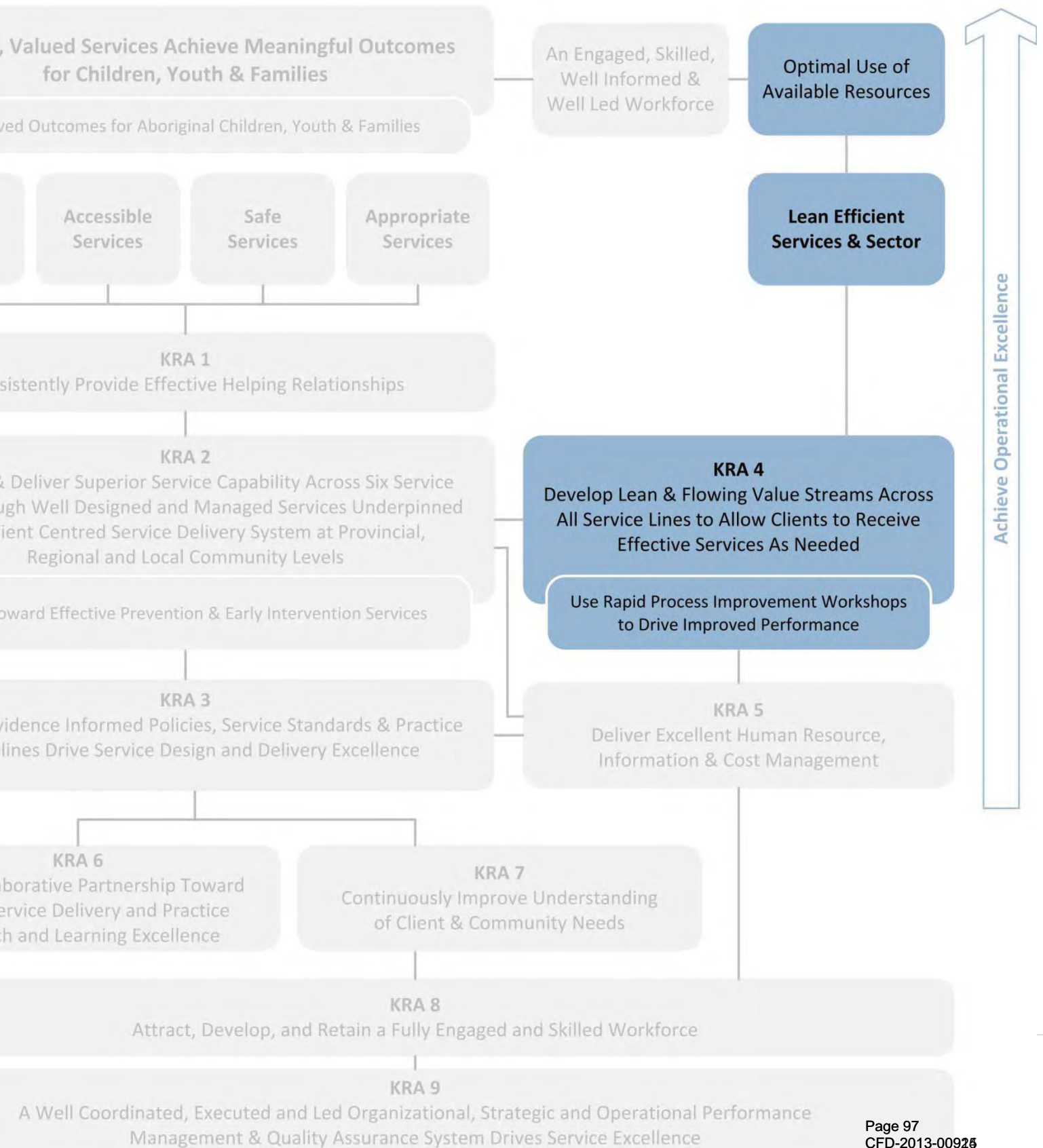
Work with MCFD regions and DAA representatives to create a plan for development of priority cross service line and service line specific practice guidelines

- ✓ Determined priority needs of practitioners in MCFD Service Delivery Areas and Delegated Aboriginal Agencies
- ✓ Documented practice guideline priorities and timelines

Develop and implement plans for priority policy review, revision and development for service lines

- ✓ Completed priority policy review and revision for all service lines and implemented according to plans

KRA 4



Lean Promotion and Coordination

Executive Lead – Stephen Brown

MCFD has established a culture of continuous quality improvement that can be applied in every area and at every level of the ministry, to support incremental improvements in daily practice, corrective action where required, and support larger-scale innovation projects. The approach is based on the premise that the best way to achieve and maintain quality is to continually examine and improve the processes inherent in the day-to-day operations of the organization.

What we said we would do:

What we achieved:

Develop a Lean Promotion and Coordination team

- ✓ Developed Lean facilitator job profile with BC Public Service Agency
- ✓ Worked with provincial and Service Delivery Area Executive Directors to identify, hire and train Lean facilitators

Develop three-year plan for Lean implementation across MCFD

- ✓ Developed internal communication plan to promote Lean
- ❖ 2013/14: Complete and roll out a three-year implementation plan

Complete Lean processes in:

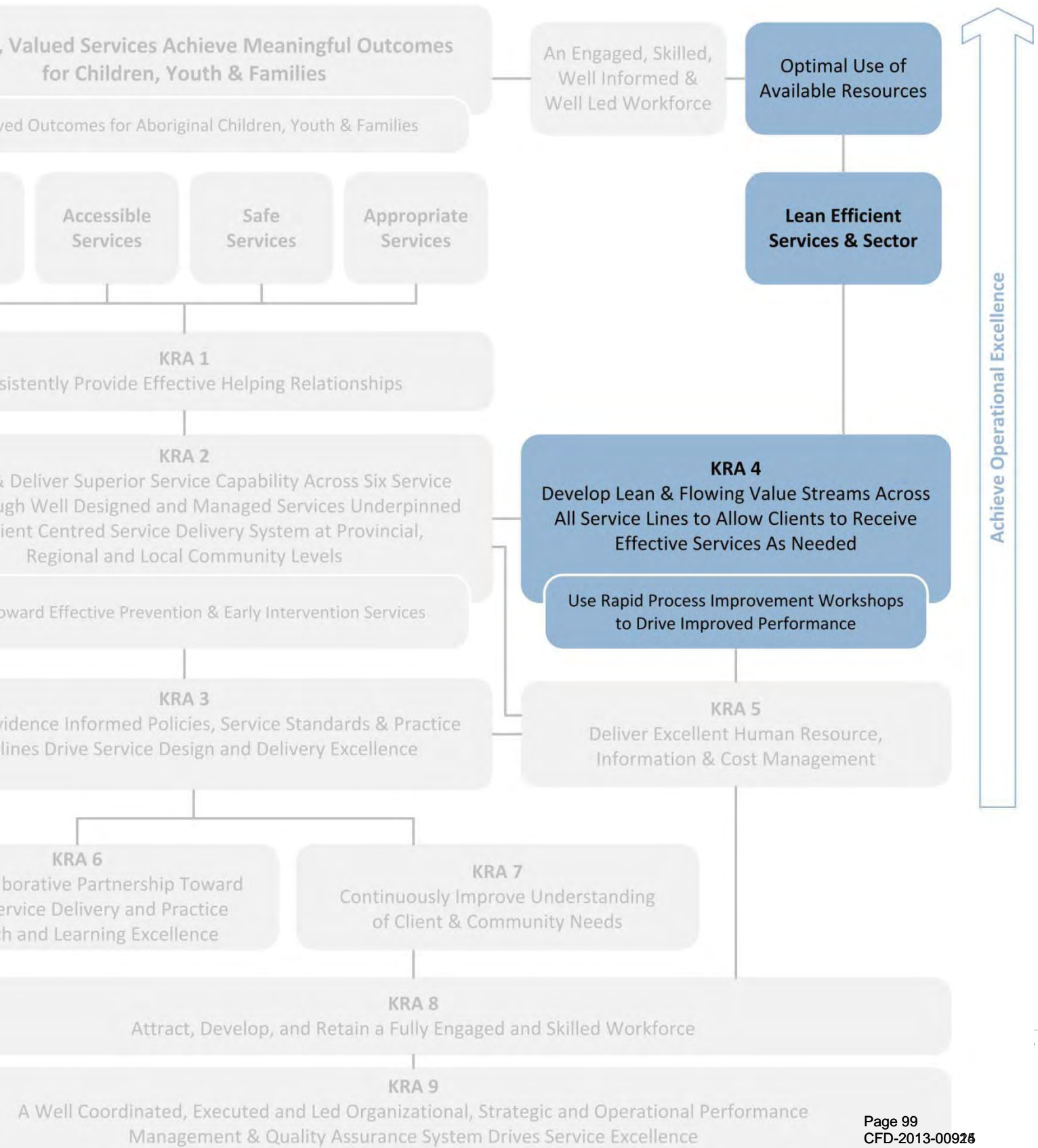
- Deputy Minister's Office
- Autism Funding Branch
- Verification and Audit Branch
- Contract Management
- Policy area of the Children and Youth with Special Needs (CYSN) team

- ✓ Completed Lean processes in the Deputy Minister's office, Autism Funding Branch, Verification and Audit Branch, and Contract Management
- ❖ Scope of the project changed from the Policy area of CYSN to the entire Policy team
- ❖ 2013/14: Complete Lean process for the Policy Team
- ✓ Identified creative solutions to improve process and client service
- ✓ Implemented and monitored improvements to support continued success

Develop roll up summary report of lean projects undertaken over 2012/13 - including recommendations for coming fiscal year

- ❖ 2013/14: Compile and present final report to Ministry Executive
- ✓ Shared results with Corporate Lean Office who reported out to Deputy Ministers' Council - Lean

KRA 5



Performance and Development Agreements

Executive Lead – Anne Sandbu

Through the use of Performance and Development Agreements (PDAs), managers will have a clear understanding of their roles and the operational and strategic accountabilities and deliverables they are directly responsible for achieving. By enhancing leadership and management skills within our organization and driving accountability we will better lead, engage and develop a fully engaged and skilled workforce, which in turn is linked to improving outcomes for children, youth and families.

What we said we would do:

What we achieved:

Develop Performance & Development Agreement templates and information package

- ✓ Reviewed linkages with other ministry performance evaluation / employee development processes (e.g. MyPerformance) to streamline and reduce duplication
- ✓ Created standardized job descriptions and Performance and Development templates for Executive Directors of Service (EDSs), Community Service Managers (CSM), Directors of Practice (DOP) and Directors of Quality Assurance (DQA) roles
- ✓ Finalized communication materials and information package (for distribution to participating EDSs, CSMs, DOPs)

Develop core competencies for ADMs, Executive Directors of Service (EDSs), Community Service Managers (CSMs) and Team Leaders

- ✓ Developed Executive approved competency profiles for EDSs, CSMs, and DOPs
- ✓ Developed competency profiles for Team Leaders
- ❖ Scope was adjusted to complete core competencies for EDSs, CSMs, DOPs and TLs

Communicate Performance and Development Agreement implementation and support plan for EDS/EDs, CSMs

- ✓ Distributed information packages with approved templates to EDSs, CSMs, DOPs
- ❖ Scope was adjusted to implement PDAs for EDSs, CSMs and DOPs

Operational Management

Executive Lead – Anne Sandbu

This project is focused on developing the systems, processes and tools to support meaningful analysis of services, costing structures, and allocations in a comparative way across Service Delivery Areas and all service lines. A financial analysis of results will support the outcome of creating long-term value for citizens with optimal use of available resources.

What we said we would do:

What we achieved:

SERVICE INFORMATION, HR INFORMATION AND COST MANAGEMENT

Develop a working definition of “operational excellence” and “cost management”

✓ Developed, reviewed, and adopted approved definitions of operational excellence and cost management

Confirm approach for Service Information, Human Resource Information (HR) and Cost Management

✓ Confirmed and adopted approach

Develop plan for iterative development of service, HR and cost management level metrics (ministry, Delegated Aboriginal Agencies, Community Social Service Agencies)

✓ As a first step to developing a plan, compiled a matrix of services to apply the methodology

❖ 2013/14: Plan development

Develop an analytical cost management framework for Child Safety service line

✓ Analytical framework for Child Safety service line adopted through sign off by ADM, Finance and Corporate Services, and Deputy Minister

Identify and confirm key data sets and costing structures for Child Safety Information

✓ Defined approved ‘denominator’ and ‘numerator’ data sets for Child Safety

✓ Identified and collected approved data sets for Child Safety

Develop key set of analytical and reporting metrics for Child Safety

✓ Developed analysis based on confirmed data sets

✓ Presented initial analytical results for review and confirmation by ADM, Finance and Corporate Services and Deputy Minister

❖ 2013/14: Present analysis to ministry Executive for feedback, review and endorsement

Compile consistent and standard financial data for other service lines

✓ Developed common reporting template and compiled financial data (budget and expenditure) for each service line

❖ 2013/14: Present compilation to ministry Executive

Operational Management (con't)

What we said we would do:

What we achieved:

Examine Child Safety analytics to inform budget planning for 2013/14

- ✓ Developed budget models for 2013/14 using the cost management analytics, including budget to support residential redesign
- ✓ Presented initial model for review and confirmation to ADM, Finance and Corporate Services and Deputy Minister
- ❖ 2013/14: Present analysis to ministry Executive for feedback, review and endorsement

Confirm the cost management analytics and methodology in Child Safety

- ✓ Assessed cost management analysis and methodology as applied to Child Safety
- ❖ 2013/14: Present analytics to ministry Executive and determine next steps

Standardize the reporting cycle for the Child Safety analytics

- ✓ Identified approved Child Safety analytical and reporting cost metrics and linkages to other projects
- ❖ 2013/14: Develop automated reporting

Evaluate expanding cost management analytics and methodology to other service lines

- ✓ Confirmed expansion into other service lines

Evaluate adoption of cost management metrics and reporting linked to budget allocations

- ✓ Used cost management analysis to inform Child Safety budget allocation for 2013/14

FORECASTING AND BUDGET MANAGEMENT

Develop a new forecasting and budget management model

- ❖ 2013/14: Work will commence with identification of resources and supports

Practice Supervision

Executive Lead – Bev Dicks

Child welfare clinical supervision entails exploring clients' situations, assessing social workers' engagement strategies, critical thinking and analytical skills. The clinical supervision model for child welfare supervisors will be guided by an evidence-informed methodology which will support critical thinking and daily clinical decisions, effective resource management and the helping relationship. The practice supervision project will build on the supervision competencies and training that were delivered to supervisors across the six service lines between September and December 2011.

What we said we would do:

What we achieved:

Supervision accountabilities incorporated into new Chapter 3 Policy (Child Protection Response Model)

- ✓ Implemented Chapter 3 policy to highlight key supervisor accountabilities
- ✓ Completed policy orientation and review of specific supervisor accountabilities with staff and Delegated Aboriginal Agencies (DAAs)

The development of a mandatory child welfare supervision training program based on core competencies and accountabilities

- ✓ Completed a cross-jurisdictional review of child welfare supervisor training programs to select optimal materials for MCFD application
- ✓ Completed purchase of Practice and Research Together (PART) evidence-based Child Welfare Supervision competency-based material to train Child Welfare Supervisors in BC, inclusive of DAAs
- ✓ Completed development of implementation plan for the training program
- ✓ Developed approach to incorporate Helping Relationship framework into clinical supervision practice approach for child welfare supervisors
- ✓ Developed a comprehensive training plan for child welfare supervisors that'll be mandatory for the certification process
- ✓ Developed a SDA level and DAA specific implementation plan for the PART model

Develop a comprehensive competency based supervisor certification process for child welfare supervisors based on core supervision competencies and child welfare specific knowledge (criteria)

- ✓ Completed consultation through the Child Welfare Supervisor Steering Committee to determine child welfare pre-appointment certification
- ✓ Reviewed the approval process for criteria and accountabilities with the Provincial Director of Child Welfare to ensure compliance of legislative responsibilities of delegated child welfare workers

Contract Management Review

Executive Lead – Anne Sandbu

This project seeks to achieve effective, valued services with meaningful outcomes for clients while ensuring excellent human resource, information and cost management from a government perspective, and reducing performance risk.

What we said we would do:

What we achieved:

Develop a report on the current state of MCFD contracting and the future direction

- ✓ Researched cross-jurisdiction contracting best practices and models
- ✓ Completed consultations with stakeholders
- ✓ Compiled report on strategic direction for contracting in MCFD, including proposed future direction or contracting model
- ✓ Established the MCFD contracting model comprised of two components: process and practice and delivery approach. This was supported by the development of several strategic documents including a Blue Print and Future Direction document

Standardize processes and reporting

- ✓ Reviewed contract management processes and practices
- ✓ Using Lean, established standard procurement and contract management approach and process that could make procurement and contract management simpler and more consistent
- ✓ Developed policies, standards and guidelines that could be included in contracts
- ✓ Developed contracting practice advisories, checklists and templates to foster consistency/to support staff in the procurement/contract management activities
- ✓ Worked closely and consulted with key stakeholders on standard processes and reporting

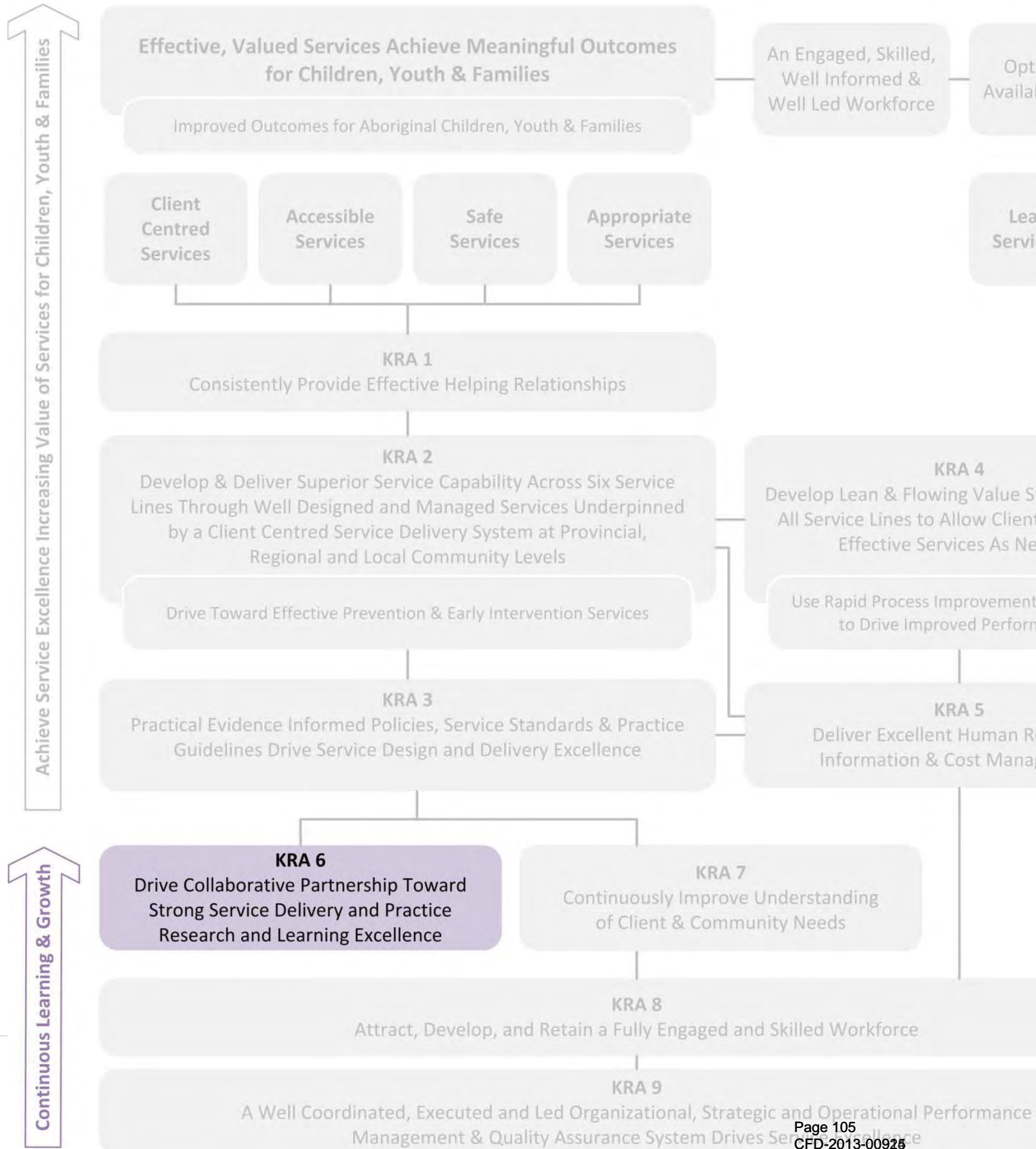
Develop Contract Management Manual– Phase 1

- ✓ Developed the first draft Contract Management Manual and a communications and orientation plan to support the implementation of the new MCFD contracting approach

Develop contracting prototype

- ✓ Developed Lean business processes associated with the contracting model as a first step in developing the contracting prototype in select sites

KRA 6



Organizational Research and Learning Initiative

Executive Lead – Randi Mjolsness

As part of its work on applied practice, research and learning, the ministry has developed the Organizational Research and Learning Initiative in order to build a strong applied research foundation in support of, and aligned to, its strategic agenda focused on improving the efficiency and effectiveness of services to children, youth and families across leadership and management functions and the ministry's six service lines. A key ministry focus, within and across these service lines, is improved outcomes for Aboriginal children and families built from connection to culture, language and traditions. A strong research foundation and collaborative research partnerships are needed in order to understand and make progress towards healthy child development. Research plays an important role in understanding the past, identifying areas for improvements and informing future direction. Research supports the development of policies, planning, decision-making and evaluation of the efficiency and effectiveness of program and service delivery.

What we said we would do:

What we achieved:

Establish a Shared Research Agenda

- ✓ Completed a provincial survey to identify key research questions from MCFD employees, post-secondary institutions, community social service sector and Delegated Aboriginal Agencies
- ✓ Held eight forums at post-secondary institutions across the province and a forum with youth to determine key research questions
- ✓ Reviewed and analyzed the research questions submitted, identified themes and with the assistance of subject matter experts developed the final set of questions for the Shared Research Agenda
- ✓ Completed Shared Research Agenda Final Report

Design a Research and Learning Virtual Site

- ✓ Made updates and additions to the existing internal Research Sharing Network
- ✓ Held three focus groups with ministry employees to identify needs and ideal ways to receive information from an online platform and inform the development of a virtual platform
- ✓ Completed a needs assessment of potential users, a scoping document with potential options, and an assessment/implementation plan for the virtual site

Promote Innovative Research Approaches including Applied Promising Practices (APP) and Social Innovation

- ✓ Produced an Applied Promising Practices Toolkit
- ❖ 2013/14: Implement the APP toolkit and identify APP prototypes

Organizational Research and Learning Initiative (con't)

What we said we would do:

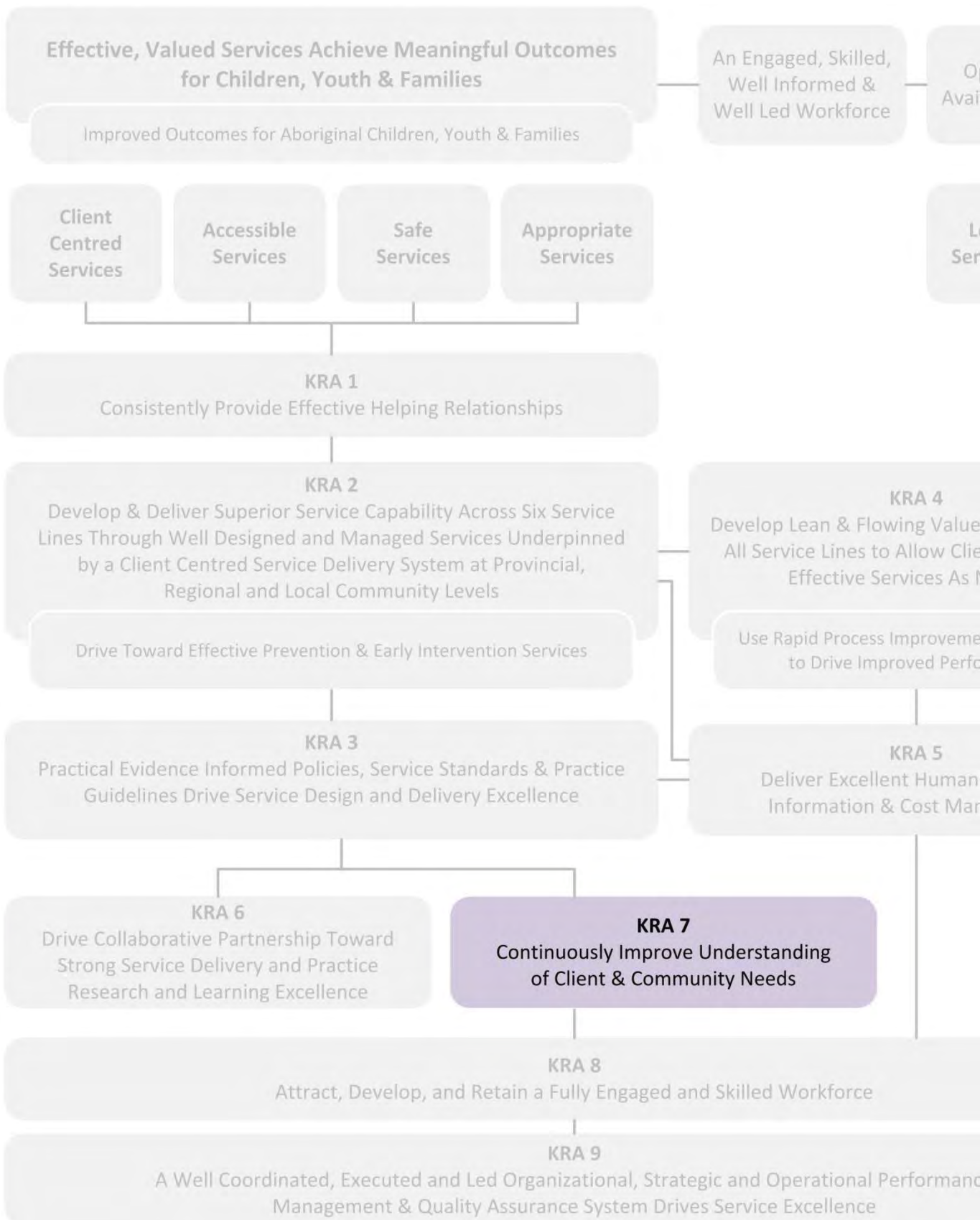
Knowledge Mobilization and
Communications Strategy and Actions

What we achieved:

- ✓ Delivered nine “Topic of Interest” presentations in 2012/13
- ✓ Partnered with the University of Victoria to support both a graduate level course and an undergraduate honours level course in which students conducted research with ministry sponsors on topics identified by the ministry
- ✓ Analyzed research coming through the ministry’s research approval process
- ✓ Created a common branding and communications strategy for the Organizational Research and Learning Initiative
- ✓ Developed research brief templates
- ✓ Developed a Knowledge Mobilization Strategy
- ✓ Developed an options paper for an annual systematic review of research across the six service lines
- ✓ Created a progress report on the initiative’s accomplishments through its first nine months (January 2012 – September 2012)

KRA 7

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families



Continuous Learning & Growth

Engage Children, Youth and Their Families

Executive Lead – Barbara Walsh

Information gathered through engagement activities about the children, youth and families served will be critical to better tailoring evidence informed services to meet their needs. This project will focus on designing and implementing a plan for meaningfully engaging children, youth and families.

What we said we would do:

What we achieved:

Complete the Youth Engagement Toolkit

- ✓ Finalized a Youth Engagement Toolkit
- ✓ Tested toolkit in three early implementation sites and produced a summary report and recommendations for full implementation

Develop and confirm approval of Youth Engagement toolkit implementation plan

- ✓ Obtained staff representation from Service Delivery Areas and program areas, developed Terms of Reference, and established a Provincial Youth Engagement Steering Committee
- ✓ Developed a draft plan for implementation and confirmed approval of plan through steering committee

Lead the development of an MCFD Engagement Framework and policy to guide stakeholder, staff, children, youth and family engagement, engagement tracking and reporting processes

- ❖ 2013/14: MCFD is currently reviewing its change management and communications structure and an engagement framework will be developed through that process

Community Demographic and Population Characteristics

Executive Lead – Anne Sandbu

The objective of this project is to present population and socio-economic characteristics of Local Service Areas, and a picture of the relative needs and level of service consumption of each Service Delivery Area to help inform budget and service delivery planning and performance management.

What we said we would do:	What we achieved:
Produce Annual Report of Demographic and Socio-Economic Data by SDA	<div>✓ Compiled source information for service planning at the SDA/LSA level</div> <div>❖ 2013/14: Profiles to be done by community</div>

✓ Indicates work completed as of March 31, 2012

❖ Indicates work in progress or a refining of deliverable or project scope

KRA 8

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families

Effective, Valued Services Achieve Meaningful Outcomes for Children, Youth & Families

Improved Outcomes for Aboriginal Children, Youth & Families

Client Centred Services

Accessible Services

Safe Services

Appropriate Services

KRA 1

Consistently Provide Effective Helping Relationships

KRA 2

Develop & Deliver Superior Service Capability Across Six Service Lines Through Well Designed and Managed Services Underpinned by a Client Centred Service Delivery System at Provincial, Regional and Local Community Levels

Drive Toward Effective Prevention & Early Intervention Services

KRA 3

Practical Evidence Informed Policies, Service Standards & Practice Guidelines Drive Service Design and Delivery Excellence

KRA 6

Drive Collaborative Partnership Toward Strong Service Delivery and Practice Research and Learning Excellence

KRA 7

Continuously Improve Understanding of Client & Community Needs

KRA 8

Attract, Develop, and Retain a Fully Engaged and Skilled Workforce

KRA 9

A Well Coordinated, Executed and Led Organizational, Strategic and Operational Performance Management & Quality Assurance System Drives Service Excellence

An Engaged, Skilled, Well Informed & Well Led Workforce

Op
Avail

Le
Serv

KRA 4

Develop Lean & Flowing Value All Service Lines to Allow Client Effective Services As N

Use Rapid Process Improvement to Drive Improved Perform

KRA 5

Deliver Excellent Human Information & Cost Man

Continuous Learning & Growth

Healthy Workplace Strategy

Executive Lead – Anne Sandbu

When employees view their workplace as healthy and have access to healthy lifestyle choices, they express higher job satisfaction and higher morale is a natural outcome. There is a direct and positive correlation between workplace healthy lifestyle promotion, workplace wellness and the ministry's strategic direction to achieve operational and service excellence increasing the value of services for children, youth and families.

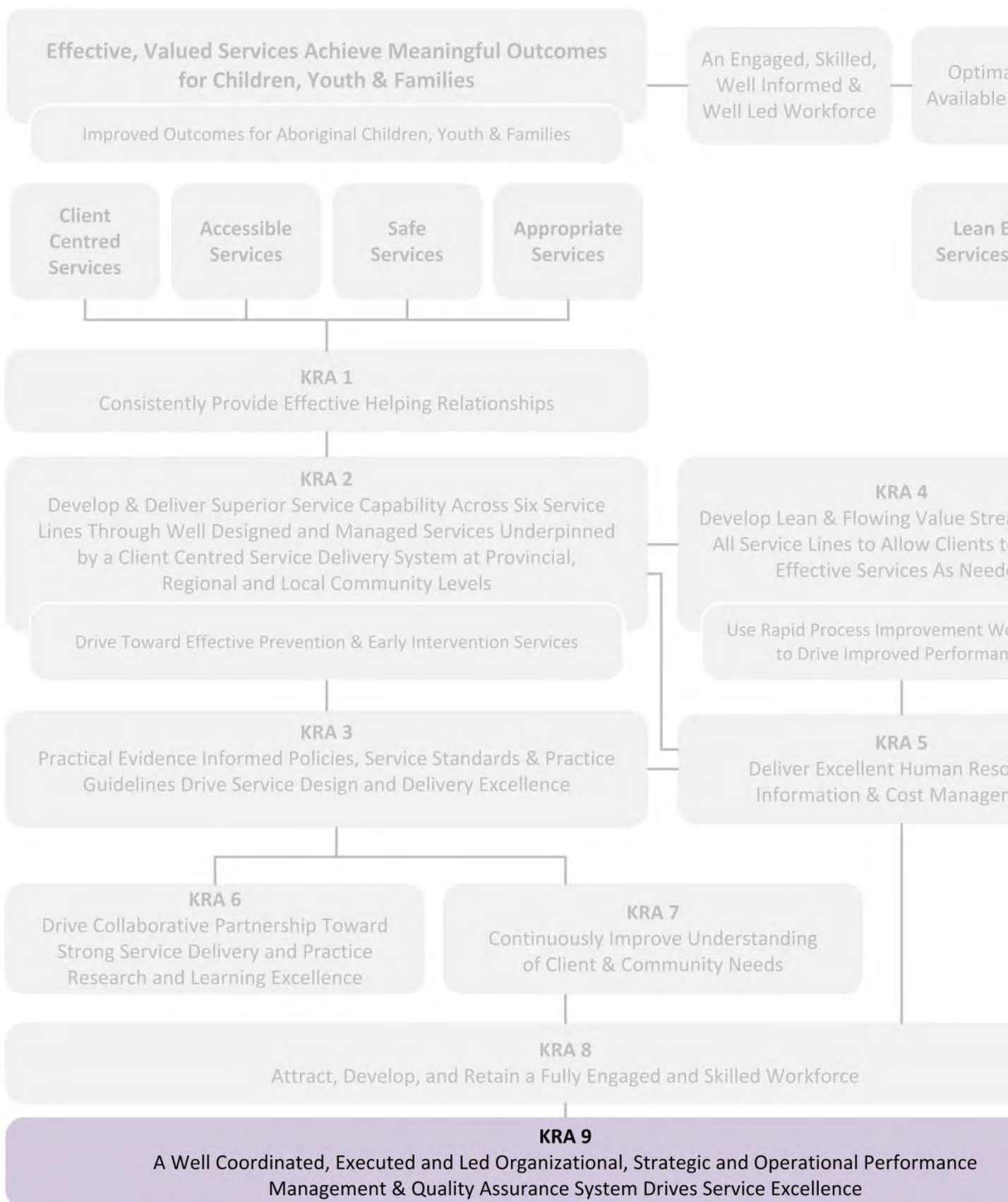
What we said we would do:

What we achieved:

Create working group with ministry representation	✓ Established a Healthy Workplace Working Group, inclusive of external and internal stakeholders
Data analysis and summary report on findings and recommendations of potential action and best practices	<ul style="list-style-type: none"> ✓ Analyzed existing HR data trends, researched best practices related to healthy workplaces across government and other jurisdictions, and collected qualitative data through targeted interviews ❖ 2013/14: Obtain Executive approval of completed summary report
Approved framework to leverage existing workplace health programs and marketing and communication plan for healthy workplace initiatives	<ul style="list-style-type: none"> ✓ Developed partnership framework to link with BC Public Service Agency staff on existing workplace initiatives ✓ Drafted a marketing and communication plan ✓ Launched website to establish a presence on the intranet to promote a healthy workplace ❖ 2013/14: Obtain Executive approval of completed framework
Organizational Assessment	<ul style="list-style-type: none"> ✓ Identified a business consultant and conducted an executive assessment (Scope was adjusted from organizational to executive assessment) ✓ Prepared an Executive Summary outlining recommended strategies based on the organizational assessment findings (included in Appendix 2 and 3 of the framework) ❖ 2013/14: Obtain Deputy Minister approval to proceed on action items
Health and workplace initiatives in conjunction with the BCPSA	<ul style="list-style-type: none"> ✓ Explored Education Awareness programs for managers/employees in collaboration with BCPSA and Healthy Workplace Working Group ❖ 2013/14: Implement awareness programs and strategies

KRA 9

Achieve Service Excellence Increasing Value of Services for Children, Youth & Families



Continuous Learning & Growth

Annual Planning Cycle

Executive Lead – Stephen Brown

An annual planning cycle will ensure ministry decision makers have the right information at the right time to inform strategic direction and course corrections over the year. This project will refresh the Operational and Strategic Directional Plan (OSDP) annually while ensuring that all ministry planning processes are interconnected and aligned to the direction articulated in the OSDP, and supportive of each other.

What we said we would do:

What we achieved:

Create MCFD Planning, Reporting and Engagement SharePoint site	✓ Created a MCFD Planning, Reporting and Engagement SharePoint site
Develop and implement monthly and quarterly reporting process and produce Key Action reports	<ul style="list-style-type: none"> ✓ Developed & implemented an approved reporting process, templates, a change process and accountability structures ✓ Produced monthly Key Action reports ❖ 2013/14: Produce quarterly reports
Develop and report out on strategic staff and stakeholder engagement	<ul style="list-style-type: none"> ✓ Drafted a 2012/13 staff engagement framework ❖ Engagement report was not produced due to the scaled-back process used to refresh the OSDP. Recommendations for improvements to engagement activities is part of go forward work ❖ 2013/14: Develop a strategic stakeholder engagement framework and implementation process
Develop MCFD Planning Guide	<ul style="list-style-type: none"> ✓ Drafted Planning Guide ❖ 2013/14: Finalize and distribute of guide to support planning in 2013/14
Develop, coordinate and support Key Action Project Charter process	<ul style="list-style-type: none"> ✓ Developed an approved Key Action Project Charter template and process ✓ Confirmed Key Action Leads and key contacts, and reviewed and commented on submitted charters ✓ Submitted Project Charters to Deputy Minister for approval
Produce the 2013/14 – 2015/16 Operational and Strategic Directional Plan (OSDP)	✓ Presented/discussed the 2013/14 OSDP update at the February 27/28 Executive Council meeting and shared plan with all MCFD staff on March 8th
Develop process and conduct two MCFD Corporate Executive Councils	✓ MCFD Leadership met on Nov 14/15 and Feb 27/28 on engagement/planning on strategic and operational agenda and confirmed MCFD's direction

Master List of Services

Executive Lead – Anne Sandbu

A master list of services will improve our ability to share information and achieve operational excellence to maximize available services and supports. The master list of services will be reviewed on an annual basis, and will be used to commission services, and analyze and report on demand, type and levels of services provided provincially and through service delivery areas/local service areas.

What we said we would do:

What we achieved:

Confirm Project approach with Deputy Minister (DM)

- ✓ Developed issue paper on approach to extend existing approved Master List of Services into 2013/14 with only significant changes identified
- ✓ DM endorsed the recommended simplified approach

Confirm and update the 'master list of services'

- ✓ Reviewed and updated the current 'list' with each ADM, identifying only significant changes
- ✓ DM confirmed re-definition of 'overhead' for ministry delivered services
- ✓ Updated Master List of Services approved by DM

Confirm Chart of Account (COA) changes in 2012/13 linked to original 'master list' are fully integrated into financial/ contract management processes

- ✓ Fully implemented new COA in coding of agency contracts and Delegated Aboriginal Agency contracts

Ensure updated 'list' changes are fully integrated into:

- Financial management processes for 2013/14
- Human Resource *management* processes for 2012/13 and 2013/14
- Contract and performance management processes for 2013/14

- ✓ Incorporated all associated changes in new COA into associated financial, HR, contract and performance management processes

Performance Management

Executive Lead – Anne Sandbu

‘Organizational Performance’ for MCFD is about achieving desired outcomes and outputs to meet the needs of children, youth and families. The ministry will develop its system of performance management including clarity on the range of services provided across service lines, clear outcome metrics, the development of effective staff performance management systems, and operational performance management systems. This work will be reported out on through a range of performance management reporting processes available to both internal and external stakeholders.

What we said we would do:

What we achieved:

Report developed through associated key actions for outcomes and operational reporting

- ✓ Compiled a master list of indicators related to outcomes and operational management
- ✓ Released first Performance Management report in April 2013
- ✓ Developed Performance Indicator Datamart on the Corporate Data Warehouse by province, SDA and LSA
- ✓ Implemented a process of ongoing semi-annual reporting
- ❖ 2013/14: Expand and develop performance reporting through subsequent outputs

Link performance management report to Executive team and individual management accountability and development systems

- ✓ Provided an overview of performance management system at Executive Council and implemented ongoing monitoring of performance
- ❖ 2013/14: Provide performance management reviews to Executive Council up to three times annually
- ✓ Developed a proposal to align accountability with performance management
- ❖ 2013/14: Consult and develop a finalized proposal for Executive approval

Expand reporting to include Delegated Aboriginal Agencies and community social service agencies

- ✓ Began consultation with the Delegated Aboriginal Agencies on including them in Performance Management reporting

Performance Management System

- ❖ 2013/14: Executive team performance review and forecast session

Evaluating improved organizational performance

- ❖ 2013/14: Evaluate outcomes for incremental improvement

Service Quality and Operational Evaluations

Executive Lead – Doug Hughes

This project will create and implement a Service Quality and Operational Evaluation (SQOE) methodology to evaluate practice and operations across the six MCFD service lines and the ministry’s corporate services including Human Resources, Procurement and Contracting, and Finance.

What we said we would do:	What we achieved:
Develop a manual that covers methodology for Service Quality and Operational Evaluation (SQOE) for the six service lines, human resources and corporate services	<ul style="list-style-type: none">❖ Scope of the project changed to an incremental service line by service line implementation✓ Developed methodologies for practice audits for family service files, children in care files and resource files✓ Initiated training and testing❖ 2013/14: Audits on the child safety files
Incorporate Practice compliance audit methodology for Child Protection Response Model, Child in Care practice evaluations into SQOE manual	<ul style="list-style-type: none">❖ 2013/14: Embedding of compliance audit methodologies will be actioned by the Service Delivery Areas

For more information on the British Columbia
Ministry of Children and Family Development
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www.gov.bc.ca/mcf

Published by the Ministry of Children and Family Development

Budget

2013/14 Operating Budget FACT SHEET

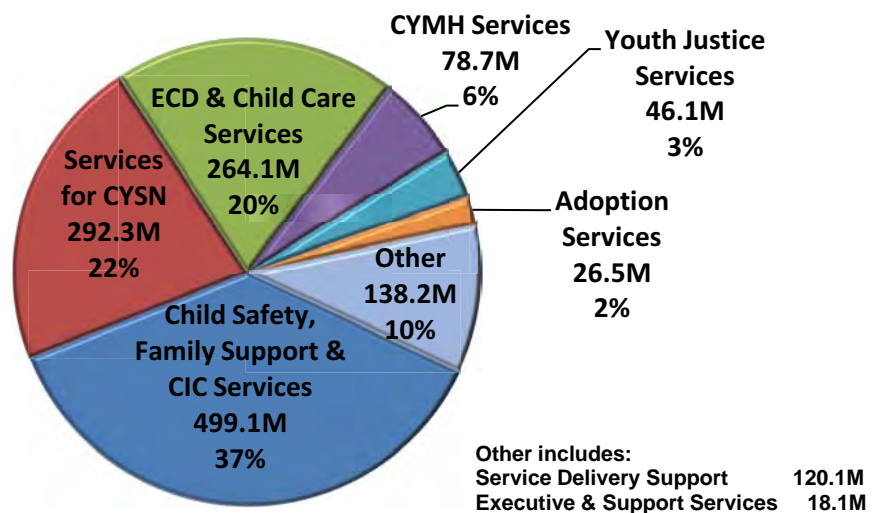
SUMMARY:

For the 2013/14 fiscal year, the Ministry of Children and Family Development (MCFD) has an operating budget of \$1.345 billion (\$1,345 million).

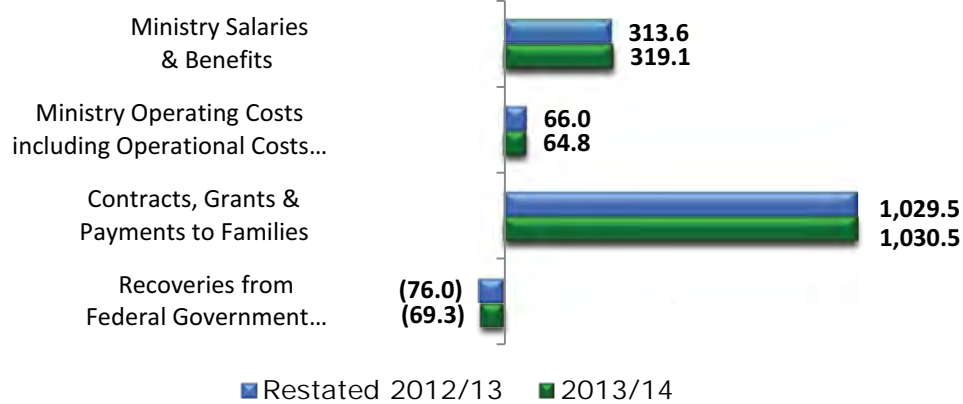
KEY FACTS:

- MCFD programs and services are aligned with the service delivery lines, as set out in its Operational & Strategic Directional Plan. The eight core businesses are:
 - Early Years Services;
 - Services for Children and Youth with Special Needs (CYSN);
 - Child & Youth Mental Health (CYMH) Services;
 - Child Safety, Family, Youth, and Children In Care (CIC) Services;
 - Adoption Services;
 - Youth Justice Services;
 - Service Delivery Support; and,
 - Executive & Support Services.
- Ninety percent of the budget is used to support clients and communities. More than \$1.207 billion is invested in programs and services.

2013/14 Net Budget By Core Business (\$Millions)

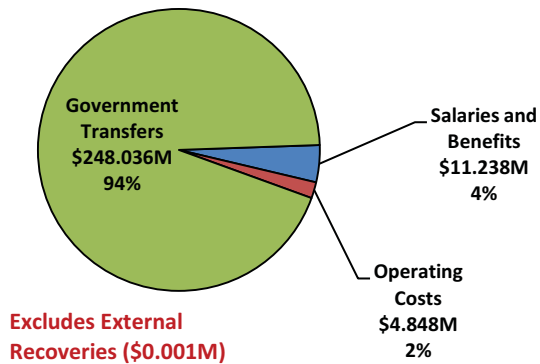


Budget Changes 2012/13 to 2013/14 (\$Millions)

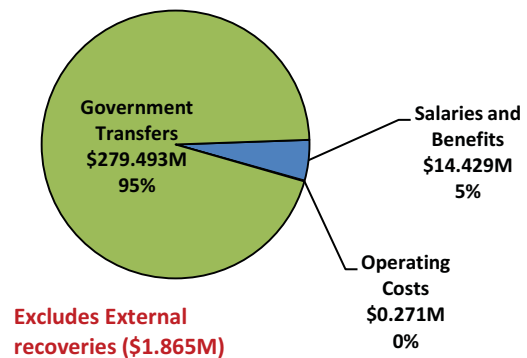


2013/14 Gross Budget (excluding recoveries) by Core Business:

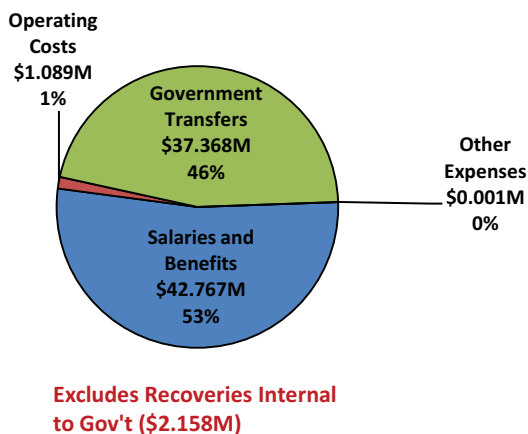
ECD & Child Care Services Total \$264.122M



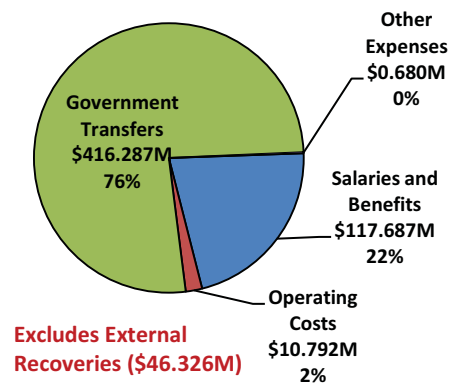
Services for CYSN Total \$294.193M



CYMH Services Total \$81.225M

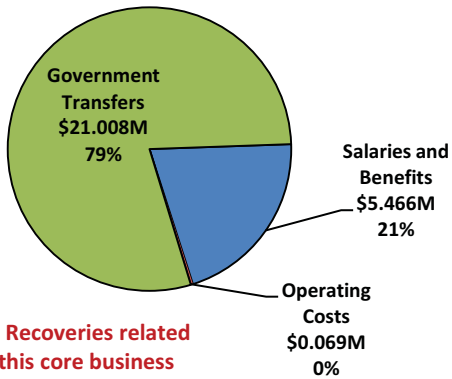


Child Safety, Family Support & CIC Services Total \$545.446M



Adoption Services

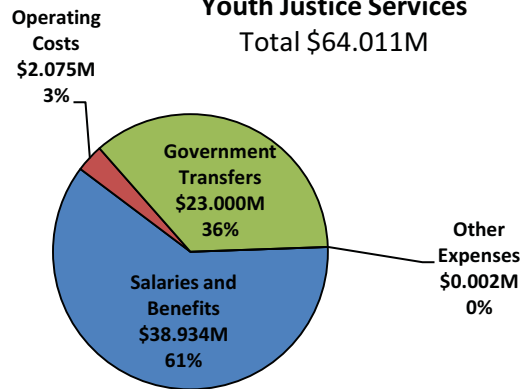
Total \$26.543M



No Recoveries related to this core business

Youth Justice Services

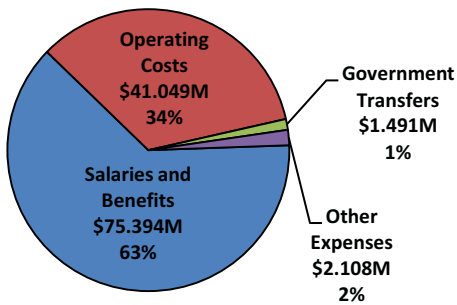
Total \$64.011M



Excludes External Recoveries (\$17.884M)

Service Delivery Support

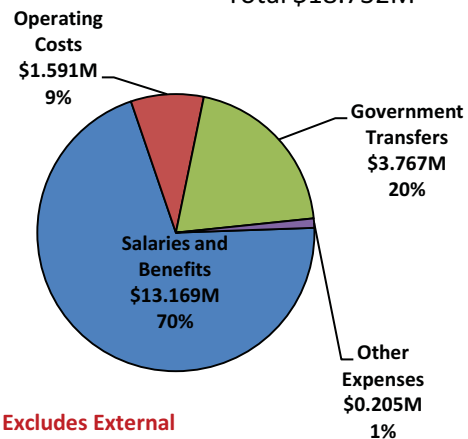
Total \$120.042M



Excludes External Recoveries (\$0.001M)

Executive & Support Services

Total \$18.732M



Excludes External Recoveries (\$0.680M)

2013/14 Net Budget (Including Recoveries) by Core Business

External Recoveries (Federal Government):

Children's Special Allowance

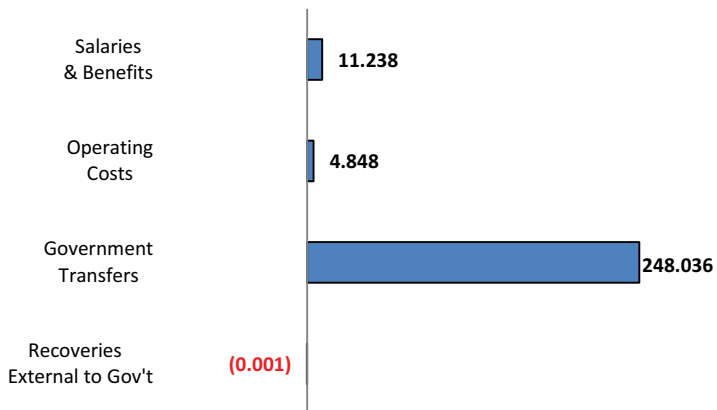
- Child Disability Benefit
- Universal Childcare Benefit
- Court Ordered Payments
- Voluntary Care Agreements (child maintenance)
- Young Offenders Agreement
- Intensive Rehabilitation Custodial Sentences
- Aboriginal Affairs and Northern Development Canada

Internal Recoveries:

- Child and Youth Mental Health (CYMH)
- Early Childhood Development (ECD)

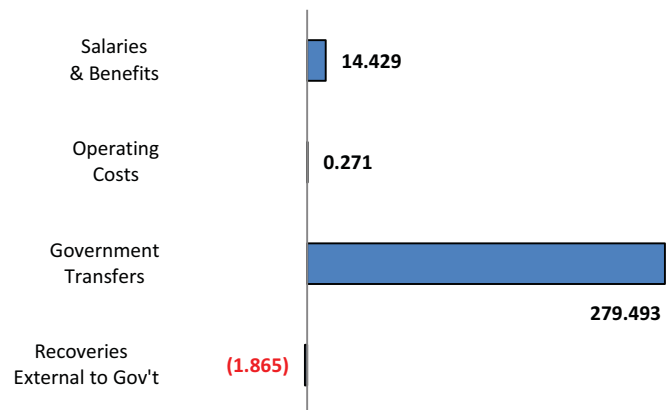
ECD & Child Care Services

Total \$264.121M



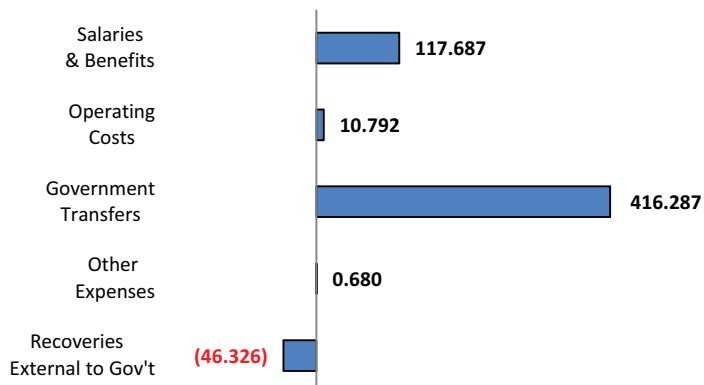
Services for CYSN

Total \$292.328M



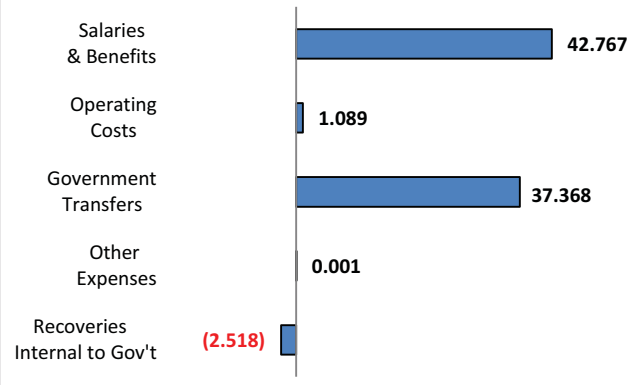
Child Safety, Family Support & CIC Services

Total \$499.120M



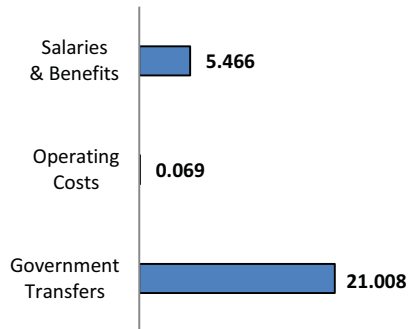
CYMH Services

Total \$78.707M



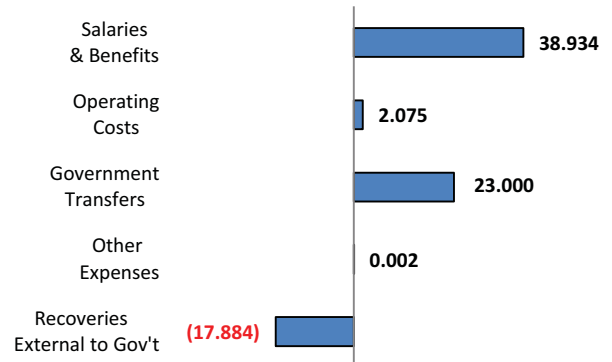
Adoptions Services

Total \$26.543M



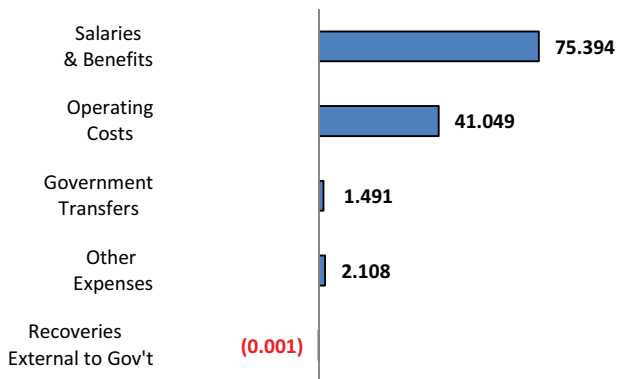
Youth Justice Services

Total \$46.127M



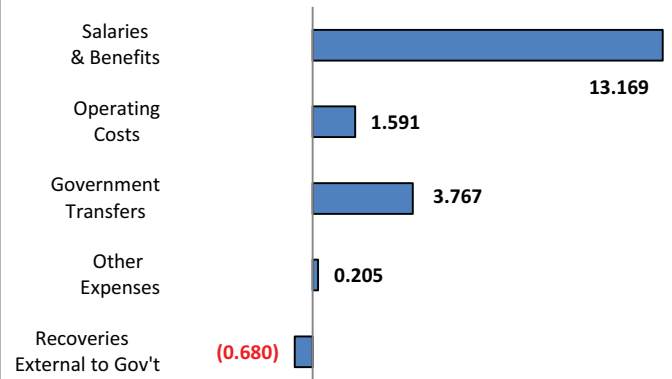
Services Delivery Support

Total \$120.041M



Executive & Support Services

Total \$18.052M



2013/14 Operating Budget Changes FACT SHEET

SUMMARY:

For the 2013/14 fiscal year, the Ministry of Children and Family Development (MCFD) has an operating budget of \$1.345 billion (\$1,345 million).

KEY FACTS:

Overall Operating Budget Changes (\$millions)

2012/13 <i>Estimates</i>	2012/13 <i>Restated</i>	Net Change from Estimates	2013/14 <i>Estimates</i>	Net Change from 2012/13	2014/15 <i>Plan</i>	Net Change from 2013/14	2015/16 <i>Plan</i>	Net Change from 2014/15
\$1,333.3	\$1,333.1	\$-0.2	\$1,345.0	\$11.9	\$1,351.6	\$6.6	\$1,385.9	\$34.3

- The 2013/14 budget for MCFD has increased in order to fund several important programs. Families First Early Years Strategy funding of \$6.100M will be used to integrate and re-profile the Early Childhood Development (ECD) programs and services, as well as create a Child Care registry. There are currently caseload pressures in Children and Youth with Special Needs (CYSN) program areas, which will be partially alleviated with a \$5.000M budget lift while longer term solutions are explored. The new Provincial Office of Domestic Violence has also been given a budget of \$0.878M.

2012/13 Restated from 2012/13 Estimates

Inter ministry transfer of salaries & benefits for two staff to Ministry of Aboriginal Relations & Reconciliation

Change: \$0.200M Reduction

2013/14 Estimates from 2012/13 Restated

\$6.100M ongoing funding for Early Years Strategy

\$5.000M one time funding to address caseload pressures primarily within Services for Children & Youth with Special Needs. This is not a base budget increase; funding is only for 2013/14.

\$0.900M ongoing funding for Provincial Office of Domestic Violence

Change: \$11.900M Increase

2014/15 Estimates from 2013/14

\$11.600M incremental funding for Early Years Strategy (total \$17.699M)

(\$5.000M) reversal of 2013/14 one time funding

Change: \$6.600M Increase

2015/16 Estimates from 2014/15

\$34.300M incremental funding for Early Years Strategy (total \$52.000M)

Change: \$34.300M Increase

2012/13 Restated to 2013/14 Estimates as per current Estimates Blue Book

- In order to maintain a balanced budget, MCFD has made minor realignments to the budget for 2013/14 to absorb increasing costs (mainly for benefits rate increases). Funding has been maintained in direct service delivery areas with minor offsets in overhead areas (Service Delivery Support, and Executive and Support Services).

NOTE: the significant core business realignment will now only be evident when comparing 2012/13 Estimates to 2012/13 Restated Estimates – see table for more details.

2012/13 Line of Service	2013/14 Budget Realignment	2013/14 Budget Lift	Total Change
Early Years Services	\$(0.015) decrease	\$6.094M increase • Early Years Strategy	\$6.079M increase
Services for CYSN	\$0.732M increase • surplus funding from Youth Justice girls program changes made in 2012/13 to address cost pressure in Autism • net benefits adjustment and recovery adjustment for aboriginal CIC's	\$5.0M increase • caseload pressure – mainly Autism	\$5.732M increase
CYMH Services	\$0.138M increase • Net salary benefits adjustment		\$0.138M increase
Child Safety, Family, Youth, and CIC Services	\$0.188M increase • net salary benefits adjustment and recovery adjustment for aboriginal CIC's		\$0.188M increase
Adoption Services	\$0.021M increase • net salary benefits adjustment		\$0.021M increase
Youth Justice Services	\$(0.263M) decrease • annualized savings related to changes made to Youth Justice girls program in 2012/13 • net salary benefits adjustment		\$(0.263M) decrease
Service Delivery Support	\$(0.725M) decrease • net salary benefits adjustment	\$0.878M increase • Office of Domestic Violence	\$0.153M increase
Executive & Support Services	\$(0.076M) decrease • net salary benefits adjustment		\$(0.076M) decrease
TOTAL	\$0.0M	\$11.972M increase	\$11.972M increase

2012/13 Original Estimates to 2012/13 Restated:

- In order to maintain a balanced budget for 2012/13 MCFD has significantly realigned the budget to move surplus or uncommitted funding to areas of deficit and greater need. The table below compares the 2012/13 Estimates (tabled in February 2012) with the 2012/13 Restated as described in the 2013/14 Estimates (tabled in February 2013).
- A summary of the major changes is as follows:
 - Child Care Subsidy surplus to cost pressures in CIC's and ICM; balance held in Contingency for emerging cost pressures;
 - Additional funding to Success by 6® (which supports all children as they develop through the early years) from uncommitted family support in CYSN; and,
 - Adjustments related to realignment of programs from one service line to another in order to coincide with the key actions and strategic plan of MCFD.
- These adjustments will only be evident if a manual comparison is done between the Estimates Blue Book for February 2012 and the current Estimates Blue Book for February 2013.

Line of Service	Budget Realignment	Reason for Change
Early Years Services	\$(7.855)M decrease	<ul style="list-style-type: none"> • \$(9.140)M Child Care surplus moved to cost pressures • \$1.500M for Success by Six • \$(0.215)M structural budget change to overheads
Services for CYSN	\$(2.000)M decrease	<ul style="list-style-type: none"> • \$(1.500)M to fund Success by Six • \$(0.500)M structural budget change to overheads
CYMH Services	\$(0.664)M decrease	<ul style="list-style-type: none"> • realigned to other areas of greater need and structural budget change to overheads
Child Safety, Family, Youth, and CIC Services	\$1.546M increase	<ul style="list-style-type: none"> • \$3.000M from Child Care surplus for CIC pressures • \$(1.454)M realigned to other areas of greater need and structural budget change to overheads
Adoption Services	\$0.968M increase	<ul style="list-style-type: none"> • from Child Safety to address cost pressure
Youth Justice Services	\$(0.685)M decrease	<ul style="list-style-type: none"> • realigned to other areas of greater need and structural budget change to overheads
Service Delivery Support	\$5.269M increase	<ul style="list-style-type: none"> • \$4.089M from CC surplus to restore ICM budget to 12/13 base • \$1.754M other changes including structural budget realignment • \$(0.350)M realigned to other areas of greater need • \$(0.224)M to MARR for staffing transfer
Executive & Support Services	\$3.197M increase	<ul style="list-style-type: none"> • \$2.401M administrative and other savings held for emerging cost pressures • \$0.796M other changes mainly structural budget realignment
TOTAL	\$(0.224)M decrease	

30/60/90 Day Issue Notes

ISSUE NOTE

Issue:

Federal-Provincial Youth Justice Cost-Sharing

Background:

- Youth Justice Services provided by the Ministry of Children and Family Development (MCFD) are partially funded by Justice Canada through two ongoing funds/agreements:
 - the Youth Justice Services Funding Program (the “Main Agreement”), and
 - the Intensive Rehabilitative Custody and Supervision Program (the “IRCS Agreement”).
- Funding for both agreements is recovered directly to MCFD.
- Both agreements expired March 31, 2013.
- Effective 2013/2014, British Columbia can recover up to \$17,688,528 annually under the Main Agreement. This is a 20% reduction in federal funding compared to the past several years. For British Columbia this represents about \$4.45 million in reduced recoveries.
- Provincial/Territorial Ministers responsible for youth justice programs, including British Columbia’s former Minister of Children and Family Development, urged the federal Minister of Justice to reverse the decision to cut funding, but were not successful.
- Federal funding for the IRCS Agreement is unchanged. Recoveries under the IRCS Agreement vary from year to year, but have historically been under \$1 million.
- Despite the difficult circumstances, the Federal-Provincial/Territorial Working Group on Youth Justice Cost-Sharing and Programs successfully negotiated terms for new 5-year funding agreements.
- Offer letters for both agreements were forwarded to the MCFD by the federal Minister of Justice on May 3, 2013. The agreements will be effective retroactive to April 1, 2013.
- Signing the funding agreements will ensure stability and predictability of federal funding for youth justice services for the next 5 years, albeit at a substantially reduced level in comparison to previous agreements.

s.13

Decision required:

- **This is a 30 day issue.**

- s.13

Page 132 redacted for the following reason:

s.12, s.13, s.14

ISSUE NOTE

Issue:

Northern First Nation Child Welfare Governance Initiative.

Background:

- The Northern First Nation Chiefs & Child Welfare Leadership Caucus (NLC) has been meeting with Ministry of Children and Family Development Executive to work towards collective goals in Aboriginal Service Improvement.
- The NLC is comprised of the First Nation Chief's of the 54 First Nations in Northern British Columbia, as well as the executive directors of six Delegated Aboriginal Agencies.
- MCFD has a contract in place to support the initiative, and is held with an appointed host agency, Carrier Sekani Family Services.
- The next Northern First Nation Chiefs & Child Welfare Leadership Caucus is scheduled for June 25 & 26, 2013.
- An email invitation has been extended to the Deputy Minister's office to have the Minister, the Deputy Minister, and the Provincial Director of Child Welfare attend the Caucus meeting, and a formal letter of invitation may be forthcoming.

s.16

s.3

- Aboriginal Affairs and Northern Development Canada (AANDC) has also been invited, and as of the date of this note there has not been confirmation of attendance. Follow up is being completed this week by the Technical Working Committee.
- The Deputy Minister requested an internal scan/mapping of the child and family service line in relation to the 54 First Nations represented by the Caucus – this work is in process with an expected final DRAFT by June 12 for review by MCFD Executive.

s.16

Decision required:

- **This is a 30 day issue.**
- A decision is required by the Minister regarding attendance at the June 25 & 26, 2013 caucus meeting.

ISSUE NOTE

Issue:

Implement the Three-Year Provincial Plan to address Domestic Violence, inclusive of an Aboriginal strategy.

Background:

- The Provincial Office of Domestic Violence (PODV) was established in March 2012 by government in response to the findings in the Representative for Children and Youth's (RCY) 2012 report, *"Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now"*.
- On October 12, 2012 the *Taking Action on Domestic Violence in British Columbia* action plan was released which outlines the actions being taken in response to the findings and recommendations in the 2012 RCY report.
- In the action plan, PODV committed to developing a comprehensive three-year provincial plan to address domestic violence, inclusive of an Aboriginal strategy and specific approaches to address the unique needs of refugee and immigrant women and women with disabilities that would be ready for implementation in 2013.
- Consultation with government and community anti-violence professionals and partners is a critical step in the development of the plan.
- The consultation process, inclusive of two events and an on-line public questionnaire, began in November 2012 and will conclude prior to the implementation of the plan.
- The first consultation event was held on November 6, 2012. PODV hosted a one-day Information Exchange and Community Consultation Forum to obtain input into the three-year plan. More than 80 participants from across British Columbia representing 46 organizations attended the forum.
- The second event was held on January 21, 2013. Over 80 representatives from 65 community and government organizations attended the event with seven Cabinet Ministers. Representatives participated in a dialogue with the Cabinet Ministers on working together to end domestic violence and provided input into the three-year provincial plan.
- From January 21 - February 18, 2013 an on-line public consultation was announced to provide an opportunity for all British Columbians to provide input into the three-year provincial plan. Over 450 responses were received.
- Engagement and consultation with First Nations, Métis and Aboriginal communities and organizations informed the development of the Aboriginal specific strategy.
- The draft three-year plan requires further discussion with government and community partners prior to implementation.
- In addition, a cost-analysis is being undertaken so that there is a clear understanding of the needs, resources and potential gaps.

Decision required:

- **This is a 30 day issue.**
- A decision by government is required to implement the three-year provincial plan.

ISSUE NOTE

Issue:

Aboriginal Early Childhood Development \$5M Reinvestment Initiative

Background:

- Annually, since 2010/11, \$5M has been invested into Aboriginal Early Childhood Development Services to help address historical service and funding inequities. In addition to this \$5M in annual funding an additional \$1M of one-time-only funding was provided in 2010/11.
- The 2013/14 delivery of the Aboriginal Early Childhood Development Reinvestment Initiative (initiative) is currently stalled due to a longstanding dispute between two Aboriginal groups and the inability to proceed with the results of a Fall 2012 Request for Proposal (RFP) process.
- In 2010/11 the First Nations Early Childhood Development Council and the Aboriginal Early Years Advisory Circle agreed to a collaborative procurement process whereby Aboriginal people decided how the reinvestment resources were spent. A Steering Committee was formed and a contract was established with the BC Association of Aboriginal Friendship Centres. The contract was for a 3 year period expiring in March 2013.
- The shared goal of the Steering Committee was to support community capacity so effective, quality, and culturally appropriate early childhood development (ECD) services could be developed by members of the Aboriginal community and delivered to Aboriginal children, youth and families. The project recognized the unique ECD needs of First Nations, Urban Aboriginal and Métis children and families within one collaborative funding envelope.
- Steering Committee membership consisted of representatives from the First Nations ECD Council (Council) and the Aboriginal Early Years Advisory Circle (Circle) and seats were also allocated for Métis representation. The Council and the Circle had previously developed their own strategic plans for services delivered to their children, families and communities.
- At the end of March 2011, the Métis elected to leave the process and draft a stand-alone Métis Strategic Plan was developed with the Province.
- In the Fall of 2012/13 a Request for Proposal (RFP) process proceeded to identify a host agency to administer the reinvestment initiative for 2013/14. On January 15, 2013, the BC Aboriginal Child Care Society was notified that they were the successful proponent for the one year contract.

s.16, s.17

Decision required:

- **This is a 30 day issue.**

s.16, s.17

ISSUE NOTE

Issue:

Contracted Agencies Request for Additional Funding Due to Union Settlements

Background:

- The Community Social Services Employers' Association (CSSEA) and Health Employers' Association of BC (HEABC) have reached two-year agreements under the provincial government's cooperative gains mandate. The term of the proposed agreement is April 1, 2012 – March 31, 2014.
- CSSEA proposed a general wage increase of 3%, which consisted of an initial increase of 1.5% effective April 1, 2013 and a further 1.5% effective January 1, 2014. CSSEA also proposed a wage increase of 4% in two years – 2012/13 and 2013/14 for agencies delivering Aboriginal Services¹.
- CSSEA represents 206 member social service organizations, ranging in size from under 10 to more than 600 plus employees and collectively employing more than 15,000 staff.
- HEABC proposed a general wage increase of 3%, which consisted of an initial increase of 2%, is effective the first pay period following ratification of the agreement and a further 1% increase the first pay period after April 1, 2013.
- HEABC represents more than 260 publicly funded health care employers, as well as the province's six health authorities, covering more than 100,000 unionized health care employees.
- Currently the ministry has approximately 719 contracts with 120 CSSEA agencies, and approximately 235 contracts with 40 HEABC agencies.
- MCFD has contracts with unionized agencies belonging to CSSEA and HEABC as well as non-unionized agencies. The majority of MCFD's unionized contracted agencies are not-for-profit.
- Historically, wage increases for the unionized sector were applied to the non-union sector to support equality, recruitment and retention of staff. As a result, the non-unionized sector may seek to provide equivalent increases.

s.13

- Under the cooperative gains mandate, compensation increases must be made possible through productivity gains or through savings within existing ministry or agency budgets while maintaining service levels.

s.13

- The ministry is working with the Ministry of Social Development (MSD) which is the government lead for developing an overarching joint savings plan for the sector.
- Some of the key cooperative gains strategies are:

s.13

¹ This applies to the Delegated Aboriginal Agencies at MCFD

- In advance of the final plan for the joint strategy, the ministry is working closely with its contracted community agencies to address the anticipated cost pressures in the social services sector through the self-management strategy. Meetings are underway with sector representatives and MCFD to initiate the self-management strategies.
- The table below provides the estimated incremental cost pressures impacts in \$ millions for CSSEA/HEABC and non-union community agencies.

Compensation increase cost pressure impacts by fiscal year (\$ millions):

s.17

Decision required:

- **This is a 30 day issue.**
- No decision required; for information purposes only.
- Strategies must be completed to ensure agencies are able to fund legislated wage increases and sustain services through this fiscal year.

ISSUE NOTE

Issue:

RCMP fraud investigation regarding a Child Care Provider.

Background:

- An investigation was conducted by the RCMP regarding a child care service provider s.22 who submitted claims for three child care facilities that were no longer in operation.
- A Licensing Officer (LO) from the Vancouver Island Health Authority was contacted by the Courtney RCMP about the suspected fraud.
- On June 29, 2011, the LO contacted staff at the Child Care Subsidy Programs (CCSP) to alert the Ministry about the suspected fraud by s.22
- s.22 submitted claims to the Child Care Operating Funding Program (CCOF) and the Child Care Subsidy Programs (CCSP) for two facilities that have not been in operation since 2009.
- s.22 also submitted claimed for a third facility vastly overstating her enrolment.
- The RCMP concluded their investigation into the alleged fraud of the Child Care Operating Funding Program. Three counts of Fraud over \$5,000 were approved in December 2011 and the child care service provider s.22 was formally charged.
- The total fraud amount is \$357,811.50.
- This investigation did become public as a local news item.
- The Manager of the Verification and Audit Office (Provincial Services Division) is the liaison regarding the RCMP investigation.
- A trial date has been set for June 11 through June 21, 2013 in Courtenay BC.
- Two staff from VAO and two from CCOF are subpoenaed to testify.
- Legal Services has been informed.
- There has been a publication ban on the case.

Decision required:

- **This is a 30 day issue.**
- No decision is required; for information purposes only.

ISSUE NOTE

Issue:

Implementation of the Integrated Case Management (ICM) System in the Ministry of Children and Family Development (MCFD).

Background:

ICM Phase 2 Implementation

- ICM was implemented for over 4,000 staff (including Delegated Aboriginal Agency staff) in MCFD on April 2, 2012.
- Although some challenges were anticipated and steps were taken to address them as they arose, the extent of the issues – particularly relating to the child protection case management components of ICM – were significant. ICM is performing as expected for other transactional program areas such as the Child Care Subsidy and Autism Funding.
- To address these challenges, an action plan supported by access to up to \$12 million was announced in July 2012.
- Progress has been made against the action plan, specifically:
 - Since July 2012, more than 100 additional staff have been temporarily hired to ensure that front-line workers have the resources, training and support they need while they transition to the new system.
 - Significant enhancements to ICM were implemented in September 2012 to make the system more user-friendly and functional, including making it easier to produce reports, enter data and find information quickly.
 - Comprehensive training:
 - Regional Executive and team leaders completed training in September 2012.
 - Enhanced on-site training has been provided to child protection managers and team leaders in every region, and to more than 2,000 front-line child protection workers across B.C. As well, 75 staff members have been trained as dedicated ICM trainers.
 - The ICM user guide has been revised to be more user-friendly.
 - File reviews of all child protection cases initiated after April 1 2012 are underway.

s.3

Queenswood Report

- An external consultant (Queenswood Consulting Group) was hired to conduct an assessment of the current system as it relates to child protection practice.
- Their interim assessment report was received in early February 2013. This report has provided input into the development of the case management (including further improvements to the child protection) components of ICM.
- MCFD is building on last summer's action plan by taking further steps to respond to the recommendations outlined in this report. These steps have included changes to MCFD's project governance structure and more robust project management practices:
 - The MCFD ICM Project now reports directly to the Deputy Minister; and,

- An executive level project director has been put in place and an enhanced MCFD ICM Project Management Office, solely focused on the ICM project, has been established and will remain in place through the end of the project.

Phase 3 Implementation

- ICM Phase 3 was implemented on March 4, 2013, in MCFD and Social Development (MSD).
- For MCFD, Phase 3 focused on functionality to support Child Care Subsidy, Autism Funding, Medical Benefits programs and the implementation of the ICM Service Provider Portal.
- The Phase 3 implementation was successful, with minimal impact on staff.
- Phase 3 did not involve the child protection component of ICM.

s.12, s.13

s.13

Stakeholders

MCFD Stakeholders - General
BC Association of Social Workers
Chief Coroner of BC
Federation of Community Social Services of British Columbia (formerly known as Federation of Child and Family Services of BC)
First Call, BC Child and Youth Advocacy Coalition
Justice Institute of BC
Office of the Ombudsman
Office of the Representative for Children and Youth
Provincial Health Officer
School of Social Work, UBC

Early Years
BC Association of Family Resource Programs (FRP-BC)
BC Council for Families
BC Family Child Care Association
BC Healthy Child Development Alliance
Child Care Resource and Referral Programs (CCRRs)
Child Health BC
Coalition of Child Care Advocates of BC (CCCABC)
Early Childhood Education Articulation Committee
Early Childhood Educators of BC (ECEBC)
Early Years Community Developers Institute (Children First, BC)
ECD Evaluation Project
First Call, BC Child and Youth Advocacy Coalition
Human Early Learning Partnership UBC
Prevent Shaken Baby Syndrome BC (Period of Purple Crying) BC Children's Hospital
Provincial Child Care Council (PCCC)
Roots of Empathy (ROE)
School Age Child Care Assoc of BC
School of Child and Youth Care, University of Victoria, Investigating Quality in Early Childhood Education and Care Project
Seeds of Empathy (SOE)* *for aboriginal SOE programs, please see the "aboriginal Stakeholders"
Success By 6®
Vancouver Foundation
Westcoast Child Care Resource Centre

Services for Children & Youth with Special Needs
Autism Community Training
Autism Society of British Columbia
BC Association for Community Living
BC Association of Child Development and Intervention
BC Brain Injury Association
BC Centre for Ability
BC Coalition of People with Disabilities
BC Family Hearing Resource Society
BC Paediatric Occupational Therapy Council
BC Paraplegic Association
Bridges to the Future Program
Canuck Place Children's Hospice
Community Living BC
Deaf Children's Society of BC
Developmental Disabilities Association
Family Support Institute
FASD Connections (Fetal Alcohol Spectrum Disorder)
Office of the Provincial Paediatric Therapy Recruitment and Retention Coordinator
Paediatric Physiotherapy Association of British Columbia
PLEA
Provincial Speech-Language Pathology Council for Early Childhood Development
SelfAdvocateNet
Vela Microboard Association of BC
Western Human Resources. Representing informal association of private service providers.

Child and Youth Mental Health Services
Anxiety Disorders BC
BC Alliance for Mental Health and Addictions Information
Canadian Mental Health Association
Children's Health Policy Centre, SFU
Mood Disorders Association
Provincial Family Council
Schizophrenia Association
The FORCE Society for Kids Mental Health

Child Safety
Sources Community Resources Society
United Way of Lower Mainland

Family, Youth and Children in Care Services & Adoption Services
Family Youth and Children in Care:
BC Care Providers Association
BC Federation of Aboriginal Foster Parents
BC Federation of Foster Parents Association
BC Society of Transition Houses
Child and Family Clinic, Children's and Women's Health Centre of BC
Federation of BC Youth in Care Networks (FBCYINC)
Public Guardian & Trustee of BC
Youth in Care Network
Victoria Foundation
The John Howard Society of BC
Adoption Services:
Adoptive Families Association of BC
Choices Adoptions and Counselling Services
Family Services of Greater Vancouver
Sunrise Family Services Society
The Adoption Center

Domestic Violence
Ending Violence Association
Pivot Legal Society (Jane Doe Advocacy Group)
BC Society of Transition Houses
RCMP
<i>Kwantlen Polytechnic University</i>
Battered Women Support Services
First Nations Director's Forum
BC Women's Hospital
Bridges for Women
Nanaimo Men's Resource Centre

Aboriginal Stakeholders
Aboriginal Head Start Association of BC
Aboriginal Infant Development Programs of BC
Aboriginal Seeds of Empathy (A/SOE)
Aboriginal Success by 6®
Aboriginal Supported Child Development Coordinator
BC Aboriginal Child Care Society
BC Aboriginal Network on Disability (BCANDS)
BC Assembly of First Nations
BC Association of Aboriginal Friendship Centres
BC Federation of Aboriginal Foster Parents
Caring for First Nations Children's Society
First Nations Education Steering Committee
First Nations Health Council
First Nations Summit
Métis Commission for Child and Family Services
Métis Nation of BC
Native Courtworker Counselling Association of BC
Union of BC Indian Chiefs
United Native Nations
Delegated Aboriginal Agencies:
Ayas Men Men Child & Family Services (Squamish Nation)
Carrier Sekani Family Services
Denisiqi Services Society
Fraser Valley Aboriginal Children & Family Services Society formerly: Xyolhemeylh Child and Family Services Or Sto:Lo Nation
Gitx̱san Child & Family Services Society
Haida Child and Family Services Society
Heiltsuk Kaxla Child & Family Service Program
Interior Métis Child and Family Services
Island Métis Family and Community Services
Knucwentwecw Society
Ktunaxa/Kinbasket Child & Family Services Society
K'wak'w̱lat'si ('Namgis) Child and Family Services
Kwumut Lelum Child & Family Services
Laichwiltach Family Life Society (Many Nations Program)
Lalum'utul'smun'eem Child & Family Services
Métis Community Services Society of BC
Métis Family Services also known as:La Societe De Les Enfants Michif
Nenan Dane Zaa Deh! Zona Family Services Society

Nezul Be Hunuyeh Child & Family Services Society
Nil/Tu,O Child & Family Services Society
Nisga'a Child & Family Services (New Aiyansh)
NIha'7kapmx Child & Family Services Society
Northwest Inter-Nation Family and Community Services Society
Nuu-chah-nulth Tribal Council or Usma Family & Child Services
Office of Wet'suwet'en Society
Okanagan Nation Alliance
Scw'exmx Child & Family Services Society
Secwepemc Child & Family Services Agency URBAN Services
Surrounded by Cedar Child and Family Services
Vancouver Aboriginal Child & Family Services Society (VACFSS)

MCFD OPERATIONAL & STRATEGIC DIRECTIONAL PLAN

2013/14 UPDATE



March 2013



Ministry of
Children and Family
Development

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Mission

The Ministry of Children and Family Development (MCFD) supports healthy child and family development through its commitment to a collaborative professional practice delivered across a range of quality services that strive to maximize the potential of children and youth through achieving meaningful outcomes for children, youth and families related to their needs.

Vision

Reclaiming social work through strong service delivery, building core capabilities and effective management systems.

Values

The Ministry of Children and Family Development will deliver these services in a respectful, compassionate, strengths-based and culturally appropriate way and fully engage Aboriginal and non-Aboriginal children, youth and families in successfully meeting their development needs and goals.

Key Result Areas

Key Result Area 1: Consistently Provide Effective Helping Relationships /
Consistently Apply the Aboriginal Practice Framework

Key Result Area 2: Develop and Deliver Superior Service Capability Across Six Service Lines Through Well Designed and Managed Services Underpinned by a Client Centred Service Delivery System at Provincial, Regional and Local Community Levels

Key Result Area 3: Practical Evidence Informed Policies, Service Standards and Practice Guidelines Drive Service Design and Delivery Excellence

Key Result Area 4: Develop LEAN and Flowing Value Streams Across All Service Lines to Allow Clients to Receive Effective Services as Needed

Key Result Area 5: Deliver Excellent Human Resource, Information and Cost Management

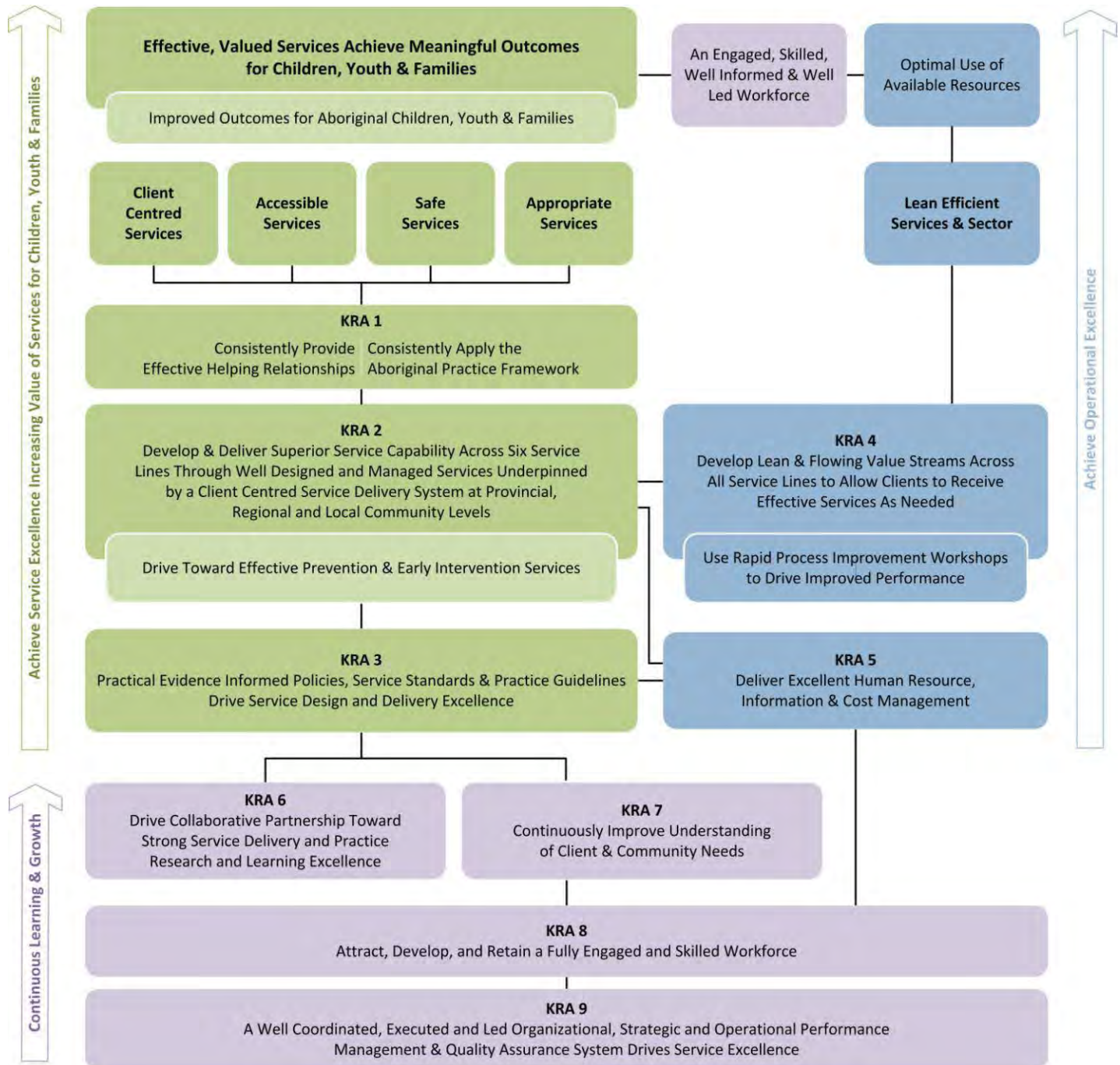
Key Result Area 6: Drive Collaborative Partnership Toward Strong Service Delivery and Practice Research and Learning Excellence

Key Result Area 7: Continuously Improve Understanding of Client and Community Needs

Key Result Area 8: Attract, Develop and Retain a Fully Engaged and Skilled Workforce

Key Result Area 9: A Well Coordinated, Executed and Led Organizational Strategic and Operational Performance Management and Quality Assurance System Drives Service Excellence

2013/14 MCFD Strategy Map



Outcomes

Outcomes for Aboriginal and non-Aboriginal children, youth and families are measured against five dimensions of quality: effectiveness linked to providing client-centred, accessible, safe, and appropriate services. Specific measures for Aboriginal Outcomes will be developed through consultation with Aboriginal stakeholders (First Nations, Métis, and Urban Aboriginal).

1. Effective Services

- Services address the presenting child, youth or family needs.
- In the context of providing help through a specific service line, the client's physical health needs, physical dwelling and financial circumstances, social and emotional well-being needs and developmental needs are reviewed and the client is actively supported in taking effective action to address these needs.
- Services are part of a geographical system or continuum of services at a community level that work together in addressing the needs of the children, youth and families being served.

2. Client-Centred Services

- The views of children, youth, and families are heard and fully considered as part of determining their service needs.
- Through active listening, empathy, respect and genuineness combined with professional competence, services are provided in the context of a meaningful helping relationship and case planning/management process that builds on the capacities, resources, developmental stage, world views and self-direction of the children, youth and families being served.

3. Accessible Services

- Services are delivered in a timely manner.
- Barriers to access (physical, geographic, linguistic, time of day/week) are addressed for children, youth and families eligible for services.

4. Safe Services

- Child safety or protection services provide a timely response and keep referred children and youth safe.
- Services are delivered in a safe manner with respect to physical, emotional, cultural appropriateness, and other aspects of safety.

5. Appropriate Services

- Based on evidence, services are neither over nor under supplied when addressing child, youth and family needs.

Section One: Overview

The *Ministry of Children and Family Development Operational and Strategic Directional Plan (OSDP) Update 2013/14* sets out the ministry's operational and strategic priorities for the coming year. This update builds from the direction outlined in the 2012/13 OSDP and the progress to date on the Key Actions set out in that plan. This plan remains anchored to a strong focus on improving outcomes for the more than 155,000 children, youth and families whose lives we touch, through incrementally improving and strengthening our own performance across our six service lines using the nine key result areas to drive out actions. A number of the Key Actions identified in the 2012/13 OSDP are carried forward in to this year's plan.

There are a number of improvements that we are making to this year's plan to make it simpler and more focused. Firstly, this update will clearly identify the major strategic areas of focus for the coming year linked to service lines as the key organizing principle but still informed by the key result areas. The area of strategic focus is where we are trying to make a significant shift in how we deliver services. This allows us to link together a number of Key Actions under specific service line initiatives and tells a more coherent and straightforward story of how we are trying to improve services for the children, youth and families we serve.

The second change focuses on identifying Key Actions to make incremental or continuous improvements to ministry operations across our five divisions: Service Delivery; Provincial Services; Legislation, Policy and Applied Practice Research and Learning; Aboriginal Services and Quality Assurance; and Finance and Corporate Services as well as the critically important work of the cross-ministry Provincial Office of Domestic Violence.

These Key Actions will be clearly linked to our efforts to achieve service excellence, continuous learning and growth, and operational excellence.



An additional issue arising from last year's plan is engagement and consultation. A number of groups provided feedback that points to the need for more fulsome engagement upfront that can inform the plan. This was especially true of the feedback from many parts of the Aboriginal community and leadership, who expressed concern that the plan did not adequately respect commitments to the key concepts of partnership and engagement in planning and decision making. To address this concern this OSDP update builds from the directions previously set out for 2013/14. Over the coming year we will focus on more fulsome engagement with stakeholders before adding further out-years to the plan. In this update, we outline the course we will follow over the coming year to engage children, youth and families, staff, and stakeholders in further developing the directional plan for out-years.

The above engagement process will be further informed by increasingly robust performance, outcomes and operational management information reports and the output from our applied practice research and learning Key Action.

As we continue to **move forward** on the actions set out in this directional plan, MCFD remains driven by a strong sense of accountability to the children, youth and families served. This accountability is underpinned by a strong commitment to partnership, collaboration and respectful working relationships. The actions described in this plan remain an invitation to become engaged - committing to improve and strengthen services to children, youth and families, and to being open to new ways of designing and delivering services.

Section Two: Operational and Strategic Progress and Context

The *strategy map* at the front of this document sets out an overall game plan for the ministry and is built on key result areas (KRAs) that are applied across MCFD's six service lines. The KRAs are linked in a cause-and-effect relationship, building from learning and growth through key internal processes to support child, youth and family outcomes. *For more information on the strategy map and our nine Key Result Areas, please refer to the 2012/13 OSDP.*

Before looking forward to the next phase of the MCFD's operational and strategic action, this section provides a quick summary of progress made over this past year. Looking across each of MCFD's nine Key Result Areas, we can see tangible progress – progress that we expect to improve outcomes for the children, youth and families we serve. We will formally report out in May 2013 on our performance for each of our Key Actions, providing a detailed summary of work completed and plans to complete any work that remains outstanding. Below is a preliminary assessment of progress to date across the nine Key Result Areas and how that progress will support us moving forward on the commitments we are making for 2013/14.

Key Result Area Performance

Outcomes and Operational Measures

MCFD has started to build a foundation of **performance and outcome data** that is beginning to guide both the strategic and operational decision making processes. The first *MCFD Operational Performance and Strategic Management Report* has been made available to staff and stakeholders. This report was the focus of significant effort throughout the first half of 2012/13 to begin to shape a suite of measures that reflect MCFD's definition of quality across all the services we deliver and support active, local, cost, human resource and operational decision making.

There is still significant work to be done to refine and build this performance management evidence base. A second report will be published in May covering the second half of 2012/13. This will remain a key area of focus in fiscal 2013/14. A particular focus will be on outcomes linked to the four areas of strategic focus: Early Years; Child and Youth Mental Health (CYMH); Family, Youth and Children in Care Services; and Aboriginal Service Improvements.

KRA 1: Helping Relationships

A framework for **helping relationships** has been selected by MCFD based on that used by the International Centre for Clinical Evidence. The framework, inclusive of policy and materials that support a common approach across the six service lines was approved early in 2013 and will be used to orient teams across MCFD before the end of the fiscal year. This work will set the foundation for efforts in 2013/14 to embed this approach across MCFD and contracted services. Specifically this will be a key deliverable across the four strategic areas of focus.

Moving forward, we have added applying an Aboriginal practice framework to our strategy map and Key Result Area.

KRA 2: Superior Service Delivery

In 2012/13, Key Actions across each of the six service lines began the process of incremental improvements to the services we deliver. Service **design work** to plan for significant shifts in our service delivery systems was undertaken for **Early Years; CYMH; and Family, Youth and Children in Care Services**. Several pieces of design work were also underway to improve the delivery of Adoption Services including: an education program; improved preparation tools for children and prospective adoptive parents; and work on improved adoption promotion and recruitment.

Progress was made in partnership with Aboriginal communities to re-profile existing **Indigenous Approaches** contracts to increase the effectiveness of community-based initiatives that support Aboriginal children and youth living in strong healthy families through strengthening their connection to their culture, language and traditions. No progress was made on incrementally increasing the budget in this area so that new monies could be accessed by First Nation or Métis organizations (on-reserve, off-reserve and urban) through a formal application and proposal process. Little to no progress is expected in this area over the coming year given the continuing tight fiscal funding environment at both the provincial and federal levels of government.

Changes to the delivery of **Youth Justice** services for girls were implemented with initial evaluation pending in fiscal year 2013/14.

In **Children and Youth with Special Needs (CYSN)**, the ministry implemented the recommendations from the Representative for Children and Youth (RCY) report *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen* and strengthened the

system of support for families of children and youth with special needs. A provincial analysis of CYSN caseload and access to CYSN services was completed and CYSN workers ensured that all children and youth identified as high priority were seen and plans put in place to ensure that their needs are met. Policies to improve collaboration between CYSN workers and child protection workers and standardized CYSN assessment and case management were implemented and are being reviewed and assessed as part of CYSN continuous improvement efforts. MCFD and the Ministry of Social Development established a process so that families with dependent CYSN at risk of losing their Income Assistance (IA) benefits would not have their file closed without their circumstances first being reviewed by a CYSN worker. Also within the CYSN area, implementation of the second phase of the Autism Outreach program is near completion and work is underway to define phase three of the program.

The **Provincial Office of Domestic Violence** was established in March 2012, and an action plan in response to the Representative for Children and Youth (RCY) report, *Honouring Kaitlynn, Max and Cordon: Make their Voices Heard Now* was completed with actions now underway. The development of a draft three-year plan, inclusive of an Aboriginal strategy, is underway and will be presented to the Minister in early June 2013.

KRA 3: Evidence Informed Policies, Service Standards and Practice Guidelines

The starting point for 2012/13 was **resetting the framework for policy development** with greater clarity on the use of legislation, policy, standards and practice guidelines as the basis for future review and development of MCFD policy.

A key area of focus in 2012/13 was the **finalizing and full introduction of child safety policy, standards and guidelines** to support the implementation of the Child Protection Response Model. Additional areas of focus arose from RCY reports and in particular the policy recommendations from the report *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen*, which were fully completed and are being actioned in the last quarter of the year. Some initial progress was made on linking/harmonizing mainstream and Aboriginal Operational and Practice Standards and Indicators (AOPSI). This work will carry forward into 2013/14.

A fulsome **review of evidence linked to early years policy and programs** was also conducted as the foundation for the implementation of the Early Years strategy set out in this plan.

KRA 4: Lean Improvements

2012/13 saw the introduction of **Lean process improvement methodology** both across government and within MCFD. An initial Lean event was held in the Verification and Audit unit of Child Care Operations. The Verification and Audit staff presented the results of their efforts and have launched the action plan to implement the process improvements identified through the event. A second Lean process got underway in January, focused on the provincial CYSN team. A third project in the Executive Operations area of Provincial office began planning on defining and improving processes.

The use of Lean processes will continue in 2013/14 through initiatives and training to further develop Lean awareness throughout the organization, and through the launch of Lean events in several other program areas. Lean will be embedded in a broader change management tool box to better improve MCFD's ability to more quickly respond to needed changes in practice or services for children, youth, and families. In the third quarter MCFD also focused on starting to use change management approaches developed by the *Institute for Healthcare Improvement* linked to structured collaboratives as part of its evidence-informed approach to repositioning family, child, and youth support, care and adoption services.

KRA 5: Excellent Human Resource, Information, and Cost Management

With respect to **human resource management**, in 2012/13 significant effort went into rethinking and implementing training to support the introduction of the Integrated Case Management (ICM) system and to thoughtfully manage the hiring restrictions implemented across government. Subsequent latitude was given, to ensure critical services were not compromised.

In addition, work was undertaken to better position MCFD's strategic human resource management capacity. Firstly, work is underway to get a better understanding of MCFD's productive capacity as the basis for improved human resource planning and service delivery design. Key to this work is an improved understanding of workload across MCFD teams as the basis for future workload modelling; team and job design; and the accommodation of the collaborative gains agreement. Secondly, work is underway to put in place a career-span approach to significantly improve MCFD's approach to recruitment, hiring, orientation, core training, and staff development systems. These pieces of work are a critical foundation to MCFD making significant progress in improving outcomes and services and will remain as a key area of focus throughout 2013/14.

Two other pieces of work were completed in 2012/13. The job descriptions and competency profiles for Assistant Deputy Ministers (ADMs), Executive Directors of Service, Community Service Managers, and Directors of Practice were developed. Individual accountability and learning plans will be complete before the end of the fiscal year. This is a foundation for improved management and leadership. Secondly, a clinical supervision model was selected and training is underway in the last quarter of the current fiscal year.

As noted earlier, the first **MCFD Operational Performance and Strategic Management Report** was made available to staff and stakeholders. This report was the focus of significant effort throughout the first half of 2012/13 to begin to shape a suite of measures that reflect MCFD's definition of quality across all the services we deliver, actively supporting local cost, HR and operational decision making.

The implementation of **ICM** for Child Protection Services proved to be significantly challenging, requiring both a more comprehensive approach to training staff and modifications to the product design as it related to case management for Child Safety Services. This required significant effort and time from both management and staff working in this service line. A review of the MCFD portion of this project and its interface with the vendor was completed and lessons learned are currently being applied before moving forward to the next phase of the project. While ICM is performing as expected for other program areas such as Child Care Subsidy and Autism Funding, further modifications to the product for Child Safety Services will be implemented in 2013/14 following a review of other jurisdictions, currently underway.

Cost management work focused on realigning MCFD's budget to the Service Delivery Areas (SDAs) and Local Service Areas (LSAs) linked to the six service lines, rather than at the more macro provincial and regional levels of reporting and management, with significant foundational building blocks completed. This work was complemented by beginning a process to provide an increasingly more detailed breakdown of contract expenditures linked to SDAs and LSAs to provide a better understanding of per capita and per unit expenditures as well as the distribution of service expenditures. A refreshed **contract procurement and management framework** is nearing completion. Incremental progress was made on refocusing indigenous contract funding to increasingly centre on service delivery. Little to no progress has been made to advance the implementation of a more effective funding approach for First Nations on-reserve services through Aboriginal Affairs and Northern Development Canada (AANDC).

The work in this key result area has been enabled through the realignment of corporate services into a single division focused on financial reporting, contract procurement and management, and cost management and special projects.

KRA 6: Partnerships for Practice Research and Learning Excellence

The key area of focus in the first year of this action was on establishing **a framework, a shared research agenda and a provincial learning network** as the platform for ongoing input to improve services. Additional work is underway to develop and implement an Applied Promising Practices (APP) approach to facilitate work on exploring service improvement.

KRA 7: Understanding of Client and Community Needs

Over the past year MCFD made steady progress in developing **demographic and community profiles for its SDAs** as the basis for informed planning and decision making. This will continue in the coming year. In addition, work was completed on a youth engagement tool kit. A tool kit for families and also community engagement will be developed in the coming year. The work on mapping First Nations and Aboriginal communities with SDAs and initial service mapping is well underway and will be completed by the end of the fiscal year.

The recently completed **youth engagement toolkit** will be a vital asset in ensuring that youth who are in care or receiving youth services will have their voices heard and input considered throughout this multi-year change process that is also linked to CYMH and Family, Child and Youth Support, Care and Adoption Services initiatives.

KRA 8: Fully Engaged Workforce

MCFD has started to introduce the **healthy workplace framework and strategy** referenced in last year's plan. This will continue as a Key Action in the coming fiscal year, building from the work started in 2012/13.

KRA 9: Well Coordinated and Led Organization

The key elements of the **annual planning cycle** are now in place. Project charters for all Key Actions were completed, and tracking and reporting of deliverables is underway.

The ministry has **realigned and streamlined its service management, policy, oversight and corporate support services** to improve overall efficiency and better support its operational and strategic agenda. The ministry is now organized around five divisions: Service Delivery; Provincial Services; Legislation, Policy, Applied Practice Research and

Learning; Aboriginal Services and Quality Assurance; and Finance and Corporate Services. In addition, the ministry hosts the cross-ministry Provincial Office of Domestic Violence.

In the Service Delivery Division, the Executive Directors of Service now report to the ADM for Services (supported by Executive leads for practice and management performance). The job descriptions and competency profiles for ADMs, Executive Directors of Service, Community Service Managers, and Directors of Practice were developed. Individual accountability and learning plans will be complete before the end of the fiscal year.

In Provincial Services, Child Care, Medical and Nursing services, Autism services, and Provincial Services for the Deaf and Hard of Hearing have been consolidated into a single division.

Legislation, Policy, Applied Practice Research and Learning, and Provincial Services have been aligned under a single ADM.

Oversight functions are being incrementally aligned under one ADM. The Office of the Director of Child Welfare has been incrementally strengthened throughout the year and will be further strengthened by the creation of a second Associate Provincial Director focused on guardianship and adoption services. The role of Provincial Director of Youth Justice will be incorporated in the new fiscal year. MCFD has also established an Aboriginal Service Improvement branch under the direction of the Director of Child Welfare to facilitate focus and coordination of this important area for partnership with First Nation, Aboriginal and Métis communities and services providers. Finally Quality Assurance functions have also been consolidated into a single branch with the reintroduction of formal audit functions as part of the Quality Assurance accountabilities. The Service Quality Reviews (SQR) manual is under development although the project is behind schedule and the first SQR's have been deferred to early 2013/14.

Corporate services are now being coordinated provincially while maintaining regional service delivery. This allows for increased focus on the key areas of finance, contract management, cost management, Information Management/Information Technology, and strategic human resource management.

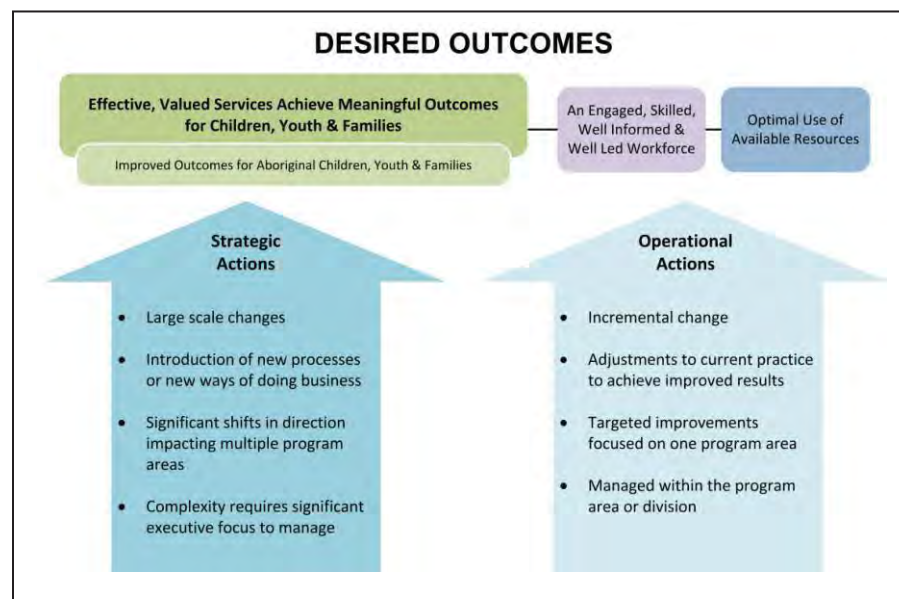


Section Three: MCFD Strategic and Operational Priorities for 2013/14

Strategic Versus Operational Actions

The 2012/13 – 2014/15 Operational and Strategic Directional Plan described 30 Key Actions across nine key result areas that MCFD would undertake over the life of the plan. These actions ranged from relatively small adjustments to current practice, to the establishment of core business and management processes, and to fundamental reviews and redesigns of service lines. This variability in scale and scope of actions and the sheer number of initiatives added a layer of complexity to managing and communicating our efforts to improve services for children, youth and families.

Moving forward, we are making a clearer distinction between strategic actions and operational improvements. Drawing a line between these two key aspects of organizational change will also result



in a delineation of focus and responsibility, with strategic actions remaining a priority for executive leadership and requiring a broader cross-ministry/sector effort, while operational improvements will focus on divisional or branch leadership and team effort. This does not change the reality that we must be successful at both aspects to achieve the outcomes we desire as an organization.

STRATEGIC ACTIONS 2013/14

Each of the four Strategic Actions set out in this document will be more fully described in a 'Blueprint for Action' document along with a detailed 'Project Charter' that provide additional details on how the projects will be implemented over the coming year, including how they will be managed, communicated and when we will deliver specific aspects of these broad change initiatives. These strategic action charters will be supported by detailed work planning, managed by the project teams and reported on quarterly.



EARLY YEARS STRATEGY

Strategic Key Action: Implement an integrated Early Childhood Development (ECD) and Child Care service delivery system across all Local Service Areas that provides access to parenting and service information for families with young children, more targeted evidence-informed prevention and early intervention services for higher risk children and their families, and more support for parents making choices about quality child care options.

Informed by current research into effective early year's interventions, and based on the key findings from recent engagement efforts, the BC Early Years Strategy creates a framework that takes a flexible and responsive approach to the changing needs of families. The strategy is guided by three goals:

- **Access** – Ensuring early years programs including child care are available for children who need them.
- **Quality** – Ensuring programs and services are high quality and evidence-based.
- **Affordability** – Enabling parent choice through strategic and sustainable financial supports.

Research shows that quality practical information, support and early interventions are the best ways to ensure children get the best possible start in life. Early experiences shape brain development and are a critical foundation for all future learning, behaviour and

health. Secure and stable social relationships with caring adults are critical to development. Helping children achieve their full potential by investing in their early years not only helps develop individuals that can fully contribute to society and the economy throughout their life-time, but also saves the cost of inevitably more expensive interventions later in life. Early Years programs and services benefit communities, society and the economy as a whole. Key strategies include:

- Improve coordination of Early Years services across Ministries through working closely with community networks and municipalities to facilitate improved integration, coordination, and a range of accessible quality programs and services while maintaining and, where necessary, developing a stronger focus on reaching out to higher-risk children and their families.
- Mapping and reviewing the current range of Early Years services.
- Developing an action plan to put in place an integrated system of early childhood services across the province that provides practical and quality information and support services to better meet the needs of busy parents through convenient opening times and services. The action plan will build on the existing community networks, re-profile and improve linkages between expenditures where required to better meet the needs of children and families and be informed through ongoing public engagement and focus groups. A 2013 fall forum is planned to obtain stakeholder feedback and suggestions. Implementation of the action plan will begin late 2013/14.
- Implementing a network of early year's development centres that will provide up-to-date information and core services to parents, including advice, assessment and referral services that will then be linked to a system of early childhood development and child care services across the community and ministries.
- Incrementally linking in a range of MCFD family support services, child and youth mental health services and services to parents of children with special needs to create one-stop convenient access to a range of practical advice, supports and services.
- Focusing on continually improving the quality of early years services, including child care. Building from consultation with families and service providers and the

reprofiling and linking of the existing service structure into a more seamless, accessible and convenient system, additional strategies will be incrementally implemented over the next three years to make better information about child care spaces readily available to parents. We will work with the sector to further improve Early Childhood Educator and out-of-school care provider training, support richer child experiences in the many types of child care and further develop the range of early years services.

Major Deliverables:

1. Creation and implementation of a cross-ministry approach to better coordinate services, programs and early years decision making across ministries.
2. Mapping and reviewing the current range of early years services as the basis for a three-year action plan/blueprint for key early years services.
3. Implementation of a provincially branded network of early years development centres across Local Service Areas linked to a network of early childhood development and child care services.
4. Introduction of a provincial child care registry and waitlist service to better support parents seeking access to child care.

INTEGRATED COMMUNITY-BASED SERVICE SYSTEM STRATEGY FOR FAMILY, YOUTH, CHILDREN IN CARE AND ADOPTION SERVICES – COMMUNITIES OF CARING

Strategic Key Action: Work with partners across the sector (MCFD staff, Delegated Aboriginal Agencies, Aboriginal and mainstream community social service agencies, foster parents and caregivers, children and youth in care) to implement an integrated community-based service system for family, youth and children in care and awaiting adoption, building from the analysis and acting on the recommendations of the Residential Review project.

Since receiving the recommendations of the Residential Review project in summer 2012, MCFD has clarified and expanded its action plan as set out in the **Blueprint for Action**.

The objective for 2013/14 is to commence implementation of the direction set out in the Blueprint for Action across all 47 Local Service Areas. This strategy will require a meaningful partnership with Delegated Aboriginal Agencies and First Nation and Métis Communities if it is to be successful. As part of this strategy MCFD will continue to focus on working with Aboriginal communities to increase effective community-based initiatives that support Aboriginal children and youth living in strong healthy families. It also assumes

active engagement with professional staff across MCFD, DAAs, and community social service agencies.

The strategy envisions an integrated community service structure built around a multi-disciplinary core team of family service, guardianship, resource support, adoption workers, and mental health clinicians linked to treatment, regular foster care/caregiver teams and a continuum of group care services to better meet the needs of children and youth with complex behavioural and/or development needs. Youth and post-majority support teams will provide support for youth agreements, probation and young offender services, and post-majority support services.

Going forward MCFD's partnership work with the Union of British Columbia Municipalities – focused on collaboratively strengthening community-based and individual family-based efforts to help families dealing with poverty – will be expanded and built into the core work of family services.

The teams identified above will be linked to early years services and community child and youth mental health services within MCFD and to community and ministry partners (such as schools, health care, social development/Community Living British Columbia). The goal is to create a more closely interwoven suite of services that address the needs of children, youth and families.

It is critical that improved practice linked to improved outcomes and quality of services remains front and centre as the driver of this project. This is not about whole-scale restructuring, but about restructuring where it improves practice and better meets the needs of children, youth and families.

The major deliverables will be supported by any required changes to policy, standards and guidelines; training; improved human resource management practices; and reprofiled budgets and contracts.

Implementation will begin in April 2013 starting with 13 Local Service Areas and then expanding out to include the remaining 34 Local Service Areas, in October 2013. Early focus will be on introducing the new helping relationship practice and Aboriginal practice frameworks and achieving 100% compliance in using quality plans of care for all children with Continuing Care Orders.

Redesign of services will begin in April 2013 in 13 Local Service Areas with a priority being first to link foster care/caregivers into family care provider hub teams and increase training and support through the gradual realignment and development of support teams. There will be a gradual reprofiling of MCFD services and renegotiation of contract content in line with recommended directions.

The first actions to improve post-majority support services will begin in April 2013.

Work on redesigning a continuum of group care will begin immediately.

Major Deliverables:

1. Improved helping relationships, services and outcomes for families at the Local Service Area (LSA) level focused on better addressing identified high frequency needs and issues of families seeking or referred for services: parenting; mental health; trauma; addictions; domestic violence; and poverty.
2. Improved support for extended families and significant others providing kinship care.
3. Improved culturally appropriate care and services for children and youth in care built on clear developmentally and evidence-informed standards of care, stability and permanency, and improved treatment and support services:
 - Ensure the rights of children and youth in care are promoted and met; that children and youth have their developmental needs met built on quality plans of care.
 - Implement integrated team structures at the community level, including ministry and/or DAA teams, community social service agencies and foster care/caregivers, focused on providing effective helping relationships, quality care, stability and meeting the developmental needs of children and youth in their care. Link these multidisciplinary core teams with a spoke structure of family care provider teams that include: foster care/caregivers; extended



families/kinship care; families requiring longer-term support with increased clinical and practice supports and oversight; and adoptive families.

- Strengthen focus on adoption and other permanency planning for children and youth in care.
 - Design and implement a continuum of quality group care services with increased clinical expertise and oversight to better support children and youth with complex behavioural and/or developmental needs. Implement a trauma-informed practice, beginning April 2014.
4. Strengthen youth and probationary service supports.
 5. Expand post-majority services and supports in collaboration with other ministries, non-governmental organizations, educational institutions, and the private sector to better support young adults transitioning from care or youth agreements, up to age 24.

STRENGTHEN MENTAL HEALTH SERVICES FOR CHILDREN AND YOUTH

Strategic Key Action: In collaboration with families, Aboriginal partners (First Nations, Métis, Urban Aboriginal), MCFD mental health staff, service partners and key stakeholder groups, develop and undertake a two-year action plan to strengthen child and youth mental health services. The action plan will be aimed at better meeting service demand and will link to achieving measurable outcomes for children and their families. The focus will be on delivering quality local service systems built on clear policy, standards and practice guidelines, underpinned by Lean process design principles, effective contract and cost management, and adaptable to the needs of local families and communities. Key strategies of the action plan will be:

- Improving access to quality services through increased effective and efficient service delivery across Local Service Areas (LSAs).
- Strengthening the continuum of mental health services and supports at a provincial level.
- Strengthening mental health promotion, risk reduction initiatives, and earlier intervention support for children, youth and their families, including online information and access to group support.

- Reviewing and improving the ministry's approach to Aboriginal Child and Youth Mental Health Services, including but not limited to the role of culture and identity in overall mental health and wellness.
- Reviewing existing treatment modalities to confirm that they are evidence informed and effective, and, establish a menu of service approaches and treatment modalities that should be available to address major presenting illnesses and conditions.
- Exploring and supporting opportunities for the use of technology, including how to provide services to rural and remote locations.

The immediate starting point for action will be to improve key service issues across the CYMH teams in the 47 LSAs. **The system improvement strategy** will start with treatment of presenting mental health issues and move incrementally toward prevention. Across the CYMH teams in the 47 LSAs (based on Metro, Urban, Rural/Remote practice realities), the ministry will:

- Establish a menu of service approaches and treatment modalities that should be available to address major presenting illnesses and conditions.
- Map the existing available services across the ministry teams to the required menu of services.
- Undertake team specific recruitment, training and development plans
- Focus on job and team functioning, design and practice.

The more fulsome action plan will be developed through increased consultation and dialogue to shape priorities and next steps toward a detailed project implementation plan by the fall of 2013.

Major Deliverables:

1. Improving access and waitlist management for services.
2. Improving active navigation and support to families waiting for service.
3. Improving transitions through effective protocols between community mental health services and hospitals.
4. Improving transitions through effective protocols between youth and adult services.

5. Clarifying and repositioning the role of the Maples Adolescent Treatment Centre and Youth Forensic Psychiatric Services linked to community mental health services and the redesign of group care services.
6. Establishing a menu of service approaches and treatment modalities that should be available to address major presenting illnesses and conditions; mapping availability to the menu across teams; undertaking team specific recruitment, training and development plans; focusing on job and team functioning design and practice.
7. Developing a two-year action plan based on priorities and next steps from a fulsome community engagement and consultation process.

ABORIGINAL SERVICE IMPROVEMENTS

Strategic Key Action: Partner with Aboriginal communities to develop and deliver effective, valued services that achieve meaningful outcomes for Aboriginal children, youth and families across the six service lines.

MCFD is committed to working with Aboriginal communities and service providers to support their efforts to strengthen their capacity to care for and protect their children, youth, and families. A foundation to this commitment is the need for MCFD to become a culturally competent organization in its governance, culture, decision making, service delivery, human resource practices, community relations and communications.

MCFD will work with Aboriginal community leadership to develop and implement effective local protocol agreements and establish healthy partnership forums to support taking effective action on improving services and outcomes for Aboriginal children, youth and families.

MCFD will continue to partner with Aboriginal communities to develop and deliver quality, culturally appropriate services for Aboriginal children, youth and families informed by culturally appropriate policies, standards and guidelines.

Major Deliverables:

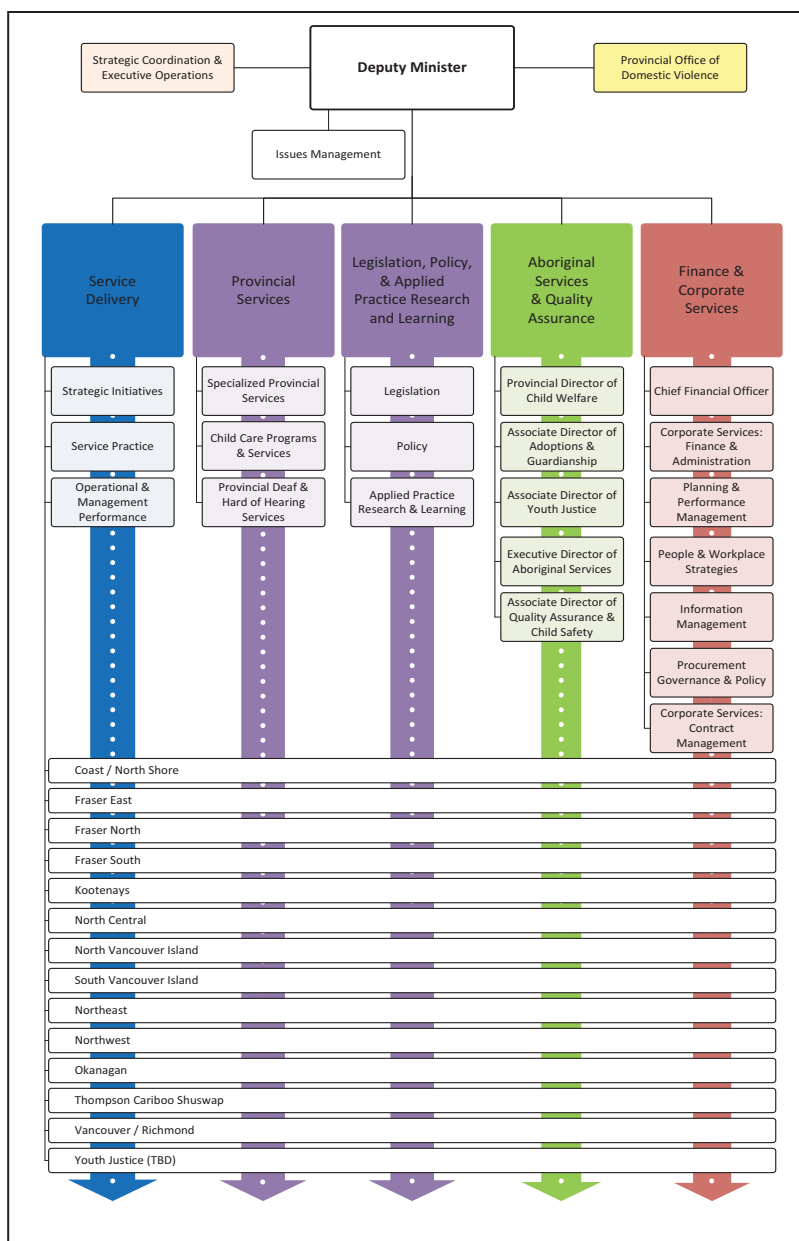
1. Develop and implement an Aboriginal Practice Framework in consultation with First Nation Métis and Urban Aboriginal community members including elders, youth and service providers. The Aboriginal Practice Framework will incorporate the redesigned Aboriginal Operational and Practice Standards and Indicators (AOPSI)

to guide Delegated Aboriginal Agency and MCFD staff and service providers in their practice. The goal is to ensure, in partnership with Aboriginal communities, the delivery of effective, culturally appropriate services to Aboriginal children, youth and families. Focus in 2013/14 will be on child safety and family, youth, children in care, and adoption services; expanding in 2014/15 to include early years; youth justice; services for children and youth with special needs; and child and youth mental health services.

2. Create a series of formal structures for partnership and shared work plans with Aboriginal communities, Delegated Aboriginal Agencies, and Aboriginal community social service agencies to better serve Aboriginal children, youth, and families.
3. Implement a training program for ministry employees, foster care/caregivers, and community social service agencies contracting with MCFD, who provide services to Aboriginal children, youth, and families, built on basic knowledge and core competencies; specific cultural and experiential knowledge and linkages with local First Nation and Métis communities; and mentorship by Aboriginal elders and community leaders.
4. Map and analyze access to the six MCFD service lines for on-reserve First Nations across the province.
5. Actively work with Aboriginal community stakeholders to promote culturally appropriate permanency planning and culturally appropriate adoption of Aboriginal children in care.
6. Complete redesign of Provincial Office Aboriginal Services Branch to ensure Delegated Aboriginal Agencies are supported in the delivery of child safety services, child in care services and residential services compliant to standards.
7. Move towards standardization on contracts and funding levels to support transfer and ongoing payments to Delegated Aboriginal Agencies for Provincial billable children in care.
8. Work with community partners to clarify outcomes and measures of success for Aboriginal Children, Youth and Families.

DIVISIONAL OPERATIONAL KEY ACTIONS 2013/14

The operational focus of the 2013/14 OSDP is on identifying Key Actions to make incremental or continuous improvements to ministry operations across our five ministry divisions: Service Delivery; Provincial Services; Legislation, Policy, Applied Practice Research and Learning; Aboriginal Services and Quality Assurance; and Finance and



Corporate Services as well as the critically important work of the cross-ministry Provincial Office of Domestic Violence. The work of the divisions is supported and in some cases coordinated through the Strategic Coordination and Executive Operations branch.

In 2013/14 a decision will be made regarding divisional responsibility for the Maples and all Youth Justice Services including the youth custody centres and youth forensic psychiatric services and in 2014 community based early year's services.

MCFD's organizational structure is visually described in the adjacent diagram.

The accountabilities and focus of these divisions are linked to our efforts to achieve service excellence, continuous learning and growth, and operational excellence.

OFFICE OF THE DEPUTY MINISTER

The Office of the Deputy Minister leads and coordinates the work of all areas of the ministry. The Office provides leadership to ensure timely decision-making, effective service delivery and positive relationships between the ministry and the executive offices of government, and between the ministry divisions, Provincial Office and across Service Delivery Areas.

The Office is responsible for articulating government's goals, commitments and priorities to the ministry, and works with ministry program areas in support of achieving these goals.

STRATEGIC COORDINATION AND EXECUTIVE OPERATIONS BRANCH

The Strategic Coordination and Executive Operations branch is accountable for ensuring the effective management of executive operations and leading the ministry's strategic and business planning and engagement activities.

To enact this role, the branch provides a number of functions for the ministry. These functions are organized into the following two business areas: Executive Operations and Strategic Planning, Reporting and Engagement.

The Executive Operations unit supports the ministry through the day-to-day management and coordination of corporate issues arising within the Provincial Office and across the Service Delivery Areas, as well as, through the management of key coordinating bodies including the Planning and Priorities Committee, Ministry Executive Committee and the Ministry Senior Executive Council. The branch is also accountable for managing work and information flows between MCFD and central government and between MCFD and the Minister's office.

The Strategic Planning, Reporting and Engagement Unit facilitates and coordinates key planning activities across the ministry. This unit defines, designs and leads the development, implementation and coordination of the ministry's operational and strategic directional planning and reporting cycle(s), ensures planning activities are aligned to mandated government planning processes and that the *MCFD Service Plan, Operational and Strategic Directional Plan*, and *Annual Service Plan Report* are supported by clear accountabilities, timely monthly and quarterly reporting and performance management expectations. Additionally, this unit facilitates and coordinates consultation, communication and engagement in the ministry's direction with staff, caregivers, services providers and other community partners from across the six service lines through a comprehensive stakeholder engagement strategy and framework.

KEY ACTION: *Planning Guide and Framework* – Develop a comprehensive planning guide and framework that articulates the ministry’s strategic and operational planning process. Implement a shift in ministry planning towards the explicit calendar and process articulated in the planning guide (multi-year improvement is required). Expand the suite of tools and templates in place to support planning and engagement and ensure that they are accessible to MCFD staff.

KEY ACTION: *Accountability Reporting* – Strengthen accountability reporting processes to develop a culture of performance and results. Analyze current process and engage with stakeholders to ensure that processes are clearly defined and that reports meet operational requirements.

KEY ACTION: *Staff and Stakeholder Engagement Strategy* – Proactively improve the engagement of and communication with staff and stakeholders. Develop an overall comprehensive corporate communication and engagement strategy to ensure MCFD strategic direction, expectations and priorities are communicated in an organized, consistent and transparent manner.

Change Management and Process Improvement Team

Working in partnership with the Strategic Coordination and Executive Operations Branch, the Change Management and Process Improvement Team is responsible for developing and implementing an MCFD change management framework and supporting strategic Key Actions to successfully implement system level change initiatives. This team also guides and supports MCFD’s efforts to Lean service processes, as well as, ensuring newly developed service systems and structures incorporate Lean principles in to their design.

KEY ACTION: *MCFD Change Management Framework* – Building from proven approaches to manage change develop and implement a MCFD specific change management framework to support a consistent approach to change management across all MCFD change initiatives.

KEY ACTION: *Lean Process Improvements* – Complete Lean events in support of strategic change agenda and continue to support and implement government wide Lean initiatives.

PROVINCIAL OFFICE OF DOMESTIC VIOLENCE

The Provincial Office of Domestic Violence (PODV) was established in March 2012 as the permanent lead for the BC Government, responsible for coordinating and strengthening services for children, women, men and families affected by domestic violence. PODV is situated in the Ministry of Children and Family Development and under the leadership of the office all ministries work together, in collaboration with community partners, Aboriginal organizations and communities, to improve the coordination and effectiveness of the system of supports that address domestic violence.

The office is accountable for ensuring all provincial policies, programs and services regarding domestic violence are effective and delivered in a coordinated manner across government. Another key responsibility of the office is monitoring, evaluating and regularly reporting on the efficacy of domestic violence policies, programs and services across government.

PODV led the development of the *Taking Action on Domestic Violence in British Columbia* action plan, in response to the 2012 report from the Representative for Children and Youth, *Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now*. This plan sets the course toward a coordinated approach to addressing domestic violence across the child and family serving systems in BC. The office will monitor, evaluate and report on the implementation of this plan.

In collaboration with community and government partners, a comprehensive three-year provincial plan to address domestic violence is being developed with implementation planned for 2013. This plan will be inclusive of an Aboriginal strategy and specific approaches to support immigrant and refugee women and women with disabilities.

Community consultation processes took place between November 2012 and March 2013 and will inform the development of the three-year plan. Over the fall of 2012, PODV conducted a thorough review and analyzed the full continuum of domestic violence policies, services and programs to identify the strengths and gaps in the system. This analysis will further inform the three-year plan.

KEY ACTION: Implement “Taking Action on Domestic Violence in BC” action plan – Provide ongoing leadership and accountability for the implementation of the action plan, *Taking Action on Domestic Violence in BC*, to continually improve and strengthen the effectiveness of domestic violence policies, programs and services.

KEY ACTION: *Three Year Provincial Plan to address domestic violence* – Develop and implement a three year provincial plan to continually improve and strengthen the effectiveness of domestic violence policies, programs and services.

KEY ACTION: *Domestic Violence Evaluation Framework* – Develop an evaluation framework to report out on the effectiveness of the services and supports for children, women, men and families affected by domestic violence.

SERVICE DELIVERY DIVISION

The Service Delivery Division was formally established in 2012 to bring together the 13 Service Delivery Areas and their Executive Directors of Service under a single ADM accountable for the practice and management of services across the province. This division is responsible for the delivery of community CYSN services; community CYMH services; Child Safety services; Family, Youth, Children in Care and Adoption services; and community youth justice services. The division is comprised of three branches: Service Practice, Operational and Management Performance, and Strategic Initiatives.

The Service Practice Branch is led by a provincial Senior Executive Director of Practice who provides leadership on service excellence focused on social service practice across the six service lines and implementing any changes to practice across the Service Delivery Areas through Directors of Practice and their teams of Practice Consultants across the Service Delivery Areas. The Senior Executive Director of Practice is supported by four Senior Service Managers with respective expertise in CYSN services, CYMH services, Child Safety services, and Family, Youth, Guardianship and Adoption services.

The Operational and Management Performance Branch is led by an Acting ADM (Senior Executive Director) who provides leadership on ensuring that continuous learning and growth and operational excellence are embedded in the Service Delivery Areas and their component Local Service Areas. The branch is supported by the Planning and Performance Management Branch, Modelling, Analysis and Information Management Branch and will access support from the change management and service delivery improvement team that uses a number of tools (including Lean) to drive continuous improvement.

The Strategic Initiatives Branch is led by two Acting ADMs (Senior Executive Directors) who lead the strategic change management projects set out earlier in this OSDP.

The day-to-day practice, human resource and operational management of the 13 Service Delivery Areas are the accountability of the 13 Executive Directors of Service, supported by Community Services Managers who manage the 47 Local Service Areas, supported by Team Leaders. In addition, in a number of areas Child, Family and Community Service Act (CFCSA) services have been delegated through to Delegated Aboriginal Agencies that work in partnership with the MCFD Executive Directors of Service in meeting the needs of children, youth and families through the CFCSA.

Service delivery is through MCFD professional and support staff, DAA professional and support staff, community social service agencies, and foster care/caregivers.

The Service Delivery Division is accountable for pursuing continuous improvement across service delivery, human resource management, and operational processes and systems as well as implementing key provincial strategic initiatives.

KEY ACTION: *Management Accountability, Performance Management and Development* –

Fully implement the new divisional structure based on the job descriptions and competency profiles for ADMs, Executive Directors of Service, Community Service Managers, and Directors of Practice. Implement and track performance against the individual accountability and learning plans.

KEY ACTION: *Establish/Strengthen DAA/MCFD Planning Committees* – Working Committees will be established in any Service Delivery Area(s) where a DAA is operational to support full collaboration and accountability to provide seamless services for Aboriginal children, youth and families receiving services under the CFCSA.

KEY ACTION: *Engage Children, Youth and Families* – Work with the Strategic Coordination and Executive Operations branch to ensure the voices of children, youth, families and practitioners are meaningfully incorporated into the strategic direction refresh occurring during 2013/14. Support strategic actions through focused engagement plans that ensure children, youth and families are consulted on the implementation of service changes.

SERVICE PRACTICE BRANCH

KEY ACTION: *Helping Relationship Practice* – Building on the four common elements of the helping relationship, provide services and case management practice and process that includes:

- Working with the strengths and resources of the clients;
- Developing a therapeutic relationship built on empathy, respect, genuineness and partnerships with the clients;
- Competently using evidence informed practice; and
- Facilitating hope and a positive expectation for change.

Embed helping relationship practice across all direct service teams in provincial programs and Service Delivery Areas, Delegated Aboriginal Agencies, and contracted community social service agencies.

KEY ACTION: *Clinical Supervision* – Implement, monitor and evaluate formal practice supervision for front-line staff across the sector, including comprehensive training for supervisors on providing clinical supervision with a strong emphasis on supporting and mentoring child welfare staff on critical thinking, decision-making and caseload management.

KEY ACTION: *Child Safety Services* – Embed into practice and evaluate the Child Protection Response Model through clinical supervision, staff focus group consultations in each SDA and consultations with established practice reference groups, including continued work with the Children’s Research Centre on the vulnerability assessment and protective factors.

KEY ACTION: *Child Safety* – Achieve a 90% compliance on critical measures identified in the Child Safety Audit in each SDA audited in 2013/2014. These SDAs will be supported to focus on Child Safety through an emphasis on active practice management and clinical supervision by CSMs and Team Leaders supported by the Service Practice branch. All SDAs will be accountable for implementing Child Safety Practice improvements as defined by the critical measures.

KEY ACTION: *Phase 2 ICM* – Complete the remediation plan for Child Safety Services through implementation of ICM design enhancements tailored specifically to address the unique case management requirements of Child Safety.

KEY ACTION: *Community Poverty Strategy* – Linked to the strategic initiative on *Integrated Community-Based Service System Strategy for Family, Youth, Children in Care and Adoption Services*, embed the community collaboration initiative and the focused individual family work for families struggling with poverty in to family service accountabilities across the 47 LSAs.

KEY ACTION: *Care Plans* – The refreshed template for care plans will be implemented across all Local Service Areas for **children in continuing custody and also children with special needs agreements**. On September 30th, 2013 and March 31st, 2014 there will be 100% compliance of quality care plans, built on meaningful participation of the children and youth in their planning and meaningful input from their caregivers focused on achieving permanence, respecting the rights of children, and addressing developmental needs.

KEY ACTION: *Youth Justice Improvements* – Complete evaluation of the 2012 action to:

- (1) improve gender-specific and gender-sensitive services for female young offenders with close attention to appropriate transportation, programming and linkages to family;
- (2) improve programming and services for Aboriginal youth involved in Youth Justice services to better connect with their culture and community; and
- (3) enhance programs and services to engage and involve families of youth involved with Youth Justice services. Throughout the implementation process, engage youth and their families in providing feedback. Make recommendations of any changes or improvements to this direction.

OPERATIONAL AND MANAGEMENT PERFORMANCE BRANCH

KEY ACTION: *Job and Team Design, Workload Analysis and Action* – Over the course of fiscal year 2013/14, complete a job and team design analysis, along with a workload analysis of all Child Safety, CYSN, CYMH and multidisciplinary core hub teams (including Family, Guardianship, Resource and Adoption, and Youth and Probation teams) across the province. This will include specialized and multi-functional teams.

Establish and implement standard job and team designs, workload levels, variance tolerance, and practical backfill and recruitment strategies with support from the People and Workplace Strategies branch. The work will be completed with input and consultation with the BC Government and Service Employees' Union (BCGEU) and the BC Association of Social Workers.

KEY ACTION: *Service Delivery/Local Service Area Performance Reporting and Management* – In collaboration with the Planning and Performance Management Branch and the Modelling, Analysis and Information Management Branch, implement monthly and quarterly reporting on key performance indicators across the six service lines as part of the Management Accountability, Performance Management and Development key action.

PROVINCIAL SERVICES DIVISION

The Provincial Services Division was formally established in 2012 to optimize the operational management and delivery of specialized programs provided across the province. Through Specialized Provincial Services, support, services and financial assistance are provided by the Autism Funding Unit, At Home Medical Benefits, Nursing Support Services and the Provincial Deaf and Hard of Hearing Service.

Quality supports for child care are provided to families and service providers through Child Care Subsidy, Child Care Operating and Capital Funding, Verification and Audit, licensure of Early Childhood Educators and Assistants through the Early Childhood Educator Registry, and the provincial governance of the Child Care Resource and Referral Program.

KEY ACTION: *Consolidation of Transactional Programs* – Review and develop a business case on appropriate areas for consolidating Transactional Programs, focusing on:

- Re-alignment of leadership structure
- Co-location of staff to improve service delivery and maintain processing timelines
- Cross-training and redeploying staff to optimize client response times
- Focus on maximizing new technologies – ICM Phase 2 & 3, new Fluid Survey
- Centralized budget oversight and management
- Streamlining business processes through continuous improvement projects
- Aligning and expanding quality assurance/audit functions

KEY ACTION: *ICM Service Provider Portal* – Implement the ICM Phase 3 Service Provider Portal within the transactional program areas of Child Care Subsidy, Autism Funding Unit and At-Home Medical Benefits.

KEY ACTION: *Provincial Services Lean Initiatives* – Complete implementation of Lean outcomes within Verification and Audit and the Autism Funding Unit. Initiate Lean process improvement methodology within Child Care Subsidy, Child Care Operating Funding and the Early Childhood Educator Registry.

LEGISLATION, POLICY, APPLIED PRACTICE RESEARCH AND LEARNING DIVISION

The Legislation, Policy, Applied Practice Research and Learning Division is divided into three branches. The Legislation, Litigation and Appeals Branch is a shared resource with the Ministry of Social Development, managing ministry-related litigation and providing legislation services. The Policy Branch is accountable for broad policy development, the development of standards, and the development of practice guidelines. Both legislation and policy is informed by work of the Applied Practice Research and Learning Branch whose work is facilitated by an evolving partnership between MCFD, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community that is developing a shared knowledge management, translation, and research and learning agenda for the six service lines. This work will also inform the content and focus of the core training and development agenda of the Strategic Human Resource Branch.

LEGISLATION, LITIGATION AND APPEALS BRANCH (*shared resource with MSD*)

KEY ACTION: *Legislation Plan* – Over the next year, prepare a Legislation Plan for review and consultation on the *Child, Family and Community Service Act (CFCSA)* and *Adoption Act* with a view to refresh or replace these two highly complex and vital acts within five years.

KEY ACTION: *Manage Legal Opinions* – To efficiently and effectively manage requests for MCFD legal opinions by revising and streamlining existing processes.

KEY ACTION: *Review the provision of Legal Services* – In partnership with MCFD Contract Counsel, the Legal Services Branch (JAG) and the Legal Services Society, review and make recommendations regarding the provision of legal services to MCFD and to families within the BC legal system.

KEY ACTION: *CFCSA Orientation* – Complete development of online orientation for the CFCSA.

POLICY BRANCH

KEY ACTION: *Policy Development Process* – Apply Lean to the policy development process.

KEY ACTION: *Policy Development and Review* – Incrementally review, revise and develop policy across the six service lines and implement a three-year cycle for review. This will include policy alignment with and support for the four strategic Key Actions. As policy is developed, consolidated and revised, associated standards, procedures, and practice guidelines will be simplified and streamlined. There will be an increased emphasis on ensuring Aboriginal/Indigenous equity and inclusion lens is applied to all aspects of policy development.

Work will be informed by the ministry's policy framework, led by the Policy Branch and supported by the integrated Policy Table and Standard and Practice Guideline Development Reference Groups. The Reference Groups will contribute to the development of evidence-informed policy targeted to improving outcomes against key presenting needs for children, youth and families.

KEY ACTION: *Culturally Appropriate and Consistent DAA/MCFD CFCSA Policy and Practice Guidelines* – Undertake in partnership with DAAs and other Aboriginal partners, policy development that supports the major deliverables of the Aboriginal Service Improvement Strategy focusing on: Child Safety; Guardianship; Family Support; Children and Youth in Care Services; Permanency Planning; Adoption and other strategic areas such as the cultural competency framework and Helping Relationships. This may include harmonizing mainstream and Aboriginal Operational and Practice Standards and Indicators (AOPSI) to guide practice in the above areas.

KEY ACTION: *Future of Foster Care* – Complete an analysis and report focused on the future of foster care based on changing social, demographic and cultural realities. Develop a three-year plan that is aligned with the Communities of Caring strategic initiative to set a sustainable direction for quality foster care services linked to recruitment, training, classification and compensation models.

KEY ACTION: *CYSN Services* – Together, Policy and Service Delivery will analyze, develop recommendations and take action on alternative ways to organize and deliver CYSN services to improve access, reduce waitlists in foundational programs, address overlaps and support children according to age and need. There will be a focus on six areas:

- Review and analyze how Aboriginal children, youth and families living on and off-reserve access CYSN services and identify opportunities for service improvements;
- Develop a strategy to improve access to school-age therapy services building from an examination of alternate models for the organization and delivery of pediatric therapy services and a mapping of services in BC;
- Develop a more coordinated approach for children with concurrent mental health and behaviour conditions to better serve children who have complex needs. Work will be aligned with the Communities of Caring and Strengthening Child and Youth Mental Health Services;
- Integrated service delivery for youth with developmental disabilities in keeping with the recommendations of the Deputy Ministers' Review of CLBC to ensure streamlined transitions to adulthood, alignments with navigator role and common assessment platform;
- Continue autism policy improvements and the incremental implementation of the Autism Outreach program to improve access to CYSN autism services in rural and remote areas of BC, focusing on improved support and training for parents and caregivers; and
- Develop recommendations to address concerns experienced by families and professionals, related to the At Home Program/Medical Benefits, including the development of materials to help clarify policy and/or operational processes.

KEY ACTION: *Case Review Policy, Standards and Guidelines* – To ensure compatibility with the overall direction of quality assurance policy and practice, and through the direction of the Quality Assurance Branch, the case review policy currently in effect will be revised to:

- clarify accountabilities;
- focus the review;
- strengthen the analysis of information gathered; and
- improve the quality and content.

KEY ACTION: *Audit Policy* – Under overall direction from the Quality Assurance Branch, and in support of Audit practice and processes, develop a supporting policy foundation that:

- clarifies purpose and affirms roles;
- aligns policy, standards and guidelines.

APPLIED PRACTICE RESEARCH AND LEARNING BRANCH

KEY ACTION: *Organizational Learning Initiative* – Continue implementing the provincial and regional partnerships between MCFD, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community to develop a shared knowledge management, translation and strategic research and learning agenda across the six service lines.

ABORIGINAL SERVICES AND QUALITY ASSURANCE DIVISION

The Aboriginal Services and Quality Assurance Division is comprised of three branches: Aboriginal Services Branch; the Office of the Provincial Directors; and the Quality Assurance Branch.

ABORIGINAL SERVICES BRANCH

The Aboriginal Services Branch has recently re-aligned its staff and operations to better strengthen, support and respond to the most immediate needs of Aboriginal children, youth, families and communities. This will streamline practice and partnerships with Delegated Aboriginal Agencies (DAAs), First Nations and Métis communities, Aboriginal Affairs and Northern Development Canada (AANDC), Regional MCFD offices, contractors and other partners. As a result, the new Aboriginal Services Branch service delivery model is restructured to more accurately reflect its mandate and priorities by focusing on four key areas of service provision, including:

- Child Safety
- Family, Youth and Child in Care services
- Jurisdiction
- MCFD Organizational Change – Increase internal Aboriginal competency within all corporate, operational, and service delivery areas of MCFD to develop and deliver more responsive and appropriate Aboriginal service capability across all service lines.

Aboriginal Services Branch is committed to improving the quality of services, address gaps and continually improve the health, well-being and equality of Aboriginal children, youth, families and communities. Aboriginal Services is also committed to strengthening responsible, efficient partnerships with the Delegated Aboriginal Agencies to support their delivery of effective, safe, timely and appropriate protection, guardianship, resource and voluntary services. The Aboriginal Services Branch will be the lead on the Strategic Key Actions - Aboriginal Service Improvements and will also continue work on the following key actions:

KEY ACTION: *Indigenous Approaches Contract Initiatives* – Continue to focus Indigenous Approaches financial support on key service priorities at the community level. A further evaluation of the Indigenous Approaches will be completed this fiscal year to document successes and identify areas requiring a resetting of priorities. A priority for MCFD will be

to ensure alignment of Indigenous Approaches with existing services provided by Delegated Aboriginal Agencies, federal department of Aboriginal Affairs and Northern Development Canada, and other services funded by MCFD.

OFFICE OF THE PROVINCIAL DIRECTORS

In the coming year, the Office of the Provincial Directors will be created to amalgamate under one office the accountability for statutory duties under the *Child Family and Community Service Act (CFCSA)*, the *Adoption Act* and the *Youth Criminal Justice Act*. This shift continues the ministry's direction to build on integration and ensure individual mandated services are met. The Office of the Provincial Director of Child Welfare accountable for statutory duties under the CFCSA was re-established in 2011 and its leadership role has been incrementally strengthened over the past eighteen months. In 2013, a new Associate Director of Guardianship and Adoption Services was created. The Associate Director of Guardianship and Adoption will be the statutory Director of Adoption under the *Adoption Act*. In addition, over the coming year the role of the Provincial Director of Youth Justice will also shift to the Office of the Provincial Directors. This will mean that all three of the legislated Provincial Director roles (CFCSA, Adoptions, and Youth Justice) will now reside in a single oversight office.

The upcoming year will require transition time as the Office of the Provincial Directors will be established. Operational work already underway in Adoptions and Youth Justice will continue as we move forward. Two Key Actions for the Director of Child Welfare (CFCSA) include:

KEY ACTION: *Permanency Planning Framework* – The Associate Director of Guardianship and Adoption will work with the Senior Executive Director of Practice to engage guardianship social workers and adoption social workers to ensure high compliance in care plans and transition to adoption planning for children in care.

KEY ACTION: *Provincial Multidisciplinary Clinical Teams* – By September 30, 2013, a multidisciplinary clinical team will be established in conjunction with the Maples Adolescent Treatment Centre and Youth Forensics to provide consultation and support to MCFD, Delegated Aboriginal Agencies and community service providers. The Associate Director of Guardianship and Adoption will work with the Senior Executive Director of Practice to establish criteria to identify children and youth with complex needs and develop a registry at the LSA level. For children and youth with complex needs requiring levels of consultation

and expertise beyond the LSA and SDA level, a consultation referral process will be established to access provincial supports.

QUALITY ASSURANCE BRANCH

The Quality Assurance Branch was strengthened by now having all Directors of Quality Assurance report directly to this branch. The redesign results in three streams of oversight: case review and complaints; audits; and practice support and reportables. While not losing the important work done on quality assurance over the past few years, the compliance auditing functions of the branch have been re-introduced and will form an important tool in future quality assurance activities. A pilot Child Safety audit was conducted late in 2012/13 and this approach will be enhanced and strengthened in the coming year as MCFD makes a significant effort to achieve >90 per cent compliance against all standards. Key Actions for the Quality Assurance Branch include:

KEY ACTION: Service Quality Reviews – Conduct Service Quality Reviews as outlined in the Quality Assurance Framework methodology developed in 2012/13 which is designed to evaluate practice and operations across the six MCFD service lines. Implementation will be based on a three-year cycle for all 13 Service Delivery Areas. Service Quality Reviews in SDAs will run parallel to the planned three-year Delegated Aboriginal Agency and community social service agency review cycle.

2013/2014

Q1: Northeast; North
Central; North
Vancouver Island
Q2: Vancouver/
Richmond;

2014/2015

Q1: Okanagan
Q2: Thompson
/Cariboo/Shuswap
Q3: South Fraser
Q4: Coast/North
Shore

2015/2016

Q1: East Fraser
Q2: North West
Q3: Kootenays; South
Vancouver Island
Q4: North Fraser

KEY ACTION: Engage Children, Youth and Families – Linked to the Service Quality Reviews process and throughout any service line design and implementation processes, engage children, youth and their families using services, as well as practitioners involved in delivering services, to share their expertise and ideas on improving services to achieve improved outcomes. This work will use and build upon the MCFD Youth Engagement Toolkit.

KEY ACTION: *Case Review Standards and Guidelines* – To ensure compatibility with the overall direction of Quality Assurance policy and practice, the Case Review policy currently in effect will be revised to: clarify accountabilities; focus the review; strengthen the analysis of information gathered; and improve the quality and content. The Quality Assurance Branch will implement the revised Case Review Standards and Guidelines.

KEY ACTION: *Audit Policy* – Guide the development of Audit practice and processes developed by the Policy Branch, and implement the policy.

FINANCE AND CORPORATE SERVICES DIVISION

The Finance and Corporate Services Division is a consolidation of various provincial and regional operations that took place in 2012 to increase consistency of analysis and reporting and streamlining of effort and resources. The Division is comprised of:

- Chief Financial Officer
- Corporate Services: Finance and Administration
- Planning and Performance Management Branch
- People and Workplace Strategies Branch
- Modelling, Analysis and Information Management Branch
- Procurement Governance and Policy Branch
- Corporate Services: Contract Management

CORPORATE SERVICES: PLANNING AND PERFORMANCE MANAGEMENT BRANCH

KEY ACTION: *Management Information Systems* – Lead the ongoing development of cost management, human resource management, and service information management systems and analysis to better support operational and strategic management. Key focuses for 2013/14 will include: confirming key data sets and developing and implementing analysis and reports; and standardizing forecasting activity and modelling for SDAs.

KEY ACTION: *Operational Planning and Project Management Support* – Lead ongoing development of planning and project management expertise to better support operational change management objectives through: confirming project initiation processes; linking project initiation to key indicators arising from performance and operational analysis trends and findings; and standardizing project dashboard reporting and evaluations.

PEOPLE AND WORKPLACE STRATEGIES BRANCH

KEY ACTION: *Recruitment, Hiring, Orientation, Core Training, and Staff Development Curriculum* – Develop and implement a comprehensive learning, development and training plan to support quality service delivery. Continue to implement and evaluate the Clinical Supervision training modules.

KEY ACTION: *Performance and Development Agreements* – Implement Performance and Development Agreements for Executive Directors of Service, Community Service Managers, Directors of Practice, Team Leaders and direct service staff that support the development of effective leadership and management practices.

KEY ACTION: *Healthy Workplace Strategy* – Implement a healthy workplace strategy in collaboration with service partners and union representatives, where employee health and wellness is integrated into the culture, operations and service strategy of the organization through collaborative and comprehensive initiatives, policies and practices to achieve positive organizational and employee outcomes.

KEY ACTION: *STIIP/LTD Strategy* - Implement a strategy to reduce the use of STIIP and LTD.

MODELLING, ANALYSIS and INFORMATION MANAGEMENT BRANCH

KEY ACTION: *Outcome, Performance and Operational Management Reporting* – Semi-annual reporting on service-level outcomes, performance and operational metrics linked to dimensions of quality, workforce engagement and skills, and efficiency measures across MCFD's six service lines. Expand reporting to include Delegated Aboriginal Agencies and community social service agencies.

PROCUREMENT GOVERNANCE AND POLICY BRANCH and CORPORATE SERVICES: CONTRACT MANAGEMENT

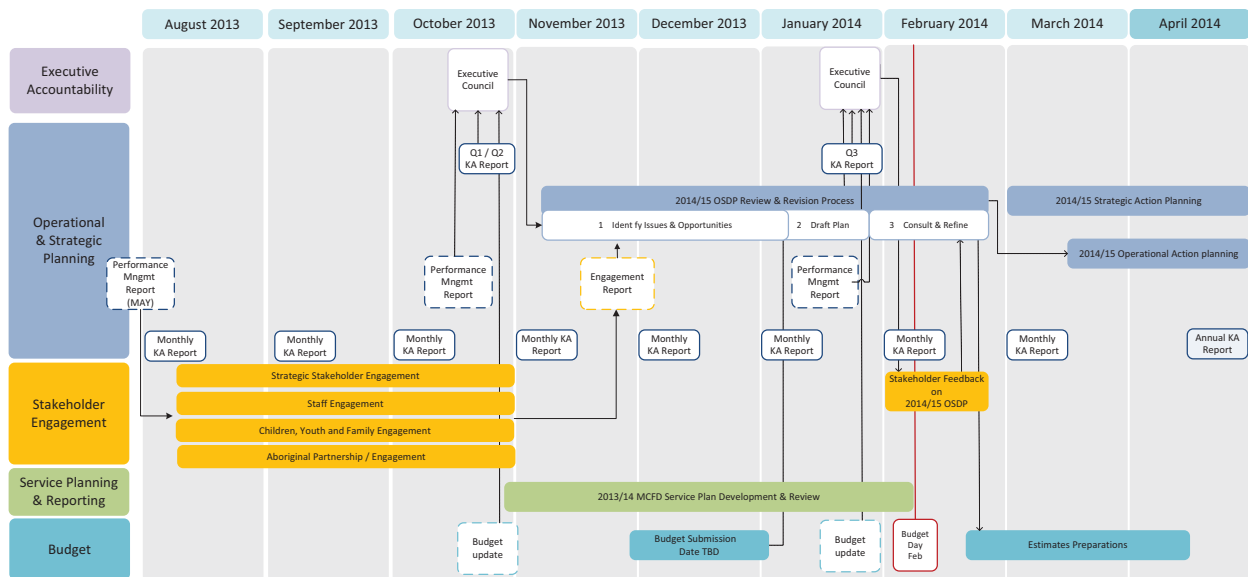
KEY ACTION: *Contract Management Review and Action* – Complete review and strengthen procurement and contract management processes for Delegated Aboriginal Agencies, community social service agencies, and foster care/caregiver providers. Implement the new standardized approach and re-tender if required for one-year trial period. Implement routine quarterly reporting. Evaluate action taken and revise approach as necessary.

Section Four: RENEWING OUR DIRECTION – PLANNING AND ENGAGEMENT APPROACH FOR 2013/14

MCFD has made significant strides towards establishing robust and predictable planning and reporting processes over the 2012/13 fiscal year. Moving forward, the focus will be on ensuring we maintain the momentum of our current strategic direction while launching a process to renew that direction over the fall and winter of 2013/14. The result of this process will be a new three-year directional plan for MCFD – built on: improved staff, stakeholder, child, youth and family engagement and feedback; improved analysis of our current and projected operational performance and outcomes; and further incorporation of academic research and best practices from other jurisdictions into our policy and direct service work.

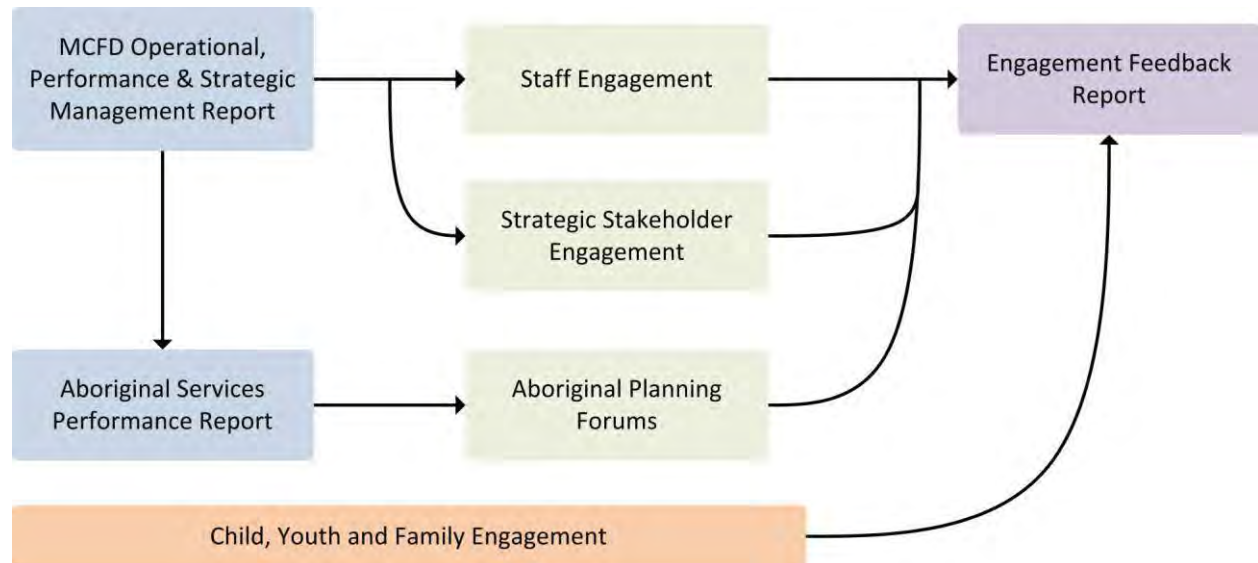
The process to renew our strategic direction will begin in the spring of 2013, leading to a period of focused engagement and planning through the fall, with a plan drafted by the spring of 2014. A detailed, step-by-step guide to the process is under development and will be shared with staff by late spring. An overview of the process and timelines is presented in the graphic below.

Overview of Focused Planning Period



Planning Stakeholder Engagement

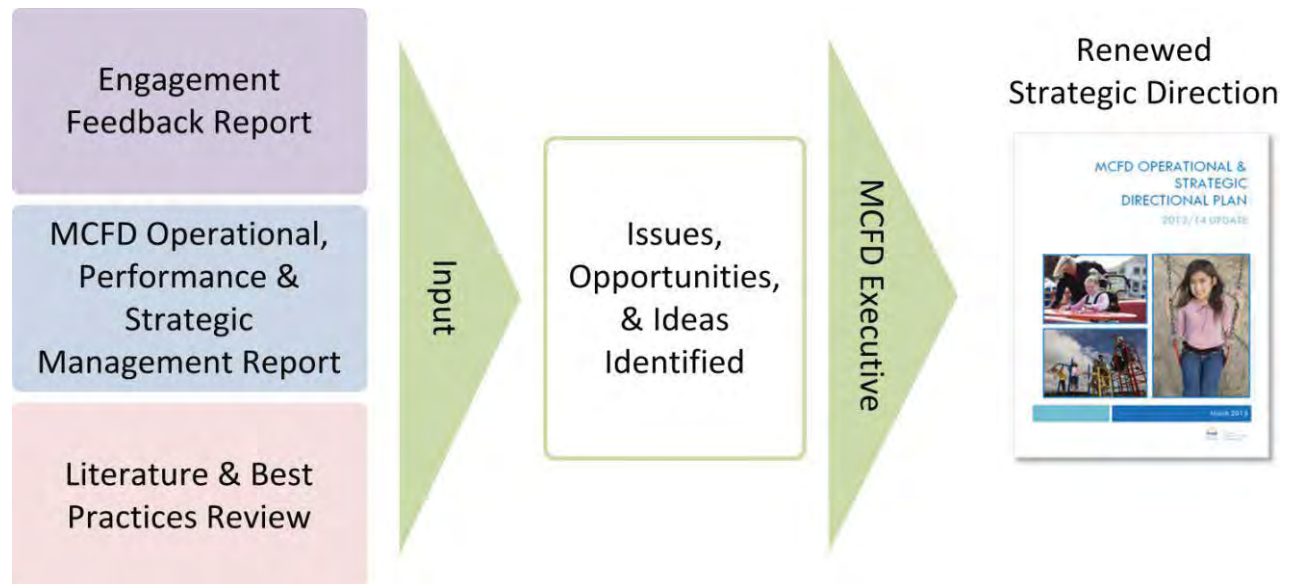
A crucial aspect of renewing the OSDP will be stakeholder engagement. The stakeholder engagement process will seek to gather feedback and input from staff, stakeholders, communities and those who are served by and interact with the ministry. This process will be centred on seeking input and feedback and on interpreting performance across the service lines to identify key opportunities and issues to move on as an organization over the coming three years.



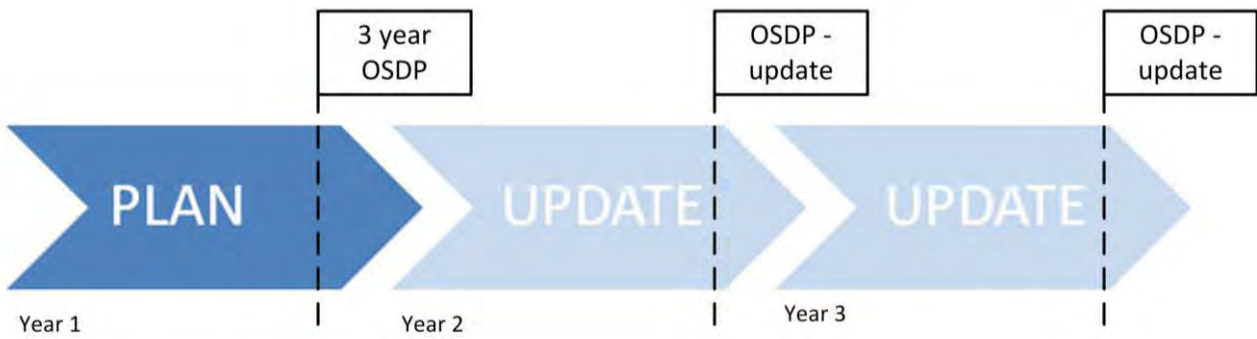
Key to this engagement is the further development of planning forums with Aboriginal communities, agencies and service providers. Information specific to Aboriginal service delivery and the outcomes produced through those services will be identified and used to support this engagement. A suite of Aboriginal outcome measures will be developed through consultations with Aboriginal stakeholders to ensure that we reach consensus on the outcomes and measures used to determine our collective success at making a positive impact on the lives of the Aboriginal children, youth and families who interact with our services

Youth and family engagement is a critical component of improving our understanding of client and community needs. An engagement strategy, framework and policy will be developed and will articulate and guide engagement activities. This work will describe when and how we will engage with stakeholders, both in terms of planning for future service delivery and in the implementation of changes to service.

Feedback received through engagement events will be considered along with internal analysis of MCFD's performance and results of literature and best practice reviews to generate a suite of issues, opportunities and idea papers for consideration by the MCFD Executive. This body will work with senior leaders to refine these papers and make recommendations on priorities for year one, two and three of the plan.



With priorities set, the plan will be drafted and Key Action direction provided to leads to begin the process of drafting project plans. Completion of the renewed OSDP will also mark the start of concerted efforts to communicate our renewed direction and priorities to staff and stakeholders, closing the feedback loop.



Once the 2013/14 OSDP renewal process has been completed, MCFD will be firmly positioned to move forward on a three-year cycle of plan – update – update. The updates will be conducted through a scaled version of the renewal process, with focused engagement through the design and implementation of Key Actions and ongoing analysis of service and operational performance and outcomes.

Appendix 1 - Source Documents

- *Adoption Act (RSBC 1996)*
- *Black and Miller, The Toyota Way to Healthcare Excellence (2008)*
- *Child, Family and Community Service Act (RSBC 1996)*
- *Joint Commission Resources, Doing More with Less: Lean THINKING and Patient Safety in Health Care (2006)*
- *Kaplan and Norton, The Balanced Scorecard: Translating Strategy into Action (1996); Harvard Business School Publishing Corporation*
- *Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment (2001); Harvard Business School Publishing Corporation*
- *Kaplan and Norton, Strategy Maps: Converting Intangible Assets into Tangible Outcomes (2004); Harvard Business School Publishing Corporation*
- *Kaplan and Norton, The Execution Premium: Linking Strategy to Operations for Competitive Advantage (2008); Harvard Business School Publishing Corporation*
- *Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP, The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.*
- *Lowe, Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success; Rotman / UTP Publishing (www.creatinghealthyorganizations.ca)*
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Glossary of Terms

Key Result Area (KRA)

Key Result Areas signify the priority areas for the ministry to make significant progress – in the short and medium terms – toward more fully achieving its mission, vision and desired outcomes.

Most organizations have from eight to 15 KRAs, in which to achieve success. **Key Actions** (KAs) are typically aligned to these KRAs, making it easier to prioritize and allocate resources.

Lean

As a process improvement approach, Lean has been successful in private and public sector organizations across the globe. By introducing Lean thinking, the ministry is standardizing its approach to continuous improvement to provide service excellence to children, youth and families and engage the work force in improving the work they do every day.

Focusing on developing a Lean culture will guide a more consistent, long-term and coordinated approach to process improvement across the entire ministry. Through the use of Lean events - opportunities for employees to map their business processes and discuss ways to add value to their work that will lead to improvements for the public – Ministry staff have an opportunity to use their skills and experience to shape improvements to their service delivery.

Plan-Do-Study-Act cycle (PDSA)

Part of the “The Model for Improvement” used in many healthcare settings; PDSA is a tool for accelerating improvement. The PDSA cycle provides a proven structure to guide the testing of a change in a real work setting to determine if the change is an improvement and should be spread throughout an organization.

Service Lines

Service Lines are sets of linked activities that deliver value to or enable outcomes through the delivery of comparable outputs to clients. MCFD has divided the full range of its services into **six service lines**:

- Early Years Services
- Services for Children and Youth with Special Needs
- Child and Youth Mental Health Services
- Child Safety, Family, Youth and Children in Care Services
- Adoption Services
- Youth Justice Services

Strategy Mapping Terminology

Strategy Map

A strategy map is a diagram that is used to document the primary strategic goals being pursued by an organization. It is an element of the Balanced Scorecard approach used since the 1990s and championed by Kaplan & Norton. MCFD's strategy map shows:

- 9 Key Result Areas each appearing within a shape with connecting lines or arrows demonstrating the logical relationships between the KRAs;
- The KRAs are arrayed across two or more horizontal bands on the strategy map, with each band representing a 'perspective'. MCFD develops KRAs across the "learning and growth" and "internal process" perspectives;
- The Strategy Map visually describes the logical relationships between "internal process" and "learning and growth" KRAs and how those KRAs work together to achieve the ministry's desired outcomes.

Learning and Growth Perspective

The Learning and Growth Perspective on a Strategy Map focuses on the intangible assets of an organization, mainly on the internal skills and capabilities of the employees that are required to support the value-creating internal processes. The Learning and Growth Perspective focuses on:

- Human Capital- Jobs and people issues
- Information Capital- Systems and technology issues
- Organization capital- Organizational climate and quality of work-life

The Learning and Growth KRAs describe how the people, technology, and organizational climate combine to support the ministry's strategy.

Internal Process Perspective

The Internal Process Perspective on a Strategy Map focuses on all the activities and key processes required in order for the organization to excel at providing the outcomes

expected by the clients and citizens. Internal Processes are the identified areas where management intervention and improved performance holds the greatest potential to positively affect client and financial outcomes. In MCFD's strategy map, these areas are referred to as Service Excellence and Operational Excellence.

Balanced Scorecard Approach

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to **align business activities to the vision and strategy** of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

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EXECUTIVE MEMBER BIOGRAPHY

Mark Sieben, Deputy Minister

Mark joined BC's Public Service on June 8, 1990 as a front line social worker in what was then the Ministry of Social Services and Housing. Over the last twenty years, Mark has compiled a varied set of experiences ranging from frontline service delivery to senior administrator in a large social ministry. Such experience continues to inform his work in policy and legislative development, service delivery, stakeholder engagement, and government strategic initiatives.



Mark has led large social policy initiatives, including developing social welfare legislation, often in conjunction with broad community and stakeholder based consultations. In the last six years, Mark has served as the Provincial Director of Child Welfare and Assistant Deputy Minister for Regional Operations, Assistant Deputy Minister of Integrated Policy and Legislation (including Executive Lead for CLBC), and Associate Deputy Minister and Chief Operating Officer for the Ministry of Children and Family Development. Most recently, Mark has served as Deputy Minister for the Ministry of Social Development. In addition to his current role as Deputy Minister for the Ministry of Children and Family Development, Mark is co-chair for the Government Non Profit Initiative (GNPI).

Mark has a Bachelor of Arts (Sociology) and a Bachelor of Law degree, both from the University of Victoria.