

Minister Briefing with Steve Brown and Doug Hughes  
Agenda  
Wednesday 12<sup>th</sup> September

1. Aboriginal Services
2. Provincial Director Child Welfare Role
3. Bountiful
4. RCY Reports and Investigation
5. Delegated Aboriginal Agencies

# FEDERATION OF ABORIGINAL FOSTER PARENTS

## FACT SHEET

### BACKGROUND

British Columbia's Federation of Aboriginal Foster Parents (FAFP) was formed to meet the unique needs of caregivers of Aboriginal children.

FAFP represents foster parents providing quality care of Aboriginal children in a nurturing, culturally appropriate environment, recognizing Aboriginal children have the right to grow up in their own culture.

### KEY FACTS

- There are approximately 3,225 foster homes providing care for both Aboriginal and non-Aboriginal children and youth.
- As of February 2012, there are 8,183 children in care (CIC), 4,613 (56%) are Aboriginal and 3,570 (44%) are non-Aboriginal.
- FAFP is based in Vancouver and has additional offices in the Interior and Vancouver Island. FAFP provides the following services in British Columbia:
  - Recruit and refer foster parents for Aboriginal children in care to ensure adequate supports are there for children.
  - Work to overcome barriers facing Aboriginal people in becoming foster parents.
  - Communicate effectively with government ministries and organizations to help support Aboriginal foster parents to overcome the barriers they may face on a daily basis.
  - Educate others about the specific needs of Aboriginal foster parents and Aboriginal children in care.
  - Develop collaborative relationships among foster parents.
  - Assist and educate new and prospective Aboriginal foster parents.
  - Publish and distribute a newsletter for foster parents of Aboriginal foster children.
- FAFP has recently begun providing Aboriginal Pre-Service Training to Aboriginal Delegated Agencies. In addition to this, FAFP provides all Foster Parent Support Services for Vancouver Aboriginal Child and Family Services Society, which includes recruitment, cultural training, specialized training and caregiver training.

### FINANCIAL FACTS

- The budget for FAFP comes from Provincial Office for Recruitment, criminal checks and training

10/11 (actual)	11/12 (budget)
0.426 M	0.426 M

## **CONTACT**

Rob Parenteau, Sr. Director Operations, Aboriginal Programs and Service Support (APSS)  
250.387.7073  
Jane Rousseau, Deputy Director, APSS  
250.953.3261

## **APPROVALS**

Approved by Doug Hughes, Provincial Director of Child Welfare – February 20, 2012

## RECONCILIATION FACT SHEET

### BACKGROUND

First Nations and Aboriginal people continue to be impacted by colonization, residential schools and the history of western child welfare policy. Touchstones of Hope is a child welfare reconciliation process developed by the First Nations Child and Family Caring Society of Canada, Child Welfare League of America, and the National Indian Child Welfare Association. Based upon the principle of reconciliation, it supports transformative child welfare services design. Reconciliation engages both Indigenous and non-Indigenous peoples in the process of truth telling, acknowledging, restoring and moving forward in a respectful way to achieve better outcomes for Aboriginal children and families. It is a medium to develop new and sustainable relationships with Aboriginal people based on acknowledging the past and moving forward with full involvement of Aboriginal people.

The reconciliation work provides a platform for moving towards improved policy and practice where Aboriginal people are fully involved in the planning and delivery of services to Aboriginal children and families. This paves the way to develop services that are provided in ways that are sensitive to the needs and the cultural, racial and religious heritage of those receiving the services.

### KEY FACTS

- During the past three years the primary focus of the reconciliation work underway has been to ensure the ministry acknowledges and recognizes the loss of family relationships and identities and implementation of proactive strategies that recognize Indigenous families and communities as the best caregivers for their children and youth, and to ensure Aboriginal children, youth and families have access to culturally responsive child and family development services.
- Reconciliation is a process whereby an Aboriginal organization is the host agency and brings delegated agencies, representatives from communities and MCFD staff together to build new relationships and develop a shared vision of child welfare.

### REGIONAL FACTS

- The following list outlines the number of reconciliation events held this fiscal within the respective regions:

Vancouver Island	Coast Fraser	Interior	North
February 2 <sup>nd</sup> , March 8 <sup>th</sup> & March 28 <sup>th</sup> /2012: Touchstones of Hope, Cowichan Tribes event planning	June 7 <sup>th</sup> & 29 <sup>th</sup> /2011: Touchstones Orientation: Fraser Region & Coastal Region	June 13-15/2011: Interior Region Touchstones of Hope, all Aboriginal Leadership and MCFD leadership	July 8/11: Nezul Be Hunnyhe: Ongoing action planning
Ongoing: Reconciliation	October 20&21/2011:	Ongoing 2011-12: Action	July 28/2011: Quesnel: Next



sessions with individual tribes on the island	Xyhomeeth: Touchstones of Hope for internal staff only	planning of Service Delivery Area & local Aboriginal communities	steps planning
	December 16/2011: Action planning meeting	Ongoing Negotiation: Okanagan Nation Alliance and Métis Reconciliation planning	September 27&28/2011: PGH Urban Commission: Touchstones of Hope
	February 8/2012: Touchstones Information: Squamish Nation & MCFD managers		October 20/21, 2011: North West Inter-nations: Action Plan review
	February 14/2012: Touchstones Information Session: Abbotsford		November 3/2011: PG Urban: Next Step
	March 25/2012: Action planning : Xyolhemeylh in June		Sept 2011-Feb 2012: Ongoing planning & discussion in Northeast SDA. Four joint reconciliation processes planned before end of March 2012 to encompass 7 nations, MCFD staff, Métis ad urban population in the region.

## FINANCIAL FACTS

2010/11 Actuals	2011/12 Budget
\$0.977M	\$1 M

## CONTACT

Debra Foxcroft, ADM, 250.387.3810

## APPROVALS

Approved by David Stevenson, A/ADM – February 20, 2012

Verified by Craig Wilkinson, CFO, Finance and Corporate Services – February 29, 2012

## INDIGENOUS APPROACHES FACT SHEET

### BACKGROUND

Since 2007, MCFD and BC First Nations have been working together to support BC's Indigenous communities to determine their own approaches to the design, development and delivery of effective child and family service systems.

This work, termed '**Indigenous Approaches**' (formerly 'Nation to Nation'), was designed to support indigenous communities to design and develop services based upon their customary laws, practices and traditions for the care and protection of their children and families.

Funding for 'Indigenous Approaches' was targeted to support individual First Nations, groups of First Nations and urban Aboriginal communities in the following three (3) key areas of activity:

1. To support indigenous communities to determine approaches to achieve their vision of Jurisdiction and the implementation of customary laws and practices for the care and protection of their children and families.
2. Support the necessary organizational capacity to govern, develop and delivery culturally relevant services within indigenous communities.
3. To reclaim and implement supports and services based upon the customary laws, practices and traditions of indigenous communities for the care and protection of their children and families within their cultural contexts.

### KEY FACTS

- MCFD is developing an MCFD Framework for Developing a 2012/13 – 2014/15 Strategic and Operational Plan with Aboriginal Communities and Agencies.
- MCFD is in discussions with MARR regarding negotiations and planning for the development of instruments and processes to support First Nations jurisdiction in relation to children and family services.

### REGIONAL FACTS

- 15 'Indigenous Approaches' contracts were managed by provincial office in 2011/2012.
- A transition plan is underway with the goal of transferring the 15 contracts from Provincial Office to the regions.
- The following outlines the 15 'Indigenous Approaches' contracts by name of 'contractor' and the region in which the 'contractor' is situated:

Vancouver Island	Coast Fraser	Interior	North
4	2	4	5
Cowichan Nation	Aboriginal Children and	Fraser/Thompson -	Carrier Sekani

	Families Chiefs' Coalition	Nlaka-pamux Nation	
Nuu-chah-nulth Tribal Council	Sts'ailes (Chehalis First Nation)	Ktunaxa Nation Council	Haida Nation
Sasamans Our Children Society		Okanagan Nation Alliance	Nenan Dane zaa Deh Zona Family Services
South Island Wellness Society		Shuswap First Nation	Stikine First Nations
			Wet'suwet'en

## CONTACT

Brenda Lewis, Director - 250-387-7418

## APPROVALS

Approved by Doug Hughes, PDCW and ADM Interior Region – April 16, 2012

Approved by Craig Wilkinson, CFO, Finance and Corporate Services – March 27, 2012

### Disclosure of Information Obtained Under the CFCSA for the "Administration of the Act"

- The Minister of Children and Family Development is responsible for the administration of the *Child, Family and Community Service Act* ("CFCSA").
- The Minister designates regional directors and a Provincial Director so that they may carry out the powers, duties and functions under the CFCSA, and those directors in turn delegate powers, duties and functions to social workers throughout the province.
- All information obtained under the CFCSA, personal or otherwise, may only be disclosed when permitted by the *Freedom of Information and Protection of Privacy Act* ("FOIPPA"), as significantly limited by the CFCSA.
- Only a director designated or delegated under the CFCSA may disclose information obtained under the CFCSA.
- A director may disclose information to the Minister or Deputy Minister if the disclosure is "necessary for the administration" of the CFCSA.
- In considering whether disclosure is necessary for the administration of the CFCSA, the director considers:
  - the requirement that the provisions of the CFCSA be interpreted so that the safety and well-being of children are the paramount considerations,
  - the need for the director, as guardian of children in care, to protect the privacy rights of children in care and act in their best interests,
  - that the public interest is realized through the public knowing that the child-serving system is working, and where there is a public report of harm, that children are being protected,
  - whether the test of "necessity", "imperative need" or "essential or unavoidable requirement" is met; i.e., whether public criticism (in response to reports by media or oversight bodies) of the child protection system is undermining confidence in the system to the extent that public participation and support may be lost, potentially placing children at risk,
  - whether in the circumstances, a public statement by the Director or Minister is required to restore public confidence in the child protection system
  - the Minister's need to know that the CFCSA is being administered appropriately.
- In order that she may reassure the public in the public interest, and consistent with her accountability for the administration of the CFCSA, the Minister may provide broad public assurances, based on more specific information she receives from the director, where the director has determined that disclosure of information to the Minister is necessary for the administration of the Act.

## PROVINCIAL DIRECTOR OF CHILD WELFARE FACT SHEET

### BACKGROUND

The primary responsibility of the Provincial Director of Child Welfare is to act as a central point of contact and accountability for child welfare issues. The Provincial Director also provides oversight to child welfare practice and quality assurance as outlined in the *Child, Family and Community Service Act (CFCSA)*.

The PDCW oversight responsibilities extend to practice and quality assurance in the regions and also in the Delegated Aboriginal Agencies.

### KEY FACTS

- To provide greater accountability across the province and improve child protection practice, a Provincial Director of Child Welfare was appointed by the Minister of Children and Family Development in the spring of 2011.
- The ministry historically had a Provincial Director in its structure. However, from 2009 to 2011 oversight and accountability functions were provided by five Regional Executive Directors of Practice (one in each of the then 5 regions) and a Director responsible for services delivered by the Delegated Aboriginal Agencies.
- 2011 brought changes to the ministry structure - the ministry moved to Service Delivery Areas and there are now 13 Regional Executive Directors of Service responsible for practice in their geographic area and 4 Directors of Quality Assurance that are responsible for the quality assurance function under the *CFCSA* in their region.
- The Director for Delegated Aboriginal Agencies function remains unchanged and continues to provide both the practice and quality assurance function for *CFCSA* services delivered by the Delegated Aboriginal Agencies.

### REGIONAL

- There are 13 directors across the province, each responsible for practice and services delivered under the *CFCSA* in their Service Delivery Area. The individuals designated hold the position of Executive Director of Service.
- 4 directors, one in each of the 4 regions, responsible for the quality assurance function under the *CFCSA*. These individuals hold the position of Director of Quality Assurance.
- 1 director that is responsible for practice and quality assurance functions for *CFCSA* services delivered by the Delegated Aboriginal Agencies. This individual holds the position of Director for Delegated Aboriginal Agencies.

### FINANCIAL IMPLICATIONS

N/A

## **CONTACT**

Alex Scheiber, Deputy Director of Child Welfare, PDCW, 250.356.2511

## **APPROVALS**

Approved by Doug Hughes, Provincial Director of Child Welfare – February 21, 2012

## **CROSS REFERENCE:**

Delegated Aboriginal Agencies: 10.1

Regional Structure: 1.6

# OVERSIGHT REPORTS AND RECOMMENDATIONS 2011/12

## FACT SHEET

### BACKGROUND

- During the period January 2011 to September 2012, a total of 12 reports pertaining or relating to the Ministry's work were released.
- Seven reports contain 22 recommendations directed to MCFD, five from the Representative for Children and Youth (RCY).
- All 17 recommendations from five of the RCY reports have been accepted and Action Plans are in place.
- One report released by the Public Guardian and Trustee (PGT) has five recommendations, four directed to MCFD, three of which have been accepted. MCFD is working with the PGT to implement the recommendations.
- An Inquest was conducted by the Coroner's office regarding a youth who had committed suicide while in voluntary care at Ledger House. Two of the 23 recommendations were directed to the Ministries of Education, Children and Family Development, and Health Services.

### KEY FACTS

Reports released during the period January 2011 to September 2012 include:

#### RCY Reports:

##### *Fragile Lives, Fragmented Systems: Strengthening Supports for Vulnerable Infants, January 27, 2011*

- RCY investigated the deaths of 21 infants who died before the age of two years old between June 1, 2007 and May 1, 2009. All of the infants' families were involved with MCFD.
- A total of seven recommendations were made; four directed to MCFD, two to the Ministry of Health Services and one to the Province of BC (poverty).
- An Action Plan is in place and two of the four recommendations are fully implemented.

##### *Representative's Report #11 – Critical Injuries and Deaths: Reviews and Investigations, March, 15, 2011*

- 41 critical injuries and 35 deaths of BC children and youth, who were in care or receiving reviewable services, were screened during the reporting period of October 1, 2010 to January 31, 2011. The report contained no recommendations.

##### *Phallometric Testing and BC's Youth Justice System, April 14, 2011*

- Investigation of the use of phallometric testing being used on youth in BC.
- All three recommendations were directed to the Ministry and accepted.
- Implementation of all recommendations is complete and the Ministry is waiting for confirmation that the RCY will agree to close out this report.

***Isolated and Invisible: When Children with Special Needs are Seen but not Seen, June 27, 2011***

- Investigation into the death of a parent of a child with special needs.
- All four recommendations were directed to the Ministry and accepted.
- Implementation of all recommendations is complete and the Ministry is waiting for confirmation that the RCY will agree to close out this report.

***Representative's Report #12 – Critical Injuries and Deaths: Reviews and Investigations, July 14, 2011***

- 123 critical injuries and 23 deaths of BC children and youth, who were in care or receiving reviewable services, were screened during the reporting period of February 1, 2011 to May 31, 2011. 69 critical injuries and 8 deaths were to be reviewed. This report contained no recommendations.

***So Many Plans, So Little Stability: A Child's Need for Security, September 13, 2011***

- This report is an investigation into the death of a First Nation infant at the age of 4 months, on April 16, 2007.
- Two of the three recommendations were directed to the Ministry and were accepted. One recommendation was directed to the Ministry of Attorney General
- An Action Plan is in place with implementation of recommendations underway.

***Representative for Children and Youth Annual Report: April 1, 2010 to March 31, 2011, September 27, 2011***

- This report contained no recommendations.

***Representative's Report #13 – Critical Injuries and Deaths: Reviews and Investigations, November 17, 2011***

- 142 critical injuries and 28 deaths of BC children and youth, who were in care or receiving reviewable services, were screened during the reporting period of June 1, 2011 to September 30, 2011. Seventy-six critical injuries and eight deaths were to be reviewed. This report contained no recommendations.

***Honouring Kaitlynn, Max and Cordon; Make their Voices Heard Now, March 1, 2012***

- This report is an investigation into the deaths of three children killed by their father, Allan Schoenborn, on April 6, 2008.
- The key finding of the RCY investigative report concludes that the death of these children was preventable.
- The RCY investigative report contained eight recommendations directed at the Government of British Columbia, and the ministries of Children and Family Development, Health, Education, Justice and Social Development.
- All recommendations were accepted.
- Government immediately committed to the establishment of the Provincial Office of Domestic Violence reporting to the Deputy Minister for the Ministry of Children and Families.
- The Provincial Office of Domestic Violence has developed an Action Plan for these recommendations.



***Representative's Report #14 – Critical Injuries and Deaths: Reviews and Investigations, March 14, 2012***

- 123 critical injuries and 39 deaths of BC children and youth, who were in care or receiving reviewable services, were screened during the reporting period of October 1, 2011, to January 31, 2012. Sixty-six critical injuries and 9 deaths were to be reviewed.
- This report contained no recommendations.

***Representative's Report #15 – Critical Injuries and Deaths: Reviews and Investigations, July 17, 2012***

- 119 critical injuries and 41 deaths of BC children and youth, who were in care or receiving reviewable services, were screened during the reporting period of February 1, 2012, to May 31, 2012. Seventy-one critical injuries and 14 deaths were to be reviewed.
- This report contained no recommendations.

**PGT Report:**

***Child and Youth Guardianship Services 2009/2010 Report, April 8, 2011***

- Report on the services provided to children and youth for whom the PGT is Guardian of the Estate and challenges in delivering these services. The majority of these children are in the continuing care of the Ministry. MCFD and PGT met to discuss the Report and communicated three out of the five recommendations directed to the Ministry will be implemented. An Action Plan is being developed to support implementation.
- The protocol between MCFD and PGT is being updated and both agencies are in regular contact.

**BC Coroner's Report:**

***BC Coroner's Inquest– Office of the Chief Coroner, December 16th, 2011***

- A youth committed suicide while voluntarily admitted to Ledger House, the mental health assessment and treatment division of the Queen Alexandra Centre, in December 2010.
- An Inquest was conducted by the Coroner's office between December 12 and December 16, 2011. The Jurors made twenty-three recommendations. Two recommendations were jointly directed to the Ministries of Education, Children and Family Development, and Health Services. The Inquest Report has been posted publically on the Coroners' website; however MCFD has not yet received the Coroners' letter advising us about the report and recommendations from the Inquest as of February 23, 2012.

## DELEGATED ABORIGINAL AGENCIES FACT SHEET

### BACKGROUND

There are currently 22 delegated Aboriginal child and family service agencies that are operational; 19 are First Nations agencies 2 are Urban Aboriginal agencies and 1 Métis agency. The urban agencies are in Vancouver (Vancouver Aboriginal Child and Family Services), and Victoria (Surrounded by Cedar Child and Family Services) Métis Family Services, is located in Surrey. There are 8 Aboriginal agencies that are in planning stages.

Through delegation agreements, the Director delegates authority to Aboriginal agencies, and their employees to undertake administration of parts of the *Child, Family and Community Service Act* (CFCSA). The amount of responsibility undertaken by each agency is the result of negotiations between the ministry and the Aboriginal community served by the agency and the level of delegation provided by the Director.

### KEY FACTS

- Eight per cent of children in British Columbia are Aboriginal, yet they account for approximately 56 per cent of the 8,183 children in the ministry's care as at the end of February 2012.
- Delegated agencies currently serve 2,030 (44%) of the 4,613 Aboriginal children in care in the province. Delegated Aboriginal agencies are accountable to their communities, the ministry and, for First Nations agencies, to the federal government.
- 145 of the approximately 199 First Nation bands in BC are represented by Aboriginal agencies that either have, or are actively planning toward, delegation agreements to manage their own child and family services. Of the 199 bands, 114 are represented by a delegated agency in operation and 31 First Nation, urban Aboriginal and Métis communities are represented by 8 agencies in various stages of delegation planning. The ministry is working with Aboriginal communities to develop their capacity to carry out these responsibilities.
- A number of the existing First Nations agencies are delivering or have proposed to deliver services both on and off reserve.
- The agencies operate within three levels of delegation and deliver the following levels of service:
  - Three provide voluntary services and recruit and approve foster homes;
  - Ten have the additional delegation necessary to provide guardianship services for children in continuing care;
  - Nine have the delegation required to provide, in addition to the above, full child protection, including the authority to investigate reports and remove children; and
  - One agency is in start up, having a delegation agreement but not yet delivering services.
- In addition, there are eight agencies in the planning stages.

- In order to become delegated, agencies must be able to:
  - deliver service that either matches or exceeds ministry child welfare standards;
  - carry out delegated functions, and provide services in compliance with the Aboriginal Operational and Practice Standards and Indicators, which were developed jointly by ministry and agency directors; and,
  - deliver services up to the level they are delegated.
- Services provided by Aboriginal delegated agencies are guided by the Aboriginal Operational and Practice Standards and Indicators (AOPSI, 1999) and the CFCSA. The Practice Standards were revised in 2004/05. The revisions of the Operational Standards were completed January 2009. The Practice Standards are currently being re-designed.
- Delegated agencies have the responsibility to provide reports to the Director on all critical injuries, fatalities and serious incidents involving children in care, or children who have received services within the 12 months prior to the incident.
- Depending on the circumstances, the Director may conduct case file reviews. The Director has the authority to conduct more formal comprehensive reviews as necessary.
- In 2005, the ministry, in collaboration with the agencies and federal government, implemented the Common Audit to audit compliance to the Operational Standards.
- The ministry, through Aboriginal Program and Service Support Branch, provides practice consultation and support to each agency for complex, unusual and difficult cases, and may complete an analysis of the incident.

## CONTACT

Rob Parenteau Sr. Director Operations, Aboriginal Programs and Service Support (APSS)  
250.387.7073

## APPROVALS

Approved Doug Hughes, Provincial Director of Child Welfare – February 20, 2012  
Verified by Modeling, Analysis and Information Management – February 29, 2012

# BC FEDERATION OF FOSTER PARENT ASSOCIATIONS

## FACT SHEET

### BACKGROUND

The British Columbia Federation of Foster Parent Associations (BCFFPA) was founded in 1967, it was the first foster parent organization in North America and has received ministry funding since 1967. The BCFFPA has 22 local chapters.

The current BCFFPA President is Heather Bayes; Executive Director is Jayne Wilson. The current Board of Directors of the BCFFPA include:

- Heather Bayes, President
- Sheila Davis, Vice President
- Jo Axe, Vancouver Island Delegate, from Victoria
- Kevin Daniel, Interior Delegate, from Williams Lake
- Lila (Lee) Lachmuth, North Delegate, from Prince George
- Russell Pohl, CFFA Delegate and Board Secretary, from Surrey
- Marcy Perron, Treasurer, from Kelowna

The Objectives of the BCFFPA include:

- Being the collective voice for all foster parents while working towards improving fostering and child care standards by presenting briefs to government to express the viewpoint of foster parents on matters concerning children.
- Acting as a channel of communication between government, the community and birth families of children in care.
- To enhance the image of fostering and foster children through public relations and community involvement.
- To help foster parents increase their skills in caring for children by providing educational opportunities.

### KEY FACTS

- The BCFFPA is a key provincial partner and works collaboratively with MCFD on a number of projects and initiatives (e.g. Residential re-design, BC Child and Youth in Care Week, Foster Family month).
- The BCFFPA has a strong relationship with the Ministry and has worked closely with the Ministry on issues and services affecting foster parents, such as standards, insurance, education, training, recruitment and retention, and changes to the levels of care.
- The BCFFPA administers the Ministry's extended property damage insurance program for all foster parents.
- The BCFFPA runs the 1-800 FOSTERLINE, the "In Your Grasp" community resource database (a regional and provincial database of available community resource on the web: <http://inyourgrasp.bc.ca/>) and produces the Foster Line newsletter that is distributed to all foster parents, and also runs a camp subsidy program, an education bursary program and a special needs athletic bursary fund.

- The BCFFPA works with other provincial organizations, such as the Federation of Aboriginal Foster Parents Association and the BC Federation of Youth in Care Networks.
- The BCFFPA periodically meets with regional MCFD managers and regional foster parent support agencies to discuss common issues and improve communication.
- The President and delegates meet with the Minister twice a year to discuss issues and concerns of mutual interest.
- In addition to the BCFFPA, every region provides education for new foster parents and support for individual foster parents who may have disagreements with the Ministry or facing allegations of abuse.
- BCFFPA Executive Director Jayne Wilson is in regular contact with the Ministry liaison to discuss and resolve issues of common interest. Ministry staff participate in monthly board teleconferences, board meetings and AGM apart from having bi-weekly calls to discuss and address issues, support provincial distribution of information to foster parents and collaborate on joint projects.
- In December 2011 the BCFFPA recently partnered with the Federation of Youth in Care Networks and Aboriginal Foster Parents Association to organize a Christmas dinner for youth in care.

## **REGIONAL FACTS**

The Deputy Minister attended the BCFFPA Board meeting on February 3, 2012 and discussed a wide range of issues including the need for addressing regional variance in policies, contracts and involvement of foster parents in planning for children in care.

## **FINANCIAL FACTS**

The current three-year contract is valued at \$1,778,676.32, inclusive of HST, which covers the period April 1, 2011 to March 31, 2014.

<b>2010/11 (actual)</b>	<b>2011/12 (budget)</b>
\$588,445	\$591,000

## **CONTACT**

Alex Scheiber, Deputy Director of Child Welfare, Office of the Provincial director of child Welfare, 250.356.2511

## **APPROVALS**

Approved by Doug Hughes, Provincial Director of Child Welfare - February 22, 2012  
Verified by CFO, Finance and Corporate Services – March 1, 2012

## **CROSS REFERENCE:**

Federation of Aboriginal Foster Parents: 17.2  
Federation of BC Youth in Care Networks: 17.1

# FEDERATION OF BC YOUTH IN CARE NETWORKS

## FACT SHEET

### BACKGROUND

The Federation of BC Youth in Care Networks (FBCYICN) is a youth-driven, provincial, non-profit organization dedicated to improving the lives of young people in and from care in BC, between the ages of 14 and 24. FBCYICN was created in 1993 by young people in care. In 2004, the FBCYICN became a fully independent not-for-profit organization governed by adults but managed by young people currently or formerly in foster care. A board of directors governs the FBCYICN. Directors are elected at the annual general meeting for a three-year term. Youth members, aged 18-24 are also eligible to be elected to the board.

### KEY FACTS

- The FBCYICN provides programs and services that help young people unite their voice to create positive change in the system (Advocate), come together (Connect), get individual support and link with learning opportunities (Empower).
- The FBCYICN follows the principles of “meaningful youth participation” and initiates many community development opportunities and projects related to young people in and from care across BC.
- Three times per year young people in and from care participate in a steering committee meeting, in a camp setting, to provide input and participate in networking opportunities. MCFD’s liaison to the FBCYICN attends these weekends to consult with young people about any number of MCFD related issues/concerns as well as to provide updates and announcements from MCFD. The Deputy Minister attended the February 2012 steering committee meeting.
- Currently, MCFD is the only source of funding for the FBCYICN resulting in a close relationship between these two organizations.
- To help acknowledge and celebrate children and youth in government care and to help combat negative stereotypes and social stigmas, the Federation supported and BC government proclaimed May 23-29, 2011 as the first-ever BC Child and Youth in Care Week. The second annual BC Child and Youth Week will be held during week of May 21, 2012. The date of event will be finalised by the Minister’s Office.

### REGIONAL FACTS

The Federation is currently engaged in local development to better connect youth in care across the province and with MCFD.

## **FINANCIAL FACTS**

The FBCYICN holds a 3-year contract with MCFD that expires on March 31, 2014 for an aggregate total of \$1,827,180.00. The annualized contract is for \$609,060, exclusive of HST. This is to support FBCYICN to provide programs and services that help young people unite their voice to create positive change in the system (Advocate), come together (Connect), get individual support and link with learning opportunities (Empower). The funding also supports the FBCYICN to bring young people together three times a year (Steering Committee Meetings), during Christmas and for the Youth in Care Week celebrations.

<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>Total</b>
\$609,060	\$609,060	\$609,060	<b>\$1,827,180</b>

## **CONTACT**

Sobhana Daniel, Director, 250.953.3446

## **APPROVALS**

Approved by Doug Huhes, Provincial Director of Child Welfare – February 22, 2012  
Verified by CFO, Finance and Corporate Services – March 1, 2012

## Ministry of Children and Family Development Budget Update - 2012/13

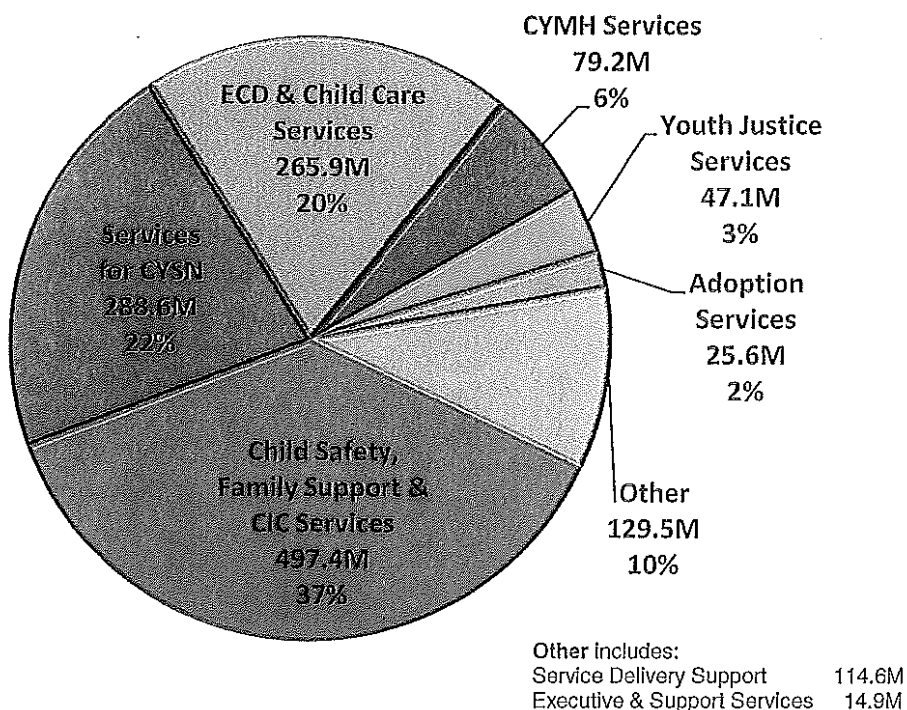
The Ministry of Children and Family Development (MCFD) budget for 2012/13 has increased by \$2.6 million.

### Budget (\$ Millions)

2011/12	2012/13	Net Change from 2011/12	2013/14 and 2014/15	Net Change from 2012/13
<i>Restated</i>	<i>Estimates</i>		<i>Plan</i>	
1,330.691	1,333.291	2.600	1,333.291	0.000

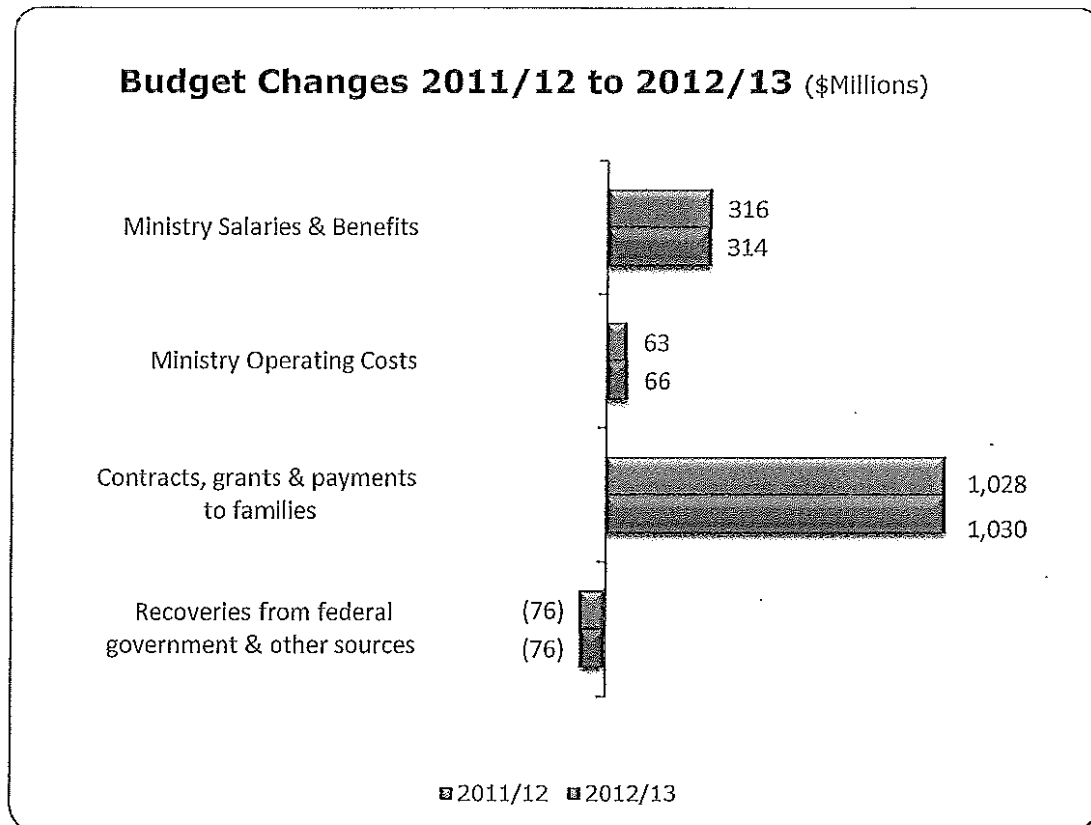
MCFD has realigned its programs and services to better reflect the ministry's service delivery lines, as set out in its Strategic and Operational Action Plan. The eight core businesses are Early Childhood Development (ECD) and Child Care Services; Services for Children and Youth with Special Needs (CYSN); Child and Youth Mental Health (CYMH) Services; Child Safety, Family Support and Children In Care (CIC) Services; Youth Justice Services; Adoption Services; Service Delivery Support; and Executive and Support Services. The allocation of ministry resources is shown in the chart below.

### 2012/13 Budget By Core Business (\$Millions)





Ninety-three per cent of the budget is used to support clients and communities. More than \$1 billion is invested in programs and services.



# MCFD Staffing Complement

## BACKGROUND

The following tables provide a breakdown of the Ministry of Children and Family Development's employee complement based on: job type, auxiliary/regular, regional/provincial office/provincial programs, and excluded/included staff.

MCFD Occupations By Type (Regular and Auxiliary)			
Job Type	Employee Count		
	Auxiliary	Regular	MCFD Total
Health, Education & Social Work (HESW)	185	2751	2936
Administrative Support	156	834	990
Enforcement & Corrections	48	200	248
Excluded Managers	9	306	315
Finance & Economics	0	54	54
Information Technology	0	41	41
Senior Admin & Research	6	132	138
Trades & Operations	5	13	18
<b>Total</b>	<b>409</b>	<b>4331</b>	<b>4740</b>

*Based on CHIPS data, as of August 31, 2012 - Figures based on Job Classification and Function*

Child Welfare Workers (breakdown of HESW job type)	
Job Stream	Employee Count
Child Welfare Social Workers	2070
Probation	128
Supervisors/Consultants	407
** Other Direct Child Welfare Service Providers	331
<b>Total – Direct Child Welfare Service Providers</b>	<b>2936</b>
<ul style="list-style-type: none"> <li>• Child Welfare Social Workers – Includes Guardianship, Adoptions, Resources, Mental Health, Special Needs</li> <li>• Supervisors – e.g. Team Leaders</li> </ul>	
** Other Direct Child Welfare Service Providers - Psychologists, Child Care Counsellors, Nurses	

*Based on CHIPS data, as of August 31, 2012*

MCFD Employee Count by Region - Service Delivery Area / Provincial Programs / Provincial Office					
Service Delivery Area	Total # of Employees	Excluded staff	Included staff	# EDS	# of CSM
East Fraser	205	8	197	1	6
Coast / North Shore	164	6	158	1	3
South Fraser	399	10	389	1	8
Vancouver / Richmond	348	8	340	1	5
North Fraser	306	9	297	1	6
Admin & Social Work Float	153		153		
Other	5	4	1		
<b>Coast Fraser Total:</b>	<b>1580</b>	<b>45</b>	<b>1535</b>	<b>5</b>	<b>28</b>
Kootenays	288	6	282	1	4
Thompson Cariboo Shuswap	258	7	251	1	5
Okanagan	146	6	140	1	5
Other	2	1	1		
<b>Interior Total:</b>	<b>694</b>	<b>20</b>	<b>674</b>	<b>3</b>	<b>14</b>
South Vancouver Island	326	6	320	1	4
North Vancouver Island	301	7	294	1	5
Other	2	2			
<b>Vancouver Island Total:</b>	<b>629</b>	<b>15</b>	<b>614</b>	<b>2</b>	<b>9</b>
Northeast	76	2	74	1	2
North Central	183	5	178	1	4
Northwest	145	5	140	1	4
Other	20	6	14		
<b>North Total:</b>	<b>424</b>	<b>18</b>	<b>406</b>	<b>3</b>	<b>10</b>

Provincial Programs	Total # of Employees	Excluded staff	Included staff	# of EDS	
Provincial Director, Provincial Programs	21	1	20		
Child Care	181	7	174	2	
Specialized Provincial Services	102	4	98	1	
Maples	140	3	137		
Youth Custody Centres	325	18	307	1	
Youth Forensic Psychiatric Services	131	3	128		
<b>Provincial Programs Total:</b>	<b>900</b>	<b>36</b>	<b>864</b>	<b>4</b>	

Provincial Office	Total # of Employees	Excluded staff	Included staff	# of EDS	
MSD/MCFD ICM/IT Shared services	32	3	29		
DM's Office & Executive Operations	33	13	20	2	
Director of Child Welfare	84	54	30	7	
Prov Office, Domestic Violence	5	3	2		
Youth Justice Policy	6	5	1	1	
Aboriginal Liaison & Reconciliation	4	3	1		
Policy & Legislation	87	34	53	2	
EFO / Corporate Services	262	66	196	7	
<b>Provincial Office Total:</b>	<b>513</b>	<b>181</b>	<b>332</b>	<b>19</b>	

<b>MCFD Total:</b>	<b>4740</b>	<b>315</b>	<b>4425</b>
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Based on CHIPS data, as of August 31, 2012

## INFORMATION NOTE

**Issue:** The Minister of Children and Family Development is scheduled to participate in the Community Poverty Reduction Strategy Workshop at the Union of British Columbia Municipalities (UBCM) 2012 Convention.

**Background:**

- The UBCM 2012 Convention is being held on September 24-28 in Victoria.
- The Convention provides a valuable opportunity for UBCM delegates throughout the province to discuss local concerns with Provincial Government representatives through presentations, workshops, clinics and meetings.
- The Ministry of Children and Family Development (MCFD) is hosting a workshop on the Community Poverty reduction Strategy; a joint project on poverty reduction at the individual and community level.
- The workshop session will provide an update on the project and consider the possibility of expansion to other communities.
- The agenda for the workshop is as follows:
  - Introduction by Councillor Murray Krause, UBCM's Healthy Communities Committee
  - Provincial Welcome by the Minister of Children and Family Development
  - Address by the Representative for Children & Youth by Mary Ellen Turpel-Lafond
  - Presentation by Lynell Anderson, UBC Human Early Learning Partnership
  - Community Updates: Presentations & Panel Discussion followed by a Q & A session. Participants include:
    - Mayor Diane Watts, City of Surrey
    - Mayor Bev Parnham, District of Port Hardy
    - Mayor Galina Stewart, District of Stewart (TBC)
    - Councillor Murry Krause, City of Prince George
    - Wendy Cahill, Consultant
    - Amy Roseborough, Consultant
  - Next Steps by Deputy Minister Stephen Brown
  - Closing and Thanks by Councillor Murry Krause, UBCM Healthy Communities Committee

**Summary / Decision Required:**

- This is a 30 day issue – September 25, 2012
- No decision is required.
- The Minister is scheduled to provide opening remarks for the workshop.



Ministry of Children and Family  
Development

# Minister's Transition Binder

## September 2012

Prepared For: Honourable Stephanie Cadieux  
Minister of Children and Family Development  
September 5<sup>th</sup>, 2012

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## **Table of Contents**

### **➤ Ministry of Children and Family Development Overview**

- Ministry Profile
- Ministry Leadership Team

### **➤ MCFD Service Plan**

### **➤ MCFD Operational and Strategic Directional Plan**

- Executive Summary
- Plan

### **➤ MCFD Budget Overview**

### **➤ 30 -60-90 Day Issues Notes**



## MINISTRY PROFILE

### OVERVIEW

The Ministry of Children and Family Development (MCFD) supports healthy child 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. We will deliver these services in a respectful, compassionate, strengths-based and culturally appropriate way and fully engage B.C. children, youth and families in successfully meeting their development needs and goals.

### SERVICE LINES

To meet the needs of B.C. children, youth and families, the ministry has clarified its structure to support, deliver or fund six service lines:

- Early Childhood Development and Child Care Services (ECD/CC)
- Services for Children and Youth With Special Needs (CYSN)
- Child and Youth Mental Health Services (CYMH)
- Child Safety, Family Support and Children in Care Services (CS/CIC)
- Adoption Services (AS)
- Youth Justice Services (YJ)

This typology is used across the ministry to facilitate clear reporting and enable cross-regional analysis comparisons and assessment. Each service line can be described in terms of programs and services included in the service line, service delivery modality -- MCFD Delivered, Delegated Aboriginal Agency and Contracted Community Social Service Agency – and by key inputs, predominantly human resources and expenditures.

#### • Early Childhood Development and Child Care Services (ECD/CC)

<i>ECD programs:</i>	<i>Child care programs:</i>
Promote healthy pregnancy and birth	Referral supports
Strengthen early learning	Subsidy programs
Family and community supports	Operating funding program
	Capital funding program

#### • Children and youth with special needs services (CYSN)

<i>Foundational programs:</i>	<i>Family support programs:</i>
Early years services	Respite services
Supported child development	Support services
	Specialized services
<i>Special needs children-in-care:</i>	<i>Specialized provincial programs:</i>

Foster care	Autism spectrum disorder
Group care	Community brain injury program
Guardianship services	Provincial services for deaf and hard of hearing (PSDHH)
	Nursing support services
	At home medical benefits program

- **Child and youth mental health services**

<i>Community-based programs:</i>	<i>Specialized provincial programs:</i>
Sessional services	Maples Adolescent Treatment Center (MATC)
Support services	
Specialized services	

- **Child safety, family support and children in care services**

<i>Family support programs:</i>	<i>Youth support programs:</i>
Family services	Youth services
Discretionary supports to practice	
Collaborative practices	
Community development	
After hours services	<i>Children and youth in care:</i>
Alternatives-to-care:	Foster care
Out-of-care kinship care	Group care
Youth agreements	Supported independent living
Post majority supports	Guardianship services

- **Adoption services**

<i>Planning for permanency:</i>	<i>Post adoption assistance:</i>
Adoption planning	Adoption supports

- **Youth justice services**

<i>Community-based programs:</i>	<i>Specialized provincial programs:</i>
Youth justice services	Youth forensic psychiatric services (YFPS)
	Youth custody services



**Ministry of  
Children and Family Development**

**2012/13 – 2014/15  
SERVICE PLAN**

**February 2012**



For more information on the British Columbia  
Ministry of Children and Family Development,  
see Ministry Contact Information on Page 22 or contact:

**Ministry of Children and Family Development:**

PO BOX 9770  
STN PROV GOVT  
VICTORIA, BC  
V8W 9S5

or visit our website at  
[www.gov.bc.ca/mcf](http://www.gov.bc.ca/mcf)

Published by the Ministry of Children and Family Development

## Message from the Minister and Accountability Statement



I am pleased to present the *2012/13 – 2014/15 Service Plan* for the Ministry of Children and Family Development.

We are heading into an exciting year for British Columbia. Under the leadership of Premier Christy Clark, government as a whole continues to focus on the Families First Agenda for Change – a plan that puts families at the forefront of decision-making. This means really getting at the heart of what families need from their government – especially during this economic climate.

We have unveiled *Canada Starts Here: The BC Jobs Plan* that outlines a number of provincial and regional initiatives to protect and create jobs. The regional focus included in the plan means communities everywhere will find programs and action items that will support them in economic growth and job creation. Jobs are the foundation for supporting our families - families in large urban centres and in smaller, more rural communities.

Under the Families First Agenda, British Columbia has committed to modernizing its approach to serving families. Following this new style, this ministry is using a client-centred approach to service delivery – focused on delivering services in a respectful, compassionate, strengths-based and culturally appropriate manner that helps children, youth and families to achieve their full potential.

Going forward, the ministry will be pursuing opportunities for new approaches, building new partnerships, utilizing new technology and making incremental changes that will modernize programs and services.

The ministry works in close partnership with the Federal Government, other provinces and territories, other provincial ministries and community partners to provide children, youth and families with a valuable, integrated and coordinated service delivery system. This, in turn, supports healthy, safe communities for children and youth of all ages and cultures.

The design and delivery of this integrated system is supported by key priorities: the implementation of an integrated case management system this year to replace outdated technology and improve our ability to share information, early childhood programs and services, child care services and services for Aboriginal communities to help support Aboriginal children and youth to live in strong and healthy families and communities where they are connected to their culture and traditions.

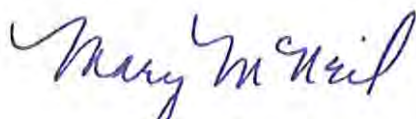
This year's Service Plan sees the ministry moving forward to improve the quality of programs and services delivered across six key service lines: Early Childhood Development and Child Care Services, Services to Children and Youth with Special Needs, Child and Youth Mental Health Services, Child Safety, Family Support and Children in Care Services, Adoption Services and Youth Justice Services.

All of the ministry's goals, objectives and strategies link to the ministry's Strategic and Operational Plan 2012/13 – 2014/15 built around three strategic themes:

- Achieve service excellence across MCFD's six service lines to increase value of services and supports;
- Achieve operational excellence to maximize available services and supports; and
- Pursue continuous learning and growth to improve services and supports based on an engaged, skilled and well-informed workforce across the sector.

The *Ministry of Children and Family Development 2012/13 – 2014/15 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*.

I am accountable for the basis on which the plan is prepared and for achieving the specific objectives in the plan.



The Honourable Mary McNeil  
Minister of Children and Family Development  
February 21, 2012



# Table of Contents

<b>Message from the Minister and Accountability Statement .....</b>	<b>3</b>
<b>Purpose of the Ministry .....</b>	<b>6</b>
<b>Strategic Context .....</b>	<b>8</b>
<b>Goals, Objectives, Strategies and Performance Measures .....</b>	<b>10</b>
<b>Resource Summary .....</b>	<b>20</b>
Resource Summary Table .....	20
<b>Appendix .....</b>	<b>22</b>
Ministry Contact Information .....	22
Hyperlinks to Additional Information (optional) .....	23

## Purpose of the Ministry

### Ministry Mission

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

The foundation of the ministry's work is in providing effective services that 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-centered approach allows the ministry to deliver services in a respectful, compassionate, strengths-based and culturally appropriate manner that maximizes the potential of children, youth and families to achieve meaningful outcomes.

MCFD services are complementary and families may access a variety of services delivered through the following six service lines:

- ***Early Childhood Development and Child Care Services*** improve parent/caregiver and child outcomes by providing programs and services which are intended to address 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)*** 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 (CYMH) Services, including community-based CYMH services, and the Maples Adolescent Treatment Centre***, offer a wide range of supports to promote mental health, prevent mental health and/or substance use problems and intervene appropriately to mitigate their effects on children, youth and their families.
- ***Child Safety, Family Support and Children in Care Services*** promote the well-being of children, youth and families through prevention and intervention supports which enable parents and extended family to care for children and youth; and where necessary access alternative care arrangements with extended family or directly provide for the care and development of children and youth.

- **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.

Ministry programs and services are coordinated through a central provincial office and are delivered throughout four geographic regions (Coast Fraser, Interior, North and Vancouver Island). Each region is divided into Service Delivery Areas which are each made up of Local Service Areas.

The majority of services are delivered regionally, however the ministry also delivers a range of services through provincial programs including: child care operational and subsidy funding, Children and Youth with Special Needs autism and medical services, services for the deaf and hard of hearing, the Child and Youth Mental Health *Friends* program, the Maples Adolescent Treatment Centre, Provincial Adoption Services, the Youth Education Assistance Program (YEAFF), Youth Custody Services and Youth Forensic Psychiatric Services.

The ministry's partnerships, with the Federal Government, other provinces and territories, as well as other Provincial ministries, enable the ministry to strive to provide children and families with integrated and coordinated cross-government services. The ministry works closely with partners in order to design, implement and deliver initiatives such as the early childhood learning programs and services, regulatory child care services, the integrated case management system and services for Aboriginal communities.

A critical focus for the ministry is working in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families and achieve the vision of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. A key partner in providing services to Aboriginal children and families are Delegated Aboriginal Agencies who, through the development of agreements between the province and First Nations communities, are given authority under the *Child, Family and Community Service Act* to provide child protection and family support services. Further, the ministry works with Aboriginal communities and other government partners to support measures to eliminate circumstances that impede access to services while focusing on supporting quality services that are focused on strengthening Aboriginal families and reducing the number of Aboriginal children coming into care.

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*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.



## Strategic Context

The ministry works to ensure that children, youth and families in British Columbia are provided with the right services at the right time, in order to meet their needs. Current international, federal and provincial trends and issues create both challenges and opportunities that affect services for children, youth and families in the province.

### A Changing World:

The economy, changing demographics and new technologies all influence the environment in which the ministry operates.

- The global economic downturn has had negative impacts around the world and although Canada and BC have fared relatively well, the province is not immune from its effects and the ministry needs to be responsive to these stresses on families.
- The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for BC exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of BC exports abroad.
- A gradually aging workforce requires responding to the needs of different cohorts of staff, focusing on new ways of supporting staff to meet the needs of children, youth and families.
- The expected labour demands in BC could not be met without immigration. This means our province will continue to welcome people from around the world and will develop services that specifically meet the changing needs of newcomers.
- Increased access to information through the internet, linked with Government investments in infrastructure to give citizens across the province access to broadband internet, provide opportunities in rural and remote communities to access online services and supports and provide for greater participation for both clients and staff in how the ministry provides services.
- The impacts of a changing world are experienced by BC families in a variety ways:
  - Families in BC are experiencing a time crunch. Parents report spending more time at work and spending less quality time together as a family than desired.
  - There is an increasing demand for quality child care as both parents work in two-thirds of two-parent families in BC. For lone-parent families the cost of child care can be a challenge.
  - Families are having fewer children and those children are staying at home longer. There are a rising number of "boomerang" children who leave home and then return. There is a risk that parents of these children will be more financially stretched in their old age because they spent a longer time supporting their children.



- Although there is currently an aging population, it is also forecast that as of 2012 the child and youth population of BC will gradually increase. In 2011 the total population of children and youth (aged 0 – 18 years) in BC was 904,086, which represents 19.7% of BC's total population. The increasing child and youth population may produce a greater demand for services for children, youth and their families.
- Aboriginal children are disproportionately represented in government care. As of November 2011, approximately 8,218 (8%) of children in BC were in the ministry's care; approximately 55% of these 8,218 children were Aboriginal.

### **Changing Response:**

With the Families First Agenda for Change, the BC government has committed to modernizing its approach to supporting families. As part of this approach, the ministry is focused on improving its ability to provide citizens with easy access to the culturally appropriate programs and services.

- The ministry will actively review and explore new ways to improve service delivery across all service lines. This will be achieved in active partnership with other ministries, sectoral and community-based agencies, aboriginal communities and academic institutions.
- Through the implementation of the Child and Family Services Practice model, the ministry will adapt its approach to working with families, consistently provide effective professional helping relationships and ensure the safety and well-being of children and youth.
- In partnership with the Union of BC Municipalities, community organizations, the private sector and other ministries, the Ministry will develop strategic, measurable plans in seven communities focused on reducing poverty, mitigating its effects and supporting services for low income families.
- The ministry will use a Lean organizational approach, to drive continuous improvement and focus on doing more with existing resources to ensure services are effective, client-centred, accessible, safe and appropriate.
- The ministry will pursue operational excellence and optimize the expertise and skills of its workforce through effective service design and delivery and a supportive underpinning of evidence informed policies, service standards and practice guidelines.
- The ministry will work to strengthen its collaboration and partnerships both inside and outside government.
- The ministry is working to change its relationship with citizens. Initiatives like open data and open information promote the principles of transparency, collaboration and participation and will enable citizens to participate in discussions regarding the policies, programs and services that impact their lives.
- The ministry will increasingly report out on performance across its services lines. Technological innovation creates opportunities to change where, when and how social services are delivered. The implementation of a new integrated case management system will provide a modern platform that will enable improved collaboration and coordination of services to children youth and families.

## Goals, Objectives, Strategies and Performance Measures

### **Goal 1: British Columbians receive quality services that contribute to achieving meaningful outcomes for children, youth and families**

The key to any successful social service organization is a continued focus on improving the value of services for clients. The ministry's strategy focuses on developing a quality service delivery culture across the six service lines.

#### **Objective 1.1: Early Childhood Development and Child Care Services Children and families are supported by a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services**

Early Childhood Development programs assist parents, families and service providers in providing the best possible start for children from birth to six years of age. This plays a supportive role for vulnerable and at risk families by providing access to opportunities that enrich children's healthy development and improve mothers' and fathers' parenting skills. Child Care programs provide services to both child care providers and parents to create and support a sustainable child care system – where families can choose from a range of affordable, safe, quality child care options that meet their unique needs. These programs are utilized and required by parents in a number of different circumstances, including: working, attending school or participating in an employment-related program. In addition, child care supports parents who, due to a medical condition, are unable to care for their children full-time.

#### **Strategies**

- Work with service delivery partners to ensure services are reaching vulnerable children with a focus on mitigating chronic stressors and strengthening resiliency enablers aimed at enhancing children's social and emotional well-being.
- Link and, where appropriate, integrate Early Childhood Development programs and services at a provincial, regional and local service area level to create a local system of services that better meet the needs of families and children.
- Explore policy options to continue to improve access and affordability of child care within the current fiscal environment.



**Performance Measure 1: Children whose families receive a child care subsidy**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average monthly number of children whose families receive a child care subsidy	29,175	28,400	28,250	28,500	28,750

Data Source: Child Care Subsidy datamart

## Discussion

The number of clients receiving Child Care Subsidy speaks to Government's commitment to support the healthy development of children and promote accessibility to child care by assisting eligible low to moderate income families with the cost of care. Through Child Care Subsidy, financial barriers to accessing care are lessened, which promotes the opportunity for a strong early start in life while reducing the need for intervention services later in life.

Clients of the Child Care Subsidy Program are able to participate in child care where they wouldn't otherwise have been able. Monitoring the overall number of children whose families receive a child care subsidy provides information on the reach of the program.

The measure is the average monthly number of children whose families receive a child care subsidy.

While there are almost 30,000 children whose families receive a child care subsidy per month, there were over 54,000 children whose families received a subsidy at any point over 2010/11.

Families may receive a child care subsidy when their child attends either a licensed or unlicensed child care facility. In addition to supporting child care through the Child Care Subsidy Program, the ministry also provides operating funding to eligible licensed child care facilities across the province to partially offset operating costs. In an average month over 2010/11, the ministry provided operating funding to support over 90,000 licensed child care spaces.

**Objective 1.2: Services for Children and Youth with Special Needs (CYSN)**  
**Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services**

The term 'children and youth with special needs' refers to those children and youth who require significant additional educational, medical/health and social/environmental support to enhance or improve their health, development, learning, quality of life, participation and community inclusion. The focus is on assisting families to care for CYSN at home and supporting the inclusion of CYSN in their school and community settings. These supports lead to greater resilience and lower stress for families, as well as increased workforce participation and school attendance, thereby decreasing the need for more intrusive ministry interventions.

## Strategies

- Provide recommendations on a range of potential improvements to services for children and youth with special needs such as improving assessment, increasing access to therapy services and optimizing responsive respite.
- Implement autism outreach worker training in rural and remote communities.
- Work collaboratively with other government partners to ensure that youth with special needs have plans in place to support their successful transition to adulthood.
- Implement effective case management and tools to improve cross-sector information sharing, effective planning and service delivery for CYSN clients receiving services from two or more service lines.

### **Objective 1.3: Child and Youth Mental Health Services**

**Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment**

The mental health of infants, children and youth is integral to their overall healthy development and well-being. When children struggle with mental health challenges, it interferes with their ability to function and their relationships, at home, at school and in the community. Targeted prevention, early intervention and treatment services can play an important role in improving children's mental health by decreasing the incidence of future problems or reducing their severity.

## Strategies

- Strengthen the continuum of mental health services and supports for children and youth and their families, with a focus on improving access, particularly in rural and remote areas and delivering quality, effective services within all Local Service Areas that are built on clear policy, standards and practice guidelines.

### **Objective 1.4: Child Safety, Family Support and Children in Care Services**

**Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs**

Families are the preferred environment to nurture and support a child's growth and development. Through the implementation of the Child and Family Services Practice model, the ministry will adapt its approach to working with families and ensuring child and youth safety remains a priority focus by consistently providing effective professional helping relationships. Services range from responding to child protection reports through the Child Protection Response model, to supporting requests for voluntary services, kinship care placements and meeting the needs of children and youth in care.



Improved services and outcomes for Aboriginal children and youth remain the major focus of any service improvement initiatives.

## Strategies

- Fully implement and evaluate the Child Protection Response model across all ministry and Delegated Aboriginal Agency teams.
- Review and improve case management practice and service delivery for complex cases involving instances of mental health, substance misuse, high risk pregnancy and domestic violence.
- In collaboration with service partners, develop and implement practice guidelines and training for establishing effective helping relationships for children, youth and their families accessing child safety and family support services.
- Strengthen the system of services and outcomes for children in care, building on recommendations from the Residential Services Review, with a strong focus on kinship care and on meeting the permanency and developmental needs of those in foster care, group care and youth transitioning out of care.

## Performance Measure 2: Families participating in Collaborative Planning and Decision Making processes

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of families participating in Collaborative Planning and Decision Making processes	5,522	8,350	9,800	10,900	12,000

Data Source: Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

## Discussion

By building upon their inherent strengths, families can increase their capacity to safely care for their children.

The ministry employs collaborative planning and decision-making (CPDM) processes to provide services and develop care plans for children and youth. These processes involve working collaboratively with the child or youth's immediate and extended family to ensure safety and effective planning.

Collaborative planning and decision making processes in this measure consist of:

- Family Development Response (FDR) –The Child Protection Response Model includes the use of FDR as an alternative to investigation. FDR is an approach that focuses on keeping a child safe while living in the family home and through the provision of services works to address safety issues by building on the family's strengths and support system.

- Family Group Conferencing — a formal meeting where members of a child or youth's immediate family come together with extended family and members of the child's community to develop a plan to care for the child or youth. Family Group Conferencing is a process designed to promote cooperative planning and decision-making and to rebuild a family's support network
- Mediation — a process for working out disagreements with the help of a trained, neutral person (a mediator). Mediation is a process that helps people focus on the best interests of the child and work towards a solution that is acceptable to the people involved
- Family Case Planning Conferences - a strength based, solution focused process to provide families with input into planning for their children. They are effective in creating interim or short term plans and in generating an understanding of "next steps." The process is used for planning at the initial stages of ministry involvement, while waiting for a Family Group Conference and in situations of family or parent/teen conflict.

This measure is the number of families who have been involved in collaborative planning and decision making processes. This measure has been changed from the *Revised 2011/12 – 2013/14 Service Plan* and expanded to include Family Case Planning Conferences (FCPCs), an emerging collaborative practice in the regions.

**Performance Measure 3: Children out of the parental home who are able to remain with extended family or community**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children having to leave their parental home who are able to remain with extended family or community	21.4%	24.4%	26.0%	28.0%	30.0%

Data Source: Management Information System/Social Worker System

## Discussion

Permanent, stable relationships are a major determinant of whether children feel safe and secure and a fundamental element of well-being. If a child has to leave their parental home, the ministry or Delegated Aboriginal Agency (DAA) strives to place the child with people who know the child and will maintain a positive, life-long relationship with them, their families and communities, thereby minimizing disruptions to children and their families.

When a child needs to leave their parental home because they are at risk of abuse or neglect or are temporarily unable to live with their parents, the ministry or DAA can, if appropriate, arrange for an out of care placement with extended family or close friends which is an alternate care arrangement to foster care. If the child is admitted to care, they may be placed with foster parents who are relatives of the child.



This measure is the proportion of all children who had to leave their parental home and were placed in an out of care arrangement with a relative or a person with significant ties to the child, or a foster parent who is a relative.

**Performance Measure 4: Aboriginal children cared for through Aboriginal communities and providers.**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Of the Aboriginal children having to leave their parental home, the per cent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or aboriginal friends and family	56.8%	58.0%	59.5%	61.0%	61.5%

Data Source: Management Information System/Social Worker System and Resource and Payment System

**Discussion**

Aboriginal children are disproportionately represented in the child welfare system. Ensuring that Aboriginal children, who have had to leave their parental home, receive services through an Aboriginal service system strongly connects them to their culture and traditions. This may over time help to lessen the percentage of Aboriginal children in care.

Aboriginal children having to leave their parental home can receive culturally appropriate services either through a Delegated Aboriginal Agency or through the ministry. Of the Aboriginal children who had to leave to their parental home, this measure is the proportion of these children who are being served by Delegated Aboriginal Agencies, or are receiving ministry services delivered by Aboriginal foster care providers or Aboriginal friends and family.

**Performance Measure 5: Children in “out of home care” for at least two years who experience no change in placement**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children in “out of home care” for at least two years who experienced no change in placement	57.2%	59.3%	60.0%	60.5%	61.0%

Data Source: Management Information System/Social Worker System and Resource and Payment System

## Discussion

Stability is essential for children to develop a sense of belonging and identity as they cope with separation from their families. Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth, but minimizing moves while in care increases their sense of stability, identity and belonging.

In this measure, “out of home care” includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years.

### Performance Measure 6: Children under a continuing custody order whose grade level matches their age

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age	78.8%	79.0%	79.5%	80.0%	80.5%

Data Source: Management Information System/Social Worker System and Ministry of Education enrolment data

## Discussion

Educational attainment is an excellent barometer of the overall well-being of a child. Furthermore, education is a key determinant of long term well-being and social inclusion. Additional challenges faced by vulnerable children and youth result in their being less likely in their adolescence to progress in school. The proportion of Children and Youth in Care under a Continuing Custody Order (CCO) whose grade level is as prescribed for their age is a good measure of whether the system of support for children under a CCO ameliorates the impact of these additional vulnerabilities.

The ministry’s measure complements the Government Strategic Plan measure “Percentage of socio-economically disadvantaged children whose grade level is as prescribed for their age” by focusing on the component of socio-economically disadvantaged children that the ministry can most affect — children in care under Continuing Custody Orders. (A Continuing Custody Order means that the director becomes the sole guardian of the child and the Public Guardian and Trustee becomes the guardian of the child’s estate.)

This measure is the percent of children under a Continuing Custody Order in school and who are at most five years older than their grade. For example, a child six years of age before the end of December of the school year is typically in grade one.



**Objective 1.5: Adoption Services**

**Children in care have an active plan for adoption as part of a permanency plan that supports safety, stability and lifelong relationships**

Children require a stable and continuous relationship with a nurturing person to maximize physical, social, emotional and intellectual development. If this relationship is not possible with the birth family or other out of care options, then permanency planning is the next step. Adoption is one option within the permanency planning process.

**Strategies**

- In collaboration with adoption community stakeholders and in line with other jurisdictions, begin an adoption recruitment and promotion initiative that includes options for greater profiling of children in care.
- Explore opportunities to increase culturally appropriate adoption placements for Aboriginal children through continued discussions with Delegated Aboriginal Agencies regarding adoption delegation.
- Identify where backlogs in adoption home studies may be occurring and implement a plan to clear up existing backlogs and maintain a timely response to prospective adoptive families on an ongoing basis.
- Realign adoption standards to emphasize guardianship responsibilities in relation to adoption and permanency.

**Objective 1.6: Youth Justice Services**

**Youth who are in conflict with the law will be supported, through an integrated, multi-disciplinary approach, to develop law-abiding and prosocial behaviour**

Youth justice services have three components – Youth Custody Services, Youth Forensic Psychiatric Services (YFPS) and Community Youth Justice Services – which assist youth to learn constructive skills, behaviours and attitudes that support healthy developmental outcomes, increased resiliency and law-abiding behaviour. Community based interventions include: restorative justice measures, intensive support and supervision programs, forensic psychiatric assessment and treatment services, day attendance programs that address school/employment/social skills and contracted community residential treatment and rehabilitative placements.

**Strategies**

- Improve gender-specific and gender-sensitive services for female young offenders.

- Improve programs and services for Aboriginal youth involved in youth justice services to better connect with their culture and community.
- Enhance programs and services to engage and involve families of youth involved with youth justice services.
- Incrementally develop and implement changes to service in response to federal amendments to the Youth Criminal Justice Act.

## **Goal 2: Achieve operational excellence to optimize the use of available resources to maximize services and supports to children, youth and families**

### **Objective 2.1: Programs and services are provided optimally using available human, information management and technology and financial resources**

Operational excellence depends on strong human resources, information and cost management functions. The ministry will use a Lean organizational approach to drive continuous improvement and focus on doing more with existing resources to ensure services are effective, client-centred, accessible, safe and appropriate.

#### **Strategies**

- Incrementally develop, implement and report out on quality (effective, client centred, accessible, safe and appropriate services) and efficiency measures across the ministry's six service lines.
- Review and improve evidence informed standards and practice guidelines for all six service lines, targeted at improving outcomes against key presenting needs for children, youth and families to drive service design and delivery.
- Implement Service Quality and Operational Evaluations on a three year cycle for all services provided at the Local Service Area level.
- Establish a provincial Lean Promotion and Coordination Team to drive Lean strategic action.
- Continue to develop and implement the integrated case management system to support improved planning and information sharing among practitioners.

### **Goal 3: Build strong community, sector and academic partnerships to improve and deliver quality services**

#### **Objective 3.1: MCFD has an engaged, skilled, well-led workforce, supported by collaborative partnerships, to drive service excellence**

The ministry is committed to achieving this objective by working in partnership with Delegated Aboriginal Agencies, community based agencies, sectoral representatives and academic institutions.

The implementation of a strong performance management and quality assurance system will support ongoing public reporting of results.

#### **Strategies**

- Engage children, youth and families, through the use of focus groups, to ensure proposed service improvements effectively meet their needs.
- Establish Community Partnership forums that include foster caregivers, service providers and other community partners to promote effective planning, service development, role clarity and relationships and improved services to children and youth in care.
- Develop provincial and regional partnerships between MCFD, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community to develop a shared strategic knowledge management and applied research agenda to improve the quality of services and contribute to knowledge of promising practices.



## Resource Summary

Core Business Area <sup>1</sup>	2011/12 Restated Estimates <sup>2</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
<b>Operating Expenses (\$000)</b>				
Early Childhood Development and Child Care Services.....	266,486	265,897	265,897	265,897
Services for Children and Youth with Special Needs.....	279,970	288,596	288,996	288,996
Child and Youth Mental Health Services.....	79,111	79,233	79,233	79,233
Child Safety, Family Support and Children In Care Services.....	498,706	497,386	497,386	497,386
Adoption Services.....	25,538	25,554	25,554	25,554
Youth Justice Services.....	48,390	47,075	46,675	46,675
Service Delivery Support.....	117,692	114,619	114,619	114,619
Executive and Support Services .....	14,798	14,931	14,931	14,931
<b>Total</b>	<b>1,330,691</b>	<b>1,333,291</b>	<b>1,333,291</b>	<b>1,333,291</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services.....	690	277	1,427	1,344
<b>Total</b>	<b>690</b>	<b>277</b>	<b>1,427</b>	<b>1,344</b>

Other Financing Transactions (\$000)				
<b>Executive and Support Services</b> (Human Services Providers Financing Program)				
Receipts.....	31	31	31	31
Disbursements .....	0	0	0	0
Net Cash (Requirements) .....	31	31	31	31

<sup>1</sup> The core business areas have been realigned to reflect the service delivery lines as outlined in the ministry's Strategic and Operational Action Plan.

<sup>2</sup> For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

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## Hyperlinks to Additional Information

### Ministry Links:

#### About Us

[www.mcf.gov.bc.ca/about\\_us/index.htm](http://www.mcf.gov.bc.ca/about_us/index.htm)

#### Contact Us

[www.gov.bc.ca/mcf/contacts.html](http://www.gov.bc.ca/mcf/contacts.html)

#### Ministry's Homepage

[www.mcf.gov.bc.ca](http://www.mcf.gov.bc.ca)

#### Family Roots Report

[www.mcf.gov.bc.ca/about\\_us/pdf/CFD\\_FamilyRoots\\_booklet.pdf](http://www.mcf.gov.bc.ca/about_us/pdf/CFD_FamilyRoots_booklet.pdf)

#### Residential Services Review

<http://www.fcssbc.ca/sf-docs/resrev/resrevfindings.pdf>

#### Publicly Reported Performance Measures

[http://www.mcf.gov.bc.ca/about\\_us/pdf/performance\\_2011.pdf](http://www.mcf.gov.bc.ca/about_us/pdf/performance_2011.pdf)

#### Educational Experiences of Children Under a Continuing Custody Order report

[http://www.mcf.gov.bc.ca/foster/pdf/education\\_report\\_mar\\_2011.pdf](http://www.mcf.gov.bc.ca/foster/pdf/education_report_mar_2011.pdf)

#### Ministry Regions

[www.mcf.gov.bc.ca/regions/index.htm](http://www.mcf.gov.bc.ca/regions/index.htm)

### Key Partners:

#### Representative for Children and Youth

[www.rcybc.ca/content/home.asp](http://www.rcybc.ca/content/home.asp)

#### Community Living British Columbia

[www.communitylivingbc.ca/](http://www.communitylivingbc.ca/)

#### Ombudsperson

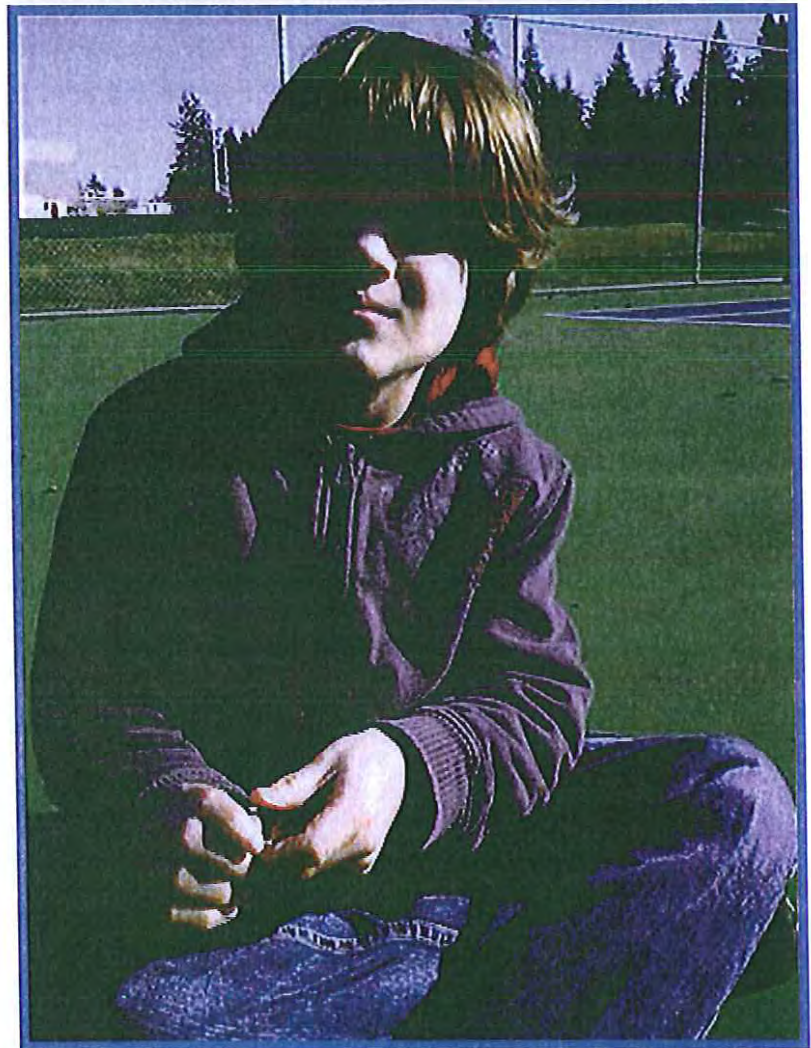
[www.bcombudsperson.ca/](http://www.bcombudsperson.ca/)

#### Public Guardian and Trustee of British Columbia

[www.trustee.bc.ca/](http://www.trustee.bc.ca/)



# MCFD OPERATIONAL & STRATEGIC DIRECTIONAL PLAN 2012/13 - 2014/15



3 / 14 / 2012

Executive Summary



Ministry of  
Children and Family  
Development



STRATEGIC

DIRECTIONAL PLAN

2012/13 - 2014/15



## Table of Contents

Our mission and values	1
Our services	1
Service delivery lines	2
• <i>Early childhood development and child care services</i>	
• <i>Services for children and youth with special needs</i>	
• <i>Child and youth mental health services</i>	
• <i>Child safety, family support and children in care services</i>	
• <i>Adoption services</i>	
• <i>Youth justice services</i>	
Our clients	5
Our service delivery structure	6
Our plan	7
Guiding legislation	9
Performance management	10
Five Dimensions of Quality	11
Improving services and outcomes for Aboriginal children, youth and families	11
Our strategy map	13
Strategic priorities 2012/13 to 2014/15	16



## Our mission

The Ministry of Children and Family Development (MCFD) supports healthy child 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.

## Our values

We will deliver these services in a respectful, compassionate, strengths-based and culturally appropriate way and fully engage B.C. children, youth and families in successfully meeting their development needs and goals.

## Our services

The ministry delivers or supports a wide range of programs, services and initiatives, grouped into six primary **service lines**:

1. Early Childhood Development and Child Care Services
2. Services for Children and Youth with Special Needs
3. Child and Youth Mental Health Services
4. Child Safety, Family Support and Children in Care Services
5. Adoption Services
6. Youth Justice Services





## Service delivery lines

### 1. Early childhood development and child care services

**Early Childhood Development programs** help parents, families and service providers provide the best possible start for children from birth to six years of age – the age widely considered most critical for brain development. This plays a supportive role for vulnerable and at risk families by providing access to opportunities that enrich children's healthy development and improve parenting skills, creating a solid foundation for future learning, growth and wellbeing.

MCFD is responsible for – or partners in – a broad range of ECD programs that, in turn, serve a wide variety of families. Many reflect and respond to the unique needs of the communities and families they serve, including those which support Aboriginal, immigrant, refugee, low-income or young parent families, as well as those who may be geographically and/or socially isolated.

Access to quality child care is of vital importance to B.C families. **Child care programs** support parents who are working, attending school or training programs or those who are medically unable to care for their children full-time. Quality child care has also been shown to play a supportive role for vulnerable or at-risk families by providing access to opportunities that both enrich children's healthy development and improve parenting skills.

MCFD partners with child care providers to create and support a sustainable child care system in which families can choose from a range of affordable, safe, quality child care options that meet their unique needs. All programs aim to provide healthy, developmentally appropriate environments for children to learn, play and grow.

### 2. Services for children and youth with special needs

We use the term 'children and youth with special needs' to refer to children and youth up to 19 years of age who require significant additional educational, medical, health and social/environmental support — beyond that required by children in general — to enhance or improve their health, development, learning, quality of life, participation and community inclusion.



MCFD funds a range of programs and services for children and youth with special needs and their families. These programs are aimed at promoting children's healthy development and wellbeing, helping them to become participants in school, in their family lives and community activities, maximizing their quality of life and supporting families in their role as primary caregivers.

### 3. Child and youth mental health services

The mental health of infants, children and youth is integral to their overall healthy development and well-being. When children struggle with mental health challenges, as an estimated 15 per cent of B.C. children and youth do, it interferes with both their ability to function and their relationships at home, at school and in the community. MCFD supports a range of targeted prevention programs – including school-based anxiety prevention programs – early intervention and treatment services which can play an important role in improving children's mental health by decreasing the incidence of future problems or reducing their severity.

### 4. Child safety, family support and children in care services

We know that children and youth do best when they grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs

Understanding that families are the preferred environment to nurture and support a child's growth and development, MCFD promotes the well-being of children, youth and families through prevention and intervention supports. These, in turn, enable parents and extended family to care for children and youth; or – where necessary to ensure a child or youth's safety – access alternative care arrangements with extended family or directly provide for the care and development of children and youth. Services range from responding to child protection reports through the Child Protection Response model, to supporting requests for voluntary services, kinship care placements and meeting the needs of children and youth in care.



## 5. Adoption services

At the heart of MCFD's provincial adoption program is the belief that all children and youth deserve to grow up in a secure, safe and supportive environment – ideally with a family to nurture and support their ongoing growth and development. If this strong, stable relationship is not possible within their birth families or caregivers – as is the case with about 1,200 children and youth in ministry care – adoption may be an option.

Research supports that theory – children and youth who acquire permanency through adoption are 23 per cent more likely to finish high school, 20 per cent less likely to become teen parents, 15 per cent less likely to use or misuse alcohol or other substances and 32 per cent less likely to be incarcerated than children in care who are not adopted. While adoption cannot prevent or address all vulnerabilities, it is one step toward improving the circumstances for children and youth in care.

## 6. Youth justice services

MCFD's youth justice services have three components – Youth Custody Services, Youth Forensic Psychiatric Services and Community Youth Justice Services – which support youth in conflict with the law to learn constructive skills, behaviours and attitudes that support healthy developmental outcomes, increased resiliency and law-abiding behaviour.

Community-based interventions include: restorative justice measures, intensive support and supervision programs, forensic psychiatric assessment and treatment services, day attendance programs that address school/employment/social skills and contracted community residential treatment and rehabilitative placements.





## Our clients

The Ministry of Children and Family Development serves a broad range of children, youth and families with a wide variety of challenges or support needs. Individuals come from all walks of life, backgrounds and cultures, and may reside in large urban centres such as Vancouver or Victoria, rural communities like Golden or Fort St. John or more isolated or remote areas such as Atlin, located at the Northwestern tip of British Columbia.

Many of the children, youth and families we support have complex needs and, for this reason, access multiple services and supports – for example the family of a child with special needs who is part of the the supported child development program may also be receiving infant development or early intervention services and qualify for respite or support through the ministry's at-home medical benefits program.



Our programs and services span from pre-conception, through early childhood development, right through to young adulthood. Much of our focus is on supporting vulnerable families to be healthy and strong and, in turn, create healthy nurturing environments for their children to learn and grow.

Many of the children, youth and families we serve not only access multiple services here in the ministry, but also, at different points in their lives, those available through our partner ministries – Health, Social Development, Education and Justice.



## Our service delivery structure

Over the past year, our organizational structure and reporting structures have shifted to better support the delivery of programs and services across the six service lines.

To this end, the ministry is organized into four regions – Vancouver Island, Coast Fraser, Interior and North – managed by Assistant Deputy Ministers.

Across these regions, there are 13 Service Delivery Areas, managed by Executive Directors of Service who, in turn, oversee 47 local service areas managed by Community Service Managers.

Many of the services delivered through MCFD are by Aboriginal and community social service agencies.

Twenty-two Delegated Aboriginal Agencies provide a mixture of child safety, family support and children in care services to Aboriginal children, youth and families across the province. The ministry also works closely with hundreds of partner community social service agencies and contracted service providers.

There are five provincial programs - Child Care Services, Specialized Provincial Programs for children and youth with special needs, Youth Custody and Youth Forensic Psychiatric Services, and Maples Adolescent Treatment Centre - each the responsibility of an ADM or Senior Executive Director.

A provincial office oversees key ministry functions including policy and legislation, strategic human resource management, information technology and finance, and corporate services.





## Our plan

The MCFD Operational and Strategic Directional Plan 2012/13 – 2014/15 is a comprehensive three-year roadmap focused on incrementally, and measurably, improving the delivery of programs and services to the more than 127,000 children, youth and families whose lives we touch.

The plan, which will be further developed over its lifespan through a broad engagement strategy, sets out overarching strategic themes, key result areas – and within those areas -- concrete actions which will focus and guide our work over the coming three years. This document, the **executive summary**, offers a high level snapshot of the ministry's direction, goals and the process by which we will achieve these goals.

There is within the plan a focus on achievement, accountability and a strong commitment to transparency. Key actions will have clear, measurable objectives with sequenced deliverables, initiatives and tasks linked directly to operations and embedded in a sustainable budget.

This model for action is underpinned by strong leadership, regular evaluation and a commitment to organizational learning, growth and continuous improvement.

It's important to note that this plan is not final – not written in stone. Developed in consultation with a number of key stakeholders, community partners and senior staff across the province it is, rather, a living, directional document that will continue to be informed and shaped by regular consultation and input across our six service lines:

- early childhood development and child care services
- services for children and youth with special needs
- child and youth mental health services
- child safety, family support and children in care services
- adoption services, and
- youth justice services

The strategic plan builds on many of the services already in place, both in the provincial office and throughout the regions, while recognizing key challenges, including a difficult fiscal environment, a broad geographic landscape, the complexity of the work itself – and the increasingly complex needs of those we serve. The plan



continues to underline a key commitment of MCFD to improve services and outcomes for Aboriginal children, youth and families in close partnership with Aboriginal communities and their leaders.

As noted above, a broader and ongoing engagement process will be undertaken to incrementally develop and refine the operational and strategic direction, including gathering feedback from children, youth and families on how to improve services and service delivery, as well as exploring effective ways to create opportunities for staff and service providers to contribute ideas and feedback.



## Guiding legislation

The work of the Ministry of Children and Family Development is guided by the following legislation:

- *Adoption Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Child, Family and Community Service Act (CFCSA)*
- *Community Care and Assisted Living Act*
- *Community Services Interim Authorities Act*
- *Employment and Assistance Act* – as pertains to the Child in the Home of a Relative Program
- *Health and Social Service Delivery Improvement Act – Part 3*
- *Human Resource Facility Act*
- *Social Workers Act*
- *Youth Justice Act*

Legislation administered by other ministries includes:

- *Public Guardian and Trustee Act*
- *The Freedom of Information and Protection of Privacy Act (FOIPPA)*
- *Family Relations Act*
- *Infants Act*
- *Mental Health Act*
- *Community Care and Assisted Living Act* – as pertains to Child Care Licensing



## Performance management and quality assurance

Over the course of 2011/12, the ministry took steps to fully clarify its clients, service lines and services, as well as its structure, better aligning it to support the ministry's strategic direction.

Work was undertaken to identify and better understand our key client populations with the goal of incrementally reporting out on the individual sub-populations we serve

– from children under six with early childhood development or support needs to youth between the ages of 19 to 24 transitioning out of our care or away from our services.



Defining specific age groups of those served within specific programs – for example narrowing 'children and youth with special needs' to those under 12 months of age, between the ages of one and six years, those over six but under 12 and those between the ages of 13 to 18 – allow us to better plan, to better focus our resources, to monitor and measure our progress and, based on that information, to alter our course, if needed.

Through better understanding and analyzing the needs of those we serve as well as our own internal resources and performance, we will incrementally strengthen our services to children, youth and families and our service delivery system – and support an engaged, skilled and well-informed workforce.

With this strong platform in place, the ministry is positioned to support effective performance management, quality assurance and reporting structures.



## The Five Dimensions of Quality

Outcomes for children, youth and families will be linked to five dimensions of quality:

- **Effective** services – Address the presenting needs of children, youth and families within the context of their broader health, financial circumstances, social and emotional wellbeing and developmental needs.
- **Client-centred** – Services are designed to work for children, youth and families; their views are heard and fully considered in determining needs.
- **Accessible** – Barriers including physical, geographic, linguistic and time are reduced and services are delivered in a timely manner.
- **Safe** – Timely child safety or protection responses keep children and youth safe; as well ensure services are delivered in a safe manner with respect to physical, emotional, culturally appropriate and other aspects of safety.
- **Appropriate** – Services are evidence informed and are neither over nor under supplied in addressing child, youth and families needs.

## Improving services and outcomes for Aboriginal children and families

B.C. is home to the second largest Aboriginal population in the country and one of the most diverse in North America, with over 198 First Nations bands – about one third of First Nations in Canada and more than any other province or territory. While representing only five per cent of B.C.'s total population, Aboriginal children and youth are far over-represented in our province's child welfare system, comprising more than 55 per cent of all children in care – and largely under-represented in terms of their access to services and supports available through other service lines.





Over the past few years, MCFD has been working closely with service providers, Aboriginal organizations and leaders to provide better service to Aboriginal children, youth and families and start to improve outcomes. This requires creating new and sustainable relationships based on acknowledging the past but moving forward with the full involvement of Aboriginal people – and together working to create services that best meet the needs of Aboriginal children, youth and families.

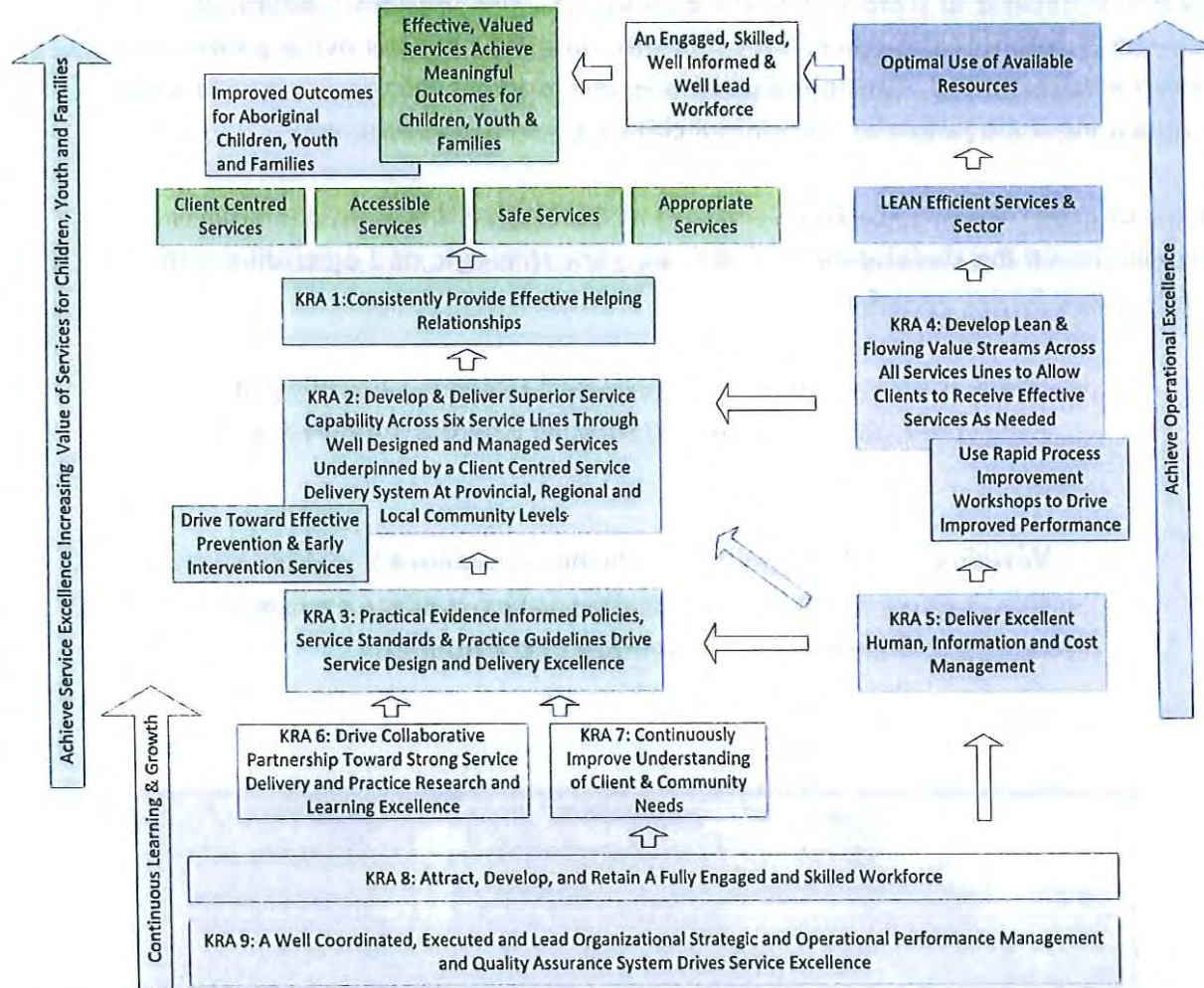
To this end, the ministry has been working with Delegated Aboriginal Agencies and communities on the development of a three-year strategic and operational strategy linked to two key areas of focus:

- Improving the quality of services and achieving meaningful outcomes for Aboriginal, children, youth and families across the ministry's six service lines.
- Working with Aboriginal communities to achieve the vision of Aboriginal children and youth living in strong healthy families by strengthening their connection to their culture, language and traditions.

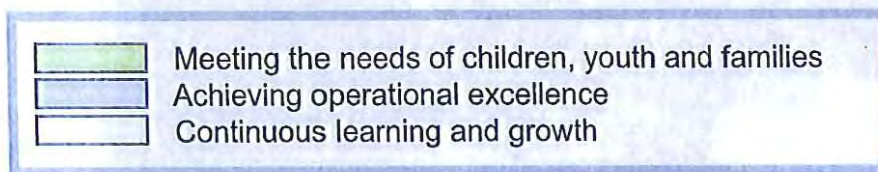




## Our strategy map



### Key Outcome Areas



Beginning with our mission and shared values, the ministry's strategy map sets out an overall logic for action in the child and family development sector and is built on **key result areas (KRAs)** that will be applied across MCFD's six service lines. These 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**.



MCFD's strategy map is built around **three strategic themes** important to the ministry:

1. **Achieving service leadership and excellence** across MCFD's six service lines by increasing the value of MCFD delivered or funded services for children, youth, and families.
2. **Achieving operational excellence to deliver efficient services** by optimizing the use of available resources to maximize available services and support to children, youth and families.
3. Driving **continuous learning and growth** to improve services based on an engaged, skilled, well-informed and well-led workforce.

MCFD's strategy map describes **three key outcome areas** linked to:

1. **Children, Youth, and Families:** Value is created by meeting the needs of the children, youth and families we serve. This is the **heart of the strategy** and defines the context for the rest of the key outcomes.
2. **Workforce Development:** Creating a healthy organization that links workforce well-being to organizational performance – right through to getting results for children, youth, and families.
3. **Financial Results:** The creation of long-term value for citizens based on optimal use of available resources.

These three outcomes are driven by a number of **key result areas** linked to:

- **Service Processes:** Strong internal processes both create and deliver the value to meet the needs of the children, youth and families we serve. This area of the map identifies the few critical processes that will satisfy our clients and the ministry's fiduciary objectives. All organizational processes must be performed adequately, but a few will make a real difference to the success of our overall strategy. The strategy map identifies those **key processes** that are critical for high performance so that managers and employees can focus on continually improving them.



The key processes are in turn driven by **key result areas** linked to:

- **Learning and Growth:** Staff, information, technology and culture drive performance improvements across the key processes that deliver value to children, youth and families – and stakeholders

Together the client, workforce and financial dimensions in the strategy map describe what MCFD wants to achieve through its funded services. The package of key result areas in the **service process** and **learning and growth areas** describe **MCFD's strategy** to drive these **outcomes**.





## Strategic priorities 2012/13 – 2014/15

*Key Result Areas (KRAs) and supporting key areas of focus*

### **1. Provide *effective helping relationships*.**

- Develop and implement a shared child and families services practice framework across MCFD services lines.

### **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*.**

- Work with Aboriginal organizations to support evidence-informed approaches for services to Aboriginal children, youth and families linked to their culture, languages and traditions delivered across the regions.
- Design and implement an integrated system of community early childhood development services and consider options to improve information and access to childcare.
- Embed children and youth with special needs policy and practice improvements that increase collaboration, and ensure a consistent assessment and case management approach.
- Design and implement an integrated system of community child and youth mental health services.
- Fully implement and evaluate the child protection response model and the linked clinical supervision models across all MCFD and Delegated Aboriginal Agency (DAA) teams.
- Review and recommend improvements to family services focused on delivering a quality, local, system of services.
- Design a common, community-based service system within a provincial framework for children in care.

- Work with the broader community and aboriginal communities to create awareness and promote adoptions.
- Implement targeted service improvements focused on gender specific services, services for aboriginal youth and increased involvement of families in the youth justice system.

**3. *Practical, evidence-informed policies, service standards and practice guidelines drive service design and delivery excellence.***

- Review and revise the policy framework for all six service lines, clarifying policy, service standards and procedures, and practice guidelines.

**4. *Optimize service delivery through the implementation of LEAN principles.***

- Establish a provincial LEAN promotion team and develop a three year implementation plan across the organization.

**5. *Deliver excellent human, information and cost-management.***

- Develop a healthy workplace strategy where employee health and wellness is integral to the culture, operations and service strategy of the ministry.
- Review and strengthen contract management processes.
- Review and strengthen cost management processes across MCFD DAA and Community Service Agencies.
- Develop a robust management information system to support evidence informed decision making.
- Continue to develop and implement the integrated case management information system to support improved planning and information sharing among practitioners.



**6. Build collaborative partnerships toward strong service delivery, practice research and learning excellence.**

- Work with stakeholders and the academic community to develop a shared learning and research agenda.
- In partnership with the Union of BC Municipalities, the private sector and other ministries, develop a regional poverty reduction strategy.
- Working with Aboriginal organizations, develop local protocol agreements and establish strong partnership forums to support action on improving services and outcomes for Aboriginal children, youth and families.

**7. Continually improve the understanding of client and community needs.**

- Engage children, youth and their families, staff and stakeholders through a coordinated process to ensure their expertise and ideas are reflected in future policy and service development.

**8. Attract, develop and retain a fully engaged and skilled workforce.**

- Optimize governance, leadership, operational and change management capacity across the sector.
- Develop a comprehensive recruitment and retention strategy aligned with Ministry strategic direction and identified future organizational needs.
- Develop comprehensive training and development plans in support of service system improvements.

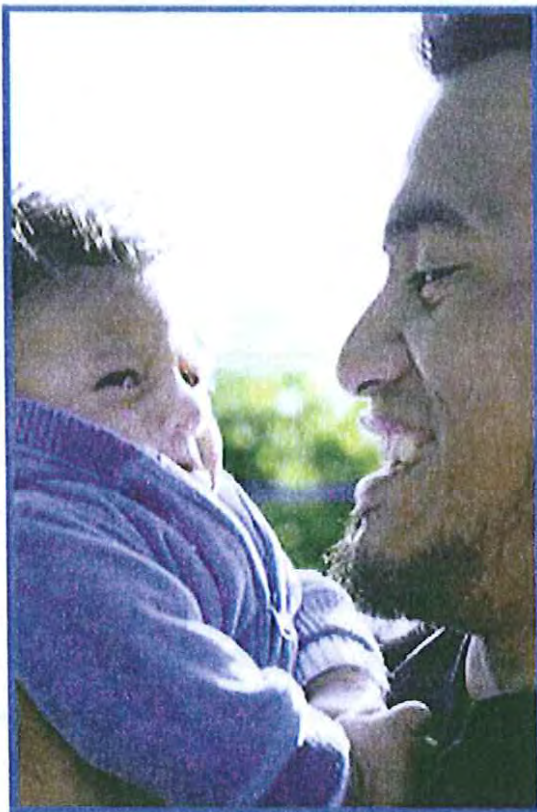


9. ***Drive **systems excellence** through a well co-ordinated, executed and led organizational strategic and operational management and quality assurance system.***

- Develop a planning and reporting cycle that results in refining and reconfirming the operational and strategic directional plan annually.
- Deliver service quality and operational evaluations on a three year cycle across all local service areas and delegated agencies.



# MCFD OPERATIONAL & STRATEGIC DIRECTIONAL PLAN 2012/13 - 2014/15



May 2012



Ministry of  
Children and Family  
Development

PHASE 1 Page 74  
CFD-2012-01617

## Table of Contents

<b>Section One: Operational and Strategic Scope</b> .....	5
<b>Section Two: MCFD Strategy - Key Result Areas to Position Child and Family Development as a High Performing Service Delivery Sector</b> .....	7
Theme 1: Achieve Service Excellence Increasing Value of Services for Children, Youth, and Families .....	10
Key Result Area 1 .....	12
Key Result Area 2.....	14
Key Result Area 3.....	17
Theme 2: Achieve Operational Excellence.....	19
Key Result Area 4.....	20
Key Result Area 5.....	23
Theme 3: Continuous Learning and Growth .....	23
Key Result Area 6.....	24
Key Result Area 7.....	24
Key Result Area 8.....	25
Key Result Area 9.....	27
<b>Section Three: MCFD Operational and Strategic Directional Plan: Analysis</b> .....	28
Performance Management and Quality Assurance.....	28
Aboriginal Service and Outcomes .....	28
Prevention, Early Childhood Development and Child Care Services .....	29
Services for Children and Youth with Special Needs (CYSN).....	31
Child and Youth Mental Health Services (CYMH) .....	32
Child Safety, Family Support and Children in Care Services (CIC) .....	33
Adoption Services .....	35
Youth Justice Services: .....	35



<b>Section Four: MCFD Operational and Strategic Directional Action Plan.....</b>	<b>37</b>
Key Result Area 1.....	38
Key Result Area 2.....	39
Key Result Area 3.....	52
Key Result Area 4.....	53
Key Result Area 5.....	54
Key Result Area 6.....	58
Key Result Area 7.....	59
Key Result Area 8.....	60
Key Result Area 9.....	61
<b>Appendix 1 - Source Documents.....</b>	<b>63</b>
<b>Glossary of Terms.....</b>	<b>64</b>

### **Key Result Areas:**

- **Key Result Area 1:** Consistently Provide Effective Helping Relationships
- **Key Result Area 2:** Develop and Deliver Superior Service Capability Across Six Service Lines Through Well Designed and Managed Services Linked to a Client Focused Service Delivery System at the Provincial, Regional and Local Community Levels
- **Key Result Area 3:** Practical Evidence Informed Policies, Service Standards & 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 that Drives Service Excellence

## **Mission**

The Ministry of Children and Family Development (MCFD) supports healthy child 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.

## **Values**

MCFD will deliver these services in a respectful, compassionate, strengths-based and culturally appropriate way and fully engage children, youth and families in successfully meeting their development needs and goals.

## Section One: Operational and Strategic Scope

This document -- the *Ministry of Children and Family Development Operational and Strategic Directional Plan 2012/13 – 2014/15* – outlines both the ministry's approach and operational and strategic direction for the coming three years. This plan is anchored with a strong focus on improving outcomes for the more than 127,000 children, youth and families whose lives we touch, through incrementally improving and strengthening our own performance across a range of Key Result Areas.

MCFD's Operational and Strategic Directional Plan builds from a solid understanding of our organization – our clients, programs, services, organizational structure and delivery systems – and charts a course for where we want to be and identifies key areas for improvement needed to get us there. This work forms the foundation of this plan, which in turn focuses on:

- Establishing a **guiding map** on which to build a shared understanding, support coordination and a model for successful action.
- Developing a coherent and manageable **action plan** based on actions that will be measured against outcomes, linked to operations and embedded within current budget parameters.

It is important to note that the MCFD Operational and Strategic Directional Plan is structured to provide an *overall illustration* of the ministry's direction over the coming three years, and is not written in stone like more traditional, locked-down strategic plans. Developed with input from a number of the ministry's key stakeholders – but not, yet, the majority – the plan is intended to adapt and grow as the plan interacts with operational processes and organizational capacity across the sector, and as service recipients and practitioners become engaged in its implementation.

While our commitment to meaningful engagement and partnership is absolute, there is also, within the plan, a strong focus on moving ahead and taking action. This action will, in turn, be underpinned by a strong emphasis on performance management and quality assurance, combined with regular updates and reporting.

*There will be a strong and concerted effort to engage more widely over the coming year, and to adapt and shape the directions set out.*





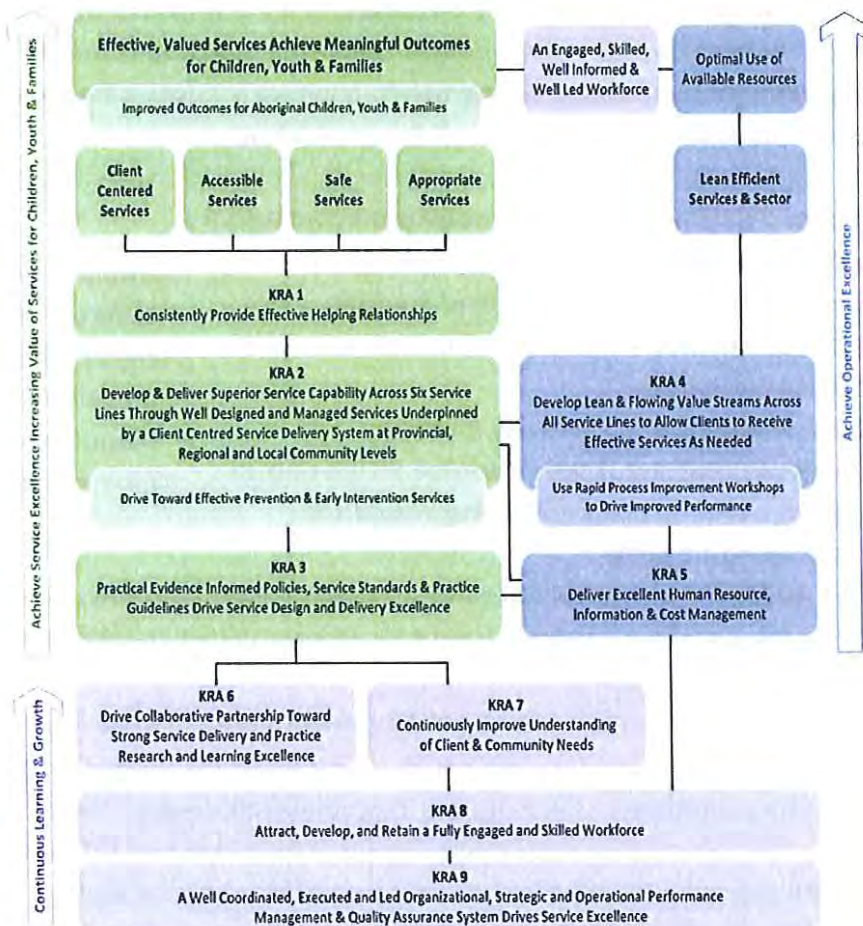
It is important to note that the action contemplated and mapped out within the plan must take place at the same time as continued ongoing delivery of services to children, youth and families – and we are cognizant of maintaining a balance between ongoing stability while striving toward continuous improvement. Our work is also, by nature, heavily dependent on people -- including a wide range of professional, cultural, advocacy and service delivery perspectives -- rather than technology, which often makes taking action more complex. For this reason, there is a strong focus throughout the plan on organizational learning, growth and continuous improvement coupled with an equally strong focus on creating a healthy organizational culture and practice. Our goal is to create a positive culture, an inclusive approach to leadership, and a vibrant work environment that inspires and engages employees across the sector.

In **moving forward** on the actions set out in this directional plan, MCFD will be driven by a strong sense of accountability to the children, youth and families served. This accountability will be underpinned by a strong commitment to partnership, collaboration and respectful working relationships. The action proposed in this plan is an invitation to become engaged, committing to improve and strengthen services to children, youth and families to be open to new ways of designing and delivering services.



## Section Two: MCFD Strategy - Key Result Areas to Position Child and Family Development as a High Performing Service Delivery Sector

### MCFD Strategy Map



The *strategy map* above sets out an overall game plan for the ministry and is built on key result areas (KRAs) that will be 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.



A strategy map uses the Balanced Scorecard Approach<sup>1</sup> that starts with the organization's mission (organization's purpose) and values (internal compass that guides its actions) to **establish a strategic vision and logic for action** (aspirations for future results):

MCFD's *strategy map* is built around **three strategic themes** important to the ministry:

1. **Achieving service excellence** across MCFD's six service lines by increasing the value of MCFD delivered or funded services for children, youth and families;
2. **Achieving operational excellence** by optimizing the use of available resources to maximize available services and support to children, youth and families; and
3. **Pursuing continuous learning and growth** to improve services based on an engaged, skilled, well-informed and well-led workforce.

MCFD's *strategy map* describes **three key outcome areas** linked to:

1. **Children, youth and families:** Value is created by meeting the needs of children, youth and families. This is the heart of the strategy and defines the context for the rest of the key outcomes. *Meeting the needs of children, youth and families is the heart of the strategy – and defines the context for all our key outcomes.*
2. **Workforce development:** Creating a healthy organizational context that links workforce well-being to organizational performance and getting results for children, youth and families.
3. **Fiduciary results:** The ultimate goal of any publicly funded organization is to create long-term value for citizens based on optimal use of available resources.

These three outcomes are driven by a number of **key result areas (KRAs)** linked to:

- **Service processes:** Internal processes create and deliver the value to meet clients' needs, and also contribute to the fiduciary outcomes. This area of the map identifies the few critical processes that will satisfy the client and fiduciary objectives. All organizational processes must be performed adequately, but a few will create the real difference in a successful overall strategy. The strategy map identifies those key processes that are **critical** for high performance so that managers and employees can focus on continually improving them.

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<sup>1</sup> See Kaplan and Norton *The Balanced Scorecard* (1996), *The Strategy Focused Organization* (2001), *Strategy Maps* (2004), *The Execution Premium* (2008); Harvard Business School Publishing Corporation



The key processes are in turn driven by **key result areas** linked to:

- **Learning and growth:** People, information, technology and culture (intangible assets) drive performance improvements across the key processes that deliver value to clients and stakeholders.

Together, the client, workforce and financial dimensions in the strategy map and balanced scorecard describe what MCFD wants to achieve through its funded services. The package of key result areas in the **service process** and **learning and growth areas** describe **MCFD's strategy** to drive these **outcomes**.



## Theme 1: Achieve Service Excellence by Increasing Value of Services for Children, Youth, and Families

### OUTCOMES



Outcomes for children, youth or families will be linked to the *five dimensions of quality* measured against **ten criteria**: *effectiveness* linked to providing *client-centered, accessible, safe and appropriate* services:

#### 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, 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-centered services

- The views of children, youth and families are heard and fully considered as part of determining their service needs.
- Services are provided in the context of a meaningful helping relationship and a 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 using active listening, empathy, respect and genuineness combined with professional competence.

### 3. Accessible services

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

### 4. Safe services

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

### 5. Appropriate services

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

**Improved Outcomes for Aboriginal Children and Families:** A key area of focus for the Ministry of Children and Family Development 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 is built on **four domains**:

1. Improving the quality of services and the quality and equality of outcomes for Aboriginal children, youth and families.
2. Engaging with and supporting community development to achieve the vision of Aboriginal children and youth living in strong healthy families through strengthening their connection to their culture, language and tradition.
3. Iteratively shaping child, youth and family services in response to ongoing changes and/or developments in broader legal and political context.
4. Building effective partnerships with First Nation, urban Aboriginal, Métis, treaty nations and community leaders

*Services for Aboriginal children, youth and families must be developed and delivered in a manner that resonates with the vision and aspiration of the First Nation and Métis peoples.*

This underscores the need to ensure that services are developed and delivered in a manner that resonates with the vision and aspirations of the First Nations, urban Aboriginals and Métis, acknowledging the diverse cultural background of these communities while also recognizing and respecting that -- in practice -- the individual is frequently embedded in a more complex socio-cultural community and political context



that must be worked with in the development of any go-forward strategy (for more detail please see MCFD Approach to Improving Services and Outcomes for Aboriginal Children and Families in the MCFD Operational Overview 2012/13).

## KEY RESULT AREAS ACROSS SERVICE PROCESSES



Outcomes for children, youth and families are achieved when they are **linked** to evidence *informed*, specific practice and access to a safe, appropriate service or a group of services that meet the client's needs at a specific time.

### Key Result Area 1: Consistently Provide Effective Helping Relationships

Establishing an **effective professional helping relationship** will be the cornerstone of MCFD's ability to successfully achieve its mission.

In any helping relationship provided through MCFD, the **safety and well-being of a child or youth will be paramount**. Further, the delivery system itself must be child-

*All children have the right "to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life."*

– UN Convention

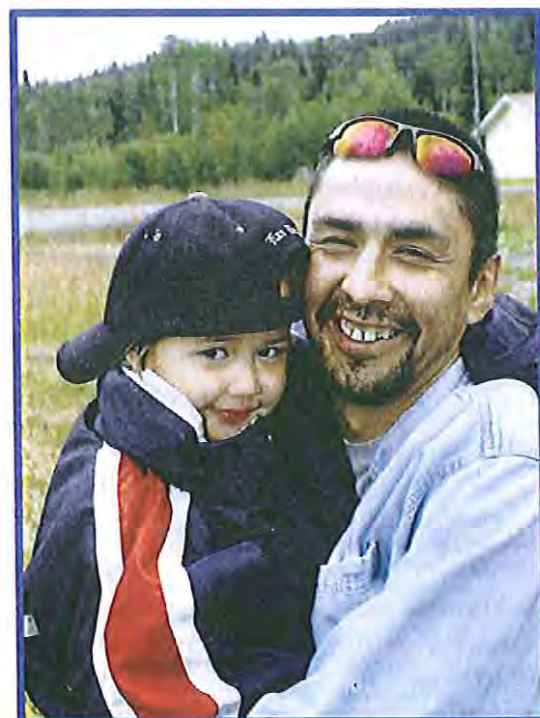
centered, recognizing children and young people as individuals with rights, including their right to participate in major decisions about them in line with their age and maturity, as set out in the United Nations Convention on the Rights of the Child (CRC). The CRC details basic human rights that all children have, including 'the right to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life.' The **four core principles** of the Convention are: non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child. These rights underpin BC's *Child, Family and Community Service Act*.

Also, as underscored in the CRC, the **family is usually the best place for bringing up children and young people**. The **family is the preferred and normally the healthiest environment** for the care and upbringing of children. MCFD will have a strong focus on supporting families to provide safe and nurturing environments for their children in cases where they have special needs, mental health issues, developmental needs, or where their parents' own developmental issues, behaviour or life skills pose a risk or have a significant negative impact on the well-being of their children.

Families function best as part of **healthy extended families and communities**. Attachment to extended family and the broader community, with an emphasis on maintaining and supporting the cultural identity of a child, will be a critical part of the continuum of services offered by MCFD. MCFD plays a role with other partner ministries, municipal governments and community agencies in strengthening communities to care for and protect vulnerable children, youth and families.

MCFD will have a particular focus on **working with Aboriginal communities** to support their efforts to strengthen their capacity to care for and protect their vulnerable children, youth and families.

Helping children and families **involves working with them** and therefore the **quality and the continuity of the relationship** between the child and family and professionals can have a direct impact on the effectiveness of help





given. The principle of clinical practice related to effective change based on **collaboration** between a worker and individual is well established<sup>2</sup>.

Working with families is more effective when support or services link to – and build on – a **developmental, strengths-based approach**. A **developmental** approach requires understanding life-span developmental needs and challenges, then adequately designing and adapting services to meet those needs. Strengths-based, solution focused approaches enhance the capacities of individuals, families, neighborhoods and communities to deal with their own challenges. Effective change results from being treated with respect, empathy and genuineness and having strengths (capabilities, assets, resources) acknowledged and enhanced.

*Effective change for children, youth and families results from being treated with respect, empathy and genuineness and having strengths acknowledged and enhanced.*

The helping relationship should **empower existing client strengths** and services should be molded to fit the client's goals and expectations. The true value of those services can be understood as the elements of a service that a child, youth and/or family are willing to invest their time and effort into getting an outcome they value.

Four **common elements** will be central to and will drive effective practice:

1. Working in collaboration with children, youth and families with consideration given to their environment.
2. Working with the children, youth and families to establish a **helping relationship**.
3. Competently using **evidence-informed** techniques and services.
4. Creating **expectations and hope** for a successful outcome.

## **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 the Provincial, Regional and Local Community Levels.**

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<sup>2</sup> See International Centre for Clinical Excellence ([www.centreforclinicaexcellence.com](http://www.centreforclinicaexcellence.com)) – in this context the helping relationship is substituted for the therapeutic relationship which is more proper to CYMH services offered by MCFD



MCFD is structured to deliver or fund **six service lines** to meet the needs of BC children, youth and families:

1. Prevention, Early Childhood Development and Child Care Services (ECD/CC)
2. Services for Children and Youth With Special Needs (CYSN)
3. Child and Youth Mental Health Services (CYMH)
4. Child Safety, Family Support and Children in Care Services (CS/CIC)
5. Adoption Services
6. Youth Justice Services

**Superior service capability** is understood as consistently providing quality services across a geographically dispersed delivery system (ranging from provincial, regional and service delivery areas to local service areas providing services to several communities), a range of professionals and a network of service providers ranging from MCFD teams, Delegated Aboriginal Agencies and community social service agencies.



To consistently provide quality services across MCFD's geographically dispersed delivery system will require a **service delivery culture** built on:

- **Delivering quality services** – ensuring children, youth and families get the most timely, appropriate, safe and effective care.
- **Delivering service excellence** – a focus on exceeding client expectations and being accommodating and flexible to the needs of those served across both practice and support areas in our day-to-day interactions.
- **Continuous improvement** – the ongoing process of identifying opportunities for improving all services based on the dimensions of quality: client-centeredness, accessibility, safety, appropriateness and effectiveness. It includes both testing and implementing promising ideas for change and measuring progress to ensure changes lead to improvement (see KRA 4 and 5).

This approach will be underscored by embedding accountability through tools such as a *visibility wall* to show implementation progress using data as well as *weekly meetings* to review progress toward goals and addressing challenges. Continuous improvement can be facilitated through a range of approaches including individual coaching, focusing on a collective area for improvement using the Plan-Do-Study-Act cycle embedded in a structured collaborative across service providers or using a Rapid Process Improvement Workshop (see KRA 4).



The culture will be driven by **effective operational management skills** built around:

- **Creating an optimal service delivery system** – the range and quantity of services needs to match client needs and demand. The services can be delivered locally (by MCFD, Delegated Aboriginal Agency or community social service agency based on a best quality and cost analysis), regionally, or provincially. The service delivery system must respond to the different geographies and demand parameters.
- **Creating optimal work processes** – optimizing the number of children, youth and families that can receive quality services and service excellence.
- **Creating collaborative practice across service lines, between professionals (MCFD, delegated and contracted agencies) and out to clients and communities** – collaborative practice across service lines and between professionals (MCFD, delegated and contracted agencies) is critical to providing services to children, youth and families with multiple needs. It is important that all practitioners working together to safeguard children and young people fully understand their responsibilities and duties, as set out in primary legislation and associated regulations, policy, standards and practice guidelines.
- **Providing effective human, information and cost management** (see KRA 5 and 8).

This key result area – KRAs – in turn will be **informed by evidence-informed policies**, service standards and practice guidelines (KRA 3); service delivery and practice research (KRA 6); and an understanding of client and community needs (KRA 7).



## Across all Six Service Lines, Drive toward Effective Prevention and Early Intervention Services

There is recognition of the **effectiveness of prevention and early intervention**. From a child or young person's point of view, the earlier help is received the better. Research on children's development emphasizes the importance of the early years on children's long-term outcomes; therefore preventative services to help children, youth and families are a key strategy.

*Research emphasizes the importance of the early years and children's long-term outcomes.*

MCFD provides or funds an array of services ranging from fully voluntary supports through increasing levels of involvement and intervention in the lives of children, youth and families to reduce risk and vulnerability. Early intervention services will respond quickly to low level concerns, or be targeted to specifically address individuals or groups at greater risk of particular vulnerability. The focus will be on **mitigating risks and strengthening the child, youth or family's resilience** so they are better able to respond to future challenges and mitigate any additional or further adverse effects.

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

MCFD will collaboratively develop and use **a single set of evidence informed policies**, implemented through **service standards and, where needed, procedures and/or practice guidelines** that will be applied across its six service lines and delivery modalities (MCFD, Delegated Aboriginal Agencies and community social service agencies). This key result area will be informed by service delivery and practice research (KRA 6) and an understanding of client and community needs (KRA 7).

- **Policy** refers to any course of action adopted or pursued by government or a specific ministry-wide service line and/or program which provides a principle or rule to guide decisions and achieve a particular outcome(s).
- **Service Standards** describe specific attributes of the six service lines in terms of expected quality or quantity with the effect of reducing unwarranted variability. Service standards are sometimes supported by procedures which guide operational steps to achieving the standard.



- **Procedures** play a crucial role when people have to work together, enabling them to predict what each other will do, setting out basic rules about roles and tasks. Procedures are even more important when it is not an established team but a group that comes together for a particular purpose, as is often the case when carrying out child, youth and family work, especially in the context of a protection enquiry into an allegation of child abuse or neglect.



In professional practice, procedures are an effective way of formulating best operational practice in carrying out a task. The wisdom of experienced staff is readily disseminated throughout the organization and variation in the quality and type of service received is reduced. Procedures are also good as training tools, helping less experienced practitioners get started in learning a task, and giving them simple and clear rules to follow. For experienced workers, they are valuable as a checklist to use when reviewing their practice.

The downside is that procedures can lead to people *just* following procedures and not seeking to understand them or not trying to become more effective in completing complex tasks. Efforts to make procedures cover more variety can quickly lead to the proliferation of procedural manuals that, because of their size, become harder to use in daily practice. Professional expertise and judgment remain critical, which leads to the next key element.

- **Practice Guidelines** provide an evidence-informed guide for the delivery of quality services. Currently, many social services are delivered without an empirical understanding of outcomes and costs. Practitioners rely heavily on their experience and their current understanding of the research. As such, there is a great deal of **variability** inherent in how practitioners deliver care and services.

Driving this unnecessary variation out of the process can help to improve outcomes and reduce costs. If practitioners know what standard of care has proven most

effective at the onset of each client encounter, then practitioners can more efficiently develop a service plan for each client. As variation is reduced by providing **standard baselines** for services, practitioners become free to focus their attentions on the unique attributes of each case and to tailor care to best meet the needs of the client, based on their individual expertise and competency.

Critical to this approach will be choosing the right targets for guideline development. Since only a handful of issues are responsible for the majority of time and costs across the six service lines, the organization needs to know where the biggest quality and cost advantages can be found. Based on this analysis, the **development and implementation of guidelines** will be prioritized over the coming three years.

## THEME 2: ACHIEVE OPERATIONAL EXCELLENCE

### OUTCOMES



Optimal use of available resources, based on LEAN<sup>3</sup>, will be about doing more with existing resources based on aligning every bit of work done up, down, through and across the sector so that the children, youth and families flow through the service process from beginning to end with minimal interruption and with access to a supply and mix of skills, expertise, materials and information that exactly meets demand and need at the best available cost.

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<sup>3</sup> This material is adapted from several sources including the Joint Commission Resources *Doing More with Less: LEAN THINKING and Patient Safety in Health Care* (2006); and *The Toyota Way to Healthcare Excellence* by Black and Miller (2008).



## KEY RESULT AREAS ACROSS SERVICE PROCESSES



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

Achieving a LEAN sector will require broad-scale improvement across and between all service lines and service delivery modalities (MCFD, Delegated Aboriginal Agencies, community social service agencies) from direct service delivery through to support functions. It will start with individual units and expand horizontally to linked services, and vertically to support oversight and control functions.

#### Five Steps of LEAN Thinking

##### 1. Specifying Value

Value is clearly understood when it is specified in terms of a specific outcome for a child, youth or family linked to a specific service or group of services that meet the client's needs at a specific time and within a specific cost.

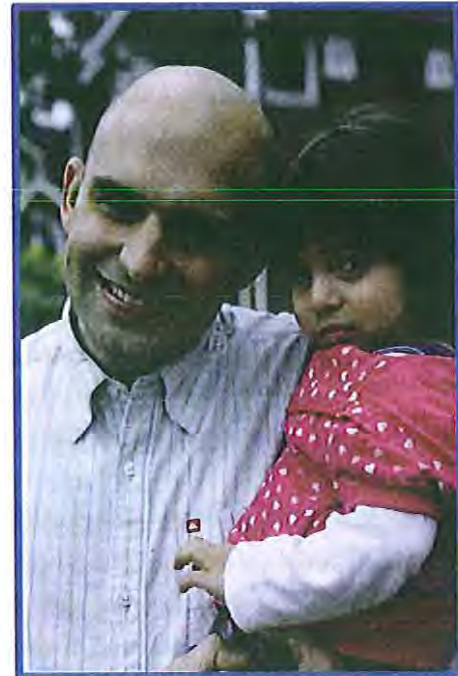
##### 2. Identifying the Value Stream

To meet the client's specified valued outcome, the organization producing the service identifies the 'value stream' – a set of service processes (a sequence of steps required to create increments of value) that produces the valued outcome.

*The value stream is the set of all the specific actions required to develop and deliver a service.*



Implementing LEAN thinking starts with an analysis of the work that is being done across a specific service's value stream. The value stream is the set of all the specific actions required to develop and deliver a service. Identifying the entire value stream is an excellent opportunity to detect waste in a process. Activities in the value stream either add value to the delivery of a service, or are non-value-added activities.



The product of this step will be a high-level value stream map and process flow diagram for key service areas embedded in system delivery maps and process flow diagrams that cross service delivery modalities: MCFD, Delegated Aboriginal Agencies, contracted community social service agency and other key agents for service delivery including health, education and social development. As such, the value stream can be developed at the service process level, the program level, the service line level, the facility or provincial program level, and/or across service providers. Attention will be paid to the reality of services being delivered by cross-functional teams, the inter-relationship of tasks across those teams, and the issue of handoffs between individuals and teams.

Value stream mapping will involve focused work at three stages: service design, service implementation and ongoing re-evaluation. A key building block will be 'standardization' or 'quality function deployment' (QFD). QFD allows team members to standardize work processes enabling all organizational teams to follow the same procedure every time. Service standards, practice guidelines and consistently adopting different cultural approaches are examples of standardization in child, youth and family services that take into account the variable needs and world-views of clients.

*Value stream mapping will involve focused work at three stages: service design, implementation and ongoing re-evaluations.*

### 3. Achieving Flow

Once the client has defined the value and the service deliverer has both mapped the value stream and eliminated waste, it is necessary to make the remaining value-creating steps flow. **Flow is delivering a service from beginning to end in a continuous course without delay or interruption**, which is to say without waste.

### 4. Ensuring Pull

Mapping out the value stream to produce an outcome valued by the client, based on their needs, effectively allows the client needs to “pull” the services as needed rather than having the service “pushed” by the practitioner’s or organization’s timetable. Pull accommodates changes in client demand.

Pull is supported by the just-in-time (JIT) concept. JIT focuses on **producing and delivering the right items or services at the right time in the right amounts**. This will require careful planning for the necessary *resources* of people, services, materials (supplies) and technology.

### 5. Striving for Perfection

This step is focused on “perfecting” the process in a never-ending evaluation. The organizational goal will be to create an environment in which people are encouraged to think and act to bring about continuous improvement. This can be achieved by using a continuous improvement event called Rapid Process Improvement Workshops (RPIWs) to look for areas of improvement.

**Rapid Process Improvement Workshop** involves the team of people who do the work fully engaged in a rigorous and disciplined process, using the tools of LEAN to achieve immediate results in the elimination of waste. Based on identifying key areas for improvement, teams can experiment in driving improvement by using a 30/60/90 day Plan-Do-Study-Act (PDSA) cycle.



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

Key enablers for operational excellence for MCFD will be strong human resource (also see KRA 8), information and cost management functions. In the context of MCFD this will also require a strong focus on effective contract management.

## THEME 3: CONTINUOUS LEARNING AND GROWTH

### OUTCOMES

An Engaged, Skilled,  
Well Informed &  
Well Led Workforce

Current research on attracting, developing and retaining a fully engaged and skilled workforce points to forging an enduring link between employee well-being and organizational performance which for MCFD is linked to a passion for getting results for children, youth and families.

### KEY RESULT AREAS ACROSS SERVICE PROCESSES





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

*The operational and strategic agenda will be strengthened if it is continually informed by relevant research and enabled by ongoing organizational learning.*

The operational and strategic agenda will be strengthened if it is continually **informed by relevant research** and enabled by ongoing organizational learning.

An effective partnership with relevant post-secondary institutions will facilitate access to applied research and learning for MCFD, Delegated Aboriginal Agencies and

community social services agencies, – and access to practice, data and the opportunity to make a real, applied contribution to the lives of children, youth and families.

An effective partnership with the community service sector will also facilitate access to service delivery data, practice-based knowledge and applied research, and formative, process and evaluation information about interventions, programs and services. This data and knowledge will enhance the capacity of MCFD to better understand the characteristics of the service delivery system, including client needs, access, outcomes and practice approaches, necessary to make informed service delivery decisions. In addition, for substantive practice change to occur, the practitioners and leaders in the community services sector need to be engaged participants and consumers of research informed knowledge.

Collaborative knowledge development work between the post-secondary institutions and community service providers is underway in some areas of the province and there will be a **strong focus on scaling up collaborative and applied research in the coming eighteen months.**

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

Knowledge about the children, youth and families served will be critical to better tailoring evidence informed services to meet their needs. The client is the single most important contributor to achieving outcomes in a helping relationship – their strengths and resources, the duration of their issues, their social supports, and the circumstances in which they live. A key area of focus will be engagement activities with children, youth and families using

ministry services, as well as practitioners and community stakeholders to share their expertise on improving services and outcomes.

*A key area of focus will be engagement activities with children, youth and families using ministry services, as well as practitioners and community stakeholders to share their expertise on improving services and outcomes.*

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

Attracting, developing and retaining a fully engaged and skilled workforce requires forging an enduring link between employee well-being and organizational performance, which for MCFD is linked to a passion for getting results for children, youth and families. This link will become central to the sector's philosophy, long-term strategy and day-to-day operations.

A key area of focus for MCFD, linked to the broader public sector employee engagement strategy, will be an emphasis on **fostering the creation and maintenance of healthy organizations across the sector**, 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.<sup>4</sup> This approach will be taken in collaboration with service sector partners and the union representatives. It will focus on:

- **Positive cultures** built on strong, people-centered values that shape the day-to-day interactions among co-workers; between managers and employees; between MCFD and its service partners; and between employees and the children, youth and families receiving services, and the larger community.
- **Inclusive leadership**, where employees across the sector are actively involved in shaping its trajectory. Healthy organizations are co-created through ongoing actions across the entire workplace community.

*Employees across the sector are actively involved in shaping its trajectory.*

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<sup>4</sup> See Graham Lowe, *Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success* published by Rotman / UTP Publishing ([www.creatinghealthyorganizations.ca](http://www.creatinghealthyorganizations.ca)).



- **Vibrant workplaces** grounded on the quality of relationships, jobs, teamwork and human resource support systems. Employees are supported to learn, collaborate and innovate in the interests of children, youth and families.
- **Inspired employees** who contribute their best to the workplace and feel part of a healthy workplace community.



Action will be built around relevant metrics and how to make the fullest use of metrics to learn and improve.

This approach fits well with the recent analysis in Munro's<sup>5</sup> review of child protection which has resonance for all six service lines (Early Childhood Development and Child Care; Children and Youth with Special Needs; Child and Youth Mental Health; Child Safety, Family Support and Children in Care; Adoption; and Youth Justice). It points to the need for ongoing formal training and development to achieve **the level of critical reasoning** needed to make sound judgments and decisions on the complex family problems they confront as well as strong **helping relationship skills**.

**Strengthening the requisite expertise** for child and family social work practice is linked to three key areas: (i) relationship skills; (ii) developing reasoning and judgment in relationship-based practice; and (iii) using evidence to inform assessment and action.

**Supervision, coaching and continuing professional development** will be critical to achieving a high performing social service sector. Flexibility and accessing other reflective opportunities to think differently about what is happening in a family and what might help, takes a proactive attitude to accessing consultation and ongoing training from more experienced colleagues. The ability to contact a resource or specialist when dealing with complex and challenging cases will be a key focus of future action. If child and family social workers are to develop their capabilities throughout their careers, it is essential that they engage productively in continuing professional development in an organizational context that adopts a strong teaching and learning culture at the local service area level.

British Columbia is comprised of a multitude of cultures and ethnic groups. The recruitment and retention of a workforce that reflects the peoples and communities we serve is critical to successful work with vulnerable children and families. Specifically, MCFD will work

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<sup>5</sup> [http://www.education.gov.uk/munroreview/downloads/8875\\_DfE\\_Munro\\_Report\\_TAGGED.pdf](http://www.education.gov.uk/munroreview/downloads/8875_DfE_Munro_Report_TAGGED.pdf)



towards inclusion and support of Aboriginal staff to work across the Province in all program areas.

What is needed most of all is a structure in which there are **clear lines of accountability and support**, where there is no ambiguity about the decision-making process for the quality of services to children and families. A clear view on which regulation, policy, standards and procedures, and practice guidelines are necessary to enable practitioners to do their jobs in a reflective and safe manner will be a key focus. This will be supported by an operational structure and system (practice and managerial) which enables all practitioners to spend most of their time undertaking effective work that directly benefits children and families. To enable this, strong **leadership and management** will be important building blocks for an effective organization.

*An operational structure and system which enables all practitioners to spend most of their time undertaking effective work that directly benefits children, families and youth.*

A **learning culture**, built on **measuring the effectiveness of its services**, will be the final key organizational element which results in the organization knowing its child and family services and providing the ability to make responsive adjustments to increase its practice effectiveness with families and improve outcomes for children. The measure of the success of a child, youth and family services system is whether children, youth and families are receiving effective help.

Among other approaches, this will involve collecting feedback from children, youth and families who have received services.

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

'Performance' is defined as the ability to achieve desired outcomes and meet the needs of children, youth and families. Enterprise performance management is a disciplined process for measuring the performance and quality of all aspects of organizational performance against stated objectives and targets. It is essential for MCFD to continue to develop integrated, comprehensive and meaningful indicators, scorecards and dashboards to support enterprise performance management, and there will be a **strong commitment to reporting our results to internal and external stakeholders.**

## Section Three: MCFD Operational and Strategic Directional Plan: Analysis

Over the past year, MCFD has undertaken an initial scoping analysis of the services the ministry provides and funds across its six service lines that will be built on annually. The analysis is the starting point upon which the Key Actions outlined in this plan are based. Over the coming years the ministry will continue to build upon this base, refining our analysis and strengthening our evidence base through improved operational performance reporting and analysis, as well as improved knowledge translation from applied research. The following **summaries** highlight what are judged to be some of the strengths and areas of focus for improvement across our organizational priorities and each of our six service lines.

### Performance Management and Quality Assurance

- Over the past year, MCFD has simplified and aligned its management structure; clarified its key service areas; started to move towards increasingly standardized practice across policies practice, quality assurance, corporate services; and strengthened its operational and strategic practice.
- Standardized practice across these areas needs to be further developed and embedded across the Provincial Programs and thirteen service delivery areas.
- Contracting is a major part of MCFD operations but has a wide variability of practice. This area has been identified as requiring review and improvement.
- Strengthening performance reporting, analysis and management has been identified as a key area that would benefit overall operational and strategic management. This is linked to an ongoing focus on the development and introduction of the Integrated Case Management (ICM) computer system to replace existing outdated Legacy functions.

### Aboriginal Service and Outcomes

- Achieving measurable service improvements and improved outcomes for Aboriginal children, youth and families accessing MCFD services is a key focus for the ministry. This objective requires a stronger focusing of available resources on improving the quality (effective, client-centred, safe, accessible and appropriate) of services informed and shaped by appropriate cultural practice approaches. A key priority



remains improving child safety, family support, and children-in-care services but also incrementally expanding this focus to include all the service lines.

- In this context and building on current strengths, a key area for ongoing focus is to further clarify, strengthen and support the practice of Delegated Aboriginal Agencies and community partners parallel to strengthening MCFD practice with the goal of creating a joint service system for vulnerable Aboriginal children, youth and families. This focus will be linked to establishing a sustainable direction for the further development of Delegated Aboriginal Agencies in collaboration with First Nation, urban Aboriginal, and Métis leadership, and Aboriginal Affairs and Northern Development Canada (AANDC), focused on achieving measurable improvements for Aboriginal children, youth and families receiving services.
- Community development, prevention and early intervention needs to be a continued focus of improvement linked to working with communities to achieve their vision of Aboriginal children and youth living in strong healthy families by strengthening their connection to their culture, language and traditions.
- Underpinning this work is the need to continually clarify and strengthen a meaningful, practical and functional partnership with Aboriginal leadership and their communities that is responsive to the evolving legal and political aspirations related to self-governance and jurisdiction.



## **Prevention, Early Childhood Development and Child Care Services:**

### **Prevention and Early Childhood Development**

- The strengths of the current Early Childhood Development (ECD) framework are strong community-based interest and commitment to early childhood development, underpinned by a focus on generating information and evaluating services. Across the ECD sector there are many examples of collaboration among community partners, including local ECD Planning Tables that help facilitate vibrant, active community planning. In addition, the *BC Early Learning Framework* draws on best practices from three of the most progressive jurisdictions in terms of early learning



and care and provides an overarching early years curriculum for children from birth to school entry.

- These strengths can be reinforced through a focus on regional and local engagement in governance and decision making but the sector has grown organically and consequently is made up of a collection of sometimes divergent interests that has resulted in significant variability at regional and community levels.
- The issue of regional variability is exacerbated by multiple funding strategies related to ECD programs across government. Efficiencies and economies of scale could be realized through a coherent and integrated approach to funding via a single provincial model and shared approach at the community level.
- The existing combination of contracted agencies, local planning tables and multiple funding sources supports flexibility and local autonomy; however BC lacks an overarching provincial infrastructure to support the provision of ECD programs such as Parent-Link Centres in Alberta, or Best Start Child and Family Centres in Ontario.
- Innovative approaches are needed to resolve issues related to sustainable funding, reducing duplication and closing gaps in existing programs as well as establishing and maintaining consistent standards and quality.



### Child Care

- The Child Care Subsidy Program and the Child Care Operating Funding Program (CCOF) provide support to increasing numbers of children and child care spaces, with both programs experiencing growth over the past years.
- The main strengths of the child care programs and services administered by MCFD are that they support parental choice; provide funding for a variety of circumstances and subsidies for a range of child care settings.
- The availability of licensed child care spaces remains an issue in many areas of the province, particularly in rural communities and the North. While Child Care Resource and Referral offices (CCRR) can provide information to parents about child care providers in their community, CCRRs do not have information about the availability of spaces within each provider. There is no formal provincial waitlist

process although over 40 per cent of CCOF contracted child care facilities reported children on waitlists in 2010/11.

- BC's Child Care Subsidy Program has one of the highest income thresholds for children younger than school age in regulated care, but also has one of the lowest income thresholds and subsidy rates for school-aged children. With childcare being a major expense for most families, many parents feel that current income thresholds are too low and should be raised to support a higher proportion of working families.
- Also, while the CCOF Program supports a high proportion of licensed child care operators, funding allocations do not take into account any indicators regarding the quality of the programming. Funding is based on the age of the children served, the type of setting and enrolment.

### **Services for Children and Youth with Special Needs (CYSN):**

- BC provides high quality services for children and youth with special needs and their families through dedicated and highly trained providers around the province, working in a large and complex service delivery system. MCFD focuses on supporting the child in the context of the family, emphasizing strength-based models and a desire to work across regions and sectors in a collaborative manner.
- Some MCFD CYSN services are demand-driven as set out in current policy and do not have waiting times for service delivery (Nursing Support Services, Autism Funding and Medical Benefits). Expenditures on these demand driven services are growing very significantly year over year.
- However, all of the "Foundational Programs" (a range of prevention and intervention services to support a broad range of children with special needs) have waitlists. This pressure could be further exacerbated by expected increases in the overall BC population (the number of children from birth to age four are projected to grow 14.4 per cent by 2018) and improvements in early identification and the subsequent demand for intervention services.
- Recruitment and retention of skilled professionals trained to work with children and youth with special needs is also an ongoing issue – particularly for rural and remote communities – due to factors such as limited availability of spaces in post-secondary training programs and an aging workforce. Workload has also been identified as an area requiring further analysis.

*The population of children from birth to age four is projected to increase by 14.4 per cent by 2018.*



- Other areas identified for improvement include collaborative practice across service lines; reviewing services and supports that prepare youth with disabilities for employment and provide employment opportunities; as well as how best to smooth and facilitate transition to other adult services, including Community Living British Columbia (CLBC)

### Child and Youth Mental Health Services (CYMH):

- Improvements in awareness, screening, early identification, assessment and diagnosis have contributed to an increase in demand for specialized services for children and youth with mental health challenges or disorders. As well, the population of children from birth to age four is projected to increase by 14.4 per cent by 2018.
- To meet these challenges, MCFD collaborated in the development of an overarching plan in British Columbia for mental health services *Healthy Minds, Healthy People: A 10 Year Plan to Address Mental Health and Substance Use In British Columbia* (November 2010). This plan builds from and recognizes the MCFD initiative emphasizing promotion and prevention; care, treatment and support; addressing stigma and discrimination; the need for a whole systems approach; and lifespan perspective.
- The plan also highlights the need to pay special attention to the service needs of Aboriginal people. To that end, MCFD has just completed a preliminary review of regional Aboriginal CYMH plans and a survey of practitioner experiences related to Aboriginal Child and Youth Mental Health Services in BC.
- In addition to the 10 year plan, the CYMH review in 2008 and regional assessments in 2010 identified a number of priorities for improvement, including;
  - **Ensuring consistent system wide service quality and effectiveness** through improved reporting to better inform planning and service delivery, ensuring evidence-based training to support evidence informed practice, focused recruitment and retention strategies for rural and remote communities and consistent data and performance monitoring.
  - **Continuing to increase access to a continuum of CYMH services across all regions**, including; system wide promotion of early intervention programs such as Strongest Families; ensuring that services are available to meet the needs of the continuum of mental health issues, from the urgent and severe to mild and moderate: strengthening the role of Maples Adolescent





Treatment Centre, and ensuring access to specialized services in rural and remote regions.

- **Ensuring service coordination across systems and programs** focused on regional and system-wide planning that reflects the youth and family perspective, improving the transition between youth and adult services, improving the transition between hospital and community mental health services; youth substance use, parental mental health, school-based mental health, improving coordination with family physicians, increasing supports to families to avoid placing children and youth in care and a stronger focus on Aboriginal, ethno cultural, refugee and immigrant populations.

### **Child Safety, Family Support and Children in Care Services (CIC):**

- MCFD has been refreshing child protection practice to better deliver services and improve outcomes for children, youth and families. This reflects a shift in child protection services, away from overly emphasizing 'crisis management,' toward supporting overall child safety and family well-being through understanding and building on a family's strengths by an effective helping relationship. In this model, the child and family are active partners in ensuring safety.
- In addition to shifting practice, highly complex cases that involve intimate partner violence, substance misuse, parents with mental illness and high risk pregnancy continue to present challenges. These cases require a more systematic and coordinated response by child protection staff and community professionals.
- Educational outcomes for Children in Care (CIC) are a key issue. Data highlights that MCFD's CICs are not achieving near the same educational outcomes as children and youth from the public at large. MCFD has been and continues to work with the Ministry of Education to focus on improving educational outcomes for young people in the ministry's care.
- Children and youth in care tell us that with a guardian acting in place of the parent we can do a better job of caring for them, preparing and supporting them for successful independence and adulthood.<sup>6</sup> They identify six major challenges:

*Children and youth in care identify six major challenges in preparing them for independence: moving or transiency, leaving care, stigmatization, emotional healing and having a stronger voice.*

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<sup>6</sup> See for example the Primer Anthology: Sharing Our Stories to Make a Difference. National Youth in Care Network. (2006)

moving or transiency, leaving care, stigmatization, emotional healing and having a stronger voice in how and why decisions are made.

- Through extensive community consultations and reviews of the literature undertaken by MCFD in partnership with the Federation of Community Social Services (Residential Review Project), seven themes have been identified to improve the outcomes and experiences of children living away from their parents:
  - **Achieving permanency** – achieving permanency for children and youth through reunification or placement with an alternate permanent family needs to be the organizing principle around which residential services are provided.
  - **Enhancing kinship care** – giving priority consideration to placement with relatives and other significant adults who have an established relationship with a child.
  - **Strengthening foster care** – recruitment, selection, education, training, supervision, support, recognition and compensation were identified as key factors in the development and retention of a strong and diverse range of foster caregivers.
  - **Planning and delivering an accessible array of residential care services** – a diverse and comprehensive array of residential services and supports are needed along a continuum, based on level of intervention required or style of care. Access to diverse options is important due to the complexity of needs that many children and youth have and of matching those needs to the characteristics and skills of the residential placement.
  - **Addressing youth interests in permanency and transition** – pursue permanency options for youth aged 16 -18 and improve their preparation for transitions to adulthood and supports thereafter, including strengthening post-majority supports and services available for 19-24 year olds.
  - **Working together** - all sources of information spoke to the value of diverse parties working together in the best interests of children and youth. This





includes relationships between: MCFD staff, foster caregivers and community service providers; MCFD staff and young people in residential care and their birth families and kin; caregivers and birth families; and amongst service delivery partners in communities.

- **Enhancing accountability in residential care** – build accountability and continuous learning into the process of improving services.

### Adoption Services:

- The current service delivery model isolates adoption teams from child protection services, which creates barriers in the development of permanency plans when the reunification assessment determines the child will not be returning to the parent and requires a “concurrent” plan for permanency as per the new Child Protection Standards.
- To this end, adoption should be part of the child welfare and permanency planning continuum and a practice methodology woven into the child protection model.
- There is also a recognized opportunity to increase the promotion of adoption (including adoption for teens) across BC through a range of modalities and initiatives.

*Adoption should be part of the child welfare and permanency planning continuum and a practice methodology woven into the child protection model.*

### Youth Justice Services:

- Building from the consolidation of girls services in Burnaby, there remain a number of areas that can be improved, including;
  - Improving gender-specific and gender-sensitive services for female young offenders.
  - Improving programs and services for Aboriginal youth involved in youth justice services so they will be better informed about, and connected to, their culture, traditions and community.
  - Developing measures that will lead to a smooth adjustment to Federal amendments to the *Youth Criminal Justice Act*.
  - Improving the efficiency and effectiveness of youth justice programs and services.
  - Improving youth justice intake, assessment and service planning processes and tools.



- Enhancing programs and services to engage and involve families of youth involved with youth justice services.
- Providing youth justice programs and services based on evidence gathered through a strong performance and quality improvement system.

## Section Four: MCFD Operational and Strategic Directional Action Plan

### OUTCOMES

#### 2012 – 2013

**Key Action:** Over a three-year period, in collaboration with clients and the sector, **incrementally develop, implement and report out on service-level outcomes** linked to dimensions of quality, workforce engagement and skills, and efficiency measures across MCFD's six service lines.

Phase 1 – **Produce initial baseline report** and analysis using currently available measures linked to outcomes across the six service lines and identify suite of measures to be added throughout balance of 2012 – 13. Incrementally expand reporting and analysis.

**Improved Outcomes for Aboriginal Children and Families:** Work with community partners to clarify outcomes and measures of success for Aboriginal Children, Youth and Families.

#### 2013 – 2014

Phase 2 – Identify a suite of measures and analyses to be added throughout balance of 2013 – 14. Incrementally expand reporting and analysis.

#### 2014 – 2015

Phase 3 – Identify a suite of measures and analyses to be added throughout balance of 2014 – 15. Incrementally expand reporting and analysis.

## Key Result Area 1: Consistently Provide Effective Helping Relationships

### 2012 – 2013

**Key Action:** Phase 1 – **Develop framework, policy and materials for a common approach** to be applied and adapted across MCFD's six service lines to deliver effective helping relationships for children, youth and their families. Complete orientation across the sector.

**Improved Outcomes for Aboriginal Children and Families:** Ensure strong focus on building cultural competency and safety into the framework, policy and materials reflective of Aboriginal cultures.

### 2013– 2014

Phase 2 – **Training and implementation of helping relationship practice** across all direct service teams in provincial and regional MCFD programs, Delegated Aboriginal Agencies, contracted community social service agencies.

**Improved Outcomes for Aboriginal Children and Families:** Build cultural competency by including knowledge development of First Nation and Métis cultures; experiential exposure to those cultures; mentorship by First Nation elders and members.

### 2014 - 2015

Phase 3 – **Monitoring and evaluation**, practice reinforcement, and reporting on quality of helping relationships across service lines.





## **Key Result Area 2: Develop and Deliver Superior Service Capability Across Six Service Lines Through Well Designed and Managed Services Linked to a Client Focused Service Delivery System at the Provincial, Regional and Local Community Levels.**

### **Prevention, Early Childhood Development and Child Care Services**

#### **2012 – 2013**

**Key Action:** In collaboration with families, service partners, ministries and key stakeholder groups, design and implement an integrated early childhood development (ECD) system of services with a strong focus on mitigating stressors and enhancing resiliency of vulnerable children and families.

Phase 1 – Scope out vulnerable child population key areas of focus from the literature on early childhood development, and create a provincial framework for services through a better understanding of vulnerability in children, key evidence informed approaches linked to demand, supply and overlapping mandates to identify where focus should change and where closer integration is possible. Building from ECD coalitions, collaborations and/or consolidations, finesse boundaries between ECD service providers and expand to include child care and Early Learning programs where this is helpful to children and families.

**Explore improving quality through directing funding into a larger “hub model with satellites”** (one-stop branded services for families; opportunity for cross-pollination of service providers, increased coordination and collaboration).

#### **2013 – 2014**

Phase 2 – Implement a service delivery design across all Local Service Areas (LSAs)

#### **2014 – 2015**

Phase 3 – Consolidate, evaluate and refine service delivery

## 2012 – 2013

**Key Action:** In partnership with the Union of BC Municipalities, the private sector and other ministries, support or develop regional strategies that are: (1) comprehensive community initiatives to ensure more effective government partnerships and collaboration with local community action, targeting all 43 Local Service Areas (LSAs) and linked communities by 2015; and (2) focused on working with families struggling with poverty by using social networks, personal action plans and coaching.



- Action planning with seven communities.
- Implement action research and evaluation on work undertaken.
- Expand number of communities engaged in project to 20.

## 2013 – 2014

Continued implementation and action research and evaluation on work undertaken across 20 communities. Expand number of communities engaged in project to 43.

## 2014 – 2015

Continued implementation and action research and evaluation on work undertaken with expansion of initiative to other communities across each LSA.

## 2012 – 2013

**Key Action:** Explore policy and service delivery options to improve information, (including waitlists), access, affordability and child care options for child care within current fiscal environment. Host a Child Care Forum, with potential follow up broader consultation and engagement. Draft go-forward action plan.

## 2012 – 2013

**Key Action: Improved Outcomes for Aboriginal Children and Families:** Over a three-year period, increase effective community-based initiatives that support Aboriginal children and youth living in strong healthy families through strengthening their connection to their culture, language and traditions. The focus will start with existing MCFD funding for Indigenous Approaches (existing committed funding to communities will remain but will be incrementally re-profiled to focus on direct prevention services or community development prevention services where necessary).

Funding will incrementally increase, to be distributed across the thirteen Service Delivery Areas to sponsor or co-sponsor in partnership with other ministries, AANDC or funders. These funds will be focused on **evidence-informed approaches to measurably close service gaps or achieve equality of outcomes for Aboriginal children and youth**. New monies will be accessed by First Nation or Métis organizations (on reserve, off reserve and urban) through a formal application and proposal process.

Phase 1: Re-profile existing contracts

## 2013 – 2014

Renewed and new contracts to commence April 2013



## Services for Children and Youth with Special Needs

### 2012 – 2013

**Key Action:** Fully implement and standardize practice across regions, embedding the policy shifts and practice improvements into the everyday business of this program area as part of the action plan in response to recommendations put forward in the Representative for Children and Youth's report *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen*.



As per the recommendations, actions will focus on increased collaboration and information sharing across ministries, the implementation of policies to standardize the assessment and case management approach including the supporting training curriculum, assessment tools case management model, and new operating protocols. Apply LEAN in support of policy and practice changes arising from the 'Isolated and Invisible' report at the local service area CYSN team level to support practice improvements.

### 2013 – 2014

**Key Action:** Analyze, develop recommendations and take action on alternative ways to organize and deliver CYSN services to improve access, reduce waitlists in foundational and autism programs, address overlaps and support children according to age and need, focused on four areas:

1. Greater integration of the therapy programs/contracts to improve access to therapy services for school-age children, potentially linked to regional pediatric therapy centers.
2. Development of a coordinated approach with CYMH for children with concurrent mental health and behaviour conditions to better serve children who have complex needs.

3. Continue 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.

**Improved Outcomes for Aboriginal Children and Families:** Review and analyze current access and barriers to access CYSN services for Aboriginal children, youth and families living on and off-reserve and **make recommendations for service improvements.**

## Child and Youth Mental Health Services

2012 – 2013

**Key Action:** In collaboration with families, MCFD mental health staff, service partners and key stakeholder groups, will review and undertake a two-year action plan to strengthen child and youth mental health services. The plan will be aimed at better meeting service demand and link 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, and effective contract and cost management, and **adaptable to the needs of local families and communities.**

Phase 1 – Review and action planning will focus on:

- Strengthening and integrating the provincial role of Maples Adolescent Treatment Services to provide tertiary support services, coordination, training and provincial tertiary group care intervention services. Embed the program under Coast Fraser region.
- Strengthening mental health promotion, risk reduction initiatives, and earlier intervention support for children, youth and their families, including on-line information and access to group support.
- Establish menu of service approaches/treatment modalities that should be available to address major presenting illnesses or conditions including improved services for concurrent disorders among children and youth.
- A service delivery template for local coordination and delivery of services in collaboration with other service provider ministries, health authorities, general practitioner and specialist physicians, and schools. The service template will address: (1) a continuum of approaches based on evidence including one-to-one, professionally directed group, self management groups, support networks, rapid response services and assess the need for out of home care services (especially “step-up” and “step-down” facilities, ideally distributed across BC); (2) clarity on a meaningful waitlist management approach; and (3) improvement to the transitions from CYMH services to adult services, minimizing disruption of services and maximizing lifelong mental health wellbeing.



**Improved Outcomes for Aboriginal Children and Families:** A key part of the review and action planning will be to strengthen Aboriginal CYMH programming in collaboration with Aboriginal community stakeholders.

## 2013 – 2015

Phase 2 – Based on two year action plan, incrementally implement and evaluate service improvements.

### Child Safety, Family Support and Children In Care Services

## 2012 – 2013

**Key Action:** Fully implement and evaluate the Child Protection Response Model across all MCFD and Delegated Aboriginal Agency teams.



## 2012 – 2013

**Key Action:** Review and improve case management practice and service delivery for complex cases involving instances of mental health, substance abuse, domestic violence and high risk pregnancies.

## 2013 – 2014

**Key Action:** Review and recommend improvements to family services at the local service area (LSA) level focusing on addressing identified high frequency needs of families seeking or referred for services, and using applied research evidence focused on delivering a quality local service system for families that is built on clear policy, standards and practice guidelines and underpinned by LEAN process design principles, effective contract and cost management.

## 2012 – 2013

**Key Action:** Work with partners across the sector (MCFD staff, Aboriginal and mainstream agencies, foster parents, children and youth in care, and the Representative for Children and Youth) to design and implement a more integrated community-based service system for children in care, building from the analysis and acting on the recommendations of the Residential Review Project.

*Incrementally increase support and services for youth transitioning from care aged 19 to 24 based on maximizing lifelong family, community and cultural connectedness and stability.*

### Phase 1 – Design and develop a system of care:

- Accommodate projected demand for foster care and group care services using a three-year rolling resource plan.
- Ensure increased provincial coordination and support services built around the campus and outreach capacity of the Maples Adolescent Treatment Services to provide tertiary consultation, support and intervention services as well as increased cross regional coordination, and training.
- Use a local hub service model that will be implemented in each Local Service Area built around an integrated Care and Support Team that will recruit, support and monitor kinship, youth, foster and group care providers working with children and youth in care. Hub model service features will include provision of local consultation, coordinating shared relief, training, support networks and crisis response.
- Strongly focus on increasing the use of treatment foster care services.
- Realign and strengthen staffed group care services, moving away from one-off child specific contracts to a system of group care linked at the community level with foster care and to the local Care and Support Team.
- Incrementally increase support and services for 16 to 18 year olds as well as youth transitioning from care aged 19 to 24 based on maximizing lifelong family, community and cultural connectedness and stability. There will be a focus on supporting youth to achieve age appropriate educational and employment outcomes as well as healthy physical and emotional development appropriate to young adults.
- Work with First Nations communities and AANDC to analyze and identify traditional approaches to providing temporary out of home placements. Specifically the creation of a network of safe homes in rural and remote FN communities which would be available to provide emergency placements to not



only ensure child safety but also ensure that the child remains in their home community.

These services will be driven by:

- Ongoing **youth engagement** throughout the design, implementation and evaluation of the service changes.
- Building from revised permanency planning policy and training as well as successful approaches such as concurrent planning, placement disruption reviews and permanency plan reviews, effective permanency planning services and processes will guide and support practice.
- Stronger policy, guidelines and training for Kinship Care Service that improve how Kinship Out-of-Care providers are identified, assessed, supported and agreements established, as well as improving access to mentoring, support groups, networks, educational opportunities and crisis response.
- Realigned foster care services that provide high quality care, promote permanency and support stability through strengthened recruitment, assessment, education, protocols, relief and other supports.
- Increased quality monitoring and evaluation linked to meaningful outcomes for children and youth in care.

Phase 2 – Initial incremental implementation.

Early focus will be on orienting staff across this service line sector, and then a gradual reprofiling of MCFD services and renegotiation of contract content in line with recommended directions, followed by a gradual systematic and coordinated implementation across the Service Delivery Areas.

## **2013 – 2014**

Phase 2 (cont'd) – Incremental implementation and action research/evaluation used to implement adjustments.

## **2014 – 2015**

Phase 3 – Status assessment and development of next steps.



## Adoption Services

### 2012 – 2013

**Key Action:** In collaboration with the adoption community stakeholders, begin an adoption recruitment and promotion initiative to increase the number of children in care who are adopted, and support their adoptive families. Initiative to include the following actions:

- Develop and implement an online application process for adoptive families.
- Strengthen practice in preparing children in care and recruited families for adoption placements.
- In collaboration with adoption community stakeholders and in line with other jurisdictions, begin an adoption recruitment and promotion initiative that includes options for greater profiling of children in care.
- Implement the Adoptive Families Association of BC (AFABC) online adoption education program (AEP) to assist with backlogs of home studies and increased accessibility for remote clients.
- Develop an online site for the listing of children in care available for adoption. The site would be controlled and restricted to approved-adoptive families who can access identifying information such as a picture, and videos of the children.
- Identify where backlogs in adoption home studies may be occurring and implement a plan to clear up existing backlogs and maintain a timely response to prospective adoptive families on an ongoing basis.
- Realign adoption standards to emphasize guardianship responsibilities in relation to adoption and permanency.



### 2013 - 2014

**Key Action:** Actively work with Aboriginal community stakeholders to promote culturally appropriate permanency planning and culturally appropriate adoption of Aboriginal children in care.

## 2013 – 2014

**Key Action:** Linked to strengthening permanency planning for children and youth in care, implement a provincial caregiver home study and approval framework for all caregivers in MCFD that supports the new Caregiver Education Framework.

## 2013 - 2014

**Key Action:** Develop and evaluate a program where approved adoptive families who do not have a placement provide relief care for foster families.

## Youth Justice Services

### 2012 -2013

**Key Action:** Implement 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; (3) enhance programs and services to engage and involve families of youth involved with youth justice services. Throughout implementation process, engage youth and their families in providing feedback. Implement an **Action Research** evaluation to carefully monitor the implementation and quality of the changes.

### 2013 – 2015

**Key Action:** Incrementally develop and implement changes to service in response to Federal amendments to the *Youth Criminal Justice Act*.





## Domestic Violence

### 2012 – 2013

**Key Action:** Establish a permanent, centralized Provincial Office of Domestic Violence to provide ongoing leadership and accountability for the Province's domestic violence policies, programs and services and ensure that they are delivered in a unified and effective way.

Phase 1 – Coordinate the development and implementation of an action plan in response to the Schoenborn Report from the Office of the Representative for Children and Youth, *Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now*.

Phase 2 – Scope and analyze current range, geographical scope and functioning of government services.

Phase 3 – Develop a rolling three-year plan to continually improve and strengthen the effectiveness of domestic violence policies, programs and services.

### 2013 – 2014

Provide ongoing leadership and accountability for the implementation of the Action Plan as well as the quality and effectiveness of domestic violence policies, programs and services.

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

#### **2012 – 2013**

**Key Action:** Review and revise policy framework for all six service lines based on clarifying policy and the use of service standards and procedures or practice guidelines. Policy work will be led by the provincial office; work on standards and practice guidelines will be driven by establishing Standard and Practice Guideline Development Teams who will develop and implement evidence-informed standards and practice guidelines targeted to improving outcomes against key presenting needs for children, youth and families. Policy, standards and guidelines will be routinely reviewed on a three-year cycle.

Phase 1 – Scoping and planning the review, revision and implementation plan, to be completed by March 31, 2014. Implement plan.

**Improved Outcomes for Aboriginal Children and Families:** Link and/or harmonize mainstream and Aboriginal Operational and Practice Standards and Indicators (AOPSI) to guide practice for Child Safety, Family Support and Children in Care Services. Link and/or harmonize organizational standards between AOPSI and Accreditation.

#### **2013 – 2014**

Phase 2 – Continue planning.

#### **2014 - 2015**

Phase 3 – Develop and implement an annual review process.

#### **2013 – 2014**

**Key Action:** Complete an analysis and report focused on the future of foster care based on changing social, demographic and cultural realities. Develop a recommended three-year plan to set a sustainable direction for quality foster care services linked to recruitment, training, classification and compensation models.

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

### **2012 – 2013**

**Key Action:** Establish a provincial LEAN Promotion and Coordination Team to develop and lead a three-year LEAN implementation plan across the six service lines.

Phase 1 – Establish team, develop orientation, training and implementation materials.

Undertake six projects:

- Use LEAN principles in redesign of Residential Services action;
- DM Office and Corporate Services; Policy Division; and
- Child Care Services; Medical, Nursing and Autism Services, begin CYSN program delivery.

### **2013 – 2014**

Phase 2 – Undertake an additional two projects:

- Complete CYSN program delivery;
- Child Safety and Family Support, Children in Care; and
- Adoptions program delivery.

**Improved Outcomes for Aboriginal Children and Families:** Partner with Delegated Aboriginal Agencies and Aboriginal community social service agencies to develop capacity and a plan to implement LEAN.

### **2014 – 2015**

Phase 3 – Undertake an additional two projects:

- Complete Child Safety and Family Support, Children in Care and Adoptions program delivery; and
- CYMH and Youth Justice program delivery.



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

### 2012 – 2013

**Key Action:** Implement Performance and Evaluation Agreements and Development Plans for ADMs, EDS, CSMs, Team Leaders and direct service staff that support the development of effective leadership and management practice.

Phase 1 – ADMs, EDS/EDs

Phase 2 – CSMs



### 2013 -2014

Refresh Performance and Evaluation Agreements and Development Plans for ADMs, EDS/EDs, CSMs. Expand to Team Leaders. Expand to Staff.

Include in contract expectations and monitoring for Delegated Aboriginal Agencies and contracted community social service agencies.

### 2014 -2015

Refresh Performance and Evaluation Agreements and Development Plans for ADMs, EDS/EDs, CSMs, Team Leaders.

### 2012 – 2013

**Key Action:** Implement, monitor and evaluate formal practice supervision for front-line staff across sector, including the development and implementation of a comprehensive training plan for supervisors on providing clinical supervision to child welfare workers that includes:

- Pre-appointment training and certification for supervisors, with a strong emphasis on supporting and mentoring front-line staff on decision-making and caseload management.
- Clearly identified supervisory competencies.
- Performance appraisal linked to ongoing assessment of competencies.
- Clear standards and policies for clinical supervision of child protection social workers.
- A strategy specific to providing supervision and management of complex, high-risk cases.

## 2012 – 2013

**Key Action:** Review and strengthen procurement and contract management processes for Delegated Aboriginal Agencies and community social service agencies.

Phase 1 – Develop policy, standards and guidelines for procuring services and managing contracts using a standardized approach. Contracts must reflect this standardized approach in the outcomes; service deliverables; human resource and information management/reporting deliverables; and ensure consistent service unit costing.

Ensure all contracts are subject to renewal in 2013 through one year contracts for 2012/13. For multi-year contracts, ensure that formal notice of intent to renegotiate to one-year contract is in place. Commence contract negotiations.

**Improved Outcomes for Aboriginal Children and Families:** Work with Delegated Aboriginal Agencies and Aboriginal Affairs and Northern Development Canada (AANDC) to advance the implementation of a more effective funding approach for First Nations on-reserve voluntary and involuntary services, with a focus on improving access, closing gaps in service quality and achieving equality of outcomes for Aboriginal children, youth and families.

## 2013 – 2014

Phase 2 – Implement the new standardized approach and tender if required for one year trial period. Implement routine quarterly reporting. Evaluate action taken and revise approach as necessary.

## 2014 – 2015

Phase 3 – Introduce use of multi-year contracts to improve continuity of planning and service provision by agencies.

**Improved Outcomes for Aboriginal Children and Families:** Based on a full understanding and analysis of MCFD and AANDC funding, establish rolling three-year service and budget plans for each Delegated Aboriginal Agency and community services agency to better allow planning and budget management.

## 2012 – 2013

**Key Action:** Continue to develop and implement the Integrated Case Management (ICM) system to support improved planning and information sharing among practitioners.

- Phase 2(a): CFS Child Protection (intake and limited case management); Child Care Subsidy; and Autism/Medical Benefits Implementation and Adjustments, Complaints management (excluding YJ), and After Hours.
- Phase 2(b): Integrated Case Record development and implementation.
- Phase 3: Adoptions Intake; Case Management functionality of Provincial Services for the Deaf and Hard of Hearing Program, CYSN portal for contractors – development and implementation.
- Phase 4: Contract and Financial Management; Enhanced Data Quality Tools; additional modules for waitlist management, referrals and case management enhancements to also include Child and Youth Mental Health, Early Childhood Development and linkage of Youth Justice - initial planning and commence development.

## 2013 – 2014

- Phase 4 (cont'd): Development and implementation.

## 2014 - 2015

- Phase 5: Self Service, Advanced Analytics, and Integrated Case Management Modules development and implementation.



## 2012 -13

**Key Action:** Strengthen cost management, human resource management, and service information management systems and analysis to better support operational and strategic management.

- Consistent reporting and analysis format for all service lines across MCFD
- Complete analysis to support residential redesign process
- Complete MCFD analysis to support budget preparation for 2013 – 14

## 2013 – 15

Ongoing use of cost, human resource and service information system development and enhanced analysis to support improved planning and management of services.

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

### **2012 – 2013**

**Key Action:** Develop 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 shared strategic research and learning agenda across the six service lines.

**Improved Outcomes for Aboriginal Children and Families:** Leveraging the expertise of the Aboriginal Research network and through engagement with communities develop Best Practices for Services and Practice for Aboriginal Children, Youth and Families.



### **2013 – 2014**

Implementation and embedding of the organizational research and learning system.

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

### 2012 – 2013

**Key Action:** Linked to the Service Quality and Operational Evaluation process and throughout any service line design and implementation processes, use focus groups to 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 from the joint work between MCFD and Federation of BC Youth in Care Networks youth engagement tool kit and project. Engagement activities and results will become part of reporting.

*Engage children, youth and families using MCFD services – and practitioners delivering services – to share ideas and expertise on improving services and achieve improved outcomes.*

### 2012 – 2013

**Key Action:** Community demographic and population characteristics profiles to be updated annually for each Service Delivery Area (SDA). Complete initial profiles for thirteen SDAs and revise annually.

**Improved Outcomes for Aboriginal Children and Families:** Identify and describe Aboriginal Nations (reserves and/or urban populations) associated with each Service Delivery Area. Working closely with Aboriginal people, identify key issues, needs, and improvements related to current services, closing gaps and reducing barriers.



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

### 2012 – 2013

**Key Action:** Develop and 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.

Phase 1 – Develop a guiding framework and specific recommended actions for initial eighteen months and post-plan.

Phase 2 – Implement, evaluate and refine actions.

**Improved Outcomes for Aboriginal Children and Families:** Partner with Aboriginal Agencies to attract, develop and retain a fully engaged and skilled workforce. Build on cultural competencies for MCFD and Community Social Service Agency staff and providers by increasing knowledge and experiential learning and developing mentorship.

### 2013 – 2014

Phase 2 (cont'd) – Implementation, evaluation and refinement. Refresh plan using annual rolling twelve-month targets.

### 2014 – 2015

Ongoing implementation of healthy work place strategy.



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

**2012 – 2013**

**Key Action:** Implement an annual planning cycle to develop, craft, and refresh the provincial operational and strategic rolling three-year directional action plan for MCFD. The process will ensure meaningful engagement with caregivers, service providers and other community partners, from across the six service lines.

1. Complete annual service plan review and report. Complete an annual literature review of peer-reviewed, applied research literature and grey jurisdictional or case review literature for all six service lines.
2. Consultation with caregivers, service providers and other community partners, from across the six service lines. Preparation of refreshed plan and new third-year direction and budget proposal.
3. Plan and budget finalized.

**Improved Outcomes for Aboriginal Children and Families:** Establish effective partnership forums to ensure full engagement of Aboriginal communities, Delegated Aboriginal Agencies and Aboriginal community social services agencies in the planning of services for Aboriginal children, youth and families.

**2012 – 2013**

**Key Action:** Complete the development of a comprehensive single master list of services that are offered by MCFD directly, delegated or by contract that will be reviewed on an annual basis. The list will be used to commission services; analyze and report on demand, type, and levels of services provided across provincial, regional and local service delivery areas.

## 2012 -2013

**Key Action:** Provide quarterly MCFD Operational and Strategic Performance Management Reports to Executive on the 15<sup>th</sup> working day after the end of each quarter.

- Linked to the outcomes report and using the service master list, develop a standardized template and plan for incrementally reporting for Service Delivery Areas for MCFD, Delegated Agency and community social service agency services, human resource management, and financial and cost management.
- Iteratively implement expanded reporting.

## 2012 -2013

**Key Action:** Sign off a Service Quality and Operational Evaluation (SQOE) manual and implement a three-year cycle at the Service Delivery Area (SDA) level (2012/13 - 4 SDAs, 2013/14 – 4 SDAs, 2014/15 – 5 SDAs) in parallel to the three-year Delegated Aboriginal Agency and community social service agency cycle. Evaluation and reporting will integrate contractual requirements for accreditation and requirements for public reporting on accreditation results.

## 2012/2013

Q3: Northeast

Q4: Vancouver/Richmond; Okanagan

## 2013/2014

Q1: North Vancouver Island; Coast/North Shore

Q2: Thompson/Cariboo/Shuswap

Q3: South Fraser

Q4: North Central

## 2014/2015

Q1: East Fraser

Q2: North West

Q3: Kootenays; South Vancouver Island

Q4: North Fraser



## Appendix 1 - Source Documents

- MCFD 2012 -13 Service Overview
- 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
- Child, Family and Community Service Act (RSBC 1996)
- United Nations Convention on the Rights of the Child (CRC) (1990)
- Joint Commission Resources, *Doing More with Less: LEAN THINKING and Patient Safety in Health Care* (2006)
- Black and Miller, *The Toyota Way to Healthcare Excellence* (2008)
- Munro, *Munro Review of Child Protection* (2011), United Kingdom
- Lowe, *Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success*; Rotman / UTP Publishing ([www.creatinghealthyorganizations.ca](http://www.creatinghealthyorganizations.ca))
- Office of the Auditor General of BC, *Management of Aboriginal Child Protection Services* (2008)
- Office of the Representative for Children and Youth, *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen* (2011)



## Glossary of Terms

### Key Results 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 8 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.

### 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 childhood development and child care services
- services for children and youth with special needs
- child and youth mental health services
- child safety, family support and children in care services
- adoptions services, and
- youth justice services

### Logic Model

A logic model is a representation of how an activity (such as a project, a program, or a policy) is intended to produce particular results. They show the logical relationships among the resources that are invested, the activities that take place and the benefits or changes that result, as a sequence of events.

### 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 maps show:

- 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.

### **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.

## **LEAN Terminology**

### **LEAN**

LEAN is a business strategy that strives to provide exactly what your clients want/need, when they want it, with as little waste as possible. Based on the fundamentals of the Toyota Production System (TPS), it's an approach focused on continuous observation and problem solving to increase efficiency.



### **Visibility Wall**

An aspect of LEAN organizational culture, a Visibility Wall is a physical place (usually a wall in a high traffic location) to post key operational documents, results, issues and challenges to foster problem solving dialogue and continuous improvement.

### **Rapid Process Improvement Workshop (RPIW)**

An aspect of LEAN organizational culture, RPIWs are meant to pull together multiple employees from the organization to analyze and improve a complex, common process. An RPIW has a fundamental operational goal: to create a more reliable, efficient, client driven process. An RPIW can lead to higher quality with less time/energy/resources needed to make the process run. Participants will be instructed in how to understand a complex process in new ways, to draw upon the upstream and downstream components to strengthen their own performance, and to “see” the unit/process on which they work in new ways. An RPIW is a facilitated event that typically runs over several days. Participants are taken through steps of defining the problem/core process under analysis, mapping its current performance and then designing a new, improved future state.

### **Action Research Evaluation**

Action Research Evaluation incorporates **goal setting, monitoring and evaluation** into a project or program’s life rather than seeing these as distinct activities to be conducted independently and at different points in time. It is a form of self-reflective enquiry integrated directly into program development to help an organization define, assess, and ultimately successfully achieve its goals.

### **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.

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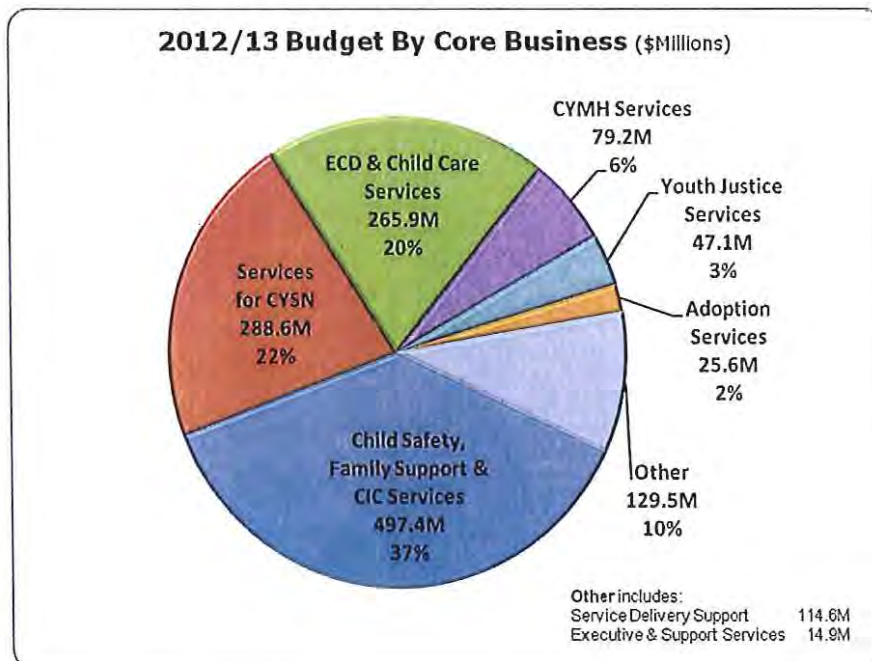
## Ministry of Children & Family Development: Budget 2012/13

The budget this year is \$1.333 billion, a small increase from last year's budget of \$1.331 billion. MCFD's budget essentially remains status quo, with a small increase (\$2.6 million). This increase reflects the new incremental costs of adopting Municipal Pension Plan (MPP) for Community Social Service Employers Association agencies for 2012/13. This year's Service Plan and Budget sees the ministry moving forward to improve the quality of programs and services delivered across the six key service lines.

### Budget (\$ Millions)

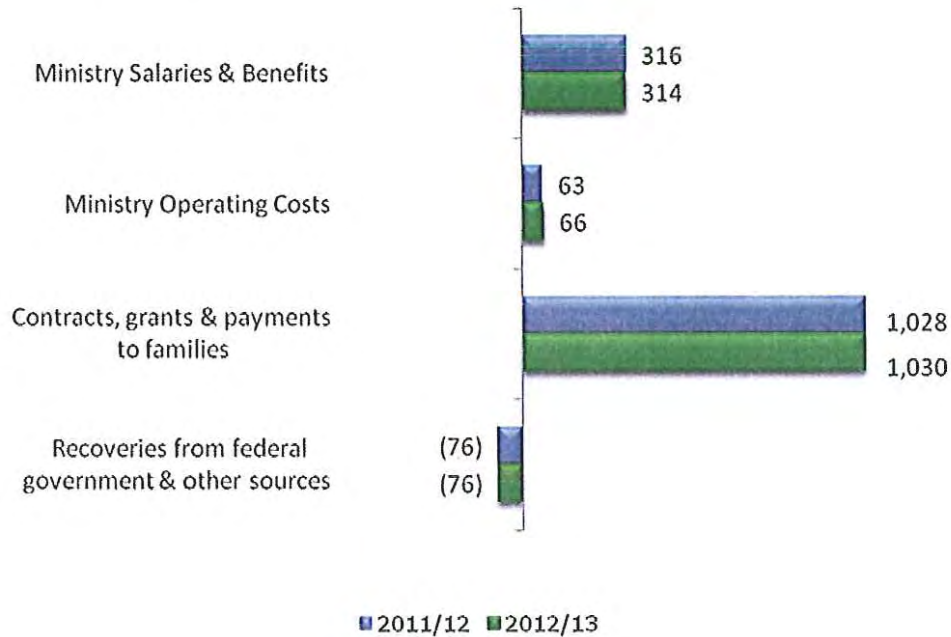
2011/12	2012/13	Net Change from 2011/12	2013/14 and 2014/15	Net Change from 2012/13
<i>Restated</i>	<i>Estimates</i>		<i>Plan</i>	
1,330.691	1,333.291	2.600	1,333.291	0.000

MCFD has realigned its programs and services to better reflect the ministry's service delivery lines, as set out in its Strategic and Operational Action Plan. The eight core businesses are Early Childhood Development (ECD) and Child Care Services; Services for Children and Youth with Special Needs (CYSN); Child and Youth Mental Health (CYMH) Services; Child Safety, Family Support and Children In Care (CIC) Services; Youth Justice Services; Adoption Services; Service Delivery Support; and Executive and Support Services. The allocation of ministry resources is shown in the chart below.





### Budget Changes 2011/12 to 2012/13 (\$Millions)



Ministry Operations (\$ millions)	2011/12	2012/13
Early Childhood Development and Child Care Services	266.5	265.9
Services for Children and Youth With Special Needs	280.0	288.6
Child and Youth Mental Health Services	79.1	79.2
Child Safety, Family Support and Children In Care Services	498.7	497.4
Adoption Services	25.5	25.6
Youth Justice Services	48.4	47.1
Service Delivery Support	117.7	114.6
Executive and Support Services	14.8	14.9
<b>Total</b>	<b>1,330.7</b>	<b>1,333.3</b>

**Previous MCFD Budgets:**

MCFD Budgets	\$ in Millions
2001/02	1,128.7
2002/03	1,103.5
2003/04	1,048.9
2004/05	996.2
2005/06	1,093.4
2006/07	1,293.3
2007/08	1,223.9
2008/09	1,314.2
2009/10	1,324.2
2010/11	1,333.7
2011/12	1,330.7
2012/13	1,333.3
2013/14	1,333.3
2014/15	1,333.3

## MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

The mission of the Ministry of Children and Family Development is to support healthy child development by its commitment to a collaborative professional practice delivered across a range of quality services which strives to maximize the potential of children and youth, and to achieve meaningful outcomes for children, youth and families.

### MINISTRY SUMMARY

(\$000)

	Estimates 2011/12 <sup>1</sup>	Estimates 2012/13
<b>VOTED APPROPRIATION</b>		
Vote 16 — Ministry Operations.....	1,330,691	1,333,291
<b>OPERATING EXPENSES</b>	<u>1,330,691</u>	<u>1,333,291</u>
<b>CAPITAL EXPENDITURES <sup>2</sup></b>	690	277
<b>LOANS, INVESTMENTS AND OTHER REQUIREMENTS <sup>3</sup></b>	(31)	(31)
<b>REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES <sup>4</sup></b>	—	—

#### NOTES

<sup>1</sup> For comparative purposes, figures shown for the 2011/12 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of 2012/13 *Estimates*. Schedule A presents a detailed reconciliation of the restatement of operating expenses and capital expenditures.

<sup>2</sup> Details of capital expenditures are presented in Schedule C.

<sup>3</sup> Details of loans, investments and other requirements are presented in Schedule D.

<sup>4</sup> Details of revenue collected for, and transferred to, other entities are presented in Schedule E.



## MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

## CORE BUSINESS SUMMARY

(\$000)

OPERATING EXPENSES	2011/12	2012/13 ESTIMATES		
	Net	Gross	External Recoveries	Net
<b>Core Business</b>				
Early Childhood Development and Child Care Services.....	266,486	265,898	(1)	265,897
Services for Children and Youth with Special Needs.....	279,970	290,737	(2,141)	288,596
Child and Youth Mental Health Services.....	79,111	79,233	—	79,233
Child Safety, Family Support and Children in Care Services.....	498,706	545,745	(48,359)	497,386
Adoption Services.....	25,538	25,554	—	25,554
Youth Justice Services.....	48,390	69,409	(22,334)	47,075
Service Delivery Support.....	117,692	114,620	(1)	114,619
Executive and Support Services.....	14,798	15,611	(680)	14,931
<b>TOTAL OPERATING EXPENSES</b> .....	<u>1,330,691</u>	<u>1,406,807</u>	<u>(73,516)</u>	<u>1,333,291</u>
<b>CAPITAL EXPENDITURES</b>	Net	Disbursements	Receipts	Net
<b>Core Business</b>				
Executive and Support Services.....	<u>690</u>	<u>277</u>	<u>—</u>	<u>277</u>
<b>TOTAL CAPITAL EXPENDITURES</b> .....	<u>690</u>	<u>277</u>	<u>—</u>	<u>277</u>
<b>LOANS, INVESTMENTS AND OTHER REQUIREMENTS</b>	Net	Disbursements	Receipts	Net
<b>Core Business</b>				
Executive and Support Services.....	<u>(31)</u>	<u>—</u>	<u>(31)</u>	<u>(31)</u>
<b>TOTAL LOANS, INVESTMENTS AND OTHER REQUIREMENTS</b> .....	<u>(31)</u>	<u>—</u>	<u>(31)</u>	<u>(31)</u>

# MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

## VOTE DESCRIPTIONS (\$000)

Estimates 2011/12	Estimates 2012/13
----------------------	----------------------

### VOTE 16 — MINISTRY OPERATIONS

This vote provides for ministry programs and operations described in the voted appropriations under the following eight core businesses: Early Childhood Development and Child Care Services; Services for Children and Youth with Special Needs; Child and Youth Mental Health Services; Child Safety, Family Support and Children in Care Services; Adoption Services; Youth Justice Services; Service Delivery Support; and Executive and Support Services.

#### EARLY CHILDHOOD DEVELOPMENT AND CHILD CARE SERVICES

##### Voted Appropriation

Early Childhood Development and Child Care Services.....	266,486	265,897
--	---------	---------

**Voted Appropriation Description:** This sub-vote provides funding for early childhood development and child care programs and services primarily aimed at infants and young children and their families. This sub-vote also provides for subsidies to parents under the *Child Care Subsidy Act* and payments to organizations which provide or support child care services under the *Child Care BC Act*. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

#### SERVICES FOR CHILDREN AND YOUTH WITH SPECIAL NEEDS

##### Voted Appropriation

Services for Children and Youth with Special Needs.....	279,970	288,596
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**Voted Appropriation Description:** This sub-vote provides funding for programs and services dedicated to children and youth with special needs and their families. These include: early intervention programs; supported child development; family support services; residential and guardianship services for children and youth with special needs in the care of the ministry as provided for under the *Child, Family and Community Service Act*; and specialized provincial services. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

#### CHILD AND YOUTH MENTAL HEALTH SERVICES

##### Voted Appropriation

Child and Youth Mental Health Services.....	79,111	79,233
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**Voted Appropriation Description:** This sub-vote provides funding for specialized and community-based intervention, treatment, and support services to mentally ill children, youth and their families. This includes the operation of the Maples provincial adolescent mental health facility and services as provided for under the *Mental Health Act*. Costs may be recovered from ministries for services described within this sub-vote.

#### CHILD SAFETY, FAMILY SUPPORT AND CHILDREN IN CARE SERVICES

##### Voted Appropriation

Child Safety, Family Support and Children in Care Services.....	498,706	497,386
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**Voted Appropriation Description:** This sub-vote provides funding for the welfare of children and youth through programs and services provided for under the *Child, Family and Community Service Act* and the *Employment and Assistance Act*. These include: family supports, collaborative planning and decision making services, child protection, children and youth in care, alternates to care, services for youth and young adults, and for the support of and capacity building by organizations serving Aboriginal children, youth and families. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

#### ADOPTION SERVICES

##### Voted Appropriation

Adoption Services.....	25,538	25,554
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**Voted Appropriation Description:** This sub-vote provides funding for adoption services as provided for under the *Adoption Act*. This includes funding for recruitment of adoptive families, promotion of adoptions, planning for permanency and post adoption assistance.

## MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

VOTE DESCRIPTIONS  
(\$000)

Estimates 2011/12	Estimates 2012/13
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## YOUTH JUSTICE SERVICES

## Voted Appropriation

Youth Justice Services.....	48,390	47,075
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**Voted Appropriation Description:** This sub-vote provides funding for youth justice services as provided for under the *Youth Justice Act*, the *Mental Health Act*, the *Forensic Psychiatry Act*, and the federal *Youth Criminal Justice Act*. These include: specialized community-based and provincial facility-based programs and services which promote crime prevention and rehabilitation, and support law-abiding behaviour among youth who have been charged or found guilty of a criminal offence; youth custody centres and youth forensic psychiatric services; and other supportive programs. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

## SERVICE DELIVERY SUPPORT

## Voted Appropriation

Service Delivery Support.....	117,692	114,619
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**Voted Appropriation Description:** This sub-vote provides funding for strategic and operational services which support ministry practices. These include: regional management, community administration, policy development, integrated case management system, quality assurance, and other supporting services under the *Adoption Act*, the *Child, Family and Community Service Act*, the *Employment and Assistance Act*, the *Mental Health Act*, the *Youth Justice Act*, and the federal *Youth Criminal Justice Act*. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

## EXECUTIVE AND SUPPORT SERVICES

## Voted Appropriations

Minister's Office.....	596	596
Corporate Services.....	14,202	14,335
	14,798	14,931

**Voted Appropriations Description:** This sub-vote provides for the office of the Minister of Children and Family Development; overall direction, development and corporate support for all ministry services; and for the administration of the *Human Resource Facility Act*. Costs may be recovered from other levels of government, organizations, and individuals for services and for costs arising from third party settlements in relation to services described within this sub-vote.

VOTE 16 — MINISTRY OPERATIONS	1,330,691	1,333,291
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## MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

## GROUP ACCOUNT CLASSIFICATION

Salaries and Benefits .....	316,001	313,787
Operating Costs .....	60,153	62,879
Government Transfers .....	1,027,865	1,029,525
Other Expenses .....	2,970	3,134
Internal Recoveries .....	(2,518)	(2,518)
External Recoveries .....	(73,780)	(73,516)
TOTAL OPERATING EXPENSES.....	1,330,691	1,333,291



## MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

**LOANS, INVESTMENTS AND OTHER REQUIREMENTS BY CORE BUSINESS**  
 (\$000)

Estimates 2011/12	Estimates 2012/13
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**EXECUTIVE AND SUPPORT SERVICES**

HUMAN SERVICES PROVIDERS FINANCING PROGRAM — Receipts represent repayment of loans provided in previous fiscal years for capital purposes to stimulate investment in efficiencies and innovation by British Columbia community social services providers, including funds under the *Human Resource Facility Act*. Administration costs are funded through the ministry's voted appropriations.

Receipts.....	31	31
Disbursements.....	—	—
Net Cash Source (Requirement).....	<u>31</u>	<u>31</u>

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT  
(\$000)

**VOTE 16 Ministry Operations**

Description	Total 2011/12 Operating Expenses	50	51	52	54	Total Salaries and Benefits	55	57	59	60	63	65	67	68	69
Early Childhood Development and Child Care Services	266,486	7,238	76	1,665	—	8,979	22	24	—	—	20	538	—	—	—
Services for Children and Youth with Special Needs	279,970	11,339	238	2,641	—	14,218	—	112	—	—	3	57	—	—	72
Child and Youth Mental Health Services	79,111	34,484	791	7,948	—	43,223	—	292	—	—	5	340	—	—	347
Child Safety, Family Support and Children in Care Services	498,706	94,028	2,328	21,697	—	118,053	—	928	9,417	—	113	85	—	11	—
Adoption Services	25,538	4,706	75	1,101	—	5,882	—	57	—	—	—	5	—	—	—
Youth Justice Services	48,390	31,732	1,174	7,348	—	40,254	—	316	—	—	61	183	—	—	1,480
Service Delivery Support	117,692	55,314	734	12,957	—	69,005	—	4,208	3,300	1,785	18,943	5,481	—	15	—
Executive and Support Services	14,798	11,339	144	2,638	52	14,173	—	315	26	—	47	832	—	—	—
Minister's Office	596	342	—	98	52	492	—	64	—	—	8	8	—	—	—
Corporate Services	14,202	10,997	144	2,540	—	13,681	—	251	26	—	39	824	—	—	—
<b>Total</b>	<b>1,330,691</b>	<b>250,180</b>	<b>5,560</b>	<b>57,995</b>	<b>52</b>	<b>313,787</b>	<b>22</b>	<b>6,252</b>	<b>12,743</b>	<b>1,785</b>	<b>19,192</b>	<b>7,521</b>	<b>—</b>	<b>26</b>	<b>1,899</b>

70	72	73	75	Total Operating Costs	77	79	80	Total Govt Transfers	81	83	85	Total Other Expenses	86	88	Total Internal Recoveries	89	90	Total External Recoveries	Total 2012/13 Operating Expenses
—	—	1,000	—	1,604	645	152,930	101,740	255,315	—	—	—	—	—	—	—	—	(1)	(1)	265,897
12	—	409	—	665	—	14,730	261,122	275,852	—	—	2	2	—	—	—	—	(2,141)	(2,141)	288,596
50	—	26	2	1,062	—	242	37,223	37,465	—	—	1	1	—	(2,518)	(2,518)	—	—	—	79,233
55	—	4,000	2	14,611	—	37,454	374,685	412,139	—	—	942	942	—	—	—	—	(48,359)	(48,359)	497,386
—	—	—	—	62	—	120	19,462	19,582	—	—	28	28	—	—	—	—	—	—	25,554
177	—	98	—	2,315	—	245	26,588	26,833	—	—	7	7	—	—	—	—	(22,334)	(22,334)	47,075
1,700	—	4,423	1,432	41,287	—	6	2,267	2,273	—	—	2,055	2,055	—	—	—	—	(1)	(1)	114,619
19	—	—	34	1,273	—	—	66	66	—	—	99	99	—	—	—	—	(680)	(680)	14,931
—	—	—	—	80	—	—	—	—	—	—	24	24	—	—	—	—	—	—	596
19	—	—	34	1,193	—	—	66	66	—	—	75	75	—	—	—	—	(680)	(680)	14,335
2,013	—	9,956	1,470	62,879	645	205,727	823,153	1,029,525	—	—	3,134	3,134	—	(2,518)	(2,518)	—	(73,516)	(73,516)	1,333,291



## RESOURCE SUMMARY

Core Business Area <sup>1</sup>	2011/12 Restated Estimates <sup>2</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
<b>Operating Expenses (\$000)</b>				
Early Childhood Development and Child Care Services.....	266,486	265,897	265,897	265,897
Services for Children and Youth with Special Needs.....	279,970	288,596	288,996	288,996
Child and Youth Mental Health Services.....	79,111	79,233	79,233	79,233
Child Safety, Family Support and Children In Care Services.....	498,706	497,386	497,386	497,386
Adoption Services.....	25,538	25,554	25,554	25,554
Youth Justice Services.....	48,390	47,075	46,675	46,675
Service Delivery Support.....	117,692	114,619	114,619	114,619
Executive and Support Services .....	14,798	14,931	14,931	14,931
<b>Total</b>	<b>1,330,691</b>	<b>1,333,291</b>	<b>1,333,291</b>	<b>1,333,291</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services.....	690	277	1,427	1,344
<b>Total</b>	<b>690</b>	<b>277</b>	<b>1,427</b>	<b>1,344</b>
<b>Other Financing Transactions (\$000)</b>				
Executive and Support Services (Human Services Providers Financing Program)				

## RESOURCE SUMMARY

Core Business Area <sup>1</sup>	2011/12 Restated Estimates <sup>2</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Receipts.....	31	31	31	31
Disbursements .....	0	0	0	0
Net Cash (Requirements) .....	31	31	31	31

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<sup>1</sup> The core business areas have been realigned to reflect the service delivery lines as outlined in the ministry's Strategic and Operational Action Plan.

<sup>2</sup> The 2011/12 amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2012/13 Estimates. Schedule A of the 2012/13 Estimates provides a detailed reconciliation.