

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

TRANSITION BINDER



Ministry of
Children and Family
Development

September 2020

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MINISTRY PROFILE

Ministry: Children and Family Development

The ministry focuses on services and supports to children, youth and families through a variety of services delivered through a network of Delegated Aboriginal Agencies, service providers, foster parents and partners.

Ministry Mandate:

The Ministry of Children and Family Development (MCFD) works with children, families and communities and our vision is: Indigenous and non-Indigenous children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture.

MCFD is a large ministry of more than 5,000 people and almost 200 offices. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. MCFD works in partnership with other ministries, Delegated Aboriginal Agencies, Indigenous communities, approximately 5,400 contracted community social service agencies and foster homes and over 4,000 child care operators.

The Ministry serves more than 175,000 children, youth and families through a variety of services that include: prevention and family support, children and youth with special needs, child and youth mental health, youth justice, youth and young adult services, services for children in care, and child care.

Budget:

Resource Summary from Service Plan 2020/21-2022-23

Core Business Area	2019/20 Restated Budget ¹	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Early Childhood Development and Child Care Services	624,807	714,181	719,800	723,994
Services for Children and Youth with Special Needs	390,669	410,091	413,479	413,479
Child and Youth Mental Health Services	109,396	113,613	115,283	115,283
Child Safety, Family Support and Children in Care Services	682,677	731,874	744,647	744,647
Adoption Services	34,752	34,888	35,107	35,107
Youth Justice Services	47,421	48,147	49,160	49,160
Service Delivery Support	159,121	156,620	158,030	158,030

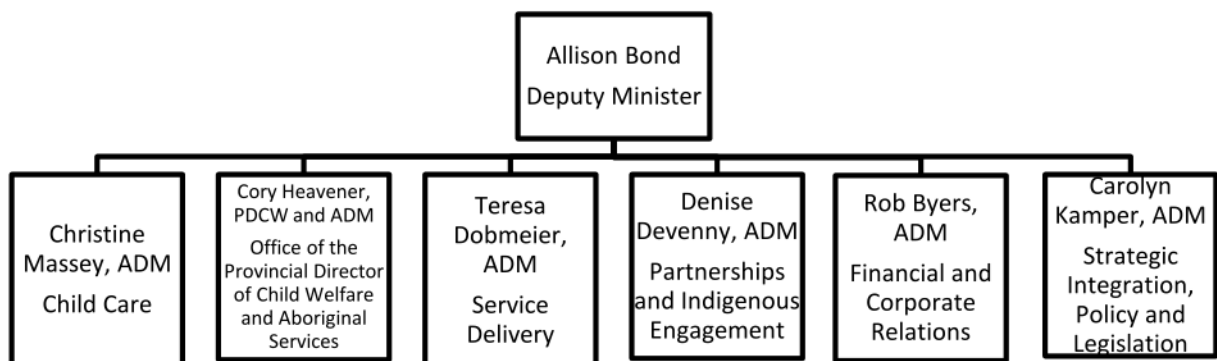
Executive and Support Services	19,103	19,032	19,446	19,667
Total	2,067,946	2,228,446	2,254,952	2,259,367
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Service Delivery Support	4,510	1,569	1,498	1,498
Total	4,510	1,569	1,498	1,498
Other Financing Transactions (\$000)				
Executive and Support Services (Human Services Providers Financing Program)				
Receipts	(31)	(31)	(31)	(31)
Disbursements	0	0	0	0
Net Cash Requirement (Source)	(31)	(31)	(31)	(31)
Total Receipts	(31)	(31)	(31)	(31)
Total Disbursements	0	0	0	0
Total Net Cash Requirement (Source)	(31)	(31)	(31)	(31)

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Full Time Equivalents (FTEs): 4,774

Executive Organizational Chart:



MINISTRY OVERVIEW

The Ministry of Children and Family Development (MCFD) works with children, families and communities and our vision is:

Indigenous and non-Indigenous children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture

The Ministry serves more than 175,000 children, youth and families through a variety of services that include:

- **Prevention and family support** services that are intended to keep families safely together and include support (such as family counselling), intervention (such as safety planning), early years services, and crisis response (such as placing children with relatives and out of care options)
- **Children and Youth with Special Needs** services delivered in communities, or through funding agreements with families directly
- **Child and Youth Mental Health** services, including community-based mental health services, as well as residential programs
- **Youth Justice** services, which include youth forensic psychiatric programming, community youth justice, and youth custody
- **Youth and Young Adult** services, including supports for youth to transition successfully to adult services and administration of the Agreements with Young Adults program (focused on youth who have aged out of care)
- **In-care services** that provide supports and services for children who are in the care of the Provincial Director of Child Welfare and reside either in contracted residential placements or in foster homes, including ensuring they move to a permanent placement or are returned to family, with strong connections to community and culture.
- **Child Care**

MCFD is a large ministry of more than 5,000 people. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. MCFD works in partnership with other ministries, Delegated Aboriginal Agencies, Indigenous communities, and approximately 5,400 contracted community social service agencies and foster homes.

Ministry Structure:

Reporting through to the Office of the Deputy Minister, the Ministry is organized through six divisions:

- **Child Care**
- **Finance and Corporate Services**
- **Provincial Director and Aboriginal Services**
- **Partnerships and Indigenous Engagement**
- **Service Delivery**
- **Strategic Integration, Policy and Legislation**

Technology and information services are provided through the Information Services Division located in the Ministry of Social Development and Poverty Reduction.

Budget:

2020/21 Budget 2,228.448 M (of which 677.836 M is child care)

Full Time Equivalents (FTEs):

2020/21 projected FTEs = 4,774 (TBS Q2 report lists this as the year end forecast. 4815.1 was correct for actuals in August 2020 and is noted in the Corporate binder).

Strategic Approach

The Ministry has been working over the past four years on the key systemic challenges and the necessary strategies to address them.

1. 'Recognizing the right of Indigenous families and communities to retain shared responsibility for the upbringing, training, education, and well-being of their children, consistent with the rights of the child' (UNDRIP) and the Truth and Reconciliation Commission's Calls to Action.
2. Strengthen supports and prioritize resources for families and children based on their needs in collaboration with communities and other partners to support improved outcomes and keep families safely together.
3. Ensure young people have the tools, resources and social supports to transition successfully to adulthood and adult services.
4. Work to ensure a child or youth's needs drive their in-care placement and the services they receive to support their well-being.

Operational Approach

MCFD has received feedback that there is no clarity on our services and inconsistency in the delivery of those services. The Ministry is working on statements of its services so that children, youth and families will know what to expect, and we can ensure consistency in the delivery of supports and services to all British Columbians. We are calling these "service frameworks", and they describe what services and supports need to be available for the children, youth, families and communities served, how they can be accessed, and the outcomes these services and supports are intended to achieve. Service frameworks allow the ministry to put families at the

centre of its planning – focusing on what these families need.

The Ministry has already released the following three service frameworks: Early Years, Child and Youth Mental Health, and In-Care.

Results

The result of the Ministry's efforts over the past few years has been significant improvements in key performance indicators. Since 2017, Ministry indicators have been reported on a public [reporting portal](#). The following are two key indicators (number of children in care and number of children placed in out of care options):

- Of the 5,530 children and youth in care (the lowest number since 1990), 3,664 are Indigenous, the lowest in 20 years.
- The Ministry has the highest number of children in out of care options in its history at 1,757, the majority of whom (1,244) are Indigenous, representing a shift in Ministry practice from taking Indigenous children out of the communities and away from families when it is not safe for them to live at home.

COVID-19 Impact

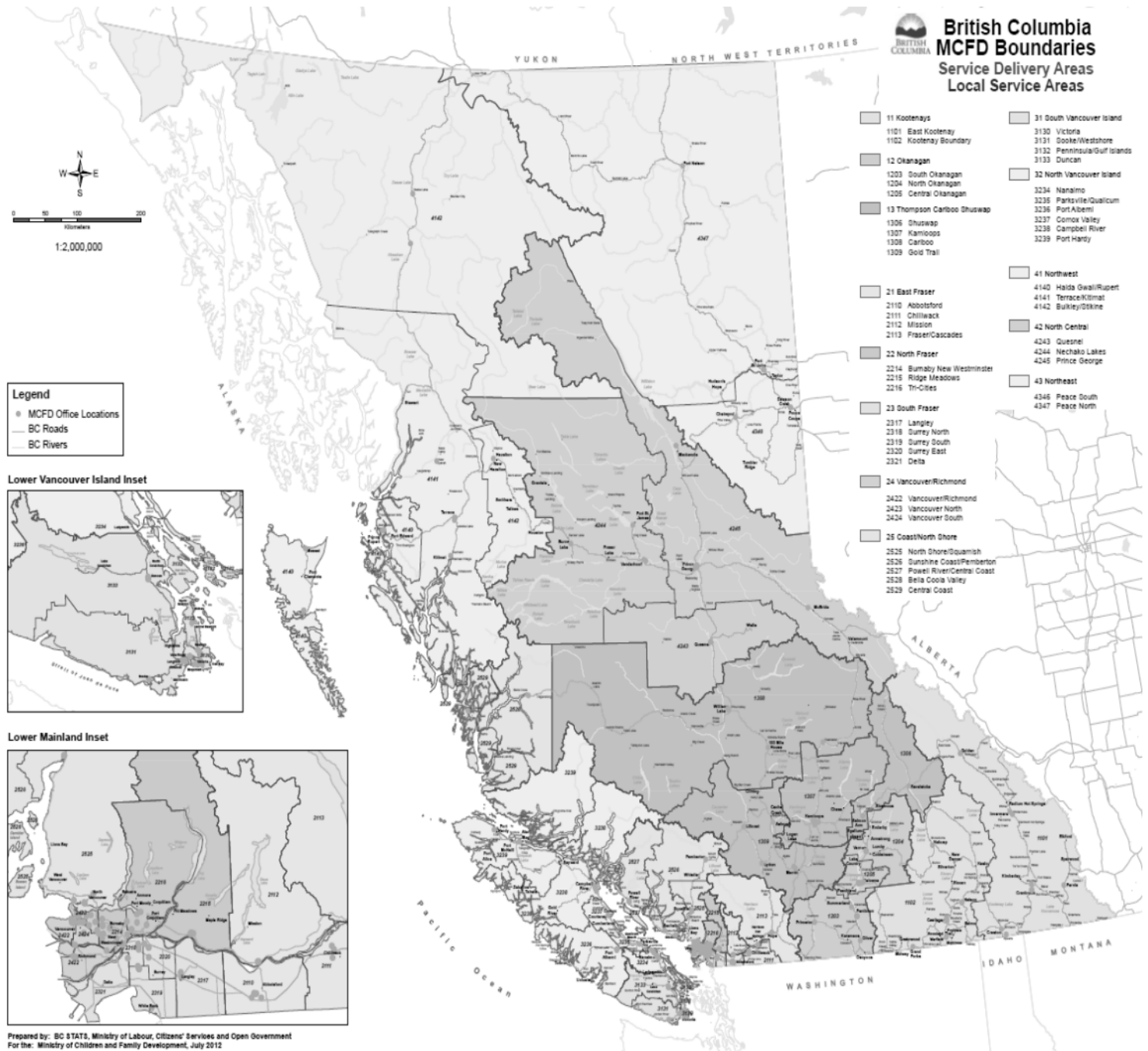
The Ministry's COVID-19 approach was to:

- Keep services operating and offices open
- Support service providers to keep their doors open and to stay in business
- Support youth aging out and those on Agreements with Young Adults so they are not harmed as a result of the pandemic
- Support families of children with special needs
- Change certain practices to protect children in care, foster parents and birth families, for example by suspending in-person visitation

As the ministry has turned its attention to recovery planning, it focused on:

1. **Resuming service delivery levels** (e.g. supporting child, youth and family contracted service providers to resume service to pre-pandemic service levels through modified delivery methods),
2. **Rolling back emergency measures** (e.g. suspension of face-to-face visitation measure), and
3. **Leveraging lessons learned during the pandemic to expedite implementation of the Ministry's direction.**

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



**Ministry of
Children and Family
Development**

**2020/21 – 2022/23
SERVICE PLAN**

February 2020



Minister Accountability Statement



The *Ministry of Children and Family Development 2020/21 - 2022/23 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 has been prepared.



Honourable Katrine Conroy
Minister of Children and Family Development
February 4, 2020

Minister of State Accountability Statement



I am the Minister of State for Child Care and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2020/21:

- a) Continue to implement initiatives that support Government's universal child care plan that provides affordable, accessible, inclusive and high-quality care and early learning for every child whose family wants or needs it;
- b) Together with the federal government, engage in activities aimed at renewing the Bilateral Early Learning and Child Care Framework agreement;
- c) Continue to engage with all levels of government, child care providers and the private and not-for-profit sectors to further inform implementation of the plan for universal and inclusive child care;
- d) Submit to Cabinet a report on the results referred to in paragraphs (a) through (c) on or before March 31, 2021.



Honourable Katrina Chen
Minister of State for Child Care
February 4, 2020

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Purpose of the Ministry

The primary focus of the Ministry of Children and Family Development (MCFD) is to support all children and youth in British Columbia, Indigenous and non-Indigenous, to live in safe, healthy and nurturing families and be strongly connected to their communities and culture. The Ministry's approach is to deliver inclusive, culturally respectful, responsive and accessible services that support the well-being of children, youth and families in B.C.

The Ministry supports children, youth and their families, emphasizing the principles of early intervention, prevention and cultural and community connections to keep families together, where possible, and connecting children and youth with permanent living arrangements when needed. Services include those for early childhood development and child care, children and youth with special needs, child and youth mental health, child welfare, adoption, youth justice, and supporting youth transitioning to adulthood.

For information on specific programs and services, visit the [Ministry of Children and Family Development website](#).

The Ministry also supports the Minister in her governance responsibilities for the Columbia Power Corporation and the Columbia Basin Trust, Crown Corporations that prepare their own Service Plans, as well as with program coordination and administration of services related to the Columbia River Treaty.

Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living, which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water.

This 2020/21 service plan outlines how the Ministry of Children and Family Development will support the government's priorities, including selected action items identified in the July 2017 Minister's Mandate Letter. Over the previous fiscal year, the Ministry of Children and Family Development made progress on these priorities by:

- Decreasing the number of children and youth in care. There were 5,805 children and youth in care as of December 2019, which is the lowest number of children and youth in care in well over twenty years.
- Continuing to implement Childcare BC – one of the biggest social policy changes in British Columbia's history - building an affordable, accessible and quality child care system across the province. As part of this initiative, in the last two years the government has funded over 10,000 new, affordable licensed child care spaces, giving parents much-needed relief and the chance to rejoin the workforce.
- Implementing amendments to the *Child, Family and Community Service Act* (CFCSA), supporting collaborative practices with First Nations, Métis and Inuit communities and recognizing their shared rights and responsibility for the upbringing and well-being of their children. This included signing over 35 information sharing agreements (section 92.1 of the CFCSA), improving collaboration and engagement with Indigenous communities.
- Continuing to work with the Wet'suwet'en, Secwepemc Nation, Cowichan, Lake Babine, NSTQ, Huu-ay-aht, South Island Indigenous Authority, Ktunaxa and Métis on jurisdiction, law-making and treaty implementation.
- Ending the practice of issuing birth alerts and focusing on supporting high-risk expectant parents with keeping newborns safe and families together through a collaborative, rather than involuntary, model.
- Increasing the monthly maintenance rate provided to foster caregivers and out-of-care care providers that have an agreement with MCFD under the CFCSA, or who have adopted under the *Adoption Act*. This rate covers the basic living costs for those children and youth in their care. Increasing this rate (for the first time in a decade) addresses the financial disincentive against out-of-care placements and values the role that relatives and family friends play in taking care of vulnerable children and youth.
- Boosting children and youth with special needs (CYSN) respite funding – the first increase in respite funding since 1989.
- Commencing implementation of the federal legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families* within B.C. Among other things, this federal Act, which came into force January 1, 2020, affirms the rights and jurisdiction of Indigenous peoples in relation to child and family services and sets out principles applicable, on a national level, to the provision of child and family services in relation to Indigenous children.

The following performance plan outlines how the Ministry of Children and Family Development will continue to track progress on key mandate letter commitments and other emerging government priorities.

Performance Planning

Goal 1: Recognize the right of Indigenous families and communities to retain shared responsibility for the upbringing, training, education, and well-being of their children, consistent with the rights of the child [UNDRIP]¹ and the Truth and Reconciliation Commission's Calls to Action

Objective 1.1: Engage in discussions regarding increased decision making authority and child and family services jurisdiction with Indigenous communities that are interested and willing

Key Strategies:

- Work with Indigenous communities seeking jurisdiction and authority to understand what is required and how to approach this work
- Work with the Government of Canada to support implementation of Canada's legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families*
- Work with Indigenous communities or Indigenous governing bodies and other recognized representative organizations, such as the Tripartite First Nations Children and Families Working Group, to support this systemic change
- In partnership with Indigenous peoples and our provincial colleagues, begin to explore implementation of the Declaration on the Rights of Indigenous Peoples Act – a legislative framework for recognizing the constitutional and human rights of Indigenous peoples

Objective 1.2: In collaboration with Indigenous peoples, design and implement restorative policy, practice and services with cultural humility and the intention to honour traditional approaches and better serve Indigenous children and families

Key Strategies:

- Following the Aboriginal Policy and Practice Framework, transform policy, practice, services and programs that reflect the priority of keeping children and youth safely at home and connected to community and culture. Ensure a diversity of Indigenous voices, history and wise practices are reflected in collaboration with Delegated Aboriginal Agencies and Indigenous communities
- With Indigenous peoples, develop and continue to implement tools and resources to support ministry staff in continuous learning and practice changes in order to provide services in a culturally safe manner

¹ UN Declaration on the Rights of Indigenous Peoples and UN Convention on the Rights of the Child.

Objective 1.3: Ensure transparency and accountability to Indigenous children, youth, families and communities in order to work together to ensure our efforts achieve tangible results for this generation of families and those that follow

Key Strategies:

- Demonstrate transparency and accountability through tools and processes, such as information sharing agreements and accountability statements which include how much funding is spent in support of Indigenous children, youth and families, the number of children in care, and the outcomes we are achieving in communities
- Work with Indigenous communities and the Government of Canada to improve our funding approach

Performance Measure	2016/17 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.3 Rate of children and youth (0-18) in care per 1,000 children and youth in the population ¹					
All children and youth	7.7	6.7	6.5	6.3	6.1
Indigenous children and youth	48.1	41.7	40.3	38.9	37.7
Non-Indigenous children and youth	3.2	2.6	2.5	2.5	2.4

¹ Data Source: Integrated Case Management System (ICM)

Linking Performance Measure to Objective:

MCFD has been working to address the over-representation of Indigenous peoples in the child and family services system. The impacts of colonization, the undermining of family and community systems and resultant inter-generational trauma, and the imposition of a legal regime foreign to the cultures and customs of the Indigenous peoples have all contributed to this over-representation.

This performance measure tracks the rate of (Indigenous and non-Indigenous) children and youth in care and, in doing so, the over-representation of Indigenous children and youth in care.

Goal 2: To support improved outcomes and keep families safely together, strengthen supports and prioritize resources for families and children based on their needs, and in collaboration with communities and other partners

Objective 2.1: Review and adjust the Ministry's allocation of time, effort and funding dedicated towards prevention, early intervention and voluntary services

Key Strategies:

- Advance a child-focused, family centered approach by identifying and addressing policy, practice and legislative barriers to keeping children with family, extended family and community, and strengthening families through practice, culture, and services
- In line with B.C.'s *A Pathway to Hope* roadmap, undertake projects that strengthen our continuum of mental health services, such as developing step-up/step-down services, supporting Integrated Child and Youth Teams, and enhancing targeted early childhood intervention services
- Implement the Child and Youth Mental Health (CYMH) Service Framework to ensure that children, youth and families in all areas of the province have timely access to evidence-informed, appropriate and culturally safe mental health and wellness services
- Begin the phased implementation of the Children and Youth with Special Needs Service Framework (CYSN) promoting children and youth with support needs development and family quality of life, enabling them to reach their full potential

Performance Measure	2016/17 Baseline	2019/20 Forecast ²	2020/21 Target ²	2021/22 Target ²	2022/23 Target ²
2.1 Percent of children assessed with a protection concern that can safely live with family or extended family ¹					
All children and youth	85.8%	91.3%	91.7%	92.0%	92.3%
Indigenous children and youth	80.1%	86.5%	87.3%	87.8%	88.3%
Non-Indigenous children and youth	89.4%	94.0%	94.2%	94.4%	94.6%

¹ Data Source: ICM

² 2019/20 forecast and out-year targets have been increased to reflect better than expected results from the Ministry's family preservation efforts.

Linking Performance Measure to Objective:

The percent of children and youth assessed with a protection concern that can live with family or extended family is an established measure of family preservation. Managing safety so that more children can continue to live with their families results in better education, health and social outcomes.

Objective 2.2: Implement short-term strategies and develop medium and long-term strategies for a universal early care and learning system

Key Strategies:

- In partnership with the federal government, renew the Canada – British Columbia Early Learning and Child Care Framework agreement and implement common priorities to advance B.C.'s universal early care and learning system with a focus on affordability, accessibility, inclusivity and quality
- Continue to improve the affordability of child care spaces
- Continue to work towards the goal of creating 22,000 child care spaces and increase the number of funded licensed child care spaces in operation
- Continue to increase accessibility and build on a Spring 2020 forum to inform the development of long-term strategies for inclusive child care
- Complete the evaluation of the Universal Child Care Prototype sites to inform future strategies
- Enhance quality of child care services through on-going implementation of the Early Care and Learning Recruitment and Retention Strategy

Performance Measure	2016/17 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2 Average monthly number of funded licensed child care spaces in operation ¹	108,110 ²	120,700	128,000	135,000	136,500

¹ Data Source: Child Care Operating Funding (CCOF) Program Datamart and Prototype Site data

² The 2016/17 baseline was adjusted from 105,830 to 108,110 in 2018, after a CCOF system upgrade enhanced tracking accuracy.

Linking Performance Measure to Objective:

The average monthly number of funded licensed child care spaces in operation measures the accessibility of child care relative to previous years.

New spaces that are approved for funding are not linked to this performance measure during the construction phase. This performance measure speaks to the number of licensed childcare spaces that are funded through the Child Care Operating Funding Program (CCOF) and the Universal Child Care Prototypes Sites and are operational. New spaces are not reflected in CCOF spaces until they become operational. Due to permitting, construction and licensing requirements, among other things, there is a time lag between when new spaces receive funding and when they become operational.

The targets set in 2018/19 were based on historical data and assumed an even distribution across the reporting cycle of new CCOF spaces becoming operational as a result of the New Spaces Fund. However, many organizations have needed more time to develop and prepare applications to the New Spaces Fund and a significant number of more complex projects are taking longer than the historical trend to complete. Both are expected to result in a more uneven distribution, with more of the spaces becoming operational later in the reporting cycle.

Goal 3: Youth and young adults have the tools, resources and social supports to transition successfully to adulthood and adult services

Objective 3.1: Support youth and young adults to successfully transition to adulthood

Key Strategies:

- Finalize and begin to implement a Youth and Young Adult Transitions Service Framework with a focus on providing consistent services and supports that respond to the needs of youth and young adults and prepare them for adulthood
- Support youth and young adults to connect with their culture and community and have meaningful relationships
- Develop a Youth Justice Service Framework to inform on the continuum of supports, services, and interventions available to youth involved in the justice system, or at risk of being involved, to ensure the earliest interventions possible throughout the province

Performance Measure	2016/17 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1a Percent of youth in care who turn 19 with a high school credential ^{1 2}					
All children and youth	55.4%	56.3%	56.8%	57.2%	57.7%
Indigenous children and youth	49.0%	54.5%	55.0%	55.5%	56.0%
Non-Indigenous children and youth	61.1%	58.0%	58.5%	59.0%	59.5%

¹ Data Source: ICM and Ministry of Education enrolment data

² As the rate of children and youth in care goes down, the proportion of those that remain in care with complex needs increases, and thus impacts high school credential rates. Targets have been adjusted accordingly.

Linking Performance Measure to Objective:

There is strong evidence that completing high school is conducive to present and future well-being. The Ministry works to ensure that youth in care have successfully completed secondary school by the age of 19, gaining the life skills and education necessary to live independently as adults.

Performance Measure	2016/17 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1b Youth under Continuing Custody Orders and Youth aging-out that receive an Agreements with Young Adults (AYA) benefit payment within the next year ¹	21.6% ²	36.7%	39.2% ³	41.5% ³	43.6% ³

¹ Data Source: Resource and Payment System

² Baseline updated to reflect the correct results for 2016/17. 2017/18 results (based on the 2016/17 age out cohort) were mistakenly used in the 2019/20 service plan.

³ 2019/20 forecast and out-year targets were increased to reflect better than expected performance.

Linking Performance Measure to Objective:

One of the ways that the Ministry ensures successful youth transitions is by supporting eligible young adults through the Agreements with Young Adults (AYA) program. The AYA program provides financial assistance for education, training and life skills. Improving the uptake of the AYA program ensures better transitions and, thereby, better outcomes for young adults.

Goal 4: A child or youth's needs drive their in care placement and the services they receive to support their well-being

Objective 4.1: In collaboration with partners, implement a network of high quality placements and services that meet a child or youth's needs, nurtures a sense of love and belonging, and prioritizes cultural and family connections

Key Strategies:

- Begin implementation of the In Care Service Framework by building on wise practices to provide a network of placement options and wrap-around supports that respond to the full range of a child or youth's in care needs
- Begin to implement an outcomes-based Quality Assurance Framework, ensuring quality of services across all types of care which are responsive to the feedback from children, families and communities
- Begin to implement a redesigned Procurement and Contract Management Framework, ensuring that contracts issued by the Ministry are clear and include deliverables that focus on the needs and rights of children and youth in care

Performance Measure	2016/17 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
4.1 Percentage of children and youth in care with no moves in the first 12 months since their last admission to care ^{1 2}	67.9%	65.2%	65.2%	65.5%	66.0%

¹ Data Source: ICM

² Targets for 2020/21 and beyond have been adjusted from the previous service plan. See rationale in the discussion section below

Linking Performance Measure to Objective:

Placement stability is essential for children and youth to develop secure attachment to a caregiver (a fundamental determinant of their well-being) and sense of belonging. Children and youth with stable and appropriate in care placements achieve better outcomes in terms of safety, permanency, attachment and well-being.

Discussion:

This year there was a focus on reassessing whether contracted residential agencies were meeting the needs of children and youth placed in their care, leading to additional moves. With the implementation of the federal Act, *An Act respecting First Nations, Inuit and Métis children, youth and families*, and a new obligation for ongoing reassessments of the placement of Indigenous children and youth in care, this metric may change. The impact of these reassessments is unknown at this time. Targets for 2020/21 have been kept at the 2019/20 forecast, although the stability results are expected to increase in the out years. Over the coming year, the Ministry will continue analyze the impact of this new obligation to better understand its effect on this performance measure.

Resource Summary

Core Business Area	2019/20 Restated Budget ¹	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Early Childhood Development and Child Care Services	624,807	714,181	719,800	723,994
Services for Children and Youth with Special Needs	390,669	410,091	413,479	413,479
Child and Youth Mental Health Services	109,396	113,613	115,283	115,283
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Youth Justice Services	47,421	48,147	49,160	49,160
Service Delivery Support	159,121	156,620	158,030	158,030
Executive and Support Services	19,103	19,032	19,446	19,667
Total	2,067,946	2,228,446	2,254,952	2,259,367
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Service Delivery Support	4,510	1,569	1,498	1,498
Total	4,510	1,569	1,498	1,498
Other Financing Transactions (\$000)				
Executive and Support Services (Human Services Providers Financing Program)				
Receipts	(31)	(31)	(31)	(31)
Disbursements	0	0	0	0
Net Cash Requirement (Source)	(31)	(31)	(31)	(31)
Total Receipts	(31)	(31)	(31)	(31)
Total Disbursements	0	0	0	0
Total Net Cash Requirement (Source)	(31)	(31)	(31)	(31)

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix A: Agencies, Boards, Commissions and Tribunals

BC College of Social Workers:

The British Columbia College of Social Workers regulates the social work profession in British Columbia. Its mandate is to protect members of the public from preventable harm while they are interacting with Registered Social Workers. The College maintains an online registry of all social workers authorized to practice as Registered Social Workers.

Provincial Child Care Council:

The Provincial Child Care Council provides advice on the policies and programs that affect the affordability, quality, stability and accessibility of child care. Its members are appointed from throughout the province, and represent five key sectors: Aboriginal, law/business, child care, education and non-profit/local government.

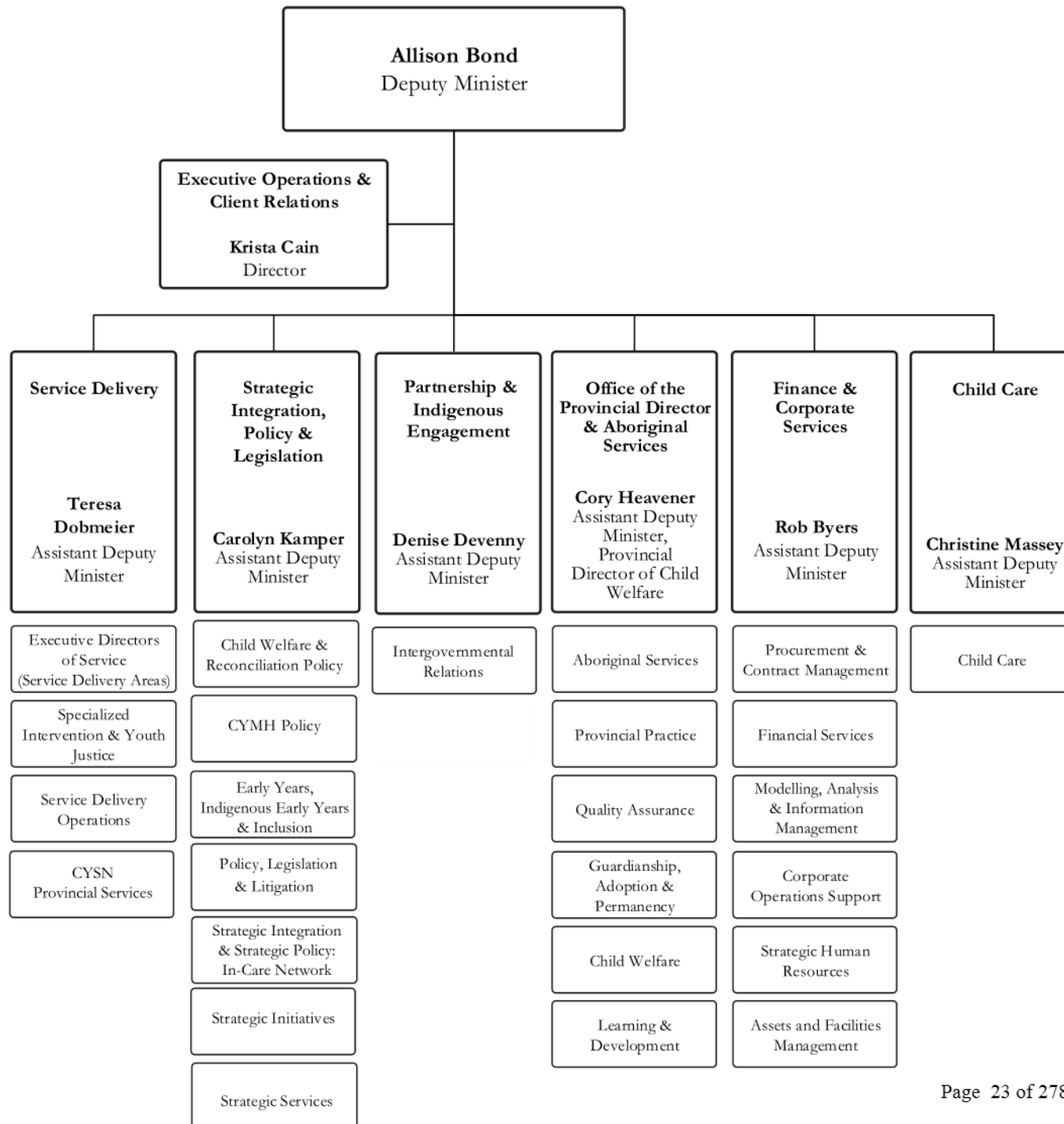
Columbia Power Corporation:

The Columbia Power Corporation mission is to efficiently develop and operate commercially viable, environmentally sound and safe power project investments for the benefit of the province and the residents of the Columbia Basin. In making power project investments, Columbia Power Corporation's goal is to support the employment, economic development and resource management objectives of the province and Columbia Basin Trust, within the constraints of a commercial enterprise.

Columbia Basin Trust:

The Columbia Basin Trust (the Trust) is mandated under the Columbia Basin Trust Act to manage Columbia Basin Trust's assets for the ongoing economic, environmental and social benefit of the region, without relieving governments of any obligations in the region. The Trust is also mandated under the Columbia Basin Management Plan to include the people of the Basin in planning for the management of the assets and to work with others to coordinate activities related to the purpose of the Trust.

MCFD Organizational Structure



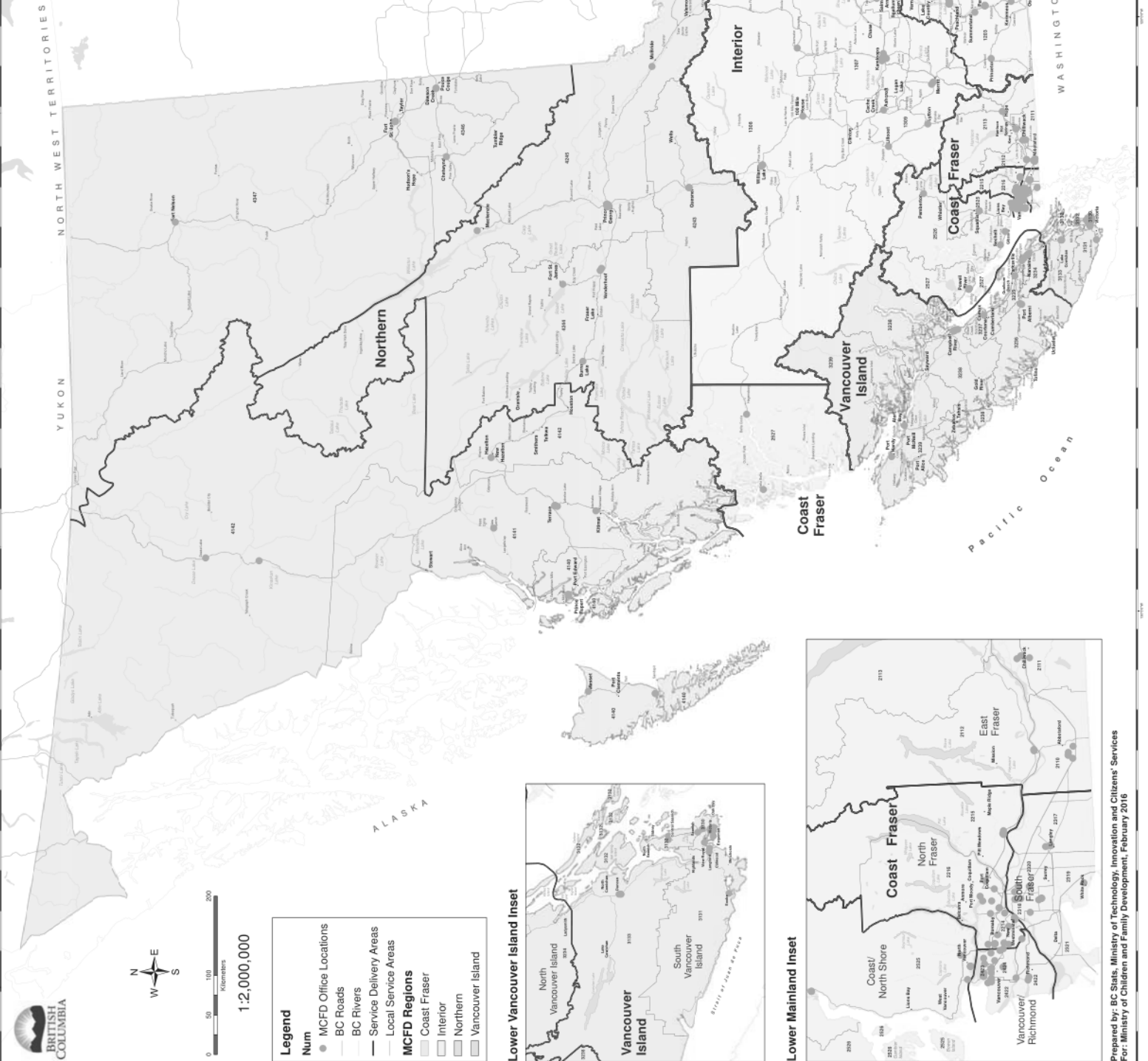
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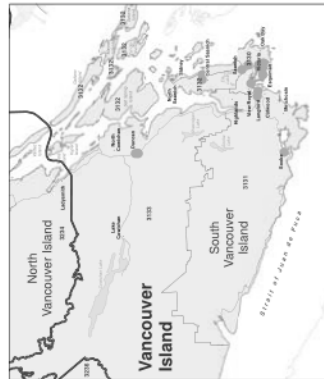
Advice/Recommendations

British Columbia MCFD Boundaries MCFD Regions Service Delivery Areas Local Service Areas

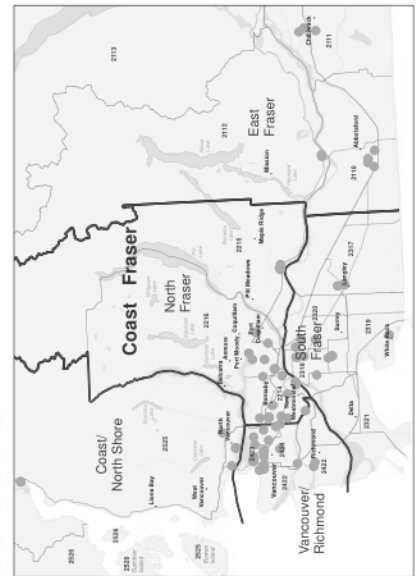
1 Interior Region 11 Kootenays 1101 East Kootenay 1102 Kootenay Boundary 12 Okanagan 1203 South Okanagan 1204 North Okanagan 1205 Central Okanagan 13 Thompson Cariboo Shuswap 1306 Shuswap 1307 Cariboo 1308 Cariboo 1309 Cold Trail	3 Vancouver Island Region 31 South Vancouver Island 3130 Victoria 3131 Sooke/Metchos 3132 Nanaimo Gulf Islands 3133 Duncan 32 North Vancouver Island 3234 Nanaimo 3235 Patsville/Qualicum 3236 Port Alberni 3237 Comox Valley 3238 Campbell River 3239 Port Hardy	4 Northern Region 41 Northwest 4140 Haida Gwaii/Rupert 4141 Terrace/Klondike 4142 Bulkley/Stikine 42 North Central 4243 Quesnel 4244 Bulkley Valley 4245 Prince George 43 Northeast 4346 Skeena/Thompson 4347 Peace North
2 Coast Fraser Region 21 East Fraser 2110 Abbotsford 2111 Chilliwack 2112 Mission 2113 Fraser/Cascades 22 North Fraser 2214 Burnaby New Westminster 2215 Delta 2216 Tri-City 23 South Fraser 2317 Langley 2318 Surrey North 2319 Surrey South 2320 Delta East 2321 Delta 24 Vancouver/Richmond 2422 Vancouver North 2423 Vancouver Richmond 2424 Vancouver South 25 Coast North Shore 2525 North Shore Squamish 2526 West Vancouver 2527 Powell River/Central Coast	3 Vancouver Island Region 31 South Vancouver Island 3130 Victoria 3131 Sooke/Metchos 3132 Nanaimo Gulf Islands 3133 Duncan 32 North Vancouver Island 3234 Nanaimo 3235 Patsville/Qualicum 3236 Port Alberni 3237 Comox Valley 3238 Campbell River 3239 Port Hardy	4 Northern Region 41 Northwest 4140 Haida Gwaii/Rupert 4141 Terrace/Klondike 4142 Bulkley/Stikine 42 North Central 4243 Quesnel 4244 Bulkley Valley 4245 Prince George 43 Northeast 4346 Skeena/Thompson 4347 Peace North



Lower Vancouver Island Inset



Lower Mainland Inset



Prepared by: BC Stats, Ministry of Technology, Innovation and Citizens' Services
For: Ministry of Children and Family Development, February 2016

Performance Management & Public Reporting

- Through a public online reporting portal, MCFD proactively reports select caseload data, performance indicators, and information on how the Ministry is organized, workforce information, and contracted and total expenditures.
- The caseload, performance indicator, and expenditure information are reported by MCFD's service areas:
 - 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
- The last update to the portal includes caseload data as at December 31, 2019, and performance indicators, expenditure and other administrative information for fiscal year 2017/18.
- Reporting on the portal will be updated this fall (monthly caseload reporting to June 2020, annual caseload reporting to fiscal year 2019/20, and performance measures and expenditure and other administrative information to fiscal year 2018/19).
- B.C. compares favourably to other jurisdictions on public reporting on the Child Welfare System. B.C.'s reporting is broader and more detailed and while most provinces publicly report on child protection, they report far less extensively than B.C.

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION NOTE**

ISSUE: 2020 – 21 Q2 Financial Update

BACKGROUND:

MCFD 2020/21 Budget Overview (billions)	
Gross Expenditures	\$2.368
Recoveries*	(\$0.140)
Net Budget	\$2.228

* MCFD recoveries are primarily comprised of contributions from the Federal government to support provincial service delivery.

- The Ministry of Children and Family Development (MCFD) operates within a \$2.228B budget for the 2020/21 fiscal year across eight core business areas (*Appendix A*).
- This allocation represents a \$0.160B lift over the 2019/20 budget; 67% of the increase is relates to Child Care programs and 23% to offset growth of the caseload programs.
- Supplementing this base budget allocation is notional access to Contingencies and New Program - Operating Contingencies (Vote 45) in the amount of \$46.143M (*Appendix B*).
- The Ministry Budget is allocated over nine divisions with three of these focused on service delivery; an additional three allocations are centrally administered (*Appendix C*).
- COVID-19 pandemic has had on impact on programs across the ministry. Changes to program requirements, uptake and incentives have all resulted in financial impacts. Access to the Pandemic Response and Economic Recovery (Vote 52) is available to offset some of these pressures (*Appendix B*).
- In September 2020, the Social Initiatives Cabinet Committee approved MCFD's Universal Child Care plan which included moving Child Care Programs to the Ministry of Education.

DISCUSSION:

Advice/Recommendations; Government Financial Information

COVID – 19 Pandemic Impacts

- In response to the COVID-19 pandemic, MCFD has implement extraordinary programs to ensure childcare spaces remain available during and after the pandemic; youth are not transitioned from current supported situations; and parents of children with special needs have access to additional supports. Access of up to \$264.4M from the Pandemic Response contingencies is available for these programs.
- The ministry has also received notional contingencies access in support of the Province's economic recovery from the pandemic. Child Care programs have received \$56M to in support health and safety needs at facilities, additional public sector spaces and building outdoor play spaces.

Caseload

Government Financial Information

Family Preservation

- Family preservation expenditures include foundational programs, family supports, and community-based programs all focus on keeping children and youth with families.
- Caseload for the Ministry has been shifting from in-care to prevention and family preservation.

Advice/Recommendations

Child Care Programs

- In preparation of a move of Child Care to the Ministry of Education, work is underway to identify and quantify all Child Care related costs.

Government Financial Information

ATTACHMENTS (if applicable):

- A. Core Business Estimates

- B. Q2 Forecast including Contingencies
- C. Divisional Budgets
- D. Caseload Details Q2 Forecast
- E. Child Care Details Q2 Forecast

Contact

Assistant Deputy Minister:

*Rob Byers, EFO & ADM
Finance and Corporate Services
(778) 698-9126*

Alternate Contact

for content:

*Adam McKinnon, ED & CFO
Financial Services Branch
(778) 698-2228*

Prepared by:

*Nicole Andersen, Director
Financial Services Branch
(250) 952-0044*

1.0) MINISTRY SUMMARY

All amounts subject to rounding and may not total exactly

(\$millions)

INCLUDING CHILD CARE

	19/20 Restated Estimates (Note 1)	19/20 Actuals (Note 2)	20/21 Estimates (Note 3)	20/21 Q2 Forecast (Note 4)	21/22 Estimates	22/23 Estimates
Core Business						
Early Childhood Development and Child Care Services	624.8	648.2	714.2	Advice/Recommendations; Government Financial Information	719.8	724.0
Services for Children & Youth with Special Needs	390.7	402.4	410.1		413.5	413.5
Child & Youth Mental Health Services	109.4	96.9	113.6		115.3	115.3
Child Safety, Family Support & Children In Care Services	682.7	728.8	731.9		744.6	744.6
Adoption Services	34.8	34.9	34.9		35.1	35.1
Youth Justice Services	47.4	41.2	48.1		49.2	49.2
Service Delivery Support	159.1	172.6	156.6		158.0	158.0
Executive & Support Services	19.1	22.7	19.0		19.4	19.7
TOTAL MINISTRY	2,067.9	2,147.7	2,228.4		2,255.0	2,259.4
YOY Change (\$)			160.5		26.5	4.4
YOY Change (%)			7.8%		1.2%	0.2%

WITHOUT CHILD CARE

	19/20 Restated Estimates	19/20 Actuals	20/21 Estimates (Note 5)	20/21 Q2 Forecast (Note 6)	21/22 Estimates	22/23 Estimates
	38.8	38.2	39.8	Advice/Recommendations; Government Financial Information		
	390.7	403.5	410.1			
	109.4	96.9	113.6			
	682.7	728.5	731.9			
	34.8	34.9	34.9			
	47.4	41.2	48.1			
	157.3	168.1	154.8			
	17.5	20.4	17.9			
	1,478.6	1,531.8	1,551.1			
			72.5		21.2	0.3
			4.9%		1.4%	0.0%

	19/20 Restated Estimates	19/20 Actuals	20/21 Estimates	20/21 Q2 Forecast	21/22 Estimates	22/23 Estimates
Major STOBs						
Salaries & Benefits	408.6	424.2	413.0	Advice/Recommendations; Government Financial Information		
Operating Costs	59.2	67.6	65.9			
Government Transfers	1,711.3	1,788.2	1,861.7			
Other Expenses	34.2	35.0	37.2			
Internal Recoveries	(9.4)	(18.2)	(9.4)			
External Recoveries	(135.9)	(149.1)	(139.9)			
TOTAL MINISTRY	2,067.9	2,147.7	2,228.4	Advice/R	2,255.0	2,259.4
YOY Change (\$)			160.5		26.5	4.4
YOY Change (%)			7.8%		1.2%	0.2%

	19/20 Restated Estimates	19/20 Actuals	20/21 Estimates	20/21 Q2 Forecast	21/22 Estimates	22/23 Estimates
	393.6	396.4	398.2	Advice/Recommendations; Government Financial Information		
	55.9	59.2	62.6			
	1,102.2	1,162.9	1,164.4			
	31.2	35.0	34.2			
	(9.4)	(17.9)	(9.4)			
	(94.9)	(103.7)	(98.9)			
	1,478.6	1,531.8	1,551.1			
			72.5		21.3	0.2
			4.9%		1.4%	0.0%

Advice/Recommendations; Government Financial Information

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Advice/Recommendations; Government Financial Information

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Government Financial Information

CORPORATE ISSUE/OPPORTUNITY NOTE
CRAs Overhaul

Issue:

The current system of contracted residential care is not meeting the needs of children and youth and has led to unsustainable cost escalation and service inconsistencies across the Ministry of Children and Family Development's (ministry) child protection system.

Continuous calls to action to reform the system of contracted residential care have come from families, youth, the Representative for Children and Youth (RCY), and the Office of the Auditor General (OAG):

- Improve the quality of care for children and youth living in Contracted Residential Agencies (CRAs)
- Clarify how and when CRAs are to be used
- Provide stronger contract management, oversight, and monitoring of CRA contracts, and
- Control the unsustainable cost escalation and inconsistencies across the system

Advice/Recommendations

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Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Youth and Young Adults from Care

Issue:

Many youth receiving services from MCFD don't have successful transitions to adulthood.

Background:

Pre-Pandemic Context

- The Agreement with Young Adults (AYA) program is MCFD's only ability to help young adults past their 19th birthday. AYA was launched in 2008 through legislation and has limited eligibility and restrictive program criteria. It provides up to \$1,250/month based on a needs assessment and provides funding to the young adult to participate in either a life skill program, rehabilitation program, post secondary education or vocational training.
- Base funding is annualized at \$18.1 million; all funding is provided to young adults – there is no funding to operationalize the program.
- There are approximately 900 youth that age out of government care each year. Of which 37% go on an AYA program and 20% transition to Community Living BC which provides supports to adults with developmental disabilities. This leaves many young adults leaving care with no family network, often broken cultural connections and no financial support. This cohort is the most vulnerable and are least likely to want to participate in further programming, education or training.
- A comprehensive plan to overhaul the AYA program was presented to government in 2019. Budget 2020 approved one component to expand eligibility for the program and align more closely to the Provincial Tuition Waiver Program.

Pandemic Emergency Measures

- Temporary Emergency Measures were put in place to respond to the pandemic and support youth and young adults. These included changes to the AYA program and the ability to allow youth and young adults to stay in their placement past their 19th birthday.

Evaluation of Pandemic Emergency Measures

- An evaluation of the impact of these measures was undertaken over the summer and compared it to the pre-pandemic direction to expand eligibility for AYA. There was overwhelming support to postpone the expansion, maintain the emergency measure that made a life skill program more accessible, and to provide access to more mental health services and supports by relaxing what is considered a rehabilitation program.
- Following options for government's consideration, the ministry received approval to:
 - Maintain the ability for young adults to stay where they are past their 19th birthday until March 31, 2021; and
 - Cabinet Confidences

Issue/Opportunity:

Youth and Young Adult Transition Service Framework

- Complete and implement the Youth and Young Adult Transition Service Framework, which articulates what services youth and young adults can expect to receive from the ministry. Key components include:
 - More connection (a relational service delivery model) versus current state, which is described as transactional (e.g., process application and send the cheque)
 - A youth-led transition plan led by youth and young adults' self-identified goals and outlines the steps to prepare them for the opportunities and challenges they may face in the future (areas may include connection and identity, health and well-being, life-skills development, etc.)
 - Strengthen and/or establish the ability for youth and young adults to connect to their culture through the support of their families and/or communities.

Youth Transitions Service Delivery Redesign

- The AYA program was launched in 2008 without funding for staff or to cover operational costs. Some service delivery areas (SDAs) redirected resources (FTEs) from other mandated service lines to support the administration of the AYA program; this has led to inconsistent practice across the Province.
- The Services to Adults with Development Disabilities (STADD) program provides navigational support and transition planning to help transition youth with developmental disabilities to Community Living BC. Work is underway to review the STADD and AYA staffing complement and functions, as well as other staff, to identify opportunities to redirect resources to better support youth transitions.

Funding Alignment Project

- Several different funding sources have been established over time to support former youth in care with post-secondary educational expenses. Each of these funding sources have different requirements, eligibility criteria, and application processes.

Cabinet Confidences; Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations; Security Concern

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Cabinet Confidences; Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE
SYSTEMIC REFORM OF CHILD, YOUTH AND FAMILY SERVICES IN BC

Issue:

- The legislative and regulatory framework that guides child welfare in BC reflects historical bias, including colonialism. The result is a system that is predominantly designed to bring children and youth into care and away from families and their culture.
- In particular, the Ministry of Children and Family Development (MCFD) has been over-involved in the lives of Indigenous children, youth and families.
- MCFD has heard clearly from stakeholders and other government partners, including Indigenous leaders, that the system needs to advance prevention and family preservation and the right of Indigenous peoples to self-determination including jurisdiction over children, youth and family services.

Background:

- MCFD strives to emphasize the outcome of “together, safe and well” for children, youth, their families and communities; however, current on-the-ground practice and the majority of investment in the system has been on downstream child protection response (such as removal and in-care options) rather than on upstream prevention, early intervention, and voluntary services.
- There have been several key policy and legislative shifts in the past few years that have begun the difficult task of systemic reform:
 - The federal government’s new *Act respecting First Nations, Inuit and Métis children, youth and families* was brought into force on January 1, 2020, a direct response to the Truth and Reconciliation Commission *Call to Action #4*. It also responds to UNDRIP, including the right to Indigenous self-determination, decision making and improvement of their social conditions.
 - BC has publicly committed to systemic reform through: 1) new service frameworks, policies and legislative amendments to the *Child, Family and Community Service Act* that will reflect a more inclusive and prevention-based child welfare system; 2) active support for Indigenous communities who want to assume their inherent right to jurisdiction over child and family services; and, 3) implementation of BC’s *Declaration on the Rights of Indigenous Peoples Act*.

Issue/Opportunity:

- Continue to work with the federal government and First Nations, Inuit and Métis peoples to fully implement the federal Act in BC - immediate to 24 months.
- Continue to engage on systemic reform through the Tripartite Working Group on First Nations Children, Youth and Families, and at the Métis Table (Métis Nation BC and the Métis Commission) – ongoing.
- Support the work of interested Indigenous communities in assuming their inherent right to jurisdiction – ongoing.
- Continue to implement a new child and family services vision under MCFD’s strategic framework to increase the rate of family preservation and improve the out-of-care system, which will translate into more children being cared for by their families and communities – immediate to 12 months.

Cabinet Confidences

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Early Learning Development and Child Care

Background:

- BC has a fragmented system of child care and an overall provincial shortage of child care spaces. Early Learning and Child Care (ELCC) policies and programs are divided across four ministries: Children and Family Development (MCFD), Education (EDUC), Health (HLTH) and Advanced Education, Skills and Training (AEST). While child care is primarily within the mandate of MCFD, consideration for how EDUC and the K-12 school system can increase the quality, number of child care spaces and access to spaces is required.

Advice/Recommendations

- The goal of ensuring all families have access to high-quality care available to them, no matter where they are in the province, is clear, but has yet to be achieved.
- The importance of ELCC programs for children's **early childhood development** has been well supported by research. Eighty-five percent of brain development occurs before the age of 5 – the quality of a child's experiences in the first few years of life is critical to their lifelong success.
- Research shows that children attending quality ELCC programs develop stronger essential skills like literacy and numeracy and develop better self-regulation and personal interaction skills – leading to improved long-term success including future education and income potential.²
- ELCC programs can help reduce income and social inequalities and help **improve family wellness** and prevention through early identification of risk factors, including for Indigenous communities.
- The *Declaration on the Rights of Indigenous Peoples Act* and action plan **prioritizes a path forward with Indigenous Peoples** and the co-creation of education policies inclusive of Indigenous languages, community and culture.
- Research also suggests that high-quality ELCC programs not only benefit children and their parents, they also **benefit society and the economy**. Availability of quality, affordable child care has positive impacts on workforce participation, job creation, household budgets, and provincial GDP. As more families gain access to affordable, high-quality, inclusive child care, more parents can return to work or begin to work more hours, increasing economic participation and labour force attachment in the province.

¹ This figure considers regional variation from a low of \$903 in the Northern region and a high of \$1,450 in parts of Metropolitan Vancouver

² OECD (2016), "What are the benefits from early childhood education?", *Education Indicators in Focus*, No. 42, OECD Publishing, Paris, <https://doi.org/10.1787/5jlwqvr76dbq-en>. And 2017 "Ready for Life" Conference Board of Canada

- Since introducing subsidized child care, Quebec has experienced increased labour force participation rates for 20-44 year-old women that exceed the national average (76 to 85 percent versus 78-80 percent). Economists have attributed this increase to higher spending, GDP and tax revenues.³
- **The COVID-19 pandemic has highlighted the importance of child care.** Child care is essential - for children, for parents and for the economy. As the pandemic caused a shutdown of activity, people employed in critical service areas were left to rely on emergency child care arrangements or to keep children at home.
- Schools and districts offered some support by providing in-school instruction to children (ages 5-12) of essential service workers during regular school hours and coordinated with community child care providers to source available options for before and after school care (ages 5-12) and early childhood care (ages 0-5).

Issue/Opportunity:

- The **September 2020 Federal Government Throne Speech** committed to “make a significant, long-term, sustained investment to create a Canada-wide early-learning and child-care system” and “build on previous investments, learn from the model that already exists in Quebec, and work with all provinces and territories to ensure that high-quality care is accessible to all”.
- Provincial investment in child care space creation would directly impact the construction sector, as new projects will create and support jobs (e.g. construction workers, architects, contractors).
- Working with Indigenous communities to increase the number of Indigenous led child care programs, including Aboriginal Head Start, would increase the number of Indigenous ECEs. Supporting the short- and long-term success of children with support needs through inclusive child care would help respond to the significant demand for Supported Child Development and Aboriginal Supported Child Development programs and help address **accessibility** issues.
- There is an opportunity to bring **alignment** of ELCC across government systems. Exploring child care spaces in schools could also make a significant impact on the provincial space shortages.
- Investing in the child care workforce to ensure qualified ECEs are shaping children’s early care and learning experiences is key to creating a **quality** child care system.
- A significant reduction in child care fees would positively impact household budgets allowing more parents to contribute to the provincial workforce and address issues of **affordability**.
- Centralizing ELCC **governance** through combining workstreams related to child care would enhance service integration, administrative and reporting efficiencies, and program coordination and aligns with practices in other jurisdictions, including most provinces and territories.
- A coordinated and phased approach is required, with significant sector consultation, advice and planning. Consideration should be given to legislation, policy, system structures (e.g., unions) and communications across sectors as well as on impacts on current government operations and the transition of operations (e.g., personnel, budget, office space/equipment, Information Technology, programs in operation, services being provided, fiscal timing, phased approach).
- Advice/Recommendations

³ 2017 Fortin, Pierre. *Twelve Flawed Statements of the Fraser Institute on Quebec’s Childcare Program*. Montréal: University of Quebec at Montreal

CORPORATE ISSUE/OPPORTUNITY NOTE
Child and Youth Mental Health and the Opioid Crisis

Issue:

Since April 2016, BC has been in a public health emergency due to the opioid crisis. After seeing a steady decline in overdose fatalities in 2019, BC Coroners Service data for the first seven months of 2020 showed a 136% increase over the prior year. Although youth under 19 make up less than 2% of all deaths and paramedic-attended overdoses, over 50 youths have died from overdose since April 2016. Given that the BC Coroner classifies some deaths as “undetermined” the actual number of overdose fatalities may be higher.

Background:

- Leadership on the opioid crisis is provided by the Ministry of Mental Health and Addictions (MMHA), who established BC’s Overdose Emergency Response Centre and set out core interventions that capitalize on evidence-informed strategies. These include health sector interventions, such as naloxone, overdose prevention services (e.g., supervised consumption sites), acute overdose risk case management (e.g., fast-track pathways to treatment and care), and treatment and recovery programs that combine pharmacological and psychosocial approaches. They also identified strategies for a supportive environment that include social stabilization (e.g., strengthening support networks, counselling, and poverty reduction), peer empowerment (e.g., involving people with lived experience in program planning), cultural safety and humility and ensuring trauma informed and culturally safe facilities and programs, and addressing stigma, discrimination, and human rights.
- In 2019 MMHA published *A Pathway to Hope: A Roadmap for Making Mental Health and Addictions Care Better for People in British Columbia* that operationalized how these core interventions, and other interventions relevant to mental health and supportive environments would be prioritized and developed.

Opportunity:

- Nine interventions relevant to children and families were prioritized in *A Pathway to Hope*, with MCFD Child and Youth Mental Health currently leading or providing input on several, including:
 - Expansion of Confident Parents, Thriving Kids (CPTK)
 - For over a decade, MCFD has funded the CPTK Behaviour Program which uses weekly coaching sessions to empower parents and caregivers to learn effective skills and techniques that support social skills and cooperation in their child to prevent, reduce and reverse the development of mild to moderate behaviour problems.
 - Launched in Spring 2019, CPTK – Anxiety Program supports families to effectively reduce mild to moderate anxiety in their children. Delivered online and supported by telephone coaching, the approach incorporates Cognitive Behavioural Therapy (CBT).
 - Expansion of Foundry centres

- With MCFD on the Governing Council and with MCFD CYMH staff providing mental health services on site, Foundry provides a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports. There are currently 9 Foundry centres, with 10 more planned.
- Mental health in schools
 - In January 2019, MCFD's School Mental Health (SMH) team introduced Everyday Anxiety Strategies for Educators (EASE). EASE provides K-7 educators with universal prevention resources that help students understand and better manage anxiety. Provincial trainers from First Nations schools and school districts deliver this training to teachers across the province. In 2020-21 SMH will be developing EASE 8-12.
 - To increase accessibility, the SMH team contracted with Open School BC (Ministry of Education) to develop an online version of EASE and a new website to host EASE Online and future expansion of prevention and early intervention resources.
- Establish Integrated Child and Youth (ICY) Teams
 - MMHA is developing multidisciplinary ICY teams in five school districts that include CYMH providers and new positions connected to a cluster of schools. The teams will:
 - deliver mental health and substance use services to children and youth whose needs are higher than can be met within a school or through primary care.
 - work with young people and their family to develop a common plan that will ensure the young person does not have to repeat their story and receives evidence-based and respectful care that matches them and their needs;
 - use outreach to meet youth and families where it is safe for them; and
 - bring the services and supports to the young person so they and their families/caregivers do not have to find their own way through the system.
- Step up/Step down (SUSD)
 - SUSD services under A Pathway to Hope are intended for children and youth with severe mental health and/or substance use conditions who require intensive services. The goal of SUSD is to support the safe transition of children/youth as they move across tiers of service, to shorten or avoid hospitalization and to provide the level of clinical care required to maintain safety and improve wellness. SUSD will be implemented in the five ICY communities using High Intensity Outreach Teams under development.
- MCFD's CYMH teams provides community-based services across the province to over 32,000 children and youth per year, including services through the Maples Adolescent Treatment Centre and Youth Forensic Psychiatric Services. Additional funding over the past three years has allowed for 84 new practitioners, bringing the total to 473 (as of May 31, 2020). Throughout the pandemic, CYMH and Indigenous CYMH teams have remained committed to providing a continuum of services to over 12,000 current clients.
- CYMH practitioners provide services to address mental health issues, often in collaboration with Health Authority partners, that are evidence based and align with several of the core interventions identified by the Overdose Emergency Response Centre. Although youth are infrequently affected directly by overdose, intervention into mental health issues early is known to prevent later mental health issues risk for problematic substance use.

30-60-90 DAY DECISION NOTE Intercountry Adoption

Issue:

The current intercountry adoption program was established in 1996. In recent years many issues have arisen with respect to the program and licensed adoption agencies. These include the closures of some countries for adoption, closures of licensed adoption agencies, oversight of licensed adoption agencies, confusion associated with liability insurance coverage, and concerns with adoptions processes in Non-Hague countries. These issues lead to questions about the feasibility of the current business model, the regulatory oversight of licensed adoption agencies and the provincial government's role in international adoptions.

Background:

- The *Adoption Act (the Act)*, *Adoption Regulation*, and *Adoption Agency Regulation* came into effect in November 1996 and provide the legal authority for adoptions in British Columbia (BC).
- The BC licensed adoption agency structure came into existence in 1996 with the introduction of the Act.
- The Act establishes the licensed adoption agencies and incorporated the Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption (Hague Convention) as part of the legislative framework in BC.
- The Act also provides for designation of a Provincial Director of Adoption who licenses adoption agencies to facilitate both domestic and international adoption services, including the placement of children from foreign jurisdictions into approved adoptive homes.
- Licensed adoption agencies operate as independent non-profit businesses based on a fee for service model. Costs and associated fees are the sole responsibility of the clients.
- Each adoption agency develops their adoption programs with foreign jurisdictions in compliance with laws and regulations.
- Prior to 1996, the Act and regulations for intercountry adoptions were completed internally by staff in the Ministry.
- There were seven licensed adoption agencies in the province in the late 1990's. Over the past 19 years, five of the seven agencies have ceased operations and two closed within an 18-month period.
- The most recent adoption agency to close was CHOICES on November 2, 2019.

Advice/Recommendations

Advice/Recommendations

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Advice/Recommendations

30/60/90 DAY DECISION NOTE
Child Care (BC/Canada ELCC Agreement)

Issue:

Intergovernmental Communications

Background:

- On June 12, 2017, Canada's federal, provincial and territorial ministers responsible for early learning and child care reached an agreement for a Multilateral Early Learning and Child Care Framework (Framework). The Framework sets the foundation for governments to work toward a shared, long-term vision where all children across Canada can experience the enriching environment of quality early learning and child care.
- In February 2018, the Government of BC and the Government of Canada (GoC) entered into the BC-Canada Early Learning and Child Care (ELCC) Agreement (the Agreement), which provided approximately \$155.7 million over three years to the Province of BC to create and enhance various programs that support early learning and child care. The three-year Agreement ended on March 31, 2020.
 - Funding provided through the Agreement was used to advance several different initiatives, ranging from creating child care spaces, improving child care affordability, supporting inclusive child care, developing early care and learning programs for Indigenous children, further developing the Early Childhood Educator workforce, and supporting young parents in completing their high school education.
 - The funding provided under the Agreement complements the \$1.3 billion investment that BC has made in child care over the last three years.
- At the January 22, 2020 Meeting of the Federal, Provincial and Territorial Ministers Most Responsible for Early Learning and Child Care, BC reaffirmed that its priorities for future ELCC investments include an ongoing commitment to investments for children 0-5, including continuity of current funding allocations for that age cohort.
- In September 2020, the Government of BC and the GoC signed a one-year extension to the Agreement, Advice/Recommendations; Intergovernmental Communications
Advice/Recommendations; Intergovernmental Communications

- The 2020/21 extension to the ELCC Agreement ends March 31, 2021.

Advice/Recommendations; Intergovernmental Communications

- Of note, is the direction in the federal Mandate Letter for the Honourable Ahmed Hussen, Minister of Families, Children and Social Development to:
 - Work with the provinces and territories to invest in the creation of up to 250,000 additional before- and after-school spaces for kids under 10.
 - At least 10 per cent of these new spaces should allow for care during extended hours.
 - Also invest in lowering child care fees for before- and after-school programs by 10 per cent.
 - Work with the provinces and territories to provide more support for early childhood educators.
 - This includes lowering costs for those getting their early childhood educator degree and/or additional training.
 - Work with the provinces and territories to create a national secretariat to lay the groundwork for a pan-Canadian childcare system.

Advice/Recommendations; Intergovernmental Communications

Ministry of Children and Family Development: 30-60-90

Minister Transition Binder: November 2020

CONFIDENTIAL

November (30 Day Issue)	Description
Advice/Recommendations	

December (60 Day Issue)	Description
Representative for Children and Youth reports to be released	<ul style="list-style-type: none"> Report Releases (dates to be confirmed) <ul style="list-style-type: none"> Special report on participation of children and youth with regard to services under the Mental Health Act (planned release January 13, 2021, likely with recommendations) <p>Advice/Recommendations</p>

January (90 Day Issue)	Description
Advice/Recommendations	

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Foster Family Month <i>*Proactive</i>	Acknowledge importance of providing care and support to children and youth who by no fault of their own end up in government care - Profiles of foster parents/families posted online and shared via social and earned media. <i>*Note – Proactive stories are on hold this year due to interregnum.</i>	October	Province-wide
Civil Litigation - T.L v. HMTQ and Saunders <i>*Issue</i>	Date has been set for settlement agreement in the class action lawsuit re: former social worker (Robert Riley Saunders) who allegedly misappropriated funds from youth in ministry care for his own gain. Ministry/Minister will need to provide a statement and respond to media requests on this issue.	October 23	Province-wide
Adoption Awareness Month <i>*Proactive</i>	Acknowledge importance of adoption, work of adoption social workers and contracted agencies - Profiles of adoptive families posted online and shared via social and earned media. <i>*Note – Proactive stories are likely on hold this year due to interregnum.</i>	November	Province-wide
Childcare BC New Spaces Fund application window closes <i>*FYI</i>	The second closed intake of the Childcare BC New Spaces Fund will create around 2,000 new child care spaces throughout B.C. <i>*Note – the new spaces will be ready to announce in Spring 2021.</i>	November 1	Province-wide
Childcare BC New Spaces Projects – remaining regional releases from 20K milestone <i>*Proactive</i>	The following regional news releases did not go out before interregnum: <ol style="list-style-type: none"> 1. City of Vernon (2 projects) & Village of Coldstream 2. Tla'amin Nation (2 projects) 3. BC Housing/Atira Women's Resource Society (Port Coquitlam) 4. BC Housing/Ki-Low-Na Friendship Society 	November (TBD)	Regional
Official launch celebration for Everyday Anxiety Strategies for Educators (EASE) Online <i>*Proactive</i>	News release, fact sheet on child and youth mental health supports, and potentially a virtual event to celebrate the launch of the Healthy Minds BC website, including EASE Online, which helps K-7 teachers better support students who may be experiencing anxiety. There is also a parent component – EASE At Home – that launched during the pandemic.	November (TBD)	Province-wide

Key Event	Minister's Role	Date	Location
Report from Representative for Children and Youth – Child Participation Report <i>*Issue</i>	Issue Statement or prepare issues note to respond to the report, which will cover topics related to child legal representation surrounding the <i>Mental Health Act</i> . This report has 13 recommendations directed to the Ministry of Mental Health and Addictions (MMHA), the Ministry of Health (HLTH), the Provincial Health Services Agency (PHSA) and a joint recommendation for HLTH, MMHA and CFD.	November (TBD)	Province-wide
Cabinet Confidences			
Canada-British Columbia Early Learning and Child Care Agreement (ELCC) Funding – Extension <i>*FYI</i>	The ELCC agreement with the Government of Canada has been extended to March 2021; the agreement has been signed by both parties. Under the terms of this agreement (s.5.1.2), B.C. is required to publicly release the Action Plan upon signing. <i>Note: this will be posted to the Childcare BC website after the interregnum period.</i>	November (TBD)	Province-wide
Advice/Recommendations			
BC Child Care Awards of Excellence – Nominations Open <i>*Proactive</i>	Information Bulletin or News Release announcing that the nomination period opens for biennial awards to recognize individuals, organizations and local governments for providing excellent child care services and supports. Multiple categories. <ul style="list-style-type: none"> <i>*Note: Awards are presented during Child Care Month in May.</i> 	November (TBD)	Province-wide

Key Event	Minister's Role	Date	Location
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Advice/Recommendations

Early Childhood Education (ECE) Bursaries <i>*Proactive</i>	<p>The ELCC agreement funds ECE bursaries. Delays in the signing of this fiscal's agreement impacted the continuation of bursaries.</p> <p>Minister decision is required on the timing of the implementation and announcement of bursaries for the Winter semester.</p>	November/ December (TBD)	Province-wide
Report from Representative for Children and Youth – Lessons from the Pandemic Part 1: Children and Youth with Special Needs (CYSN) <i>*Issue</i>	<p>Issue Statement to respond to the report, which will cover lessons learned from the pandemic, as well as ongoing concerns from families and advocates about the inadequacies, inequities and frailties of CYSN services in B.C.</p>	November/ December (TBD)	Province-wide
Report from the Representative for Children and Youth – Lessons from the Pandemic Part 2: Children and Youth Mental Health (CYMH) <i>*Issue</i>	<p>Issue Statement to respond to the report, which will cover lessons learned from the pandemic, including CFD's response to services and supports for children and youth with special needs.</p>	November/ December (TBD)	Province-wide
Report from the Representative for Children and Youth – Lessons from the Pandemic Part 3: Youth Transitioning to Adulthood <i>*Issue</i>	<p>Issue Statement to respond to the report, which will cover lessons learned from the pandemic, including how CFD responded to the needs of transitioning youth during COVID-19.</p>	November/ December (TBD)	Province-wide
Child care space creation (COVID-19 Economic Recovery) <i>*Proactive</i>	<p>B.C.'s Economic Recovery Plan provides \$6M to quickly create new licensed spaces in public-sector buildings (i.e. schools, universities, hospitals). Public-sector organizations can apply for funding to renovate existing space in buildings that will accommodate licensed child care. These spaces must be available to families by March 31. Opportunity to issue a news release or have an event to celebrate the outcome of this funding. Target is to fund about 1,200 new spaces in B.C.</p>	November/ December (TBD)	Province-wide

Key Event	Minister's Role	Date	Location
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Advice/Recommendations

Report from the Representative for Children and Youth – Youth Transitions <i>*Issue</i>	Issue Statement or prepare an issues note to respond to the report, which monitors programs and supports to help youth who are aging out of government care. This includes Agreements with Young Adults (AYA) and other transitioning supports. This report will contain recommendations for government.	November/December (TBD)	Province-wide
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Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

Aboriginal Head Start Outdoor Play Space Enhancement Project <i>*Proactive</i>	The Community Economic Recovery Infrastructure Program (CERIP) provides one-time funding to assist sectors in addressing COVID-19 related issues. \$10M of the CERIP funds will enhance outdoor play spaces for Aboriginal Head Start Operators (both on and off reserve). CFD is contracting with the Aboriginal Head Start Association of BC and the First Nation Health Authority to lead the implementation of the outdoor play space enhancement project. Opportunity to issue a news release or have an event to celebrate the outcome of funding for outdoor play spaces throughout B.C.	December (TBD)	Province-wide
Staff Engagement – Holiday Contest <i>*Internal</i>	Opportunity for Minister to engage directly with CFD staff by launching a holiday contest or welcoming staff to share their holiday traditions. Builds team spirit and enables CFD staff from all over the province to get to know their colleagues better.	December (TBD)	Province-wide <i>(Internal to CFD)</i>

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Advice/Recommendations

DEPUTY MINISTER'S OFFICE

DM Responsible: Allison Bond

Core Business:

The DM is responsible for liaising with other ministries and providing leadership for the Ministry and government on key systemic issues facing the children, youth and families served by the Ministry.

The Deputy Minister's Office (DMO) is the key liaison between the Ministry and the Minister's Office. Ministerial and DM correspondence and inquiries from clients are managed by the Client Relations Branch.

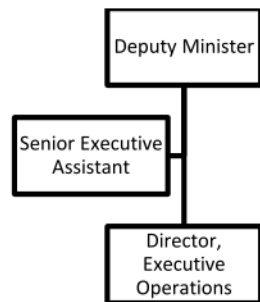
The DMO is responsible for preparing corporate information to serve the DM and Minister, including background for major events such as Budget Estimates debates and the Union of BC Municipalities. As well, the DMO oversees ministry documents, including Information Briefing Notes, Decision Briefing Notes, Cabinet and Treasury Board submissions, and MLA information notes/bullets.

Managing the releases under the Freedom of Information legislation are also managed by DMO.

Budget: Government
Financial

Full Time Equivalents (FTEs): 12.5

Organizational Chart:



CHILD CARE DIVISION

ADM Responsible: Christine Massey

Program Area Description:

The Child Care Division is responsible for child care funding programs and the regulation of Early Childhood Educators (ECEs). The Division works collaboratively with the Ministry of Health and health authorities, which have responsibility for the licensing of child care facilities, with the Ministry of Education for child care on school grounds, and with the Ministry of Advanced Education, Skills and Training for the training of ECEs.

Key programs for addressing the affordability of child care are the Affordable Child Care Benefit, an income tested benefit that parents apply for, the Child Care Fee Reduction Initiative, which child care operators apply for, and 52 Prototype sites that offer \$10 per day child care. The New Spaces Fund is the primary program to increase the number of available licensed child care spaces. A number of programs are in place to address recruitment and retention of ECEs including a \$2 per hour Wage Enhancement program and a bursary program funded by the federal government.

One of the Division's critical business processes are the monthly disbursements to child care operators which they rely on to pay monthly fixed costs and reduce parent fees. In addition, the ECE Registry issues nearly 800 new and renewed certifications each month, as well as investigating practice complaints against registrants.

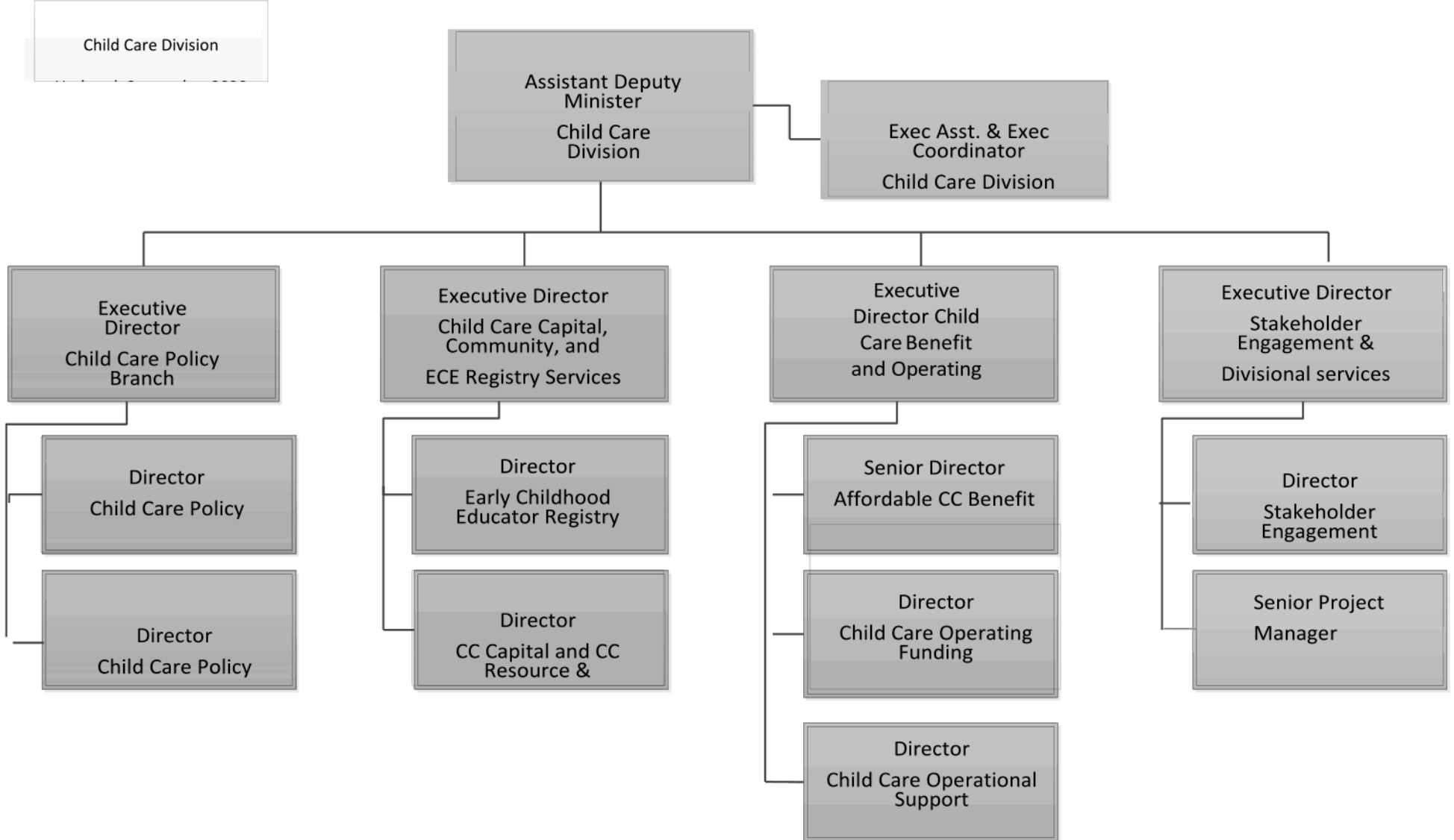
Budget: Government
Financial

Full Time Equivalents (FTEs): 337.7

Related Legislation:

- 1) *Child Care BC Act*
- 2) *Child Care Subsidy Act*
- 3) *Community Care and Assisted Living Act* – only the sections assigned to MCFD for the Early Childhood Educator Registry - Sections 8 and 34 (2) (h) and (h.1) and (6).

Organizational Chart:



Finance and Corporate Services

ADM Responsible: Rob Byers

Program Area Description:

The Finance and Corporate Services (FCS) Division is responsible for leading the ministry's system of financial administration and the management of all corporate services. The division provides a suite of strategic business support services to MCFD which enables clients to achieve their objectives and the ministry to comply with corporate financial policy and legislation. The Assistant Deputy Minister's office leads the division's corporate planning, engagement and communications functions along with providing strategic oversight of the six branches that form FCS.

The division is comprised of:

- **Asset and Facilities Management Branch (AFMB)**
AFMB delivers corporate governance and services for the ministry in assets and facilities management, emergency management and business continuity, and security management.
- **Corporate Operations Support Branch (COSB)**
The Corporate Operations Support Branch (COSB) delivers a range of services to support MCFD offices across the province including finance and quality assurance, planning, reporting and forecasting, and funding analysis and decision support.
- **Financial Services Branch (FSB)**
Delivers a range of financial and management services across the ministry including financial reporting and expenditure management, financial policy, and assurance and auditing services.
- **Modelling, Analysis and Information Management (MAIM)**
Improves outcomes for vulnerable children and youth through providing information and evidence to strengthen practice, policy, privacy and records management. Includes performance management research and business intelligence through the corporate data warehouse.
- **Procurement and Contract Management Branch (PCMB)**
Leads the ministry through the contract management lifecycle and provides guidance and advice to stakeholders on contract practices, performance management and support, and leading contracting initiatives on behalf of the ministry.
- **Strategic Human Resources (SHR)**
Supports the ministry's current and future workforce needs, developing strategies for learning, engagement and improving recruitment and retention of aboriginal and front-line staff, along with ensuring organizational health and safety.

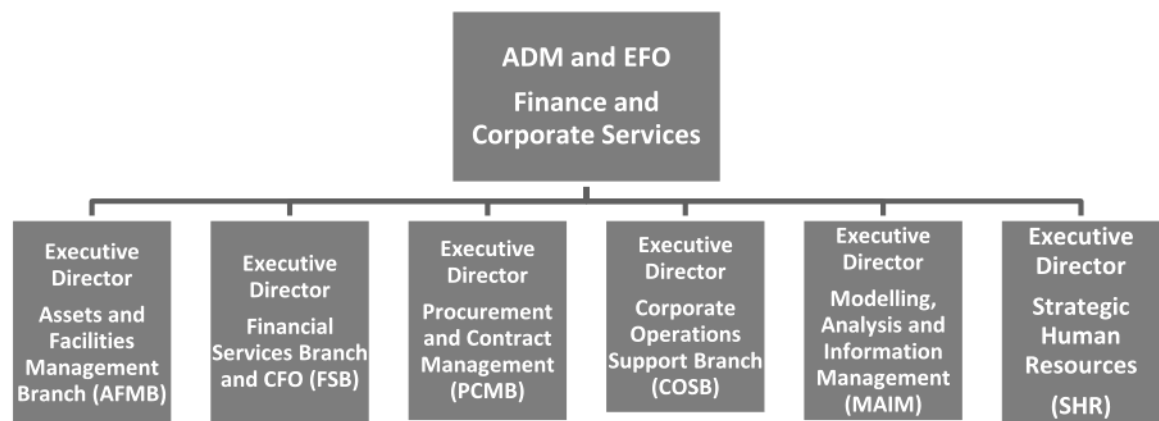
Government Financial Information
Budget

Full Time Equivalents (FTEs): 295.8

Related Legislation:

- *Human Resource Facilities Act*
- *Child Care Subsidy Act*

Organizational Chart:



Partnership and Indigenous Engagement Division

ADM Responsible: Denise Devenny

Program Area Description:

Partnership and Indigenous Engagement Division is responsible for engaging with First Nations, Metis and Inuit communities to explore pathways for those communities to exercise greater authority, including jurisdiction, over services delivered to Indigenous children and families. The Division is also responsible for the Intergovernmental Relations and Federal/Provincial/Territorial portfolio.

This work requires engagement with different divisions across MCFD, with other ministries across government, such as the Ministry of Indigenous Relations and Reconciliation, and with provincial and federal colleagues.

Budget: Government
Financial

Full Time Equivalents (FTEs): 8

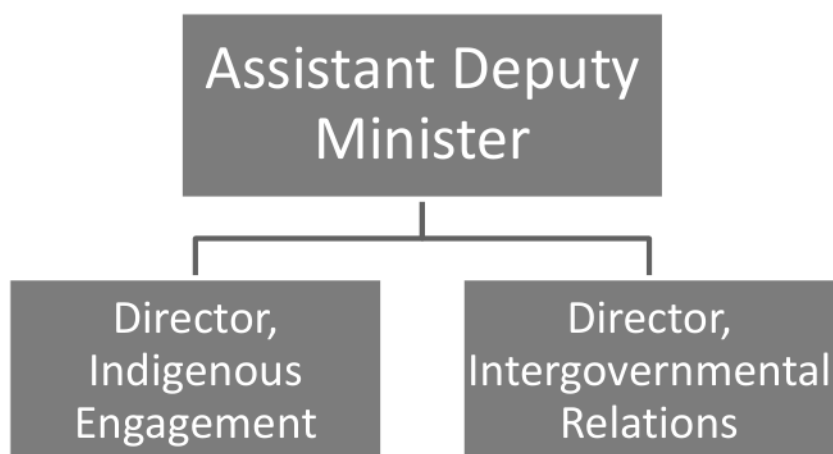
Related Legislation:

An Act respecting First Nations, Inuit and Metis children, youth and families – Federal

Child, Family and Community Service Act – Provincial

Declaration on the Rights of Indigenous Peoples Act - Provincial

Organizational Chart:



PROVINCIAL DIRECTOR AND ABORIGINAL SERVICES

ADM Responsible: Cory Heavener

Program Area Description:

The primary responsibility of the Provincial Director and Aboriginal Services is to act as the central position of legal authority and accountability for child welfare services in BC. The division provides oversight to child welfare (child safety, guardianship, family support and prevention, resources, youth transitioning to adulthood) and adoption practice and quality assurance as outlined in the *Child, Family and Community Service Act* (CFCSA). Oversight responsibilities extend to practice and quality assurance in the Service Delivery Areas and in the Delegated Aboriginal Agencies.

The division is comprised of:

- **Aboriginal Services Branch:** Supports and responds to the needs and well-being of Indigenous children, youth, families and communities. Supports child welfare practice and operations for the 24 Delegated Aboriginal Agencies (DAA) which provide a range of child protection and family support services in Indigenous communities around the province.
- **Adoption and Permanency Branch:** Under the *Adoption Act*, the Provincial Director of Adoption is responsible for delegating Deputy Directors of Adoption, licensing and monitoring BC adoption agencies, and is recognized under the Hague Convention as the Central Authority in BC. The branch provides direct client service to the Adoption Reunion Registry (ARR), Parent Registry, Exchange Registry, Post Adoption Openness Registries, Post Adoption Services, and through the Inter-Country Adoption Registry.
- **Child Welfare Branch:** Responsible for Special Reviews; Reportable Circumstances program; practice support and issues management; stakeholder relations; and, MCFD relationships with various oversight bodies and Provincial Territorial Directors of Child Welfare Committee.
- **Learning and Development Branch:** Provides courses, learning resources, and training programs for all new and existing ministry and DAA staff to guide their competency and skill development, while ensuring alignment with the ministry's strategic framework.
- **Provincial Practice Branch:** Provides case-related and systemic practice leadership and consultation to front line staff, managers and senior leaders across the ministry and across all program areas. Directors of Practice are also Domestic Violence leads within MCFD regarding best practices.
- **Quality Assurance Branch:** Supports continuous quality improvement by utilizing culturally safe and accountable practices to evaluate, improve and inform the ministry's programs and services.

Budget: Government
Financial

Full Time Equivalents (FTEs): 239

Related Legislation:

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

Organizational Chart:



SERVICE DELIVERY DIVISION

ADM Responsible: Teresa Dobmeier

Program Area Description:

The Service Delivery Division (SDD) is responsible for delivering community services across the province, including services to children and youth with special needs, child and youth mental health services, child protection and family services, youth transition, adoption and youth justice services. The division's professional and support staff work closely with Delegated Aboriginal Agencies, foster caregivers, community social service agencies, First Nations communities and Indigenous partners to deliver services to children, youth and families throughout the province in 13 geographic Service Delivery Areas (SDAs), which are overseen by Executive Directors of Service. The 13 SDAs are comprised of 47 Local Service Areas managed by Directors of Operations.

In addition to the SDAs, the division includes three branches:

- **Children & Youth with Special Needs Provincial Services Branch:** Responsible for providing provincial services designed to support the needs of children and youth with complex and diverse special needs, as well as their families, caregivers and service providers, as part of the broader array of programs and services delivered regionally by the division to children and youth with special needs.
- **Provincial Operations Branch:** Responsible for operational leadership in child and youth mental health, children and youth with special needs, residential resources, and in-care strategy; workforce operations monitoring and forecasting, centralized hiring of child protection workers and the provincial mobile response.
- **Specialized Intervention & Youth Justice Branch:** Responsible for ensuring public safety and providing trauma informed services through an integrated, multi-disciplinary approach for youth involved in the criminal justice system, and for providing oversight for youth justice services within the ministry to ensure consistent policy, practice, and services.

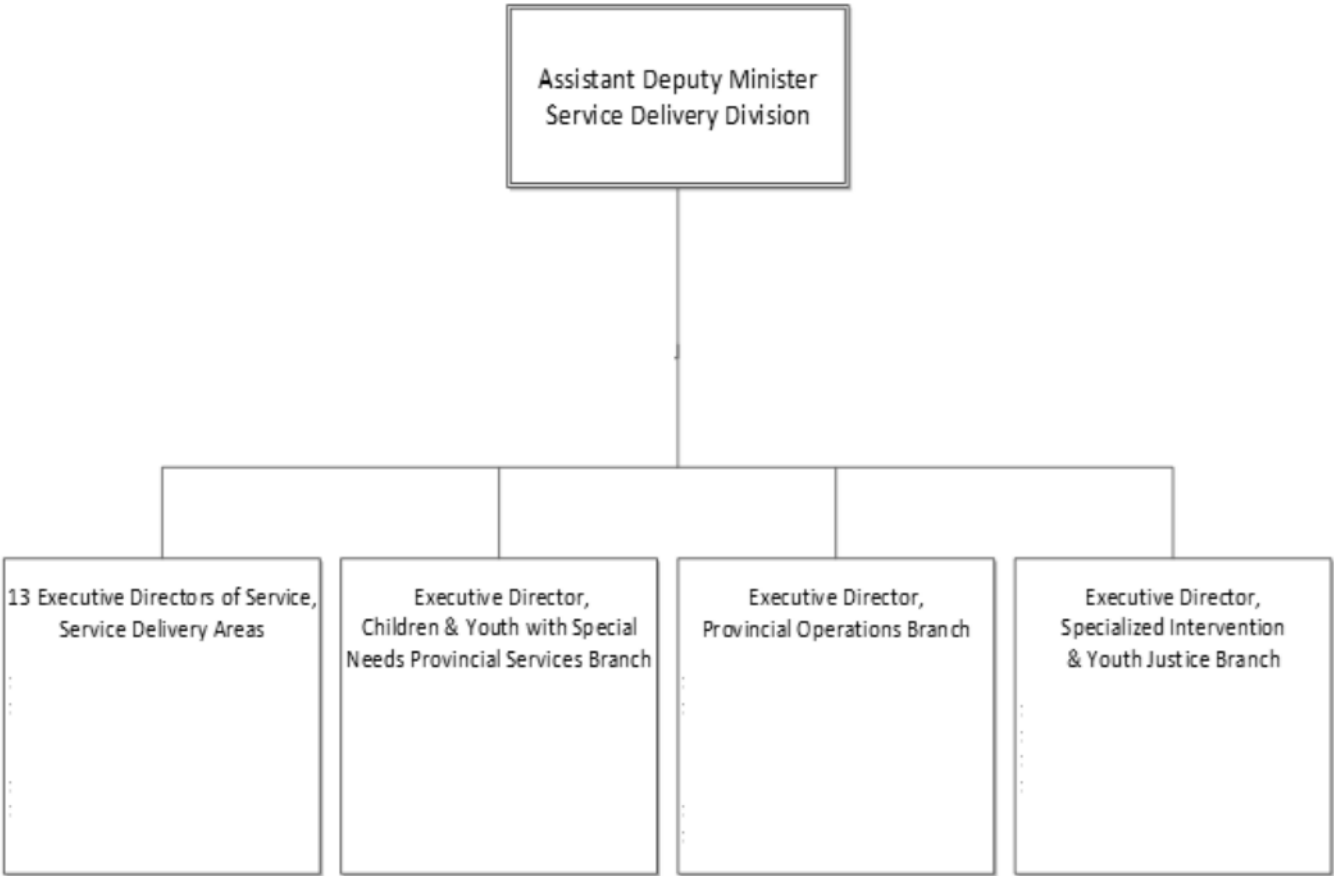
Budget: Government
Financial

Full Time Equivalents (FTEs): 3515.1

Related Legislation:

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

Organizational Chart:



Strategic Integration, Policy and Legislation Division

ADM Responsible: Carolyn Kamper

Program Area Description:

The Strategic Integration, Policy and Legislation Division (SIPLD) leads and oversees the complex systemic change articulated in the ministry's service plan. It is also responsible for strategic planning, research, engagement, legislation, litigation, program development, and policy and procedures that support systemic change. The division leads a range of complex, high profile and transformational projects and is responsible for cross-ministry integration of strategic initiatives, and supports these initiatives through project management, governance, change management and internal communications services.

The division's seven branches comprise:

- *Policy Legislation and Litigation* – leads legislation, litigation, internal research and cross-divisional strategic policy. Also serves as the hub for external research and legal support.
- *Child and Youth Mental Health Policy (CYMH)* – provides evidence-informed prevention and early intervention mental health resources for educators and school-aged children and youth. Develops strategic and operational policy to improve mental health outcomes for children, youth and their families.
- *Child Welfare and Reconciliation Policy* – leads the development of operational child welfare policy in support of prevention, family preservation, child protection, guardianship, resources, adoption, youth/young adults and new strategic policy to advance Indigenous reconciliation including jurisdiction of child and family services.
- *Early Years, Indigenous Early Years and Inclusion Policy* – leads the development of policy for early years, Indigenous early years, and children and youth with support needs (CYSN) services, programs and investments.
- *Strategic Integration and Strategic Policy: In-Care Network* – identifies opportunities, risks and system-wide challenges for the ministry. Leads the In-Care Service Framework and funding for caregivers.
- *Strategic Services* – leads strategic planning and reporting and internal communications, as well as change and project management to develop and implement complex, cross-divisional projects.
- *Strategic Initiatives* – leads the development of strategic, complex, large-scale, cross-divisional/ministry projects, including those focused on improving support for youth transitioning from care, and those focused on prevention and family supports. The branch is the lead on the service frameworks for both areas.

***Budget:** Government
Financial

***Full Time Equivalents (FTEs):** 112.5 (TBC)

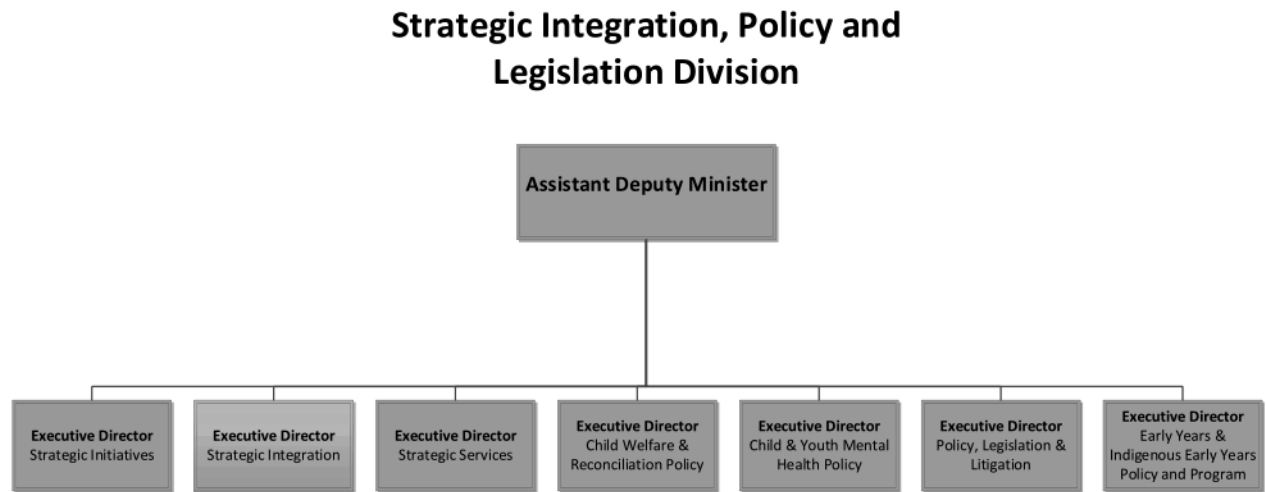
***Note:** due to recent transfer of programs between Child Care and newly expanded SIPLD, budget and FTEs are not yet final.

Related Legislation:

- *Child, Family and Community Service Act*

- *Adoption Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*

Organizational Chart:



Allison Bond, Deputy Minister



Allison started her career in the British Columbia provincial government in 1990 as a research officer and has operated in various functions, from policy and strategic planning to treaty negotiations. Since 1999 she has held Assistant Deputy Minister postings with five agencies in various portfolios. In July of 2006, Allison was appointed to lead a large-scale public consultation on sustaining our public health system. At the conclusion of that project, in February 2008, Allison was appointed to help lead the devolution of federal employment programs to the provincial government.

With the completion of the devolution, Allison took on responsibility for the integration and transformation of those employment programs. During that time, she also led the Homelessness Intervention Project, a project that won a national service delivery award. She oversaw the implementation of the new employment program and the integration of services for people with developmental disabilities.

In September 2013, Allison was appointed to her sixth ADM position: responsibility for the Service Delivery Division of the Ministry of Children and Family Development. In July 2017, Allison was appointed Deputy Minister of the Ministry of Children and Family Development, Province of BC.

Allison continues to pursue her passion by transforming services so they better meet the needs of clients, and working with public servants to change the way they think about public services. In 2012, Allison was the recipient of the IPAC Lieutenant Governor's Silver Medal for Excellence in Public Service.

Allison Bond received an undergraduate degree from Mount Allison University, a Law Degree from the University of Victoria, and a Master's in Law from McGill University.

Christine Massey, Assistant Deputy Minister
Child Care Division, BC Ministry of Children and Family Development



Christine has served as ADM in BC's Ministry of Children and Family Development (MCFD) since February 2018 where she currently has responsibility for child care policy and programs. In her time at MCFD, Christine has previously been responsible for policy for child welfare, child and youth mental health services, as well as policy and provincial programs for the early years and children and youth with extra support needs.

Christine's other experience in the BC Government includes as Executive Director at the Ministry of Advanced Education where she led the transfer of the regulation of private career colleges from an external Crown agency to the ministry; five years at the Ministry of Health, where she led the Seniors' Action Plan as well as a number of legislative initiatives including the BC Services Card, the new *Pharmaceutical Services Act* and the *Seniors Advocate Act*. From 1995 to 2009, Christine worked in the post-secondary sector, including positions with the Research Universities' Council of British Columbia, the Ministry of Advanced Education, UBC and SFU. Christine holds an undergraduate degree (B.A.) from the University of Ottawa and a Master's degree (M.A.) from Simon Fraser University.

Personal Information

Rob Byers
Assistant Deputy Minister & Executive Financial Officer
Finance and Corporate Services



Rob Byers was appointed Assistant Deputy Minister and Executive Financial Officer of the Finance and Corporate Services Division in MCFD in June 2019.

Rob has been with the Provincial government since 1992 and previously held the position of ADM/CIO for the Social Sector Information Services Division (ISD). He has held a variety of senior leadership positions within government and brings a strong background in finance, IM/IT, human resources, outsourcing and procurement management.

Personal Information

Personal Information

Carolyn Kamper, Assistant Deputy Minister
Strategic Integration, Policy and Legislation Division



Carolyn has worked in the BC Public Service for almost nineteen years. For the last 7 years she has been working in the Ministry of Children and Family Development. In September 2020, Carolyn was appointed ADM of Strategic Integration, Policy and Legislation Division with responsibility for leading a range of high profile and transformational projects and initiatives; strategic planning and reporting; policy; legislation; litigation; ensuring all transformational efforts are integrated across the ministry; improving business efficiencies through governance, lean and project management; and supporting change through internal communications and change management practices. Prior to this appointment, Carolyn was appointed the ADM of Strategic Priorities Division in March 2017 with responsibility for leading transformational projects, strategic planning and reporting; strategic integration; and corporate supports that improve business efficiencies and manage change. Carolyn initially joined MCFD in 2013 as an Executive Director with responsibility for strategic planning and reporting, project management, lean, internal communications and executive operations.

Prior to joining MCFD, Carolyn was Executive Director at the Ministry of Social Development where she provided corporate services to staff in the Employment and Labour Market Services Division, as well as a network of service providers who deliver employment programming services to British Columbians. Carolyn started in the BC Public Service as a co-op student and since then has held roles with progressively increasing responsibility and scope in a variety of sectors including the resource, health, advanced education and social sectors, as well as 3 different secretariats in the Office of the Premier.

Personal Information

Cory Heavener, Provincial Director of Child Welfare and ADM
Office of the Provincial Director and Aboriginal Services



Cory was appointed ADM and the Provincial Director of Child Welfare in September 2013. Her primary responsibility as the Provincial Director of Child Welfare is acting as the central point of contact and accountability for child welfare practice in the province.

Prior to assuming this role Cory was the Assistant Deputy Minister for the Provincial Office of Domestic Violence where she was responsible for leading a coordinated approach across government to improving and strengthening the services and supports for children, women and families affected by domestic violence.

Between 2007–2012, Cory worked at the Representative for Children and Youth Office (RCY) where she was Director of Critical Injury and Death Reviews and Investigations. During her time at the RCY she led two key investigations and reports centered on domestic violence: “No Private Matter: Honouring Christian Lee” and “Honouring Kaitlynne, Max, and Cordon – Make Their Voices Heard Now.”

Prior to her appointment at RCY, Cory served as the Associate Provincial Director of Child Welfare at MCFD. Cory has a lengthy career in child welfare in British Columbia and began her career as a child protection social worker over 30 years ago.

Personal Information

Teresa Dobmeier, Assistant Deputy Minister, Service Delivery Division



Teresa has been the ADM of Service Delivery since August 2017. She moved to this role from her role of Executive Director of Service in the Thompson, Cariboo, Shuswap Service Delivery Area. Over the past three years she has led the Service Delivery Division in the ongoing operational and service delivery performance improvement.

She brings leadership experience from holding a variety of leadership positions in Health and now at MCFD. She has a passion for leading teams in complex public service systems and organizations. She also brings extensive experience working with Indigenous communities and organizations from her roles in Interior Health, Health Canada, and the BC Association of Friendship Centres. Teresa also has a short background with MCFD from the late 1990's as a child protection social worker in Sooke, BC.

Her formal education includes a Bachelor of Social Work and a Masters of Arts in Work and Organizational Leadership. She continues to pursue education and growth opportunities. Personal
Personal Information

Denise Devenny, Assistant Deputy Minister
Partnership and indigenous Engagement Division



Denise Devenny is the Assistant Deputy Minister for Partnership and Indigenous Engagement Division. Denise is a member of the Opaskwayak Cree Nation in Manitoba and moved to British Columbia over 20 years ago after finishing her social work degree at the University of Manitoba. Denise started her career with the Ministry of Children and Family Development as a front line child protection social worker and has had the opportunity to hold a variety of roles within the ministry since that time.

In 2002, Denise became a practice analyst providing practice support to the Delegated Aboriginal Agencies in the Interior, moving to Victoria in 2004 to continue working with the Aboriginal Policy and Support team, taking on the roles of Quality Assurance Manager and acting Deputy Director. Denise worked as a Community Services Manager and for the Provincial Office of Domestic Violence before returning to Aboriginal Services Branch in 2012 as Senior Director and Executive Director.

Since 2017 Denise has worked with Indigenous communities, first as Executive Lead and then as Assistant Deputy Minister (2019), as the Ministry works in partnership to support Indigenous peoples as they chart their own paths regarding child and family jurisdiction and authority. Denise leads a small team who are responsible for discussions with Indigenous communities on child and family matters, as well as the Intergovernmental Relations team.


Strategic Framework Update 2020:

Maintaining Momentum Through Pandemic Recovery

Ministry of Children & Family Development



The Ministry of Children and Family Development gratefully acknowledges that it carries out its work on the traditional territories of Indigenous peoples throughout British Columbia.



Introduction

The Ministry of Children and Family Development (MCFD) works with children, families and communities to achieve the following:

Indigenous and non-Indigenous children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture

In 2019, the ministry released the [Strategic Framework](#), which focuses on long-term change and outlines the work needed to address systemic challenges across four areas:

1. Our system doesn't recognize, acknowledge or meet the needs of Indigenous people.
2. The focus of the social support system has been more on downstream problems than prevention and early intervention; MCFD's focus has been on child protection.
3. Youth receiving services from MCFD don't have successful transitions to adulthood.
4. Our in-care system is not geared towards the needs, safety and well-being of children and youth in-care; and our in-care system is based on improving the status quo rather than changing the system to better meet the needs of individual children.

To address these challenges, the ministry created the following goals and actions:

1. **'Recognizing the right of Indigenous families and communities to retain shared responsibility for the upbringing, training, education, and well-being of their children, consistent with the rights of the child' (UNDRIP) and the Truth and Reconciliation Commission's Calls to Action.**
The ministry will:
 - Engage in discussions regarding child and family services jurisdiction and authority with Indigenous communities that are interested and willing.
 - In collaboration with Indigenous peoples, design and implement policy, practice and services to support and honour cultural systems of caring and resiliency.
 - Create transparency and accountability to Indigenous children, youth, families and communities to work together to ensure our efforts achieve real results for this generation of families.
2. **Strengthen supports and prioritize resources for families and children based on their needs in collaboration with communities and other partners to support improved outcomes and keep families safely together.** The ministry will:
 - Focus on family preservation: working to keep families healthy and whole.
 - Focus on early interventions: providing services and investments that support children to maximize their physical, spiritual, cognitive, and emotional potential.
3. **Ensure young people have the tools, resources and social supports to transition successfully to adulthood and adult services.** The ministry will:
 - Focus on providing meaningful supports for youth transitioning to adulthood and adult services.
 - Focus on supporting youth to build life skills to be healthy and confident adults and to build personal support networks and stable relationships.
 - Focus on youth-centric care and transition planning.

4. **Work to ensure a child or youth's needs drive their in-care placement and the services they receive to support their well-being.** The ministry will:

- Implement a network of high-quality placements and services that meet a child or youth's needs, nurtures a sense of love and belonging, and prioritizes cultural and family connections.

In order to operationalize these systemic changes, the ministry has employed a 'service framework' approach. The use of service frameworks allows the ministry to describe what services and supports need to be available for the children, youth, families and communities it serves, how they can be accessed, and the outcomes these services and supports are intended to achieve. Service frameworks allows the ministry to put families at the centre of its planning – focusing on what these families need to ensure the change envisioned in the Strategic Framework is realized.

Progress Up to March 2020

Over the past year, the ministry made significant progress to advance the Strategic Framework. In addition to investments in child care, foster care, respite and youth transitions, progress in the past year has included:

- Decreasing the number of children and youth in care. There were 5,530 children and youth in care as of August 31, 2020, which is the lowest number of children and youth in care in over twenty years.
- Continuing implementation of key strategies to support: Indigenous led policy and programs, Nations to resume jurisdiction for child and family services, and reconciliatory practices.
 - Implementing amendments to the *Child, Family and Community Service Act (CFCSA)*, supporting collaborative practices with First Nations, Métis and Inuit communities and recognizing their shared rights and responsibility for the upbringing and well-being of their children. This included signing over 35 information sharing agreements (section 92.1 of the CFCSA), improving collaboration and engagement with Indigenous communities.
 - Continuing to work with a variety of communities such as, but not limited to, the Wet'suwet'en, Secwepemc Nation, Cowichan, Lake Babine, NSTQ, South Island Indigenous Authority and Métis on jurisdiction, law-making and treaty implementation.
 - Commencing implementation of the federal legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families* within B.C. Among other things, this federal Act, which came into force January 1, 2020, affirms the rights and jurisdiction of Indigenous peoples in relation to child and family services and sets out principles applicable, on a national level, to the provision of child and family services in relation to Indigenous children.
- Continuing to implement Childcare BC – one of the biggest social policy changes in British Columbia's history - building an affordable, accessible and quality child care system across the province. As part of this initiative, in the last two years the government has funded over 10,000 new, affordable licensed child care spaces, giving parents much-needed relief and the chance to rejoin the workforce.
- Increasing the monthly maintenance rate provided to foster caregivers and out-of-care care providers that have an agreement with MCFD under the CFCSA, or who have adopted under the *Adoption Act*. This rate covers the basic living costs for those children and youth in their care. Increasing this rate (for the first time in a decade) addresses the financial disincentive against out-of-care placements and values the role that relatives and family friends play in taking care of vulnerable children and youth.

- Ending the practice of issuing birth alerts and focusing on supporting high-risk expectant parents with keeping newborns safe and families together through a collaborative, rather than involuntary, model.
- Boosting children and youth with special needs (CYSN) respite funding – the first increase in respite funding since 1989.
- Reflecting the voices and experiences of children, youth, families, caregivers, Indigenous peoples and leaders, agencies, advocates and staff in ministry planning and operations.
- Strengthening critical partnerships including with Delegated Aboriginal Agencies (DAAs) and the social services sector.
- A key component of the ministry's work over the past year has been the creation and implementation of service frameworks. Over the past year, the ministry has:
 - Continued implementation of the Early Years Service Framework: providing a network of supports that provide universal access to wellness and promotion services as well as an important gateway to more enhanced supports.
 - Completion of, and progress toward implementation of, the Child and Youth Mental Health (CYMH) Service Framework inclusive of the Pathways to Hope commitments: clarifying the process and services a child and family can access for mental health support.
 - Progress on the Children and Youth with Special Needs (CYSN) Service Framework.
 - Defining the In-Care Network (via the In-Care Service Framework) and beginning implementation through changes to Contracted Residential Agencies (CRAs), clarifying their role and mandate within the network.
 - Continued development of the Prevention and Family Support Service Framework, Youth Transitions Service Framework, Youth Justice Service Framework, and Adoptions Service Framework.

Service Frameworks

Across any service – whether it be mental health services or prevention and family support services – a child, youth or family may need wellness promotion/support, intervention services, crisis or urgent response services, and/or ongoing supports. MCFD's services are intertwined and interact to meet the needs of children, youth and families. For example, a child, youth or family's journey is not always linear, and they may need or want to participate in several services at different intensities at the same time across service frameworks.

The ministry uses service frameworks to help organize, clarify and communicate the services the ministry provides. Each service framework includes the following components (either within the service framework itself, or as an enabling document to support service implementation):

- Defining the services (what they are intended to achieve, who they are for, etc.).
- Defining the service delivery model (e.g. hub and spoke model, community-based or combination to meet the unique needs of a community).
- Developing the workflow and governance needed to support service delivery (including job descriptions, organizational structure, client flow (e.g. integrated teams, referral pathways)).
- Outlining the procurement and contract management strategy (e.g. multi-year contracts, bundled contracts, etc.).

- Defining quality assurance and monitoring approaches (e.g. including intended outcomes, metrics for evaluation, data gathering tools, information management etc.).
- Change management plan(s).

The COVID-19 Pandemic and Impact – Ministry Response

As work progressed with the implementation of the Strategic Framework, the work and lives of all British Columbians were abruptly interrupted with the arrival of COVID-19 in early 2020. Together, British Columbians are living through what will be remembered as a globally historic event. This is not 'business as usual.' The pandemic and the measures put in place to restrict the transmission of the virus have irreversibly shifted the context for delivering child, youth and family services in the province.

To respond effectively to the pandemic, the ministry implemented a number of actions to ensure that children, youth and families were safely supported through this crisis. Key actions during the early stages of the pandemic included:

- Ensuring the immediate safety and support of children and youth in care, and the families and caregivers who care for them, including:
 - Ensuring the return of children and youth in care who were travelling outside of Canada.
 - Tracking foster parents with COVID-19 exposure and ensuring measures to support children and youth in their care were in place.
 - Enacting measures to facilitate physical distancing in youth justice facilities while supporting this vulnerable population.
- Ensuring continuity of service for children, youth and families who may be experiencing greater vulnerability and establishing emergency measures to address their needs, including youth who were poised to age out of care with little or no housing or employment options due to COVID-19, families with children and youth with special needs, and out-of-care care providers who were facing extra financial burdens. Emergency policies, programs, regulations and practices to address the needs of these populations were quickly established, including:
 - Emergency relief funding for children and youth with special needs (CYSN) and their families and some flexibility in access to funding through existing CYSN programs,
 - Extension of placements for youth aging into adulthood, and flexibility in access to existing Agreement with Youth Adults (AYA) programming, and
 - Provincial matching of federal Canada Child Benefit funding for out-of-care care providers.
- Identifying interruptions in services for children, youth and families and establishing measures to maximize continuity of service for these populations, including:
 - Emergency funding for child care facilities, supporting them to stay open and/or in business,
 - Permitting contractors to receive the full amount of their contract monthly value without requiring the level of reporting and invoicing that would normally be required,
 - Expediting criminal record checks for contracted residential caregivers,
 - More consistent virtual delivery of Child and Youth Mental Health (CYMH) services,
 - Delivery of devices to caregivers, youth and families to support virtual visitation, and
 - Increased use of technology for youth justice – court appearances, family visits, etc.

2020/21 Strategic 'Bounce Forward' Priorities

Overall, the impact of the ministry's response to the pandemic has been positive. Through the ministry's response and approach, it became evident that there are lessons to be learned – including helping to identify challenges across the system, new ways of working to be explored, and opportunities to be realized. Through all of this, it became clear that the ministry's Strategic Framework and focus remains unchanged – but opportunities exist to respond to lessons learned.

As the ministry turned its attention to recovery planning, it employed a similarly methodical and careful approach focused on:

1. **Resuming service delivery levels** (e.g. supporting child, youth and family contracted service providers to resume service to pre-pandemic service levels through modified delivery methods).
2. **Rolling back emergency measures** (e.g. suspension of face-to-face visitation measures).
3. **Leveraging lessons learned during the pandemic to 'Bounce Forward'**¹ and expedite implementation of the Strategic Framework direction.

We have been told to brace for the 'new normal' – that we cannot strive for a return to pre-pandemic ways of working. And while we know that there are measures that were put in place that need immediate attention to remove, there are other measures and ways of working that may in fact be 'better' for children, youth and families, or provide opportunity for us to expedite our Strategic Framework commitments. The following contemplates these opportunities, to leverage lessons learned during the pandemic to maintain Strategic Framework momentum and 'Bounce Forward.' Key priorities include:

Reconciliation with Indigenous Communities and Families

1. Maintain momentum on the Indigenous Reconciliation Strategy – working in partnership with Delegated Aboriginal Agencies (DAAs), Indigenous organizations and community partners to support jurisdiction, Indigenous-led policies and programs, and reconciliation practices.

Prevention and Family Support Services

2. Complete and implement the Prevention and Family Support Service Framework: defining the prevention services needed for support, intervention and crisis response.
3. Work with partners and families to improve the Child and Youth with Special Needs (CYSN) service network for families.
4. Rapid deployment of new service delivery models to address anticipated demand for Children and Youth Mental Health (CYMH) services (virtual delivery service models, streamlining intake processes, etc.). Move forward with an enhanced outreach model for Step-Up/Step-Down as an appropriate alternative to residential option.
5. Build learnings from COVID-19 into the continued implementation of universal child care in B.C., continuing to strengthen the child care sector, including Indigenous-led child care and child care for children with extra support needs.
6. Development of a Youth Justice and Forensic Services Framework and governance model.
7. Development of an Adoption Service Framework for the ministry's adoption services.

¹ 'Bounce Forward' is a term used to describe changes that have shown real promise in meeting the needs of children, youth, and families. Rather than talking about 'bouncing back' to our pre-pandemic ways, our goal is to 'bounce forward' into this new reality and new ways of working.

Supporting Youth Transitioning into Adulthood

8. A refocusing of Youth and Young Adult strategic priorities: examining the emergency measures most meaningful for youth and young adults and conduct analysis on measures to maintain and opportunities to refocus efforts to support youth transitions to adulthood.

Building a Responsive Network of Services and Supports for Children and Youth

9. Advance aspects of the In-Care Network that can help address anticipated demand. This includes expediting the redesign of Contracted Residential Agencies (CRAs) through release of contract language, service expectations, and consistent payment structure for the four types/key services of CRAs (long term specialized, low-barrier stabilization, respite, and emergency placement); and exploration of caregiver payment models. Advance a technology strategy for children and youth in care: ensuring a consistent approach to the provision of technology that enables virtual connections with family and online learning.

Enabling Service Framework Implementation

10. Outlining a Procurement and Contract Management Strategy to support provision of services and to reflect the delivery model outlined in each service framework.
11. Advancing Quality Assurance and Monitoring initiatives including: reviewing ministry accreditation policy and approach to oversight of agencies, introducing enhanced audit process – an approach that includes qualitative (voices of children and youth) and quantitative metrics, aligning the Quality Assurance Framework to reflect the intended outcomes outlined in service frameworks, clarifying metrics, tools and information management systems to support monitoring of services.
12. Defining and beginning implementation of the workflow and governance needed to support implementation of Prevention and Family Support, CYSN, CYMH, In-Care and Youth Transitions Service Frameworks (including job description clarity, integrated teams, referral pathways).
13. Expedite the mobility strategy for ministry staff; shifting to mostly virtual delivery of training, learning and development.

Bouncing Forward: Goals, Context and Actions

Building on the momentum of lessons learned, the following outlines each of our goals and the bounce forward 20/21 priorities to further strengthen child, youth and family services across the province.

As we continue our journey toward systemic change and supporting our province's most vulnerable, we remain committed to ongoing consultation and collaboration with Delegated Aboriginal Agencies (DAAs), Indigenous leadership and communities, as well as social sector partners. Most importantly, we want to ensure we are listening the children, youth and families we serve, knowing their voices and experiences are central to the creation of child, youth and family services that truly meet their needs.

Goal 1 Indigenous Reconciliation

Recognising, in particular, the right of Indigenous families and communities to retain shared responsibility for the upbringing, training, education, and well-being of their children, consistent with the rights of the child² and the Truth and Reconciliation Commission's Calls to Action

Context:

The ministry recognizes and is working to address the over-representation of Indigenous peoples in the child and family services system. Over the past few years there has been a significant change in the ministry's approach to child and family services, and to working with Indigenous peoples and communities. The call for that change has come directly from Indigenous peoples in B.C. The impacts of colonization, the undermining of family and community systems and resulting inter-generational trauma, and the imposition of a legal regime foreign to the cultures and customs of the Indigenous peoples have all contributed to this over-representation. Indigenous peoples and communities have discussed the need to address federal/provincial funding mechanisms, and the need for greater authority when dealing with matters affecting their communities, children, youth and families.

The pandemic revealed the following as it relates to the ministry's Indigenous Reconciliation Strategy:

- **Communication is critical** with Indigenous peoples in B.C., requiring a greater focus to address the communications gap, to engage, connect and share information with urban Indigenous peoples and those not served by a Delegated Aboriginal Agency (DAA).
- **The need for cross-government coordination continues** to be urgent for Indigenous peoples, in particular to address the needs of urban Indigenous people.
- **The expansion of virtual service delivery** may result in increased demand for underserved and rural/remote populations, and for Indigenous service users who may prefer a 'one-step' removed relationship due to prior traumatic interactions with government and health services.

Pandemic-related context for consideration:

- **Inequity** experienced by Indigenous peoples has been exacerbated by the pandemic.
- **Delay of federal government moving forward with new legislation** and the funding to support its implementation while the focus was on responding to the global pandemic.



² from UNDRIP and referencing the UN Convention on the Rights of Children

20/21 Priority:

Maintain momentum on the Indigenous Reconciliation Strategy – working in partnership with Delegated Aboriginal Agencies (DAAs), Indigenous organizations and community partners to support jurisdiction, Indigenous-led policies and programs, and reconciliation practices.

To support the deliverable above, the following activities will be undertaken:

1. Continue to work with Indigenous communities seeking jurisdiction and authority.
2. Explore legislative changes to align the *Child, Family, Community Service Act* (CFCSA) with the *Federal Act Respecting First Nations, Inuit and Métis Children, Youth and Families* and B.C.'s *Declaration on the Rights of Indigenous Peoples Act*.
3. Work with communities to develop and implement new agreements, such as collaboration agreements under sec. 92.1 of the CFCSA to increase accountability and transform practice when working with Indigenous people.
4. Create an Indigenous Financial Framework.
5. Develop a communication approach for Indigenous communities not served by DAAs or Indigenous agencies.

Goal 2 Prevention and Family Supports

Strengthen supports and prioritize resources for families and children based on their needs in collaboration with communities and other partners to support improved outcomes and keep families safely together.

Context:

The ministry has made significant progress on shifting our focus from downstream crisis intervention. The importance of early and ongoing support for families who may be struggling remains clear: it not only helps keep families together, it also provides children and youth with the strong foundations they need to reach their full potential.

The pandemic highlighted several opportunities within the ministry's Prevention and Family Support approach including lessons learned in the following ministry services:

1. Prevention and Family Supports services
2. Children and Youth with Support Needs services
3. Children and Youth Mental Health services
4. Child Care services
5. Adoption services
6. Youth Justice and Forensic services

1. Prevention and Family Support

The pandemic highlighted:

- That the need for prevention and support services can originate from several causes, developmental and mental health needs, financial insecurity and intergenerational trauma, etc.
- The need for these services should not be a pathway to a child or youth's removal or protection (e.g. a family facing a crisis related to challenges supporting a child or youth with significant support needs should not be referred to and receive a child protection response. This family requires a wrap-around, robust, individualized prevention and family support service response.).
- There is a lack of a 'system' to effectively understand, and monitor the ministry's prevention services, resulting in the inability to respond in an agile way to the prevention and early intervention needs of families during a crisis.



Pandemic-related context for consideration:

- There is an anticipated increase in family breakdown due to economic and housing pressures, suspension of schools, increase in domestic violence, mental health and substance use challenges, and the social isolation of families from their supports.
- Families and providers are calling for the need for flexibility in family preservation supports to meet families' diverse needs during the pandemic and recovery period.

20/21 Priority:

Complete and implement the Prevention and Family Support Service Framework: defining the prevention services needed for support, intervention and crisis response. Begin implementation of the new services, workflow model, procurement strategy and quality assurance approach to support these services.

To support the deliverable above, the following activities will be undertaken:

1. Describe prevention and family support services – identify the services needed for ongoing family support, intervention and crisis response (originating from diverse needs).
2. Identify future state client journey mapping and workflow options for families requiring prevention and family support services.
 - Outline options for achieving the ideal state where prevention and family support exists without the concern of child or youth removal.
 - Outline options to support delivering ideal state client journey and workflow for families (e.g. referral pathways, integrated teams).
3. Identify options for future state service delivery model recommendations – examining how community based and ministry services are being delivered.
4. Develop outcomes and indicators for prevention and family services.
5. Develop the procurement and contract management strategy to deliver on the future state.

2. Children and Youth with Special Needs (CYSN)

The pandemic highlighted:

- Challenges in the sustainability of agencies (public and private) and the disconnected approach to operating funding.
- Access to services for children and youth with special needs is inequitable.
- Respite is a crucial service in supporting family well being for all CYSN.
- Families accessing any CYSN service (i.e. residential respite), particularly in moments of crisis, should not be referred to child protection to receive supports and services.
- The ministry needs to clarify its overarching policy that directs the delivery of CYSN services and investments to stabilize and strengthen the service system, and ultimately ensure services are provided based on the needs of the child, youth and family.

Pandemic-related context for consideration:

- Families who are already facing vulnerabilities or pressures are under increased strain due to COVID-19. The ministry expects an increased demand for CYSN crisis-response services.
- The school system and CYSN services are closely intertwined. Schools absorb many of the unmet needs of children and youth with support needs, in particular the respite needs of the family.
- Communications with families affected was very complex and the result was families, and even staff, did not have the information they needed in a timely way.



20/21 Priority:

Work with partners and families to improve the CYSN service network for families.

To support the deliverable above, the following activities will be undertaken:

1. Continue work on the new service delivery model that is being developed based on feedback.
2. Connect with families and service providers and make immediate changes in how we communicate information.
 - Learn from families and services providers what needs to change to improve proactive communication. Work with partners in the health and education sectors to make the system easier to navigate and understand.
 - Understand how services need to change to address children and youth with support needs.
3. Development of outcomes and indicators for CYSN services:
 - What are meaningful qualitative and quantitative metrics needed to monitor CYSN services?

3. Child & Youth Mental Health (CYMH) Services

The pandemic highlighted:

- CYMH services have never been more critical than they are today.
- Many children, youth and families are unaware of the ministry's CYMH services. CYMH services vary greatly across the province and it has taken the pandemic for them to be able to identify these services or know how to access them.
- How we provide services to children youth and families needs to be reassessed. CYMH school-based programming is not possible when schools are not operating in-person. However tele-health and virtual visits are proving to work well in many situations.
- The governance of CYMH services across the province is inconsistent and unclear.

Pandemic-related context for consideration:

- Young people already impacted by a mental health or substance-use condition may have a stronger reaction to the stress of the COVID-19 pandemic.
- The ministry expects increased demand for mental health and trauma supports as the pandemic and its effects are impacting not just those with pre-existing mental health conditions, but the mental health of all individuals and families.



20/21 Priority:

Address acute and chronic mental health concerns of children and youth through implementation of the Child and Youth Mental Health Service Framework ensuring that all children, youth and families in all areas of the province have timely access to evidence-based, trauma-informed, and culturally safe mental health and wellness services in all stages of contact.

To support the deliverable above, the following activities will be undertaken:

1. Rapid deployment of improved service delivery models, ways of working and resources to address anticipated demand for CYMH services (e.g. virtual delivery service models, streamlined intake, improved urgent/crisis response, enhanced outreach models, etc.).
2. Undertake projects that strengthen our continuum of mental health services in line with B.C.'s A Pathway to Hope roadmap, including:
 - Design and expedite delivery of a Step-Up/Step-Down services model in parallel with analysis of existing investments and resources in residential mental health.
 - Establish Integrated Child and Youth Teams.
 - Enhance early childhood intervention services.
 - Enhance mental health prevention and early intervention resources in K-12 schools provincewide.

4. An Affordable, Accessible, Inclusive and Quality Child Care System

Child care is essential for children, for parents balancing work, education and training opportunities, and for our economy. MCFD continues to implement Childcare BC, building an affordable, accessible, inclusive and quality child care system across the province.

The pandemic highlighted:

- B.C.'s current child care system is fragile and government funding (Temporary Emergency Funding) was needed to replace lost revenue from parent fees and to ensure enough child care providers remain open to provide child care for essential service workers.
- Burnout, staff turnover and general lack of Early Childhood Educators was high before COVID-19 and has been exacerbated during the state of emergency.
- Parents who kept their children at home faced potentially losing their children's spots unless they continued paying for child care.
- Indigenous child care providers implemented a unique response to the pandemic.
- The Child Care Resource and Referral system was challenged to meet the needs of families and providers.
- The lack of extended and overnight care in all communities is an issue that the pandemic has brought to the forefront as essential workers, especially health workers look for child care that matches their long and varied shifts.

Pandemic-related context for consideration:

- Child care is essential for children, parents, and for the economy.
- Early Childhood Educators (ECEs) is the 'workforce behind the workforce' that is essential for provision of child care; yet recruitment and retention of Early Childhood Educators continues to be an issue.
- Child care facilities needed support in order to remain open during crisis and provide services for essential workers.
- Creation of a new program such as Temporary Emergency Funding could not be accommodated within existing IT systems and required considerable ministry staff resources to implement.
- Inclusive child care is a key service for families with children and youth with special needs. However, the system currently lacks adequate capacity to care for many of these children.
- The cost of child care in many areas of B.C. remains out of reach for many parents and the affordability problem was emphasized when parents lost jobs due to the pandemic.
- The needs of Indigenous child care providers were not addressed by available emergency measures.



20/21 Priority:

Continue to implement the Child Care BC Plan to implement universal child care.

To support the deliverables above, the following activities will be undertaken:

1. Improving affordability of child care programs.
 - Complete the evaluation of prototype sites to inform next steps in the implementation of universal child care.
 - Complete re-procurement of Child Care Resource and Referral centres.
2. Increasing access to inclusive childcare.
 - Support inclusion Supported Child Development/Aboriginal Supported Child Development and enhance the sector's capacity to provide child care for children with support needs.
 - Maintain expanded Aboriginal Head Start spaces.
3. Increasing access to licensed child care.
 - Increase the number of child care spaces in the province (continuing to work towards the goal of creating 22,000 child care spaces) and increase the number of funded, licensed child care spaces in operation.
4. Enhancing quality of child care services.
 - Ongoing implementation of the Early Care and Learning Recruitment and Retention Strategy.
5. Advancing Indigenous-led child care.
 - Continue to work with First Nations, Metis and urban Indigenous communities to identify how best to implement Indigenous-led child care.

5. Permanency for Children and Youth in Care

The pandemic highlighted:

- Most children and youth do best when supported to be with their family, extended family and community.
- The ministry needs to further clarify and define its organizational structure and role in domestic and international adoptions.

Pandemic-related context for consideration:

- Adoption services slowed down at the start of the pandemic.
- Most tasks for guardianship and adoption workers moved to a virtual format.
- Listening to and highlighting children and youth's voices throughout the adoption process is a priority.
- Post-adoption assistance continues to be an important consideration in the support and well-being of adoptive families and their children.



20/21 Priority:

Develop a service framework for the ministry's adoption services that includes provincial adoption and permanency services, intercountry adoption services, Indigenous adoption and permanency services and registries.

To support the deliverable above, the following activities will be undertaken:

1. Provision of practice support to the Service Delivery Division (SDD) and Delegated Aboriginal Agencies (DAAs), including providing an adoption portal, online adoption education programs, conducting child and youth-specific home study assessments, completing guardianship documents and adoption court applications, matching children and families for domestic adoptions, operate public facing registries and continuing to work with Legal Services Branch to make changes to adoption regulations to clarify post-adoption assistance.
2. License adoption agencies (domestic and international adoption) including licencing for non-profit agencies, piloting an updated licencing package, developing audit tools for licensed agencies and consulting on complex intercountry adoptions.
3. Explore adoption and permanency virtual service delivery models including expansion of the virtual platform to continue delivering online and virtual counselling and support services to adoptive families in B.C., increased online options for adoption networking events, training and registry services as well as bringing adoption services into scope for the Integrated Case Management (ICM) system.

6. Youth Justice & Forensic Services

The pandemic highlighted:

- Youth justice exists on a continuum and custody is not the most appropriate option for most youth in the justice system.
- The youth justice system needs to be able to quickly respond to regular and emergency situations in order to effect necessary changes to best meet the needs of youth at all stages of intervention.
- A new youth justice model that considers communications and governance is necessary.
- Workplace health and safety is an important but often overlooked component of 24/7 facilities, for both staff and residents.

Pandemic related context for consideration:

- The COVID-19 pandemic is disproportionately impacting vulnerable and marginalized populations, including youth involved with the justice system.
- Public health protocols, such as physical-distance guidelines, can be more difficult to implement in facilities such as 24/7 youth justice facilities.
- The use of technology is proving a useful supplement to other means of connection for youth engaged with youth justice and forensic services.

20/21 Priority:

Development of a Youth Justice and Forensic Services Framework.

To support the deliverable above, the following activities will be undertaken:

1. Identification of key youth justice and forensic services to inform service framework development.
 - How do we define youth justice and forensic services?
 - How can we integrate these services across the spectrum of youth justice?
2. *Youth Criminal Justice Act* Phase 2 Project (Federal Act).
 - Determine the approach for engaging with Indigenous community and other stakeholders to enhance youth justice services across B.C.
 - Consider restorative justice approaches.
 - Ensure alignment to the Indigenous Justice Strategy.
3. Identify options for medical director oversight to ensure no gaps exist in 24/7 facilities.

Goal 3 Youth and Young Adult Transitions

Young people have the tools, resources and social supports to transition successfully to adulthood and adult services

Context:

Each year, approximately 1,000 youth turn 19 and age out of B.C.'s child welfare system. Having reached the age of majority, many are no longer eligible to receive supports and services from MCFD or Delegated Aboriginal Agencies (DAAs). The transition can be abrupt and without positive, ongoing connections to family, community and culture, youth can feel abandoned. This also affects children and youth with special needs (who may not be in the care of the ministry), those receiving mental health supports and services, and those who are part of the youth justice system.

The pandemic highlighted:

- Youth and young adults who have lived experience with the child protection system are much more vulnerable than their peers and may struggle to find housing, employment, and mental health supports, especially during a pandemic.
- The lack of a network of support in a time of social isolation and distancing is significantly more stressful for youth, especially for those about to turn 19 years and needing to leave their placement and supports.
- Accessible technology is needed for access to information, education and for safety reasons.

Pandemic-related context for consideration:

- Emergency measures implemented to allow youth to delay aging out of care and maintain their care placement have had a positive impact.
- The limitations of the Agreements with Young Adults (AYA) program, and the lack of access to life-skills programming for youth.
- The response required during the pandemic for social workers to reach out proactively to young adults who have already aged out highlights the work and workforce required to support youth aging out of care and young adults.

20/21 Priority:

- Conduct an analysis to compare the pre-pandemic strategic direction for youth and young adults against emergency measures put in place, to evaluate the relative impact and cost-benefit of these measures.
- Complete and implement the Youth Transitions Service Framework.

To support the deliverable above, the following activities will be undertaken:

1. Revise the strategic priorities and investment strategy for youth and young adults and release the Youth Transition Service Framework based on analysis, including:
 - Evaluation of the temporary emergency measures for youth and young adults.
 - Conduct the cost-benefit analysis of pandemic measures against the pre-pandemic strategic priorities for youth and young adults.
 - Outline how the ministry's youth and young adult services leverage other government programs – e.g. dual credit program and WorkBC life-skills program.
2. Workflow and organizational structure analysis: define the role and function and organizational structure needed to effectively support youth and young adults.
3. Develop meaningful outcomes and indicators for youth and young adult services.
4. Develop legislative plan if required.
5. Support and empower youth to be active leaders in their transition planning and improve collaboration and communication across government, communities, and partners to better support youth, young adults and their families.

Goal 4 In-Care Network

A child or youth's needs drive their in-care placement, and the services they receive support their well-being.

Context:

The ministry is focused on reducing the number of children and youth who are brought into care by providing services, supports and interventions to help vulnerable families stay together. This approach is already leading to positive changes, particularly with respect to Indigenous children, youth and families. When a child or youth is unable to live with their family, an 'out-of-care placement' with a relative or extended family member or other significant adult in their life is the preferred and least disruptive option. Our commitment is that if a child or youth *must* come into care, that their needs, safety, and well-being drive their placement rather than availability - and that these homes are resourced to meet the individual needs of the child or youth.

The pandemic highlighted:

- Capacity and sustainability issues across B.C.'s child welfare system, including foster care, the rising cost of Contracted Residential Agencies (CRAs), the lack of emergency placements and shelters, inadequate respite, and significant contract and procurement issues.
- The importance of connections and keeping children together with their families and extended families. An increase in out-of-care placements suggests that despite concerns around COVID-19, keeping children, youth and families safely together and, when necessary, with extended family is the best approach to supporting children and youth's safety and well-being.

- The systemic impacts of the pandemic – including increased economic uncertainty, reduced access to services, school closures and enhanced social isolation – will negatively impact children and youth in-care or those at risk of coming into care, at far higher rates.
- The need to continue with pre-pandemic momentum and do more, faster.

Pandemic-related context for consideration:

- Data suggests there may be an increase in child protection concerns once normal community interactions are reintroduced (e.g. schools, doctors, etc.). The pandemic will exacerbate existing strain on families (e.g. mental health, financial, domestic violence, etc.).
- Increased mental health challenges for children and youth already in or coming into care.
- Need to access technology for children and youth in care and their families to support access to virtual services, recreation, and contact with family, culture and supports.

20/21 Priority:

Expedite implementation of the In-Care Network to address immediate capacity issues. Focus attention on the redesign of Contracted Residential Agencies (CRAs) (currently underway) and explore payment options for caregivers.

To support the deliverable above, the following activities will be undertaken:

1. Continue the Modelling the System work to implement a redesigned mandate for CRAs:
 - Clarify the mandate of CRAs through consistent contract language, service expectations, payment structure and oversight model for the key services/streams of CRAs (long-term specialized care, low-barrier stabilization, respite and emergency placement).
 - Implement an enhanced audit tool for contracted residential care, including qualitative and quantitative measures as part of a new Quality Assurance Service Framework.
2. Analysis of payment options for caregivers (including strengthening out-of-care placements).
 - Conduct feasibility analysis of provision of service payments to out-of-care care providers to further strengthen out-of-care options.
3. Memorandum of Understanding development with BC Federation of Foster Parent Associations
4. Continue to explore additional elements of the Modelling the System work to support In-Care Network/service framework implementation:
 - E.g. integrated planning between social workers and school districts, changes to supplemental payment system for caregivers, automatic referral of children and youth in care to CYMH services.
5. Workflow and design for integrated care planning: define the roles, functions and organizational structure needed to effectively support integrated care planning that meaningfully involves family, extended family, and community.
6. Development of outcomes and indicators for in-care services:
 - What are the meaningful qualitative and quantitative metrics needed to monitor In-Care Service Framework intended outcomes?
7. Advance a technology strategy for children and youth in care: ensuring a consistent approach to the provision of technology that enables virtual connections with family and online learning.

ENABLING THE STRATEGIC FRAMEWORK

In order to realize the systemic change, our current infrastructure, while robust, must be strengthened. The ministry will enable each service in the service frameworks through streamlined workflows and enhanced governance, as well as:

1. Procurement and Contract Management Strategy
2. Outcomes-based Quality Assurance and Monitoring
3. Enhanced Mobility Strategy

1. Procurement & Contract Management Strategy

The pandemic highlighted:

- Our current systems do not support the ministry's need for quick access to data on our services and contracts.
- Our procurement reporting mechanisms are inefficient and lack important information.
- A procurement strategy is needed for each service framework - driven by what services are needed and how they will be provided.
- The ministry is not well coordinated across its delivery, procurement and oversight areas in the development and monitoring of contracts.

Pandemic related context for consideration:

- There are significant challenges facing contracted service providers around workforce capacity and wages/stability of workforce, resulting in closures.
- Contractors are still reacting to the pandemic and are developing their own operational recovery plans.

20/21 Priority:

Outline and implement a Procurement and Contract Management Strategy to support provision of services and to reflect the delivery model outlined in each service framework (e.g. bundled contracts awarded to hub and spoke models; centralized management beginning with a more centralized approach to managing contract modifications for COVID-19; multi-year approaches, etc.).

The strategy will:

- Support provision of services and reflect the delivery models outlined in each service framework.
- Align to the ministry's other monitoring, oversight and quality assurance approaches.
- Support provincial consistency and alignment with procurement best practices and central policy.
- Support the need for flexibility to serve clients and predictability for ministry and contractors (e.g. global capacity-based, multi-year).

To support the deliverable above, the following activities will be undertaken:

1. Begin implementation of the Procurement and Contract Management Strategy by modelling the strategy through implementation of:
 - CYSN Service Framework.
 - Modelling of In-Care Network's implementation.
 - Child Care Resource and Referral re-procurement.
 - Enabling the redesign of CRAs outlined in the network.
 - Supporting procurement and development of new caregiver models (e.g. strengthen out-of-care care providers).

- Modelling options for how the Service Delivery Division (SDD) and procurement can work together to support the best procurement strategy for residential contracts.
- 2. A more centralized approach to managing contract modifications as part of COVID-19 recovery.
 - How can we learn from the COVID-19 recovery and prepare for wider implementation?
- 3. Partner with Quality Assurance to develop the enhanced audit processes and the larger quality assurance framework.
 - How does contract management align with quality assurance and monitoring?
 - How does procurement align with quality assurance and monitoring?
 - How do we ensure the outcomes and deliverables in contracts are measurable?

2. Quality Assurance & Monitoring

The pandemic highlights:

- Pre-pandemic tools and approaches for quality assurance and monitoring are not achieving the outcomes needed to ensure effective oversight of contracted services.
- Changes undertaken to support ongoing quality assurance and monitoring activities through the pandemic have shown that there are other, more effective ways to do this work.
- The lack of correlation between accreditation and quality service provision coupled with the cost to the ministry suggests that a review of accreditation is urgently needed.

Pandemic related context for consideration:

- Ensuring that adequate tools and processes are in place is a significant post-pandemic priority and the creation of an enhanced quality assurance and monitoring framework will be a foundational aspect.
- With ongoing recommendations around physical distancing, more thought will be needed to develop alternate processes for this work.

20/21 Priority:

Continue the development of a new approach to outcomes-based quality assurance with a focus on an enhanced audit approach (using the voices of children and youth), alignment to service frameworks and options for oversight.

To support the deliverable above, the following activities will be undertaken:

1. Review policy and options for accreditation to determine its role in future quality assurance and monitoring frameworks.
2. Introduce enhanced audit processes – an approach that includes qualitative (voices of children and youth) and quantitative metrics.
 - End standalone practice audit (no longer compliance-based).
3. Develop culturally appropriate inclusion of Indigenous peoples and communities.
 - What indicators and stories do communities find valuable? How can we support local communities with their needs while also supporting provincial oversight?
4. Align the quality assurance framework to reflect the intended outcomes outlined in service frameworks.
 - What indicators and tools are required to measure the identified outcomes?
 - How do we build new tools and processes in a timely way to support the prioritized implementation? (e.g. agile, iterative methods).

5. Clarifying metrics, tools, and information management systems to support monitoring of contracted services.
 - Create a data working group to assist in the development of indicators, processes and tools.

3. Enhanced Mobility Strategy

The pandemic highlighted:

- The need for staff training is ongoing. An in-person training model does not work during a pandemic - training needs to be available via a virtual/online platform.
- Frontline workers can, and continue to, successfully deliver a number of ministry services remotely - either in the community or from their homes.
- The inability to use portable devices to input data into the Integrated Case Management (ICM) system means there are delays to client record updates, duplicate recording-keeping, and less time spent providing services to children youth and families.

Pandemic related context for consideration:

- When the pandemic began, all in-person training was paused while the curriculum was updated to a virtual environment. The majority of training is now delivered virtually - this approach must continue at least through the end of the pandemic.
- Should staff members become sick from COVID-19 or need to self-isolate, the benefits of a reduction in the administrative workload, an increased ability to focus on clients, and the ability to work from home becomes even more critical.

20/21 Priority:

Expedite the mobility strategy for ministry staff, including:

- Complete the shift to mostly virtual delivery of training, learning and development.
- Enable frontline workers to use portable devices that integrate directly with ICM when they are in the community or working from home.

To support the deliverable above, the following activities will be undertaken:

1. Finalize the transition to virtual/online training for frontline staff.
2. Complete the ICM portable device integration proof of concept design and pilot with a small cohort of social workers.

NEXT STEPS

As MCFD continues to navigate through a province and society living in a pandemic, our commitment to true and lasting systemic change for children, youth and their families remains strong. The lessons learned over the past year have sharpened our focus and our resolve as together we continue to shift from planning to action.

Over the coming year, the ministry will release and continue to implement service frameworks which define our direction in each of our goals, illustrate an end state and how that will benefit children, youth and families, and map out the key actions needed to get there – actions that in many cases are already well underway.

As a ministry, we commit to being open and transparent throughout this journey and to measure the success of our actions over the coming years against the positive outcomes of Indigenous and non-Indigenous children, youth, families and communities. We commit to the systemic change needed, envisioned and planned for, to listening, learning and continuing forward on this challenging path, because we know it's the right one.

Program Overview

First Nations Jurisdiction

Who it serves

First Nations who are interested in exercising greater authority and/or jurisdiction over child and family welfare matters in BC. This may occur through a variety of pathways such as agreements under the *Child, Family and Community Service Act*; the federal legislation *An Act respecting First Nations, Inuit and Métis children, youth and families*; or other agreements such as treaty or reconciliation type agreements.

Program Description

- In May 2016, at the BC First Nations Child and Family Gathering, the Province of British Columbia committed to working with the federal government and First Nations Leadership Council to address jurisdictional and funding frameworks for Indigenous child welfare.
- The Tripartite First Nations Children and Families Working Group (TWG) was formed and consists of representation from the Province of BC (Ministries of Children and Family Development (MCFD), Indigenous Relations and Reconciliation (MIRR) and Justice, Government of Canada, and First Nations Leadership Council (First Nations Summit, BC Assembly of First Nations, Union of BC Indian Chiefs).
- MCFD also committed to engaging with individual First Nations and the Métis in exploratory discussions regarding increased authority and jurisdiction over child welfare at that time.
- MCFD through the Indigenous Engagement Branch has been meeting with several Indigenous communities to explore different pathways for communities to exercise greater authority and jurisdiction over child welfare.
- Many of these conversations started out bilaterally and with some legal uncertainty, but with federal involvement and the passing of federal legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families (the Act)*, both the province and Indigenous communities have the legal mechanism for jurisdictional conversations to occur.
- There are several mechanisms which now exist for Indigenous communities to exercise greater involvement, authority and jurisdiction over child welfare. These mechanisms include:
 - *Child, Family and Community Service Act (CFCSA)* – provincial legislation
 - Section 92.1 Agreements which include information sharing agreements, collaboration agreements, prevention and support service agreements, and referral of child protection reports.
 - Delegation Enabling Agreements where a director enters into an agreement with an employer of one or more persons to whom a director has delegated under section 92 any or all of the director's power, duties or functions.
 - *An Act respecting First Nations, Inuit and Métis children, youth and families* – federal legislation which affirms the rights and jurisdiction of Indigenous peoples in relation to child and family services.
 - Self-governing agreements – generally tripartite agreements negotiated by provincial Ministry of Indigenous Relations and Reconciliation and the federal government. Agreements such as treaties or reconciliation agreements would fall here.
- Under section 20 of *An Act respecting First Nations, Inuit and Métis children, youth and families*, a section 35 *Constitution Act*, 1982 rights-bearing Indigenous group, community or people with an authorized Indigenous governing body, has two primary options for exercising jurisdiction:

- An Indigenous group or community sends notice to the federal Minister of Indigenous Services and the government of each Province or Territory in which the Indigenous group or community is located informing them that they are exercising their jurisdiction and adopting a law on child and family services. In this case, their Indigenous law would not prevail over conflicting federal, provincial and territorial laws on child and family services.
- An Indigenous group or community sends a request to the federal Minister of Indigenous Services and the government of each province in which the Indigenous group or community is located to enter into a tripartite Coordination Agreement.
 - The federal government has 30 days to assess and respond to this request.
 - The federal government assesses the request based on the following:
 - The name of the Indigenous Governing Body (IGB), including the names of the communities the IGB represents;
 - The process through which the IGB was authorized;
 - The name of the Province or Territory in which the Indigenous group or community is located;
 - Name of the current child and family service provider;
 - A summary of the child and family services model, including where and to whom the model would apply;
 - Copies of any previous requests sent to the federal government and/or provinces/territories of intent to exercise jurisdiction;
 - Lists of all agreements, including treaties and self-government agreements that have been signed by the community that address child and family services; and
 - Copy of legislation (this may be a draft).
 - If an agreement is reached within 12 months following the request, the laws of the Indigenous group or community will prevail over conflicting federal and provincial laws.
 - If no agreement is reached within 12 months following the request, provided that the Indigenous governing body has made reasonable efforts to reach an agreement, the Indigenous laws will prevail over conflicting federal, provincial and territorial laws.
 - While MCFD may provide additional information to the federal government during the assessment process, it is the federal government who makes the final determination to proceed with Coordination Agreement discussions.
- The Indigenous Engagement Branch (IEB) is engaged in formal discussions with several communities who are pursuing at least one of the mechanisms identified above.

Intergovernmental Communications

- Below is a brief overview of the formal discussions IEB is participating in with the various First Nations and Métis across BC and the legal mechanisms by which they are pursuing increased involvement, authority or exercise of jurisdiction over child welfare.

Intergovernmental Communications

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Intergovernmental Communications

Program Overview

Tripartite First Nations Children and Family Working Group

Who it serves

First Nations and the First Nations Leadership Council which is made up of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs.

Program Description

- In May 2016, the BC First Nations Children and Family Gathering was held with representatives from the Province of British Columbia, Canada, First Nations and First Leadership Council (FNLC) in attendance to discuss the current state of child welfare.
- At that meeting, the Province of BC made three commitments:
 - Immediately improve child welfare services by ensuring that MCFD staff connect with First Nations, identify First Nations children in care, and work to improve services and supports to keep more First Nations children out of care;
 - Work with Canada and the FNLC to build new jurisdictional and funding frameworks that would support improved outcomes as well as empower First Nations who are interested to exercise their own jurisdiction over child welfare; and
 - Establish a tripartite working group to guide the work of the Province, Canada and the FNLC.
- In the fall of 2016, the Tripartite First Nations Children and Families Working Group (TWG) was formed and consists of representatives from the First Nations Leadership Council, Ministry of Indigenous Relations and Reconciliation, Ministry of Children and Family Development (MCFD), Ministry of Justice and Indigenous and Northern Affairs Canada.
- The First Nations Leadership Council serves as an advocacy body and is composed of three political organizations – the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs. The FNLC was formed in 2005 by a Leadership Accord.
- The TWG has developed and agreed to the following documents:
 - Terms of Reference: Signed March 2017; defined scope, membership, goals, guiding principles, process, and resources of the TWG. The overall goal is sustained collaboration to improve outcomes for First Nations children and families.
 - Reconciliation Charter: Signed April 2017; acknowledged current challenges of Aboriginal child welfare, defined the shared objective of First Nations governing their own children and families using approaches grounded in their own cultures and traditions, and outlined mutual commitments for achieving this outcome.
 - In June 2019, the Tripartite First Nations Children and Families Working Group Internal Communications Protocol was signed and finalized.
- A technical committee supports the ongoing efforts of the TWG.
- In May 2019, a workplan was finalized to enable a transition of Indigenous child welfare from BC jurisdiction back to First Nations.
- Two subcommittees were created in order to meet work plan objectives: (1) a fiscal working group/fiscal framework technical team and (2) a technical practice working group.
- The TWG has been focused on the implementation of the federal legislation, *An Act respecting First Nations, Inuit and Metis children, youth and families*; the alignment of principles between federal and provincial jurisdiction; fiscal planning including cost-sharing arrangements, and improving communications with First Nations, with a focus on the 84 communities who are not affiliated with a Delegated Aboriginal Agency.

Program Overview

Prevention and Family Supports

Who it serves

Prevention and Family Support programs and services are preventative in nature. They support families to stay together, safe and well wherever possible. Family is defined broadly and is inclusive of relatives, caregivers, close friends, supportive people or community members.

Prevention and family support services provide three stages of intervention; primary, secondary and tertiary. They are organized into three core service categories, which each align with a level of prevention. They provide services and supports to the following:

1. Families and communities in the general population (Family Support services/primary prevention). Specific examples include parent education, cultural activities and the development of peer networks.
2. Families who require additional or enhanced supports to stay together, safe and well (Strengthening Families services/secondary prevention). Specific examples include individual and family counselling, respite and discretionary financial support.
3. Families where a crisis or risks to a child or youth have been identified (Intensive Family Support services/tertiary prevention). Specific examples include out of care placements with family members and in-home supports.

Program Description

The Prevention and Family Support Service Framework is currently under development, which:

- Describes what supports and services are provided to families facing different vulnerabilities and needs, how these services are delivered and accessed;
- Clarifies where the ministry's mandate begins and ends as it relates to supporting families to stay together, safe and well, and
- Identifies how families supported through services in this Service Framework are connected to other ministry supports and broader supports provided by government.

The majority of prevention and family support services are delivered through contracts with community agencies and Delegated Aboriginal Agencies, with some services delivered directly by the ministry.

Prevention and Family Supports programs and services are intended to:

- Improve family capacity, wellness and stability, including increased knowledge and skills of family/care givers, reduced social isolation, and improved feelings of safety, security, and stability;
- Reduce the number of children and youth entering the in-care system;
- Reunify families who have children/youth in the in-care system;
- Connect children/youth to family, culture and community; and
- Increase public awareness of the services available to families and enhance awareness of the ministry as a positive place for families to seek support if required.

Program Overview

Children and Youth with Support Needs (CYSN)

Who it serves

CYSN services are provided to children who are at risk of or have a developmental delay or disability. There are approximately 78,000 children and youth with special needs in B.C. and approximately 30,000 children and youth access Ministry intervention and support services between birth and age 19 years.

Program Description

The budget for CYSN services in 2020/21 is approximately \$410.1M. CYSN provides a range of services and supports to promote children's healthy development, maximize quality of life, assist families in their role as primary caregivers and support full participation in community life. The umbrella of CYSN services includes Foundational CYSN Services, Family Support Services, and CYSN Provincial Services.

FOUNDATIONAL CYSN SERVICES provided by contracted community agencies, offer direct support and intervention to young children and their families through programs such as:

- **Infant Development Program (IDP) and Aboriginal IDP (AIDP)** that help families develop tools and access resources to promote optimal child development;
- **Supported Child Development (SCD) and Aboriginal SCD (ASCD)** for families of children with support needs to participate in inclusive child care settings;
- **Early Intervention Therapy (EIT)** providing community-based physiotherapy (PT), occupational therapy (OT), and speech-language pathology (SLP) to infants and children who have, or are at risk of, developmental delays and/or disabilities. The age range for the program is from birth to school entry; and
- **School-Aged Therapy (SAT)** offering OT and PT services to school-aged children with special needs. The program is funded and administered jointly by the Ministry and the Ministry of Education in partnership with boards of education, independent school authorities and 13 Ministry Service Delivery Areas.

FAMILY SUPPORT SERVICES (FSS) offer a range of supports for families of children and youth with special needs up to the age of 19 to help promote children's healthy development, maximize quality of life and assist families in their role as primary caregivers:

- **CYSN Worker:** who assists families with determining eligibility to programs and with planning and coordination of services.
- **Respite Services:** offer an interval of rest and relief for families with children and youth with special needs through agreements with families or via qualified agencies that are contracted to deliver this service; and,
- **Support Services:** provides homemaker support, child and youth care workers, family supports and professional supports to parents with children and youth with special needs.
- **Specialized Support:** includes **Fetal Alcohol Spectrum Disorder (FASD) Key Worker and Parent Support** which is available through contracted community agencies, for families of children and youth with FASD and similar conditions.

CYSN PROVINCIAL SERVICES are administered centrally through specialized financial units, or by contract with a central oversight and include a range of programs aiming to address the unique needs of families of children with disabilities and/or complex health care needs.

- **Autism Funding** for children under age 6 and for children and youth ages 6 – 18 to assist families with the cost of purchasing autism intervention services;
- **At Home Program Medical Benefits** provides basic, medically necessary supplies, equipment, transportation, therapies, orthotics, dental, optical, and PharmaCare for children up to 18 years of age who have significant disabilities and are dependent in at least 3 of 4 areas of daily living;
- **Autism Information Services BC (AIS BC)** assists families, service providers, community professionals and Ministry staff to understand the range of best practice treatment options and to navigate through the B.C. service system;
- **Community Brain Injury** provides short-term, acute rehabilitation and life transition services for children and youth with acquired brain injuries;
- **Provincial Deaf and Hard of Hearing Services** provides a range of direct and contracted services to children/youth who are deaf, hard of hearing or deafblind, and their families, including a residential program, family and youth transition supports, and consultations for social workers, as well as managing service contracts for children and youth who are blind or visually impaired and their families;
- **Provincial Outreach and Professional Supports** serves children with complex disability-related needs and their community-based therapists; and
- **Medical Benefits for Children in Care** provides health, dental, optical and medical benefits for Children in Care and in out of care agreements. Services for children and youth with special needs, who are in care, range from residential care to professional and medical services.

CYSN services are provided through provincial and regional MCFD offices, health authorities and contracted agencies. Many CYSN services are oversubscribed.

The Ministry is developing ways to improve access and information to CYSN services through the development and implementation of the CYSN Service Framework and ongoing operational improvements.

The CYSN system is closely linked to Ministries of Health, Education, and Social Development & Poverty Reduction, whom also provide assessment and/or supports across the life span of children with support needs. The Ministry collaborates with other ministries via the Cross-Ministry Reference Group, to provide a continuum of services and to develop strategies and approaches to improve access, quality and coordination of services.

Program Overview

Child and Youth Mental Health

Who it serves?

Client description – infants, children and youth with mental health problems, from birth to 18 years of age, and their families/caregivers inclusively (up to the age of 21 who are already attached to a Child and Youth Mental Health (CYMH)/Indigenous CYMH (ICYMH) team).

Program Description

- CYMH teams, ICYMH teams and contractors provide voluntary, evidence-informed mental health services to children, youth and their families who experience mental health challenges and disorders that significantly impact their ability to function across a variety of settings and situations. This includes individual or group treatment, family therapy or in-home support.
- CYMH and ICYMH teams provide additional services in the areas of prevention, risk-reduction, community education and consultation, and work in collaboration with other service agencies (such as physicians, schools, community agencies) to ensure services are appropriate, relevant, trauma-informed, culturally safe and inclusive.
- Urgent issues such as suicidal thoughts are immediately fast-tracked to a mental health practitioner for evaluation and safety planning. In emergency situations, parents and caregivers are encouraged to take their child or teen to the nearest emergency department.
- Throughout the COVID-19 pandemic, CYMH and ICYMH teams have remained committed to providing a continuum of flexible and responsive services to over 12,000 current clients through telehealth, in community teams, outreach, at hospitals and in residential settings. Clinicians have adapted to providing virtual and phone-based services; however, offices have remained open, allowing children, youth and caregivers access to in-person support when needed.
- The Ministry's CYMH services include:
 - Community based CYMH teams and ICYMH teams. Families and youth can self-refer and receive services in-person, virtually or by phone at ninety-two CYMH walk-in intake clinics across BC. These teams also provide intake services at eleven Foundry BC locations;
 - Two regional providers who deliver services on behalf of MCFD. The Ministry contracts with Vancouver Coastal to provide services with the Vancouver Coastal health region. Intersect Youth and Family Service is contracted to provide services in the Prince George region. In the late 1980's the responsibility for child and youth mental health was transferred from the Ministry of Health to MCFD. At that time, both providers were well established and providing excellent services. Rather than duplicate services, Vancouver Coastal and Intersect are contracted to provide services on behalf of the Ministry;
 - Residential child and youth mental health services provided through the Maples Adolescent Treatment Centre;
 - Early years mental health support and resources for children under six;
 - School mental health services, including Everyday Anxiety Strategies for Educators (EASE);

- Specialized Youth Forensic Psychiatric Services which provides mental health assessment and treatment services to youth who are in custody or under community court ordered supervision;
- Some youth substance use services for those involved in the Youth Justice system;
- Contracted services with:
 - Canadian Mental Health Association which provides telephone support for parents whose children experience anxiety or behavioral challenges; and
 - Family Smart program which enhances the care experience of parents and children through the mental health parent and youth in-residence service.
- In 2020/21, *A Pathway to Hope* funding will continue to support expansion of mental health and substance use services in five school districts, through:
 - Integrated Child and Youth Mental Health (ICY) teams that bring CYMH and ICYMH clinicians along with other related disciplines such as substance use workers, who will provide comprehensive mental health and substance use services into schools and communities;
 - Step-up Step-down services that provide transitional care to prevent or shorten hospitalization for children and youth who have significant mental health needs (e.g., psychosis, mood disorder, anxiety, trauma, substance use), and multiple safety concerns (e.g., risk of suicide, self-harm, danger to others, etc.), requiring more intensive treatment and support than can be provided on an outpatient basis alone; and
 - Prevention and early intervention initiatives that provide comprehensive services to infants, young children and their families, and will expand the provision of accessible mental health prevention resources for educators and caregivers.

October 2019



CHILD & YOUTH MENTAL HEALTH SERVICE FRAMEWORK

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DOCUMENT HISTORY

<i>Version</i>	<i>Date</i>
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INTRODUCTION

The mental wellbeing and resiliency of children and youth in the context of their family¹, community and culture are essential. It contributes to their overall development and ensures they are able to thrive and reach their full potential. The Ministry of Children and Family Development (MCFD) works within a broader system of care that supports health and development through an array of child and youth mental health and substance use services.

Acknowledgements

The Child and Youth Mental Health (CYMH)² Service Framework was developed jointly by the MCFD CYMH Policy Branch, Service Delivery Division, and Provincial Practice Branch. Contributions from ministry staff, external partners, youth and families —via forums and other engagement – informed the development of this Service Framework and are greatly appreciated.

Purpose

This CYMH Service Framework is intended to provide direction to enhance consistency and quality of the **clinical services**³ that are provided province-wide by MCFD CYMH teams based in communities.

The Service Framework is considered a “living document” and will contribute to future MCFD, cross-government and cross-sector strategic planning. MCFD will ensure ongoing alignment of the CYMH Service Framework with MCFD’s Strategic Framework and *A Pathway to Hope* established by the Ministry of Mental Health and Addictions and cross-government partners. Implementation of the Framework will take place in a phased manner with recognition that there are gaps in some core and specialized services. These gaps are more common in rural and remote settings where recruitment, retention, and the size of teams present unique challenges. Addressing these gaps may require new processes, resources or other solutions that are not currently in place. A review and update of this Service Framework will occur by February 2021.

Scope

The scope of this Service Framework includes CYMH services provided through MCFD and contracted CYMH services provided by Intersect Youth and Family Services, and Vancouver Coastal Health (referred to as “contractors” in this document). The Framework is available to and may also be useful for other MCFD CYMH and Indigenous CYMH contracted agencies.

The Service Framework is intended for MCFD leaders and staff who are responsible for delivering CYMH services; however, it may also be beneficial to other provincial organizations and service providers who support the mental health and wellbeing of children, youth and their families.

¹ “Families” in this document may include relatives, caregivers, close friends, supportive people or Indigenous community members.

² Throughout this document, “CYMH” includes “Indigenous CYMH” services unless otherwise specified. The Ministry is moving towards consistent use of the term ‘Indigenous’ rather than ‘Aboriginal’. ‘Indigenous’ is inclusive of First Nations, Métis and Inuit people.

³ Words defined in the glossary are bolded in purple the first time they are used in the document.

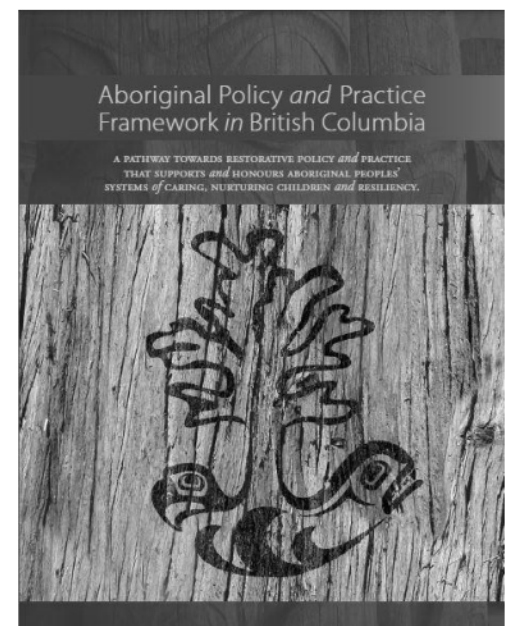
CYMH Mandate

MCFD's CYMH teams and contractors provide voluntary, evidence-informed mental health services to people under 19 years of age (within the context of their family and community) who experience mental health challenges and disorders that significantly impact their ability to function across a variety of settings and situations. CYMH teams provide additional services in the areas of prevention, risk-reduction, community education and consultation, and work in collaboration with other service agencies to ensure services are appropriate, relevant, culturally safe and inclusive.

Commitment to Reconciliation with Indigenous Children, Youth, Families and Communities

The design and delivery of CYMH services will align with and support government's commitment to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. This means that MCFD is committed to work with **Indigenous** communities to develop culturally safe strategies and plans that contribute to the work of reconciliation.

In alignment with work supporting reconciliation and to better meet the needs of Indigenous children, youth and families/caregivers, CYMH teams will utilize the *Aboriginal Policy and Practice Framework (APPF)*, which offers guidance on holistic, strengths-based, collective and relational approaches to enhance the restorative impact of services.⁴ The approaches outlined in the APPF have relevance and value across individuals and cultures and, as such, are integral to the delivery of CYMH services. The following APPF values underlie how CYMH teams should endeavor to engage with individuals, families/caregivers, communities, cultures and service providers, and are fundamental to all aspects of the planning and provision of services: Respect, Inclusion, Truth Telling, Wisdom, and Belonging.



⁴ Available online at: <https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/aboriginal/abframework.pdf>

Keeping the Family at the Centre

In a family-centred approach, the individual is continuously viewed in the context of their family, culture and community. Family-centred services build on informal support systems instead of relying solely on professional services⁵. “Families” in this document may include relatives, caregivers, close friends, supportive people or Indigenous community members. CYMH supports family skill-building activities that engage families/caregivers as active partners in planning and treatment that supports responsive relationships with their child or youth in order to strengthen the core life skills they need to become healthy functioning adults, and to reduce sources of stress in the family⁶.



OUR SERVICES

Planning and Delivery of Services

CYMH services are planned and delivered through a variety of teams and contracts within the province’s Service Delivery Areas. Most teams provide mental health services for all children and youth, while some teams and/or contractors provide mental health services specifically for Indigenous children and youth. All services should be provided in a trauma-informed, culturally safe, family-centred way.

Core Services

The six *Core Services* on the following pages should be available through each CYMH team across the province.

⁵ Source: https://www2.gov.bc.ca/assets/gov/health/managing-your-health/mental-health-substance-use/child-teen-mental-health/families_at_the_centre_full_version.pdf

⁶ Source: Center on the Developing Child, Harvard University



Referral & Intake



Service Definition

This initial process facilitates trauma-informed, culturally safe access to appropriate, inclusive mental health services and supports for children and youth with mental health challenges, their families/caregivers and communities.



What should the service achieve?

- Access to intake through walk-in clinics and/or other intake processes including office-based or outreach, as appropriate;
- Eligibility and urgency determination;
- Referral to culturally safe and appropriate information, supports and services in a timely manner.



Who is eligible?

Children and youth with mental health concerns and their families.



What can service recipients expect?

- A ministry-approved, standardized, and culturally safe screening interview that informs the objective identification of needs and strengths, and prioritizes services based on urgency;
- A child-, youth- and family-informed initial supports and service plan;
- Wait time information and monitoring during a waiting period;
- Coordination of referrals and linkages to other supports and services for those who do not meet criteria for CYMH services;
- Follow up to confirm access to community supports;
- Information sharing that respects confidentiality/privacy and safety;
- Sensitivity to youths' autonomy in decision-making.



Initial Services



Service Definition

Initial Services consist of an array of early interventions available to meet the needs of individual children and youth who are beginning CYMH services. Initial services are intended to be brief and time-limited following completion of the intake process. Initial services may be all that a child, youth and family/caregiver requires or they may be provided prior to more comprehensive assessment and treatment services.



What should the service achieve?

Provide the least intensive service appropriate to the needs of the child or youth and their family; Foster resilience, readiness and motivation; Build child, youth and family awareness and skills for managing mental health challenges.



Who is eligible?

- Children and youth with presenting mental health needs;
- Children and youth with more complex and severe needs who have stabilized after a crisis and require support while waiting for more intensive services.



What can service recipients expect?

- Discussion regarding options for services;
- A defined, time-limited intervention;
- Plan for next steps, if applicable.



Assessment Services



Service Definition

Comprehensive and holistic bio-psycho-social-spiritual mental health and other specialized assessments are completed to inform diagnosis, intervention and support planning in the context of informing mental health treatment (assessment is not a “stand-alone” service).



What should the service achieve?

Information gathered from an assessment assists the clinician to develop a culturally safe treatment plan.



Who is eligible?

Children and youth who, on the basis of screening, demonstrate the presence of clinically significant mental health difficulties, signs or symptoms, and have evidence of significant functional impairment in daily activities.



What can service recipients expect?

- A structured, culturally safe clinical diagnostic interview;
- Information collected from other important people in the child's life including family/caregivers, teachers, physicians and other care providers;
- Identification and provisional diagnosis of mental health issues;
- A brief initial assessment report;
- Discussion of treatment recommendations;
- Dialogue about confidentiality and information-sharing.



Therapy & Intervention Services



Service Definition

Include an array of trauma-informed, culturally safe, evidence-informed interventions and wise practices. Psychotherapeutic interventions are intended to address clearly articulated goals, reduce or eliminate the impact of mental health symptoms, and improve overall mental wellness and functioning.



What should the service achieve?

- Reduction or elimination of symptoms and improved functioning;
- Engagement of the child or youth, family/caregiver and community to build awareness and skills for managing mental health challenges.



Who is eligible?





Children and youth who experience mental health challenges and disorders (e.g. anxiety, depression, obsessive compulsive disorders, trauma, dissociative disorders, and disruptive disorders) that significantly impact their functioning across a variety of settings and situations.



What can service recipients expect?

- A culturally safe treatment plan based on assessment, clinical team expertise, and input from child, youth and family (including legal guardians) perspectives;
- An understanding of confidentiality among child, youth, family and others involved in treatment;
- A clear treatment description, and clear explanation of the child, youth, and family's role;
- Individual, family or group psychotherapeutic intervention;
- Information on what defines the completion of treatment.

Consultation Services

	<p>Service Definition</p> <p>Includes general and child-specific consultation, with each functioning as a means of building capacity and supporting problem solving to facilitate improved mental health outcomes.</p>
	<p>What should the service achieve?</p> <ul style="list-style-type: none"> • Provide information and education to another program/agency, professional or the general public as part of promotion, prevention, capacity building or professional development. • Appropriate and culturally safe information and supports, informed by an enhanced understanding of children and youth's mental health needs.
	<p>Who is eligible?</p> <p>Consultation may be provided to other MCFD program areas, and to communities, service providers and families/caregivers, as required, to support capacity building.</p>
	<p>What can service recipients expect?</p> <p>Consultation from a mental health clinician providing information and/or advice in relation to a specific mental health concern, including assistance accessing appropriate services and supports.</p>

Urgent Response

	<p>Service Definition</p> <p>CYMH teams respond to urgent needs where feasible and appropriate (e.g. during core service hours), though teams do not provide crisis intervention services <i>per se</i>.* This involves both intervening directly and coordinating with hospital and community emergency and crisis services to support stabilization. CYMH teams would be involved in urgent care needs for children, youth and families/caregivers that they are currently seeing, and would also work with community partners to ensure that any child or youth in need is able to access crisis services.</p>
	<p>What should the service achieve?</p> <ul style="list-style-type: none"> • Capacity to respond in a timely way or facilitate a response to mental health emergencies during office hours as per local protocols for crisis response co-ordination with service partners; • Rapid and appropriate action and coordination of needed crisis intervention services to achieve stabilization.
	<p>Who is eligible?</p> <p>Children and youth who are experiencing a psychiatric crisis, manifesting acute symptoms accompanied by extreme deterioration of behaviour, and which may involve risk of serious harm to self or others.</p>
	<p>What can service recipients expect?</p> <ul style="list-style-type: none"> • A culturally safe, rapid response to a mental health crisis; • Direct or facilitated access to stabilization services.

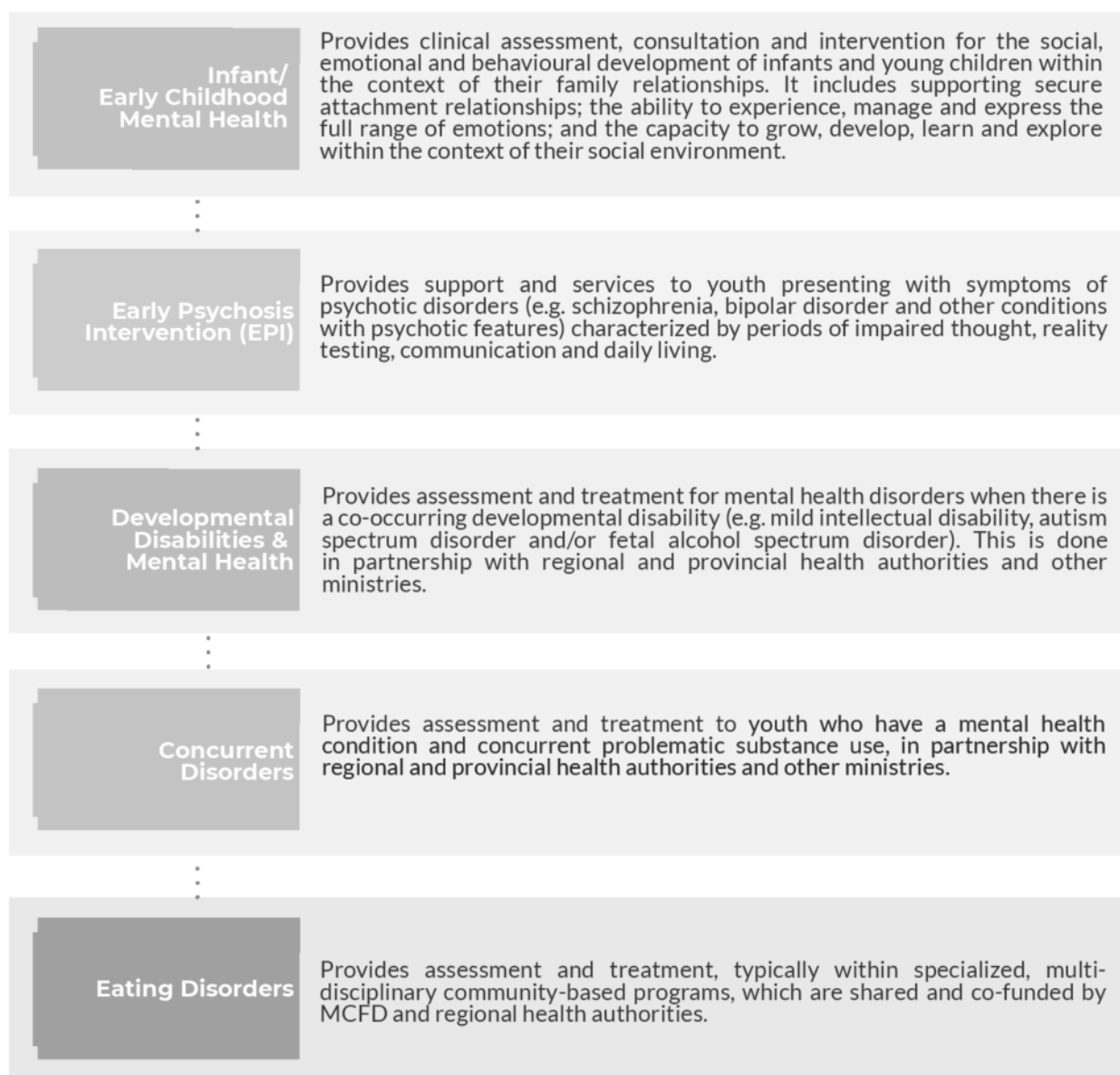
*Crisis intervention itself is a community-wide, shared responsibility often requiring coordination of a variety of service partners, including crisis teams, hospital and other community programs.

Specialized Services

Core Services apply to all children and youth receiving CYMH services. Specialized Services are for children and youth who may have additional or unique needs that require clinicians to have specialized training, competencies and expertise – which is not always possible to have available on each CYMH team. Specialized Services are available locally, regionally, and/or provincially through CYMH teams, contracted agencies and/or partnerships with health authorities (or provincial) services.

Leadership within each Service Delivery Area ensures children, youth and their families/caregivers can connect to these Specialized Services through established care pathways. Care pathways, informed by clinical practice guidelines, ensure services are child-, youth- and family-centred, easy to navigate and responsive to their needs.

Specialized Services include the following:



Key Processes

Key processes are activities that support the delivery and quality of core and specialized service functions but are not direct clinical services themselves. They shape how services are designed and delivered to ensure the highest quality care experience. Key processes are informed by the foundations of relational, family-centred and evidence-informed/wise practice.

Collecting, Documenting and Sharing Information

- ✓ Children, youth and families are informed of their privacy rights, what/how information is accessible to them, and consent to the collection, documentation and sharing of personal information.
- ✓ Children, youth, families and practitioners understand the importance of documenting information to support their care and safety.
- ✓ Practitioners understand the importance of using best practices, legislation, and policies and standards in information-sharing that support collaborative care, while maintaining privacy rights. Collecting and documenting also supports organizational planning and reporting.

Multi-Disciplinary Approach

- ✓ A balance of relevant disciplines supports the capacity of teams to meet varying mental health needs for diverse populations.
- ✓ Practitioners are familiar with scopes of practice and value other professional perspectives.
- ✓ When a key discipline is not represented on a team, team members will collaborate with off-site practitioners from that discipline when appropriate.

Integrated/Collaborative Approach

- ✓ At a systems level, service integration can improve client outcomes while promoting effective and efficient use of resources among multiple service partners.
- ✓ There is no universal approach to service integration. It can occur at provincial, regional and local community levels. Examples may include (but are not limited to) partnerships with health authorities to provide specialized services, school-based mental health services, wellness centres/hubs, and integrated service delivery teams.
- ✓ At a client level, integrated case management supports wrap-around care that can include collaboration among children, youth and families/caregivers, and a variety of service partners. Integrated case management includes approaches to support mental health care needs, as well as social, vocational and academic functioning. For example, stemming from *A Pathway to Hope*, Integrated Child and Youth Teams are being introduced in five school districts which will include mental health, substance use and other services across the continuum of health.
- ✓ MCFD will continue to support integration at system and client levels to improve outcomes for children, youth and families/caregivers by building on existing integration models and implementing new best practice approaches.

Transition Support/Follow-up and Monitoring

- ✓ Follow-up communication from a CYMH clinician occurs to ensure a successful transition.
- ✓ Children and youth who are transitioning from CYMH team services to another service provider, or are at the completion of CYMH services, should experience a seamless, supported process.
- ✓ Identification and coordination of needed transition supports at an early stage minimizes disruption in the care experience.
- ✓ Adequate information about the reasons for transfer to another provider, along with the child, youth and family's full participation in decisions related to the transition process, are essential.

Quality Assurance/Improvement

- ✓ MCFD Quality Assurance plays a critical role to oversee, support and report on the quality of CYMH services.
- ✓ Quality improvement efforts provide high standards of care for children, youth and families/caregivers.
- ✓ Quality improvement activities draw from child, youth and family feedback, provincial directives, academic literature, program evaluation and outcome data, research and best-practice literature and clinical experience.

Supervision and Training

- ✓ In order to provide effective clinical supervision, team-based case consultation and appropriate support to practitioners, CYMH team leaders/clinical supervisors maintain relevant knowledge and expertise (e.g. child and family development; mental disorders and diagnostic criteria; mental health assessment, formulation and treatment planning; evidence-informed treatments; and program review).
- ✓ Supervisors support practitioners to develop knowledge and competencies in core and specialized areas of clinical practice through culturally informed education, training and access to external clinical consultation, where appropriate.

Flexible and Responsive Service Delivery

- ✓ Flexibility improves access, offers a cost-effective means to address unmet needs, meets children and youth where they are at, and helps to address stigma.
- ✓ Better service reach can be achieved by delivering services flexibly across different locations (e.g. in-home; school-based partnerships with districts; community hubs; mobile walk-in intake clinics; Foundry Centres; or Indigenous communities), at varying times (e.g. outside of usual office hours), and by different means (e.g. in-person, online, or via videoconferencing, telehealth, or mobile apps).
- ✓ A new initiative within *A Pathway to Hope* is emerging for Step Up/Step Down services to provide an intermediate "step up" from regular community services, or a "step down" for children and youth transitioning out of hospital or acute care. This level of service is intended to provide children and youth who have severe or complex mental health and/or substance use conditions with an additional service option to meet their needs.

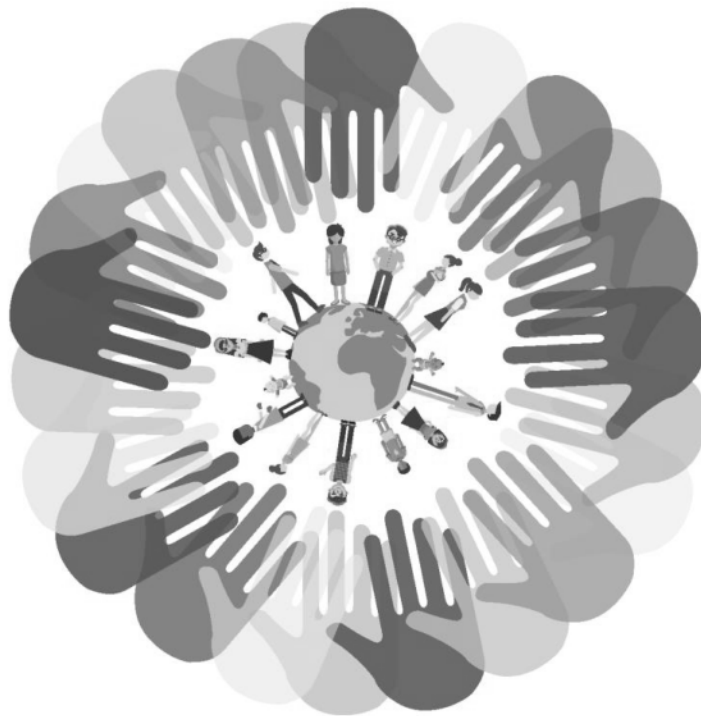
CONCLUSION

The CYMH Service Framework will contribute to cross-government and cross-sector strategic planning, and will be updated as required to maintain alignment with other initiatives within MCFD and the broader mental health system, including:

- MCFD's Strategic Framework;
- The Ministry of Mental Health and Addictions' strategic direction and *A Pathway to Hope*; and
- The development of a cross-system Tiers of Service Initiative (being led by Child Health BC).

The Service Framework will be implemented within MCFD while engaging with other ministries, health authorities, school districts, Indigenous communities and other community partners.

Supporting the mental health and well-being of children and youth is everyone's responsibility. The CYMH Service Framework represents one part of a large collective and collaborative effort to enhance the consistency and quality of child and youth mental health services in BC.



GLOSSARY

Bio-Psycho-Social-Spiritual – An approach that views health and well-being holistically and considers the child, youth and family’s physical, psychological, social and spiritual needs.

Clinical Services – Mental health services provided by a mental health professional that has qualifications, skills and training in assessing and treating mental health disorders.

Cultural Safety – A “sacred space where culture can be freely expressed, shared, learned and supported.” Cultural safety is a theory and practice that takes into account power imbalances, institutional discrimination, colonization and colonial relationships as they apply to social policy and practice. Cultural safety involves actively exploring and challenging complex power relationships including the way that bias, stereotyping, discrimination and racism manifest in these contexts.⁷

Evidence-Informed –The integration of the best available research with clinical expertise in the context of child, youth and family’s characteristics, culture and preferences.⁸

General and Child-Specific Consultation – General consultation is providing information on mental health topics to build knowledge and skills in members of the general public, other professionals and Indigenous communities. Child-specific consultation is in relation to a specific child, youth and their family.

Inclusive – Inclusion is the respect, recognition and support of all peoples, regardless of race, age, sexual orientation, ethnicity, gender identity or ability. Inclusion creates an environment that incorporates difference and strives for equity among all peoples.⁹

Indigenous Communities – The term refers to peoples native to an area. This term holds an international context rather than a national one, and is used to refer to the original inhabitants of any given area, typically regarding colonized nations. There is no single recognized definition of “Indigenous.” The UN understands the term based on the following indicators: self-identification as Indigenous; historical continuity with pre-colonial societies; connection to territories and the resources within; distinct sociopolitical, cultural, linguistic and spiritual belief systems; typically experience marginalization; and, are motivated to maintain ancestral ways of being¹⁰. Includes First Nations, Métis, and Inuit groups.

Leadership – May include Executive Directors of Service, Directors of Operations and Team Leaders.

Psychotherapeutic Interventions – The use of psychological and pharmacological means in the treatment of emotional, mental or physical disorders.

Wise Practices – A way of approaching Indigenous community practice and knowledge exchange that utilizes the traditional knowledge base of Indigenous peoples and acknowledges the relevant and dynamic contextual nature of Indigenous peoples’ and communities’ experiences and contemporary approaches.¹¹

⁷ Extracted from the BC Ministry of Children and Family Development’s *Aboriginal Policy and Practice Framework*

⁸ Source: American Psychological Association

⁹ Source: <https://news.gov.bc.ca/files/Definitions.pdf>

¹⁰ Source: <https://news.gov.bc.ca/files/Definitions.pdf>

¹¹ Extracted from the BC Ministry of Children and Family Development’s *Aboriginal Policy and Practice Framework*

Program Overview

Child Care

There are a wide variety of child care options for B.C. families, including both licensed and unlicensed operators from the public, non-profit and for-profit sectors, and a wide variety of government programs to support child care in B.C. Licensed child care facilities are monitored and regularly inspected by regional health authorities. These facilities must meet specific requirements for health and safety, staffing qualifications, record keeping, space and equipment, child-to-staff ratios, and programming. They can include group child care centres, preschool programs, out-of-school care and home-based family child care providers. Unlicensed child care providers can operate legally in B.C. if they are providing care for up to two children (or a sibling group) who are not related to them. Unlicensed providers are not monitored or inspected, and parents are responsible for overseeing the care and safety of their children in these care arrangements.

Program Name

Child Care Operating Funding (CCOF)

Who it serves

Child care operators.

Program Description

The Ministry provides base operating funding to over 124,000 licensed child care spaces to assist with the cost of providing child care.

Program Name

Affordable Child Care Benefit (ACCB)

Who it serves

Families earning up to \$111,000 a year may be eligible.

Program Description

The Affordable Child Care Benefit provides a monthly payment to help eligible families with the cost of child care. Factors like income, family size, and type of care determine how much support families can get. As of July 2020, approximately 53,000 families were receiving some level of support through the benefit.

Program Name

Child Care Fee Reduction Initiative (CCFRI)

Who it serves

Parents at approved licensed child care facilities.

Program Description

The Child Care Fee Reduction Initiative enhances child care affordability by offering funding to eligible, licensed child care providers to reduce and stabilize parents' monthly child care fees by up to \$350 a month, per child. Approximately 62,000 child care spaces have been approved for a reduction.

Program Name

Prototype (PT) Sites

Who it serves

Parents of children registered at one of the 52 universal child care facilities throughout the province.

Program Description

As part of the federally funded Early Learning and Child Care (ELCC) agreement, approximately 2,500 licensed child care spaces have been converted into low-cost spaces at existing child care facilities. The cost to parents is no more than \$10 per day.

Program Name

Childcare BC New Spaces Fund (NSF)

Who it serves

Child care facility operators.

Program Description

The Childcare BC New Spaces Fund supports the creation of new licensed spaces and focuses on community planning and child care needs in various communities. More than 20,000 new licensed child care spaces have been approved for funding in the past two years for public sector organizations, Indigenous Governments, non-profit societies and for-profit businesses.

Program Name

Start-Up Grants

Who it serves

Individuals and unlicensed child care operators.

Program Description

Start-Up Grants were created to increase the number of licensed child care spaces. The grants support existing unlicensed child care providers, as well as individuals new or returning to the child care sector, with the costs associated with obtaining a license to operate a licensed Family or In-Home Multi-Age child care facility.

Program Name

Childcare BC Maintenance Fund

Who it serves

Child care operators.

Program Description

This fund helps licensed child care facilities address maintenance issues that may impact children's health, safety, or well-being, or cause a facility to close. The fund also assists with relocation costs, if the relocation is required for the provider to remain in compliance with requirements under the Community Care and Assisted Living Act.

Program Name

Union of British Columbia Municipalities (UBCM) partnerships

Who it serves

Local governments and municipalities.

Program Description

- The Community Child Care Space Creation Program provides up to \$1 million for local governments who are working with partners to create new child care spaces in their community.
- The Community Child Care Planning Grants help communities assess and plan for creating new child care spaces to meet local demand. Almost 90 communities throughout the province have received up to \$25,000 to undertake this work.

Program Name

Early Childhood Educator (ECE) Wage Enhancement (WE)

Who it serves

Early Childhood Educators.

Program Description

More than 12,000 Front-line ECEs working in licensed child care facilities have received two \$1 per hour pay increases since January 2019. Additional funding for statutory benefits is also provided at a rate of 18.73%.

Program Name

ECE Education Support Fund

Who it serves

Early Childhood Educators.

Program Description

This funding is for students taking ECE education programs, and for those already in the child care workforce looking to obtain or upgrade their ECE certification. Funding is provided through the Early Learning and Child Care Agreement with the Federal Government and administered by ECEBC. More than 6,000 bursaries and workforce-development supports have been provided for students pursuing a career in child care.

Program Name

Professional Development Funding

Who it serves

Early Childhood Educators.

Program Description

The Ministry also supports a variety of continuing education and learning opportunities for the child care workforce, both through provincial funding and through the Federal Early Learning and Child Care agreement.

Program Name

Early Childhood Pedagogy Network

Who it serves

Early Childhood Educators.

Program Description

Through this network, child care professionals have access to more than 30 teaching specialists at community hubs across the province, helping them to stay up to date with the latest child care teaching philosophies, curricula and techniques.

Program Name

Post-Secondary Seat Expansion

Who it serves

Early Childhood Educators.

Program Description

Funding for an additional 620 ECE graduates at public post-secondary institutions around the province in order to increase training and development opportunities.

Program Name

Work Integrated Learning Pilot

Who it serves

Early Childhood Educators.

Program Description

These programs test the feasibility of alternative pathways to training ECEs and provide current child care workers the opportunity to upgrade their credentials while continuing to work.

Program Name

Supported Child Development and Aboriginal Supported Child Development (SCD/ASCD)

Who it serves

Families of children with extra support needs.

Program Description

These programs help families access individual planning, training and information, resources such as books, toys and specialized equipment, referrals to other services such as therapists or specialists, and additional staffing.

Program Name

Young Parent Program

Who it serves

Parents under the age of 25 still finishing high school.

Program Description

Young parents receive up to \$1,500 a month per child in assistance while they finish high school. This funding helps with the child care needs of approximately 200 families per year.

Program Name

BC Aboriginal Child Care Society (BCACCS)

Who it serves

Indigenous communities.

Program Description

Approximately \$1M in annual funding goes towards several initiatives to develop high quality, culturally grounded, spiritually enriching community child care services that are based in the child's culture, language and history.

Program Name

Aboriginal Head start (AHS)

Who it serves

Indigenous families.

Program Description

New funding will see more than 600 new licensed child care and early learning spaces in over 30 communities. These programs provide culturally based, inclusive child care and early learning, family bonding and prevention services, with services available to families at no cost.

Program Overview

Early Years/Indigenous Early Years

Who it serves

MCFD early years services are intended to support the well-being of children ages 0-6 years and their families through enhanced or new family child drop-in programs, parenting supports, family navigation, and early childhood development programs including Indigenous culture and language programs.

Program Description

Early Years Services:

- MCFD early years services are intended to support the well-being of children and families; serve as a barrier-free access point, particularly for families facing acute or chronic vulnerability, and provide clear pathways to enhanced supports and services including Child and Youth Mental Health (CYMH) and Children and Youth with Support Needs (CYSN).
- In 2018, MCFD implemented the Early Years Services Framework that provided the overarching policy guiding the provision and investments for early years services.
- As part of the Early Years Services Framework implementation, \$9.70M is invested in approximately 91 contracted agencies to deliver direct early years services in 139 communities across BC - including 28 Indigenous rural and remote communities.
- The Ministry also assumes responsibility for planning early years services with 13 Directors of Operations for Early Years working closely with community partners and contracted agencies to identify system improvements and provide oversight of services related to the implementation of the Framework.
- The Ministry also invests in provincial initiatives to support the implementation of the Framework, including
 - HELP UBC– Early Development Instrument
 - BC Family Resource Programs
 - BC Council for Families
 - Family Support Institute
 - Children's and Women's Health Centre
- As part of the Ministry of Mental Health and Addictions Pathway to Hope Strategy, \$2M of investments annually are being used to improve the social-emotional well being of children under the age of 6 years. This enhancement is expanding a specific complement of early intervention services for young children (0-6 years) which include; family support social workers, behavioural consultants, aboriginal/infant development consultants and infant mental health clinicians (IMHC).
- The investment for each of the five locations is to support 1 FTE for an internal staffing (Infant Mental Health Clinician) and up to 3 FTEs augmenting existing community-based services.

Indigenous Early Years Services:

- Indigenous Early Years investments support the wellbeing of Indigenous children and families through the provision of programs and services that are grounded in Indigenous

culture, language and tradition. Service design and delivery is Indigenous led, recognizing that First Nations and Indigenous organizations are best positioned to identify and respond to the needs of their communities.

- Aboriginal Service Innovations – Early Years (ASI-EY) funds Indigenous organizations and First Nation communities to provide culturally relevant Early Years services for First Nations, Métis and Urban Aboriginal children ages zero to six and their families. (\$6.07M).
 - 30 contracts with First Nations, urban/rural Indigenous organizational and 2 Métis organizations
 - Contract term for three 2-year terms (6 years total). Currently in the first year of the final term (2020-2022)
 - Funding is for direct services: Language and Culture Teachings; Early Years Family Support; Early Years Programming; Early Intervention Therapies; Kindergarten Readiness; Language Immersion/literacy; and Assessment and Referral
- Indigenous Early Years Services (\$0.694M) – also funds Indigenous organizations and First Nation communities to provide culturally relevant early years services.
 - 11 agreements with First Nations and Indigenous organizations
 - Current agreements are for a 2-year term (2020-2022)
 - Funding is for direct early years services
- Both ASI-EY and Indigenous Early Years Services are managed provincially through the Indigenous Early Years Policy team.



EARLY YEARS FRAMEWORK

BC MINISTRY OF CHILDREN
AND FAMILY DEVELOPMENT



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EARLY YEARS SERVICE FRAMEWORK
JUNE, 2018

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SION OF THE PROVINCE OF BRITISH COLUMBIA.

PURPOSE

The purpose of the *Early Years Service Framework* is to define the services the Ministry of Children and Family Development (MCFD) funds within the early years service area.

The system of early years¹ services in B.C. is significant. Over \$200 million is spent each year in early years supports and services through provincial and federal organizations, in addition to the significant investments made in child care and specialized supports. Most government organizations have clear mandates that define what early years services they deliver. For example, health authorities provide child health support, immunizations, vision and audiology screening, and perinatal health supports such as breastfeeding education. MCFD also benefits from defining an overarching policy direction to guide its early years services.

MCFD funds a range of ‘universal’ and enhanced early years supports. Enhanced services have clear criteria for eligibility, while ‘universal’ services tend to have indistinct criteria, and overlapping mandates and intended outcomes. MCFD invests in three key areas in the early years period: child care, enhanced or eligibility-based services (for children and youth with mental health concerns or special needs), and a third less-defined category sometimes referred to as Early Childhood Development or Family Support, which will be referred to as “early years services” from here on.

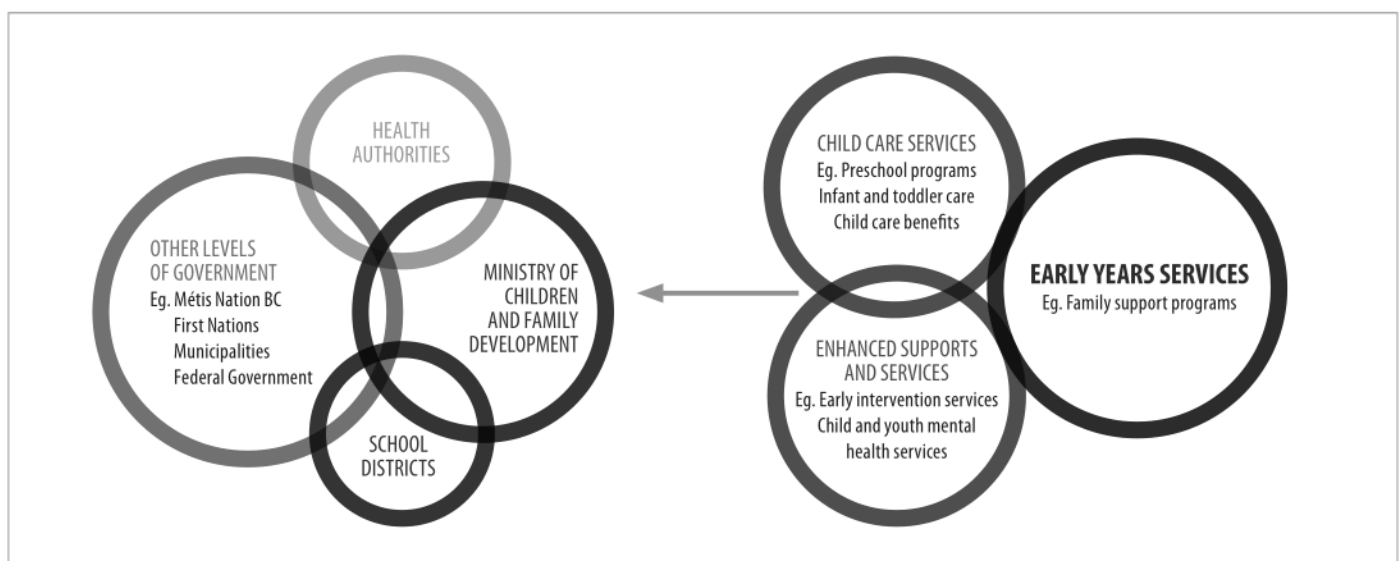
The first two key areas, child care and enhanced or eligibility-based services, have clear criteria and outcomes. For example, to access child and youth special needs supports, a person requires assessments and must meet eligibility criteria. Moreover, investments and intended outcomes for child care services are well defined in B.C.’s child care plan. The third area,

early years services, lacks eligibility criteria, making it more difficult to define. It is the early years service area that is the focus this document.

The absence of an MCFD ‘service framework’ with overarching policy to guide early years investments, namely in reference to the early years services area discussed above, has resulted in a patchwork of inconsistent services. Currently, families are confused about what services are available and where they should go to access supports, local MCFD areas are unsure about where to allocate funds in the context of exceeding demand and pressures. Additionally, partners (including service providers and government partners) are confused about the role of MCFD in the early years landscape – is MCFD a broker of partners, a funder of service, or a community-development arm of government?

This *Early Years Service Framework* outlines the policy direction for all early years services supported by MCFD. In providing clear policy direction, this framework seeks to explain what early years services are, why they are needed, and the goals, principles, service types and terminology that underpin these services. This information is intended to benefit families, service providers, and policy and decision makers.

With a clear mandate, MCFD will be in a better position to work with other vested community partners such as health authorities, federal departments, and municipalities to create a system of support for young children and families. This framework works from the assumption that governments will have a more effective impact on children, families and communities when they work collectively across sectors. In order to do this effectively, all partners require policy and service mandate clarity.



1. For the purpose of this framework, early years is defined as zero (prenatal) to 6 years of age.

FRAMEWORK VISION AND GOALS

VISION

Children and families have the supports and services that they need. MCFD early years services are intended to achieve the following goals:

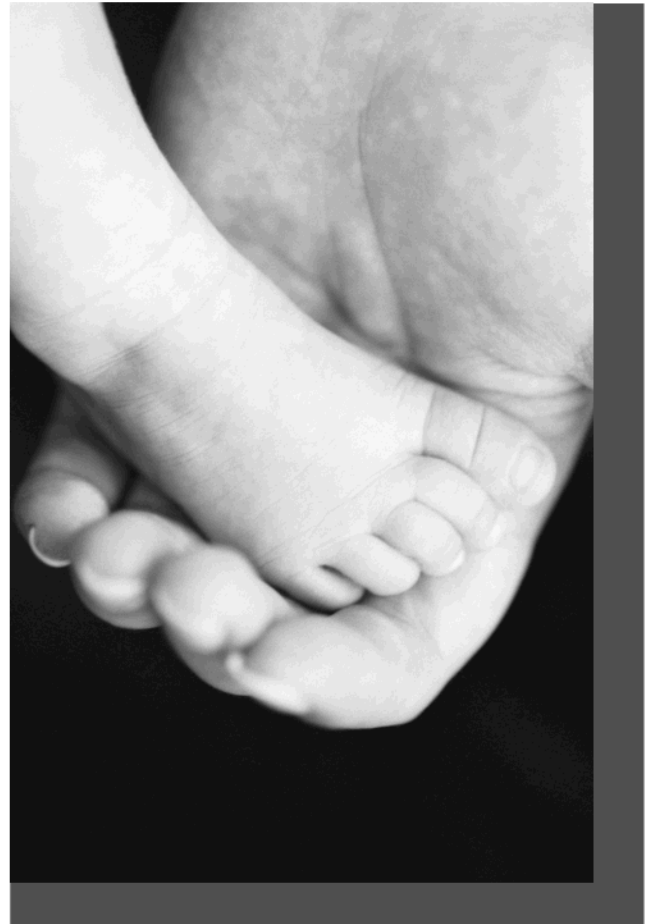
- 1 Support the well-being of children and families
- 2 Serve as barrier-free access point, particularly for families facing acute or chronic vulnerabilities
- 3 Provide clear pathways to enhanced supports and services including Infant Mental Health, Children and Youth With Special Needs

In the short term, these goals enhance protective factors and intended outcomes such as improved cultural connectedness, enhanced parent child attachment, enhanced parent efficacy, and reduced immediate vulnerability.

In the long term, these service goals help achieve social and economic benefits through enhanced family preservation and maximized developmental outcomes for children. These goals also address social determinants of health, leading to improved equity across populations.

In addition to the overarching goals, in outlining key principles and services that will guide spending across MCFD, this framework will:

- » Provide clarity to service providers, families, and funders regarding the early years services funded by MCFD:
- » Ensure direct services and supports are prioritized for funding;
- » Allow for improved referrals between early years services and enhanced supports;
- » Support evidence-informed investments; and
- » Provide clarity of MCFD mandate to support collaboration with other vested partners in the early years landscape (e.g. health authorities).



IMPORTANCE OF THE EARLY YEARS

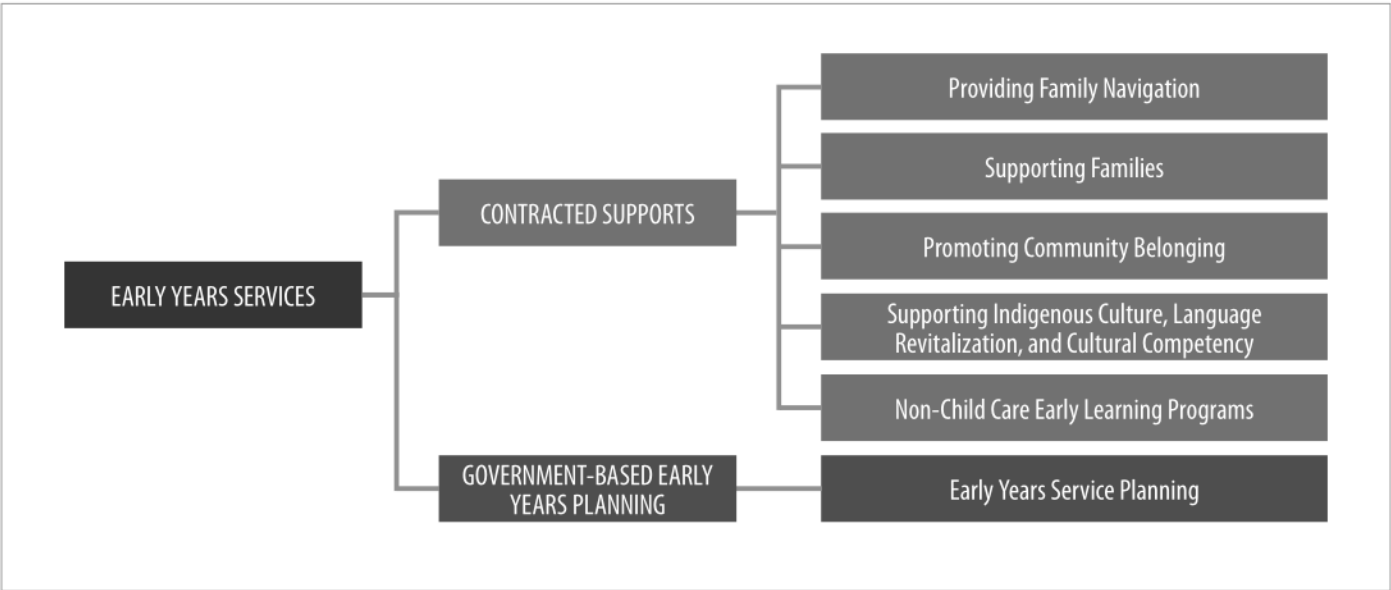


A child’s experiences in the first six years of life affect their immediate and long-term development, and have a strong impact on their social and health-related outcomes later in life. Vulnerabilities families may experience during these years can have profound impacts on this journey. Many vulnerabilities can be lessened or even prevented if families have the supports they need.

It is recognized that there is no single face of vulnerability. Families move in and out of vulnerability based on many different factors, from income to mental health to parental status. Vulnerabilities are not a reflection of flaws in a person or family. This framework aims to reduce the stigma of vulnerability by recognizing that most families, at some point in their family journey, experience vulnerability.

This framework assumes all families have unique strengths and assets. Effective early years supports harness these strengths to increase families’ protective factors and enhance family resiliency. Enhancing and increasing protective factors is complex. While many current services strive to achieve this goal, much more can be done.

It is important to note that issues such as poverty, domestic violence, access to quality child care and access to affordable housing are complex social and cultural challenges. These issues need a whole systems approach; no one service area can solve them. Thus, early years services alone cannot address the vulnerabilities that many families face. Early years services can help families find the supportive pathways they need, provide them with effective social networks, and in turn enhance the protective factors of both a child and family.



INDIGENOUS KNOWLEDGE AND PERSPECTIVES

Indigenous² perspectives are interwoven throughout this document, not only as 'Indigenous-specific' sections or considerations, but as fundamental pillars of all early years work.

Elders tell us that children are to be seen as gifts from the Creator to love, nurture and respect. They also teach us that parenthood is a tremendous journey that requires support, kinship, and honouring. In many Indigenous cultures, parenting is not the sole responsibility of the parents; extended family members have key roles to play in raising children.

This framework is grounded on an Indigenous concept of 'being connected'. Children do not exist in isolation from their families and community. They exist within families and the influence of parents, aunts, uncles, grandparents and elders all impact a child's growth and development. All supports provided in the early years must go beyond considering an individual or a child. Services offered must consider the well-being of the support system of that child – including their parents, elders and connections to the land.

Some Indigenous cultures teach us to stand with one hand in the past, connected to the teaching that are passed through generations, and one hand in the future, supporting a new generation with the transmission of the rich learnings that came before to create the best possible opportunities for the generation ahead.

Development is not seen as linear, but rather multidimensional and inclusive of spiritual, cultural, cognitive, physical, and emotional domains. The well-being of a child does not focus on a single aspect of this development, such as literacy. Development of a whole person is the way to foster health and well-being. Children develop and grow differently. This framework supports the shift from a deficit-based model (for example, models that label people as having 'developmental delays' or being 'at risk') to an inclusive strength-based approach to support children and families. Families have hopes, dreams, and visions for their children. All families want the best for them. It is critical that service providers use non-clinical approaches to support development by empowering families to draw on their cultural knowledge to build on strengths, and support areas for their growth.

This framework accepts that our collective work to support families is never done. We must keep our circle strong and engage in continuous reflection on what is working, what needs to change, and how we can find solutions for challenges that arise.



2. For the purpose of this framework, Indigenous refers to First Nations living off reserve, First Nations living at home (on reserve), Métis Nation and Inuit people.

COMPLEMENTARY MCFD EARLY YEARS INITIATIVES

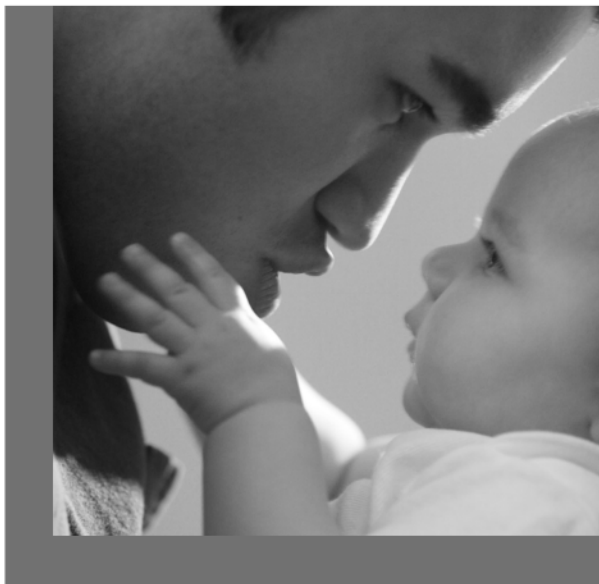
UNIVERSAL CHILD CARE FOR B.C.

Government is in the early stages of implementing *Child Care BC: A Path to Universal Child Care*, a ten-year plan for universal child care. This means over \$1 billion in new funding over the next three years to support an accessible, affordable, and high quality early care and learning system where any family that wants child care will have access for their child.

Implementing a universal child care system is the single largest social policy shift made in generations, and it will require time to develop the system and learn what works best for B.C.

Work is beginning immediately. Within the next three years, families in B.C. should benefit from the creation of over 24,000 new child care spaces. Further, parents will have reduced fees for child care, which is complimented by increased operating investment for child care providers. Additionally, as of September 2018, parents will have access to the new Child Care Benefit that will further reduce the cost of child care for families with the highest need. Together, this means families earning between \$60,000 and \$80,000 per year will pay on average \$10 per day, and families earning less than \$45,000 per year will receive free child care, in most cases.

The province will work to develop a workforce strategy in partnership with the Public Employees Sector Council and Early Childhood Educators of BC to develop systemic approaches to recruitment and retention for early childhood educators. Additionally, the province will update its Early Learning Framework, which provides curriculum to guide early learning environments, and has committed additional funding to ensure the child care system in B.C. is more inclusive and wrap around supports are available.



INDIGENOUS-LED EARLY YEARS PROGRAMS AND SERVICES

It is widely recognized that the historical and intergenerational trauma of colonization and residential schools has impacted Indigenous families in Canada. All levels of government are called to action to address the impacts of this trauma at the individual, community and societal levels. This framework assumes that early years supports and services be considered within this context and as a way to support reconciliation, self-governance, and healing.

This framework acknowledges that Indigenous families and communities are strong and vibrant structures from which all families in B.C. can learn. The intention is for this framework to be implemented meaningfully in relationship and partnership with Indigenous families and communities in ways that are meaningful.

In acknowledging the positive shift of the child care landscape, it is also important to recognize that B.C. Government's commitments to Indigenous self-determination has gained support and momentum. The B.C. Government has committed to implementing the *United Nations Declaration on the Rights of Indigenous People*, as well as to answering the Calls to Action outlined by Canada's Truth and Reconciliation Commission. These commitments extend to the plans for universal child care and early years services.

Initiatives and new investments announced as part of the Child Care B.C. plan extend to all families in B.C., including Indigenous families living on and off-reserve. However, there is recognition that the implementation of these initiatives requires thoughtful consideration, particularly for Indigenous people and communities. For example, we have already learned that child care does not exist in a silo for Indigenous communities. A real system of support for Indigenous children includes family supports, early intervention, cultural revitalization, and child care.

The *Child Care B.C.* plan and this Early Years Service Framework intentionally provide space and time to allow government to further understand the distinct early years and child care needs of Indigenous partners and communities, including: First Nations people living at home (on-reserve), Métis people, and Indigenous people living off reserve and in urban settings.

The Ministry is working closely with Indigenous partners to develop short, medium and long term program, policy, and governance recommendations that support Indigenous-led early years and child care services.

One such early investment is in the expansion of the Aboriginal Head Start program both on and off-reserve to include full-day child care spaces for infant/toddlers and children aged three to five years.

EARLY YEARS TOUCH-POINTS

The early years is a period of many transitions. Families have many needs in this period. Government and service organizations seek to meet these needs through an array of services; each with their own service delivery structures (e.g. health authorities, school districts, and service organizations). ‘Touch-points’ are when families engage and interact with these services.

Communities may also have unique informal settings, programs, or systems that provide a ‘social richness’ by building relationships and social networks.

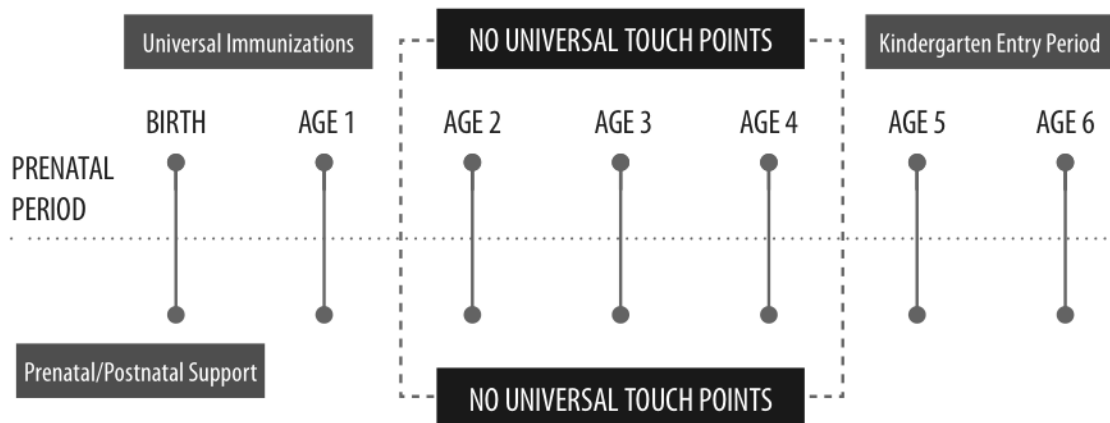
Many families lack consistent touch-points with formal systems of supports and services between a child’s 18-month immunization and their school transition. During this period, many families lack connections, supports, and learning and networking opportunities.

Early years services can and should develop or leverage touch-points with formal systems, as well as build up less formal opportunities within community settings to create and enhance opportunities for families to continuously engage and access the supports and services they need during their child’s first six years of life.

As depicted below, there is no universal touch-point for children and families between 18-months and school entry.



MCFD Early Years Services - Birth to Age 6



JOURNEY THROUGH THE EARLY YEARS

For many families, the journey through the early years is smooth and positive; they travel through the various community-based early years programs and transition to kindergarten effortlessly. There are an equal number of families who speak about the journey as overwhelming, confusing, and challenging. With over 1000 unique programs and services for young children and their families offered in B.C. today, many parents struggle to navigate and access this large system of services.

B.C. has a diverse demographic makeup that further affects the uniqueness of these family pathways. For example, the province has a significant rural/remote population, is home to the second largest population of Indigenous peoples in Canada, and has an ever-increasing number of immigrant, newcomer, and refugee families. These contextual factors shape families' journeys through the early years.

In recent decades, families in B.C. have undergone tremendous change that has resulted in a great diversity of family forms and relationships. In the vast majority of two-parent families, both parents now work. The proportion of lone parent families is also growing³. Concurrent to these shifting dynamics, is the reality that parental social isolation is becoming a significant concern⁴.

Becoming a parent is a significant life event. The change in routine, fragmented services and loss of time to socialize can mean that many parents feel lonely. Social isolation poses significant risks to parents. Health risks associated with social isolation have been compared in magnitude to the well-known dangers of smoking cigarettes and obesity⁵.

Parents' loneliness has also been shown to have negative effects on children, impacting their social competence, motivation to learn, and academic skills⁶. If a child is raised in a socially isolated family, the risk of the child becoming chronically lonely increases⁵.

The benefits of moving towards systems and practices that include peer-support, and where culture is central to well-being, are well documented in Indigenous communities. Indigenous mentoring has traditionally been embedded in cultural practice in which the entire society contributes to the raising and teaching of their children; yet today, many of the social and cultural systems and networks that once guided Indigenous peoples are no longer as central to community life.

Not only are families feeling socially isolated and unaware of the supports and services that exist to help them, often times it is difficult to identify and access specialized supports and services, such as Early Intervention Therapies.

There is demonstrated need to improve the supports and services for families during the early years period, including making them more consistently available, clearer in what they provide, and more welcoming to families of different experiences and levels of vulnerability. There is also a need to create clearer pathways from these programs and to enhanced supports and services that address vulnerabilities that a child or family might face, such as Infant & Child Mental Health supports and Children & Youth with Special Needs services. (See diagram below.)



3. Government of British Columbia. (2011). *British Columbia's changing families: family roots*.
4. Action for Children. (2017). *A report looking into the impact of loneliness in children, young people and families*.
5. Cornwell, E.Y. & Waite, L.J. (2009). *Social disconnectedness, perceived isolation, and health among older adults*.
6. Juntilla, N., Ahlqvist-Bjorkroth, S.J., & Raiha, H. (2013). *Mothers and fathers' loneliness during pregnancy, infancy, and toddlerhood*.

HOW ARE MCFD EARLY YEARS SERVICES CURRENTLY DELIVERED?

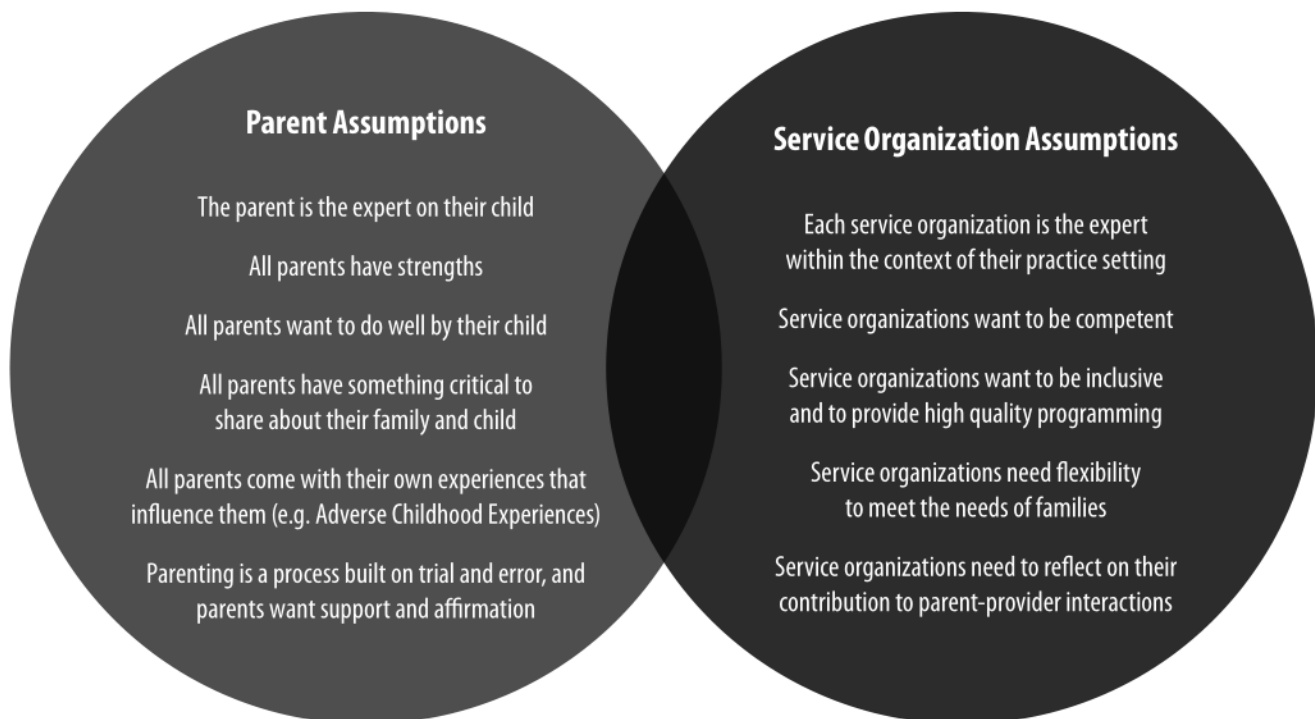
Early years services are separate and distinct from other services offered by MCFD (e.g. child care, child protection, mental health, or supports for children and youth with special needs), but help to broaden the range of supports available to children and families in B.C.

The system of early years services in our province is large and complex, with numerous government ministries, health authorities, school districts, Indigenous governments, municipalities, and hundreds of community organizations sharing the roles and responsibilities of providing supports to families.

Early years services are delivered entirely through contracted organizations. These organizations are strong advocates for families and children. They include organizations such as

Family Resource Centres, Child Development Centres, Neighbourhood Houses, Boys and Girls Clubs, Literacy Organizations, and Friendship Centres, among many others. They aim to respond to families' unique needs. Early years services can help connect families to the services they need, provide them with effective social supports and networks, and ultimately support the wellness of both a child and family.

This framework recognizes that both parents and service organizations have beliefs that help shape the service provider-family relationship, and helps to determine the ways in which services are planned for and delivered to families in their local communities. The following set of assumptions help to support positive relationships and inform effective service planning and delivery.⁷



7. The above parent/service organization assumptions have been adapted from *The Brazelton Touchpoints Model of Development*.

PRINCIPLES

The following principles clarify the ministry's position on how early years services should operate.

Family at the Centre

Children do not exist in isolation. While service systems may fluctuate, family is the constant in a child's life, and should be viewed as the expert. Family-centered practice means children are seen in the context of families, and families are included in the planning, discussions, and implementation of services for their children.

Fostering Cultural Connections to Enhance Protective Factors

Particularly within an Indigenous context, learning one's culture and having strong connections between children, parents, and Elders are key protective factors in family well-being. Reclaiming culture into the lives of families has health benefits on physical, mental, emotional, and spiritual levels. Supporting cultural connectedness and promoting cultural safety is considered best practice.

Focusing First on Families Experiencing Vulnerability

Early years services have the greatest impact on long-term developmental, family, and societal outcomes when they are able to address existing vulnerabilities and challenges, and reduce the risk of experiencing vulnerabilities in the future. This means services must go beyond being barrier-free, and work to effectively build families' protective factors and enhance family resiliency.

Focusing on Barrier-free Direct Service

Barriers are defined as anything that prevents a family from accessing the services they need. Providing barrier-free direct services means offering services that are comfortable, free of charge, culturally and socially safe, and delivered in a setting that best meets the family's needs.

Supporting a Strengths-based approach to Programming and Services

This framework clarifies the need to support families who are facing vulnerability; however, when receiving services, it is vital that families experience strengths-based language and programming. All families have strengths, and celebrating these strengths can help families feel safe and engaged when accessing the services they need.

Supporting Co-location of Services

Families can most easily access the array of services they need if those services are co-located, or ideally integrated. Families often experience barriers to access, and the requirement to visit multiple locations to access the services they need adds to these challenges. Research demonstrates co-location is most successful when services include the key supports and services most often sought by families (e.g. primary health care, financial supports, housing, food security, family counselling, and employment).



Acknowledging Local Flexibility

BC is too large and diverse for a 'one size fits all' approach. There are large differences between living in urban and rural areas, and uniqueness in every community. Supporting local service delivery flexibility empowers local MCFD leadership and community organizations to work together to create innovative services that meet the local need.

Working Together to Build Referral Pathways

Early years services supported by government build and maintain referral pathways to enhanced supports (e.g. Early Intervention Therapies), the wider network of early years services (e.g. public health units, StrongStart programs) and other early years services. Early years services are often referred to as 'gateway' services, because the trusting relationships they form help families to honestly express their needs, allowing for effective referral.

Promoting Inclusion

Early years services should be welcoming to all families including families from diverse cultural backgrounds, families of children with extra support needs, those living with mental health concerns, and others. Families that could benefit from being connected and supported are most often those that commonly feel excluded.

Government Should Assume Responsibility for Planning Government Services

In order to effectively support and develop the system of early years services in B.C., it is vital that governments plan for, and directly support, community services. This means that the person responsible for assessing community needs, collecting community feedback, and supporting service organizations is located within the respective government. The scope of governments in this context also includes First Nations living away from home (off-reserve), First Nations living at home (on-reserve), and Métis Nation.

Incorporating Evidence-informed Data

Evidence informed means that service concepts and objectives have been informed by research, practice, and experience. Being evidence informed helps ensure services are as effective as possible, without being entirely prescriptive about the specific form of delivery.

Engaging in Continual Reflection

All those involved in the early years service delivery system, including government, engage in a continual process of reflection to ensure programs and supports are providing the greatest impact for British Columbians.



MCFD EARLY YEARS SERVICES

The following model illustrates MCFD's early years service categories that will guide investments in the ministry's early years services. This model reflects themes outlined in the framework's principles, such as fostering Indigenous cultural connection and cultural safety, focusing on families experiencing vulnerabilities and promoting inclusion for children. The following section provides a brief description of the services categories.

MCFD EARLY YEARS SERVICE CATEGORIES

Providing Family Navigation

Services focus on connecting families in need to services that can be of assistance. This is not simply an information service. The provider has a deeper understanding of common family needs and vulnerabilities and helps make effective direct connections. This service is key in ensuring referrals between universal and enhanced supports are made. Services may take the form of: one-to-one-in-person discussion; telephone communication; E-mail or text message communication; case management.

Supporting Families

Services focus on addressing the expected or unexpected challenges that a family may face (particularly families with enhanced vulnerability). Services include: provision of language specific information and support; parenting education; provision of food and equipment (e.g. car seat, clothing, housing information); unstructured, safe place to access professionals informally.

Providing Non-Child Care Early Learning

Services specifically focus on child development in one or more of the following areas: physical, social, emotional, language and communication, cognitive, and spiritual. Services include: Physical and creative play; exploration and risk taking; Learning about social responsibility and empathy towards others; literacy and communication.

Promoting Community Belonging

Services provide opportunities for parents to share experiences, expertise, guidance and emotional supports with other parents, with the intent of reducing social isolation and promoting community belonging. Services may take the form of: One-to-one peer mentoring; group meetings and gatherings focused on connecting families; phone, e-mail, in person informal opportunities to meet/ share conversations, parent support groups.

Supporting Indigenous Culture, Language Revitalization, and Cultural Competency

Services connect families to their Indigenous culture and language, with the intent of reducing cultural isolation and supporting cultural connectedness and community wellness. Education to non-indigenous organizations to build cultural competencies with staff, children and families. Services may take the form of language/ cultural programs, community gatherings or informed cultural competency training.

Government-Led Early Years Service Planning

Government-led Early Years Service planning including: Ensuring referral pathways between early years and enhanced supports operate effectively; Keeping the circle of engagement strong and continuous with other government partners and community-based agencies. ; and working to build a robust early years service system in community.



CONCLUSION

In providing clear policy direction, this framework seeks to explain what early years services are, why they are needed, and the goals, principles, service types, and terminology that underpin these services. This information is intended to benefit families, service providers, and policy and decision makers.

Our vision for the Early Years in BC is to make sure young children and their families have the services they need and want to prosper. We want to make sure the system of services in the Early Years grows and develops to meet ever changing needs of families in their communities.

Continual reflection occurs within MCFD in collaboration with other system and community partners to ensure current services, practices, and investments are aligned with other initiatives within the broader early years system, and are best meeting the needs of children and families in the province. The *Early Years Services Framework* is a living document and will be updated as required to reflect these shifts.



APPENDIX A

MCFD EARLY YEARS SERVICE CATEGORIES

APPENDIX A - MCFD EARLY YEARS SERVICE CATEGORIES

The following section outlines key early years service categories. These categories are intended to help define a set of services that has historically been difficult to define. The first five categories are types of direct services offered through service organizations, and the sixth category is a newly created MCFD role designed to identify community service needs, plan for services, and help support service organizations who deliver these services.

These service categories are conceptual and based on the intention of the service. They are not intended to be restrictive, and it is acknowledged that a service may overlap several of these categories.

1. FAMILY NAVIGATION

Service Definition	<p>Services that are focused on connecting families in need to services that can be of assistance to them. This is not simply an information service. This service category is key in ensuring referrals between early years services and enhanced supports are made.</p> <p>A family navigator is an individual who can help guide families through the numerous complex services and systems in B.C. A family navigator collaborates with service providers in these systems to locate resources that match identified needs, facilitate connections to these resources as efficiently as possible and support families along the way.</p>
What Should the Service Achieve?	<p>Services in this category have an array of intended outcomes, including:</p> <ul style="list-style-type: none">» Families are connected with services that are both appropriate and available in their local area. Where local services are not available, families have an understanding of where the closest out-of-community supports are, and what online or telephone based supports may be of assistance» Increased community connectedness» Improved access to services (through improved knowledge of what is available and navigation support)» Increased linkages with community services and parents to formal referral pathways» Connections and referral pathways should exist for: other service organizations, public health (including First Nations public health), the school system, primary health, professional services and other government services (e.g. housing and employment services)
What Can Families Expect?	<p>Families can expect:</p> <ul style="list-style-type: none">» Opportunities to have one-to-one discussions about their child and family needs» Receive information on available services, understand the process for accessing those services, and get help making the connection» Increased sense of family wellness and support
How are Services Delivered?	<p>Services meet families where they are at, by recognizing strengths and acknowledging challenges. To be responsive to the needs of families and local communities, services are delivered in a variety of ways:</p> <ul style="list-style-type: none">» One-to-one in-person discussion» Telephone communication» E-mail or text message communication <p>While service delivery is responsive to families' needs, the goal is to engage with people more in-person than via email or telephone.</p>

2. SUPPORTING FAMILIES

Service Definition	Responsive services that directly support parents/caregivers with the day-to-day challenges they may experience while raising a child. Services focus on addressing the expected or unexpected challenges that a family may face (particularly families with enhanced vulnerability).
What Should the Service Achieve?	<p>Services in this category have an array of intended outcomes, including:</p> <ul style="list-style-type: none">» Parents have emotional support and increased stress management» Child and/or family vulnerabilities are identified and supported» Positive parenting» Increased parent knowledge of child development, including developmental stages and how to support a child's social, emotional, and spiritual development» Parents understand the importance of, and practice self-care» Strategies for children with enhanced needs (e.g. behavioural challenges)» Service organizations have an understanding of trauma and how to support a child who has experienced trauma» Parents develop specific skill development (e.g. grocery shopping and cooking skills)
What Can Families Expect?	<p>Families can expect:</p> <ul style="list-style-type: none">» Comfortable, non-judgemental, culturally-safe, and informal environment» Modelling for families to recognize and learn from» Clear information on the intention of the service <p>Programs may involve children or offer child minding to ensure that child care is not a barrier to parent attendance</p>
How are Services Delivered?	<p>Services are planned for, and delivered in, a variety of methods and settings to meet the diverse needs of families, including:</p> <ul style="list-style-type: none">» Parent support groups» Parent-child drop in programs» Parent group classroom programs» Home visiting» Outreach in high vulnerability area community settings» Toy lending libraries, food vouchers, food banks, clothing exchanges, etc.

3. PROMOTING COMMUNITY BELONGING

Service Definition	<p>These services provide opportunities for parents to share experiences, expertise, guidance, and emotional supports with other parents. These services foster feelings of connectedness and wellness, and can reduce the impact of isolation many parents experience, while also helping to build protective factors.</p>
What Should the Service Achieve?	<p>Depending on the service, there are several related outcomes that could be achieved:</p> <ul style="list-style-type: none">» Parents will experience an increase in the number of quality social connections they can rely on for support» Parents will experience and increased sense of belonging from one-to-one connections or connections to groups» Parents will receive mentorship and advice from families/peers who are going through, or have already gone through, similar life experiences
What Can Families Expect?	<p>Families can expect:</p> <ul style="list-style-type: none">» Safe informal network of parents/caregivers to share time and experiences as needed» Connections with other parents/caregivers with the intent of longer lasting relationships» Informal cultural connections for those who would otherwise not have linkages» Sense of belonging
How are Services Delivered?	<p>Services are delivered via methods that work best for parents who are in need of support, including:</p> <ul style="list-style-type: none">» One-to-one peer-to-peer connections» Social networks, with parent group gatherings» Phone, email, in person informal opportunities to meet/share conversations <p>While service delivery is responsive to families' needs, the goal is to engage with people more in-person than via email or telephone.</p>

4. SUPPORTING INDIGENOUS CULTURE, LANGUAGE REVITALIZATION, CULTURAL COMPETENCY

Service Definition	<p>Services connect families to their Indigenous culture and language, with the intent of reducing cultural isolation and supporting cultural connectedness and community wellness. The importance of language, culture and sense of belonging and connectedness to overall sense of social, health is critical to promoting family wellness and healthy child development.</p> <p>Education and training to non-Indigenous organizations to build cultural competencies with staff, children and families as part of the collective responsibility in reconciliation to ensure non-Indigenous children and families have cultural competencies, and knowledge.</p>
What Should the Service Achieve?	<p>Services support the intentional restoration of Indigenous language and culture, and the revitalization of Indigenous world-views of child, family, and community wellness. These services are intended to incorporate and implement Calls to Action from the Truth and Reconciliation Commission of Canada's Final Report, the United Nations Declaration on the Rights of Indigenous Peoples and MCFD's Aboriginal Policy & Practice Framework in B.C.</p> <p>Service outcomes may include:</p> <ul style="list-style-type: none">» Holistic policies and practices that support children's development of the mind, body, heart, and spirit» Promotion and mobilization of community resources and connections» Family attachment and family preservation activities and supports» Meaningful long-term relationships and partnerships with local Elders, Wisdom Keepers, families and communities means that service providers have the fundamental understanding that "relationship" is the foundation of all activities and interactions with those they serve and that it takes time and openness to be in relationship» Accessible and welcoming services for children and families of all abilities» Organizations actively seek out on-going training and education opportunities to build staff and organizations competency in providing culturally safe, culturally based services in partnership with local Indigenous (Métis, First Nations and Indigenous) families and communities
What Can Families Expect?	<p>Families can expect:</p> <ul style="list-style-type: none">» Services organizations and services that will respect, value and reflect their language, culture and traditions.» Organizations adopt a family first approach and implement flexible service delivery practices that demonstrate understanding of Indigenous family's culture (family and community's traditional harvesting time, community gatherings, healing work) that may impact family's participation in programming» Relational based family-centred care and support services» Opportunities to work as partners in restoring and enhancing language and cultural services» Connections to community cultural resources and supports such as mentors, Elders, Wisdom Keepers, peer social support networks are key components of service delivery» Culturally-safe services and welcoming environments» Partner with Indigenous Families and experts to include cultural practices as foundational intervention and prevention supports» Culture and traditional practices are promoted and seen as strengths» Resources and tools are culturally relevant, appropriate, strength based and supportive. Where tools and resources are not available, partnering with Indigenous families and communities to find alternative tools and resources or co-create adaptations and approaches to existing tools and resources may be an option» Nature and land-based teachings and activities are fundamental approaches to intervention and prevention supports

4. SUPPORTING INDIGENOUS CULTURE, LANGUAGE REVITALIZATION, CULTURAL COMPETENCY

Services are barrier free. Services that address barriers will depend on the needs of families. These might include:

- » Provision of food, transportation
- » Inclusion for all abilities
- » Inclusion of extended family, Elders

How are Services Delivered?

Culturally based services will vary in each community, and may be delivered through centre based or outreach programs, and they may be child centered and/or family/community centred. Examples include:

- » Family wellness groups
- » Language/Cultural groups
- » One-one peer support and mentorship
- » Community gatherings
- » Balance of nature/land based activities and modern methods/technologies to support learning activities (telehealth options where available)

5. NON-CHILD CARE EARLY LEARNING

Service Definition

Services that focus on child development in one or more of the following areas: physical, social, emotional, language and communication, cognitive, and spiritual. These services go beyond providing opportunity for development alone (e.g. supervised playtime); to include pre-planned programming that is purposeful (e.g. facilitated playtime). Quality early childhood programming acknowledges each child's uniqueness and helps to improve a child's developmental outcomes.

What Should the Service Achieve?

The outcome of this service is supporting the healthy development of children.

Programs that promote children's healthy development support:

- » Physical and creative play
- » A sense of belonging
- » Exploration and risk taking
- » Social responsibility and empathy towards others
- » Appreciation for diversity
- » Excitement for learning

Programs may also provide direct supports for child development to address common or specific developmental challenges some children may experience, including but not limited to:

- » Fine or gross motor skills
- » Self-regulation
- » Verbal and nonverbal communication
- » Social interaction

What Can Families Expect?

Families can expect:

- » Experienced staff
- » Child-centered programs
- » Supportive non-judgemental and culturally safe programs
- » Wherever reasonable and appropriate, family members will be able to observe or participate in the program
- » Programs that are inclusive of children with varying skill levels

How are Services Delivered?

Services are delivered via methods that work best for parents who are in need of support, including:

- » Parent-child drop in
- » Group programming for children
- » One-to-one early intervention
- » Professional services (e.g. Occupational therapy)
- » Developmental assessments and screening may also be available as a part of a program/ services (e.g. Nipissing District Developmental Screen or Ages and Stage Questionnaire)

6. EARLY YEARS SERVICE PLANNING – GOVERNMENT BASED (EXAMPLE: MCFD REGIONAL OFFICES, MÉTIS NATION, ETC.)

Service Definition	<p>Dedicated government-based staff across B.C. provides strategic planning and service integration in collaboration with community partners. The staff person will:</p> <ul style="list-style-type: none"> » Support decision makers to understand the information and gaps in local service delivery » Assist service organizations with understanding how to build effective referral pathways for families and support system integration » Create a system and infrastructure that can support emerging priorities, such as the roll out of a universal child care system » Work with other regional government partners, such as municipalities, health authorities, school districts, First Nations, and Métis Nation, to support collective impact planning and encourage shared responsibility for collaboration efforts » Plan for, and make decisions about, MCFD early years service investments, monitoring and accountability
What Should the Service Achieve?	<p>The outcome is to maximize services to families, support integrated service delivery, and ensure effective referral pathways. As a whole, the staff person will support service organizations to best prepare and deliver direct Early Year Services. This may be achieved through:</p> <ul style="list-style-type: none"> » Increased cultural competence » Improved staff understanding of common child and family challenges » A deeper understanding of how trauma and Adverse Childhood Experiences may affect a family, including how to better support families with these life experiences » A higher number of efficient communication and referral pathways that reduce the burden on a single service organization
What Can Service Organizations Expect?	<p>Early years service organizations should expect:</p> <ul style="list-style-type: none"> » No direct services to come directly out of this service area » Regional government-based staff person to be dedicated to early years planning » Clear understanding of regional early years services and priorities » Access to available data and analysis » Consistent provincial communication » Enhanced relationships and engagement with government partners
How are Services Delivered?	<p>MCFD regional offices will staff a position to support Directors of Operations and the Executive Director of Service in each MCFD Service Delivery Area. This individual is the primary liaison between MCFD, contracted early years service organizations and relevant government partners within each Service Delivery Area</p> <p>Indigenous partners hold positions to support planning in respective governments and/or organization.</p>

APPENDIX B

EARLY YEARS TERMINOLOGY

APPENDIX B - EARLY YEARS TERMINOLOGY

Barriers to Access – Anything that prevents a family from accessing a valuable service. For early years services, this could include availability of program, transportation, social stigma, costs, spoken language, cultural appropriateness, or lack of information.

Early Years – The early years is the period in a family's development from prenatal through kindergarten transition. For early years services, this means from 0-6 years of age.

Early Years Services – Services funded by MCFD that fall under one of the following six service types: Family Navigation, Supporting Families, Promoting Community Belonging, Indigenous Culture and Language Revitalization, Non-Child Care Early Learning, and Government-Led Early Years Service Planning.

Referral Pathway – The process where a family who is in contact with one service is connected through to another service that might be of value. The strength of the referral pathway is indicated by the rate of successful connections. Strong two-way referral pathways between EY Services and more intensive services such as therapies (e.g. Speech and Language Therapy) are vital to ensuring the overall system of early years services in B.C. functions well.

Service Organization – In the early years context, a group contracted by MCFD that is usually a not-for-profit, and who collectively deliver one or more services in a local community.

Social Determinants of Health - The conditions in which people are born, grow, live, work, and age. These circumstances are shaped by the distribution of money, power, and resources at global, national and, local levels.⁸

Strengths-Based Approach - A collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets.⁹

The System of Early Years Services in B.C.
– All services across all Provincial, Federal and Local Governments that focus on the early years.

Touch-Points - A time when a family interacts with a formal or informal service, such as primary care or social services.

Vulnerability – Children and their families who are experiencing vulnerability due to factors related to development and health, including physical and mental health, or external factors such as violence, social exclusion, or living in poverty. EY services are intended to reduce vulnerabilities by enhancing protective factors and ultimately building resiliency.

8. *World Health Organization. (2018).*

9. *Social Care Institute for Excellence. (2015).*

**VISIT OUR WEBSITE AT:
GOV.BC.CA/EARLYYEARS**



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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

Program Overview

Permanency for Children and Youth in Care

Who it serves

The Permanency program serves children and youth who are either in the permanent care of the Director through a Continuing Custody Order (CCO) or in the temporary care of the Director through a Temporary Custody Order (TCO) under the *Child, Family and Community Service Act* (CFCSA). The Permanency program also serves children and youth whose parents have relinquished their custody by placing them for adoption under the *Adoption Act*.

Program Description

- A priority of the Ministry of Children and Family Development (MCFD) is to reduce the number of children and youth who come into the care of the Director.
- Delegated staff in Service Delivery Division (SDD) and Delegated Aboriginal Agencies (DAA) are responsible for planning and finding permanent families for children and youth in care who can not return to their guardians/parents.
- When a child is unable to live safely with their guardians/parents, the preferred option is placement with a relative or other significant adult in their life – rather than bringing them into care of the Director (this is called an out-of-care placement). There will be times when, despite the best efforts of the family, community, and service providers, a child or youth may need to come into care. All permanency planning for children and youth in care must be consistent with their best interests.

Permanency options include:

- **Reunification:** Families, children and youth may become involved with the Ministry or DAA due to child protection concerns resulting in children and youth being placed in the care of the Director. Every effort is made to reunify children and youth in care with their families when they are in care by a temporary custody or continuing custody order.
- **Permanent Transfer of Custody:** Children and youth who are in care under a temporary or continuing custody order may have their custody permanently transferred to a person other than the parent such as a family or community member. This requires a thorough assessment of the prospective applicant(s) to ensure the child/youth's best interests are being met. These options are often sought using family circles or family group conferences to ensure everyone's voice is heard.
- **Cancellation of the Continuing Custody Order (CCO):** Children who are in the permanent care of the Director under a CCO may find permanency through this option when circumstances that caused the court to grant the CCO have significantly changed and the Director has made an assessment that cancelling the CCO is in the child/youth's best interests. Collaboration occurs with the parents and guardians to achieve this process through engagement in services and applying for a cancellation in family court.

- **Adoption:** Children who are in permanent care of the Director may find permanency through adoption if it is in their best interest and all other options have been explored. This is a legal transfer of custody to a prospective adoptive parent for children and youth in permanent care of the Director or for children and youth whose custody was relinquished under the *Adoption Act*.

Program Overview

Youth Custody Services

Who it serves

Ministry of Children and Family Development (MCFD) in British Columbia provides Youth Custody Services for youth who have committed an offence between the ages of 12-17 and who are detained or sentenced to custody.

When a youth turns 18 years old, sections 92 and 93 *Youth Criminal Justice Act* provide the authority to transfer a sentenced youth to an adult provincial correctional centre, if the remainder of the youth custody sentence is two years or more.

Where a youth in a youth custody centre turns the age of 20 years, s. 93(1) requires the youth to be transferred to an adult provincial correctional centre, unless the provincial director orders the youth to remain in a youth custody centre.

Program Description

Youth Custody Services:

- The mandate of Youth Justice Services exists to ensure public safety and provide meaningful services to youth involved in the criminal justice system.
- Specifically, Youth Custody Services supports youth who are involved in youth justice to develop pro social behaviours through the provision of focused case management and interventions that address their individual criminogenic risk factors.
- Youth Custody Services operates two youth custody centres, located in Burnaby and Prince George. The combined maximum youth capacity for the centres is 108. The maximum number of youth that capacity allows in each is;
 - 24 youth at Prince George Youth Custody Services
 - 84 youth at Burnaby Youth Custody Services.
- Burnaby Youth Custody Services also operates a four-bed Interim Holding Unit in Victoria to assist with transportation requirements between custody and court.
- Custody facilities provides services to youth who are ordered by the court to serve a period in open or secure custody, as well as youth who are detained pending further court appearances (remand).
- Open custody is intended for youth who can succeed within an open custody unit and who are deemed as ineligible for placement in a community setting.
- Secure custody is intended for youth who are found guilty of serious offences and for youth who have a persistent pattern of offending.
- While in custody, youth have access to a variety of programs which address their criminogenic needs and promote successful reintegration into the community. These programs include (but are not limited to): education, Indigenous-specific, substance use, mental health supports, and recreation.
- B.C. uses a range of community alternatives to custody, such as intensive support and supervision and Full-Time Attendance Programs (residential alternatives to custody) that have helped reduce the number of youth in custody within B.C.

- The number of youth in custody has consistently declined in the past five years.
- The average number of youth in custody in 2016/2017 was 52.
- The average number of youth in custody in 2020/2021(year to date) is 14 youth.
- Further, Youth Forensic Psychiatric Services (YFPS) is a specialized provincial program that provides court and non-court-ordered mental health assessment and treatment services to youth in custody or under community youth justice supervision as a result of their involvement with criminal justice system. Currently, approximately 100% of youth in custody are seen by YFPS.

STATISTICS:

Security Concern

FINANCES:

Youth Justice Services provided by MCFD are cost-shared with the federal government through two federal funding agreements. Funding for both agreements is recovered directly to the MCFD Vote.

Program Overview

Community Youth Justice Services

Who it serves

The Ministry of Children and Family Development (MCFD) in British Columbia provides Community Youth Justice Services, for youth aged 12 to 17 at the time of their alleged offence. These services work alongside Youth Custody Services and Youth Forensic Psychiatric Services.

Program Description

Community Youth Justice Services:

The mandate of Youth Justice Services exists to ensure public safety and provide meaningful services to youth involved in the criminal justice system.

Specifically, Community Youth Justice Services supports youth who are involved in youth justice to develop pro social behaviours through the provision of focused case management and interventions that address their individual criminogenic risk factors.

Approximately 82 youth probation officers work in multi-disciplinary teams in various communities across B.C. to support and supervise youth. Youth probation officers are officers of the court who supervise youth who are subject to court orders and agreements.

Community Youth Justice Services include:

- Extrajudicial sanctions (formal diversion from court proceedings).
- Preparation of pre-sentence and Gladue reports for court and Crown Counsel.
- Community-based full-time attendance (alternative to custody) and other rehabilitative programs.
- Restorative Justice Conferences.
- Community youth probation officers provide supervision and case management of youth on bail, peace bonds, probation, intensive support and supervision program orders, supervision in the community, conditional supervision, and reintegration leave from a youth custody centre.
- While in the community, youth have access to a variety of programs which address their criminogenic needs and promote successful rehabilitation. These programs include (but are not limited to): intensive support and supervision, substance use treatment, Youth Forensic Psychiatric Services, and restorative justice services.
- 13 full-time attendance programs across the province with a total of 49 beds, as an alternative to custodial sentences. These have different focuses including sexual offences, substance use, and general rehabilitation. There are also gender-specific and Indigenous youth focussed FTAPs available within the province.

Community Supervision:

- The average community youth justice count in BC has steadily declined in the last decade.
- There has been a decrease in the number of Indigenous youth on community supervision.
- Indigenous youth remain overrepresented compared to other demographics of youth in BC.
- Current work is underway to reimagine a future youth justice system focused on earlier interventions, where possible.

FINANCES:

Youth Justice Services provided by MCFD are cost-shared with the federal government through two federal funding agreements. Funding for both agreements is recovered directly to the MCFD Vote.

Program Overview

Youth Forensic Psychiatric Services (YFPS)

Who it serves

Target population is adolescents between the ages of 12 and 17 years who have been charged and/or convicted of an offence pursuant to the YCJA. Youth who are legally mandated by the Youth Courts for assessment and/or treatment and need services for mental health and/or behaviour problems.

Program Description

- Youth Forensic Psychiatric Services (YFPS) is a provincial program within the Specialized Intervention and Youth Justice Branch of the Ministry of Children and Family Development.
- YFPS is a specialized provincial program that provides court-ordered and court-related mental health assessment and treatment services to youth in custody or under community youth justice supervision as a result of their involvement with the criminal justice system. Referrals can only come from the courts, youth probations and youth custody centres.
- YFPS provides highly specialized, multidisciplinary violent offence, sexual offence and mental health services to youth whose behaviour presents a high risk to the public. YFPS is also responsible for providing mental health services to youth who have been found Unfit to Stand Trial or Not Criminally Responsible on Account of Mental Disorder.
- YFPS has one 4-bed Inpatient Assessment Unit (IAU) in Burnaby and eight outpatient clinics in the province in Burnaby, Kelowna, Kamloops, Langley, Nanaimo, Prince George, Vancouver, and Victoria. Clinical services are provided by psychiatrists, psychologists, nurses, social workers and health care workers.
- The IAU is a facility that has a dual designation under the Youth Criminal Justice Act (YCJA) and the BC Mental Health Act (MHA). Under the YCJA, the IAU is a place of short remand for the purpose of assisting the Court in making a disposition under section 34. Under the MHA, it has the authority to examine, diagnose, and treat young persons with a mental health disorder.
- Currently, approximately 100% of youth in custody are seen; whereas historically, roughly 66% of youth in custody were seen by YFPS.
- In addition, majority of community youth-justice clients are receiving services from YFPS.
- YFPS was reaccredited by the Council of Accreditation (COA) in 2017.

Program Overview

Youth and Young Adults

Who it serves

The Agreements with Young Adults program (AYA) is MCFD's only mechanism of support for young adults that age out of government care at 19 years. Additional supports to young adults over the age of 19 years are offered through MCFD's cross-government and community partners, with varying eligibility requirements.

Program Description

MCFD Supports to Young Adults:

- The AYA program is the Ministry's only legislative program to provide support to young adults past their 19th birthday.
 - This program was launched in 2008 and had some improvements in 2016 and 2018 to the program. It provides young adults ages 19-26 (inclusive) with up to \$1,250 per month to cover daily living costs while attending a post-secondary education, vocational, rehabilitation or life-skills program.
 - Eligible young adults for the AYA program include those between the ages of 19-27 who aged out of care on a Continuing Custody Order (CCO) or Youth Agreement (YAG). This funding is available for a maximum of 48 months and is available over scheduled program breaks.

Cabinet Confidences

- A temporary emergency measure to respond to the pandemic allows a young adult to stay in their placement beyond their 19th birthday (up to March 31, 2021).
- The Services to Adults with Developmental Disabilities program (STADD) provides navigational and transition planning support for young adults aged 16-24 who are eligible for Community Living BC.

Supports for Post-Secondary Education:

- The Provincial Tuition Waiver Program (PTWP) is managed in partnership with the Ministry of Advanced Education, Skills and Training (AEST), and waives tuition and mandatory fees for youth formerly in care while attending a B.C. public post-secondary educational institution.
- In Spring 2020, AEST has introduced a free 24/7 mental health counselling and referral service for post-secondary students at all public and private post-secondary institutions in B.C.
- Additional grants for post-secondary education include:
 - Youth Educational Assistance Fund (YEAFF) supports young adults between the ages of 19 and 24 who were former youth in continuing care with up to \$5,500 annually for four years to pay for books, supplies and other school expenses.

- Youth Futures Education Fund (YFEF) provides grants to recipients of a provincial tuition waiver with access to supplemental educational funding for expenses such as books, housing, utilities, or emergency situations.
- The Learning Fund for Young Adults (LFYA) is a low barrier alternative source of educational support for children in care, which was set up to mirror what is available through the BC Training and Education Savings (BCTES) Grant. Disbursements from LFYA will begin in 2024.
- These grants are being reviewed for opportunities to streamline and potentially redirect funding to best meet the learning needs of young adults.

Supports for Employment:

- SDPR recently expanded WorkBC employment services to young adults in and from care between the ages 16-30. These services include self-serve resources, personal counselling for employment readiness, and financial supports to obtain and maintain employment.

Additional Supports:

- AgedOut.com is hosted by the Adoptive Families Association of B.C. and funded by MCFD. AgedOut.com provides an up-to-date online resource for current and former youth in care to support them in their transition to adulthood.
- TELUS administers the M4G program which provides eligible youth transitioning from care with a free phone and a data-plan at zero cost for 24 months. At the end of their term, young adults have an option to continue indefinitely on a low-cost (\$35/month) data plan.

Program Overview

Process for Responding to MLA Inquiries into Case Related Matters

Who it serves

Constituents may contact their MLA to request that they advocate for them in resolving their complaints or concerns regarding services from the Ministry of Children and Family Development (MCFD) or Delegated Aboriginal Agency (DAA). When this occurs, certain processes must be followed to ensure that the constituent's privacy is protected, and that the MLA receives a timely and accurate response.

Program Description

When a constituent contacts their MLA with a complaint or concern about a service from MCFD or a DAA the MLA may request confidential case related information to assist or advocate for the constituent. Under the *Child, Family and Community Service Act* (CFCSA) the "Director" is authorized to disclose certain information to the MLA with the constituent's consent.

This information is provided in writing from the MCFD Client Relations Branch. To ensure separation between MLAs and MCFD staff delivering services, and to ensure the response complies with privacy provisions under the CFCSA and is timely, thorough and accurate the following process must be followed:

1. The constituent must complete, sign and date a request for information using a standard form used specifically for MCFD clients.
 - a) Constituents, not MLAs or constituency assistants, must sign the form.
 - b) MLAs use a different form to request information from other ministries. This request form does not comply with the unique privacy provisions of the CFCSA and will not be accepted by MCFD.
 - c) The form must include the constituent's legal name; who the information is about (consistent, constituent's child) what issue the information relates to; and include when the consent is effective and when it expires.
2. The MLA sends the form to the Ministerial Assistant for MCFD, located in the Minister's Office, who then coordinates the response with the Client Relations Branch.
3. Client Relations Branch will provide the response in written bullet format to the Ministerial Assistant who then shares the bullets with the MLA constituency office, which can then be shared with the constituent.
4. The MLA may request further information to clarify and/or update the information provided. The ministry will respond to subsequent requests providing they are within the scope and/or timeframe of what has been consented.

The Director can only disclose information that:

- The constituent has provided written consented to disclose. The Director cannot disclose information outside the scope or timeframe of what has been consented.
- Is about the constituent or the constituent's child (if the child is 12 years or older he/she must also consent); confidential information about other parties (e.g. other parents, relatives, third parties) cannot be disclosed.

Program Overview

Child, Family and Community Service Act (CFCSA) Privacy Provisions and Ministerial Responsibilities

Who it serves

The Minister of Children and Family Development (the Minister) is responsible for the administration of the *Child, Family and Community Service Act* (CFCSA). The Minister is the head of the Ministry and as such he or she has a public accountability to British Columbians for the leadership of this public body. This includes publicly speaking about the administration and operations of the ministry.

Program Description

- The CFCSA contains specific provisions for the protection and disclosure of information obtained under the CFCSA, including case specific information. The Minister designates “Directors” 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, including the duty to protect confidential information.
- Information about clients served under the CFCSA is protected and only a Director designated or delegated under the CFCSA may disclose case specific information.
- The CFCSA includes a provision that authorizes the Director to disclose information obtained under the CFCSA to a minister for the “Administration of the Act”. This provision authorizes the Director to disclose limited case related information where necessary to enable the Minister to publicly speak about the general administration and operations of the Ministry.
- Disclosing case related information to the Minister involves a delicate balance between protecting individuals right to privacy and providing enough information to the Minister to have confidence in the child welfare system and to address public concerns about the child welfare system. Decisions about when and how much information to disclose to the Minister are based on the following considerations:
 - 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 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 a public statement by the Minister is required to restore public confidence in the child protection system; and,
 - the Minister’s need to know that the CFCSA is being administered appropriately.
- In order to reassure the public or to restore public confidence in the child welfare system the Minister may provide broad public assurances, based on more specific information received from the Director, where the Director has determined that disclosure of information to the Minister is necessary for the administration of the CFCSA.

Program Overview

Office of the Provincial Director of Child Welfare – Legislative Responsibilities

Who it serves

To provide greater accountability and oversight across the province to strengthen and improve child protection practice, a Provincial Director of Child Welfare (PDCW) was appointed by the Minister of Children and Family Development on March 31, 2011.

Program Description

Under the *Child, Family and Community Service Act* (CFCSA) the Minister may designate one or more persons as Directors to perform the duties, functions and responsibilities of the CFCSA. This designation may cover all or part of the sections in the CFCSA and may include terms and conditions. There are 13 MCFD Service Delivery Area-based Designated Directors and one Delegated Aboriginal Agency

Designated Director under the CFCSA Cabinet Confidences; Advice/Recommendations
Cabinet Confidences; Advice/Recommendations

. The PDCW is the only person designated by the Minister for all sections of the Act and all other Designated Directors are accountable to her. The primary responsibility of the PDCW is to act as a central point of contact and accountability for child welfare issues. The PDCW also provides oversight to child welfare practice and quality assurance as outlined in the CFCSA.

The PDCW is legally accountable for all child welfare services under the CFCSA and specifically to:

- ensure all decisions made by or on behalf of all Directors designated under the CFCSA throughout the province are consistent with requirements and principles of the CFCSA;
- provide leadership, guidance and oversight to those who are designated as Directors under the CFCSA; and,
- be available to the Minister to provide information and advice on matters relating to the CFCSA.

Program Overview

In-Care Network

The Ministry is committed to building a responsive child protection system where a child's needs drive their care and they get the support that they need.

Children in-care face poor long term educational, economic, and social outcomes and numerous external reports have outlined recommendations to improve the child welfare system.

While the Ministry places a focus on ensuring that we do the best job possible to support a family to stay together; when a child does have to leave their primary guardian, we want to provide them with consistent access to more than just a 'bed' or a placement.

We want to provide them a network of services and supports; a network where every child and youth in care has:

- A stable, loving and nurturing home;
- Concentrated and continuous effort to reunify them with family, community, culture and language;
- Access to mental health, substance use, behavioural services and youth justice supports;
- Integrated service delivery and care planning approaches.

We refer to this system as the "In-Care Network" and implementation of this network has begun with a focus on two key areas:

1. Clarifying the role that Contracted Residential Agencies (CRAs) play in the in-care network and addressing the gaps and inconsistencies in procurement, contracting and oversight of CRAs to improve outcomes for children/youth in contracted care AND address unsustainable cost escalation; and
2. Enhancing the use of out-of-care options to avoid children coming into stranger based care (foster and CRA)

Who it serves

The in-care network serves all children and youth who cannot live safely at home with their birth or adoptive parents. This includes children in foster care, contracted residential care, and out-of-care options.

Program Description

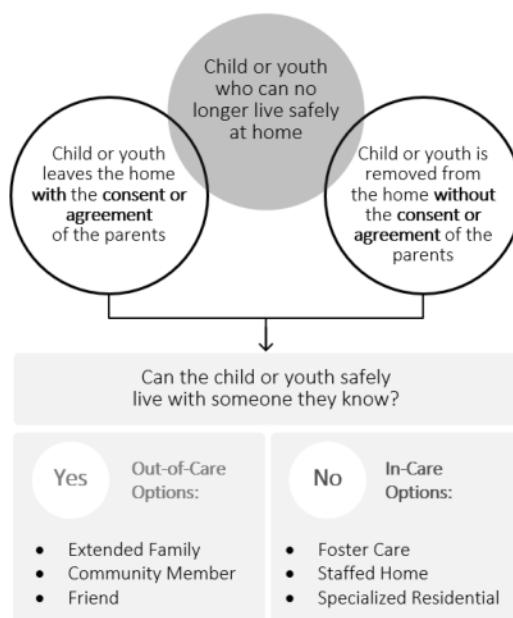
When children or youth cannot live safely at home with their birth or adoptive parents or their legal guardians, they are either voluntarily or legally removed from their parent under the *Child and Family and Community Services Act*. They may either temporarily or permanently come into the care of the Ministry of Children and Families or be placed under the 'custody of another' through a removal (as a result of a child protection investigation) or by agreement with their parent or guardian.

Current care options for children who cannot live safely at home:

When children or youth cannot live safely at home with their birth or adoptive parents or their legal guardians, they are either voluntarily or legally removed from their parent under the *Child, Family and Community Service Act*. They may either temporarily or permanently come into the care of the Ministry of Children and Family Development or be placed under the 'custody of another' either through a child protection investigation (removal without consent) or by agreement with their parent or guardian (removal with consent).

This includes children and youth cared for by a relative or other known person ('out-of-care' options – sometimes referred to as kinship care) and children and youth cared for by a foster caregiver, or in a specialized care home ('in-care' options).

Once it is determined that a child or youth can't safely live with their birth or adoptive parents, the best option is for the child or youth to live either temporarily or permanently with a family member, friend, or someone else that they know. Referred to as an 'out-of-care' option, this is considered the best approach to keep the child or youth living with those they trust, connected to their families and culture. However, out-of-care options might not work for every child or youth or in every situation. In those cases, the next best option is placement in a foster home, or in a specialized care home depending on a number of factors, including the needs and wants of the child or youth.



Out-of-Care Options: (2020: 1723 children, \$56M)

- When a child or youth cannot live safely at home with their primary caregiver, efforts are made to find extended family or known community members who can care for the child/youth on a temporary or permanent basis (if required). These care types are referred to as out-of-care options.
- Children in out-of-care options experience greater levels of permanency and overall positive outcomes – likely due to the ongoing connection to community, culture and family afforded through these care models. These arrangements allow the ministry to support a child/youth to achieve safety, while not assuming full custody of the child/youth.
- The ministry provides out-of-care caregivers a fixed amount of funding each month to cover the basic living costs of the child/youth.
- While not considered part of the children and youth in-care 'caseload', children/youth in out-of-care options are in fact a key segment of the ministry's child protection system.

- An increase in out-of-care placements is viewed positively as it results in improved child/youth outcomes, keeps children/youth connected to their families and culture, and cost avoidance of bringing a child/youth into stranger-based care.
- The ministry expects continued caseload growth in this area given the government's focus on Indigenous reconciliation and self-determination, including MCFD's efforts in support of Indigenous peoples' inherent right to assume jurisdiction over child and family services. Since 2017, out-of-care placements for Indigenous children and youth with their family and community members has almost doubled which is a positive indicator of systemic change.

In-Care Options:

Foster Care: (2020: 3881 children; \$88M)

- Children/youth in-care are cared for in either foster homes or through contracted residential agencies – where the child or youth is placed with someone that is a stranger to them. Additionally, some youth are provided the option to live independently with financial support from the ministry under an Independent Living Agreement (until the age of 19)
- The foster system has four categories: regular/restricted, level 1, level 2 and level 3. The intent is that as levels increase, the skills of the foster caregiver increase and children and youth with more complex needs can be more readily accommodated.
- Similar to out-of-care providers, foster caregivers have a direct financial relationship with the ministry and are provided monthly financial support to cover the basic living costs for the child or youth (food, clothing, transportation, etc.).
- Some foster caregivers (level 1, 2 and 3) also receive 'service payments' when caring for children and youth with extra support needs (e.g. autism or severe behavioural disorders).

Contracted Residential care (2020: 757 children, \$177M)

- Unlike foster care, contracted residential care is provided by agencies through service contracts that are negotiated with regional ministry staff and include wages, rent, equipment, food and other supports.
- Contracted residential care can be provided through a number of service delivery models:
 - Living with the caregiver: Over 21% of children and youth in contracted residential care actually reside with the caregiver in a foster-like environment where no 'staff' offer 'awake' overnight care beyond that provided in other care types (foster and out-of-care); and,
 - Living in a home with rotating staff: 79% of children live in resources that are not-co inhabited with the caregiver.

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Withheld pursuant to/removed as

Advice/Recommendations

Program Overview

Out-of-Care Overview

Who it serves

Out of care programs serve all families and communities; however, there has been a particular focus on serving Indigenous peoples through these programs to counter the negative effects of past child welfare policies that separate Indigenous children from their communities and culture.

Program Description

- When a child cannot live safely at home with their primary caregiver, efforts are made to find extended family or known community members who can care for the child on a temporary or permanent basis (if required). These care types are referred to as out-of-care options.
- Children in out-of-care options experience greater levels of permanency and overall positive outcomes – likely due to the ongoing connection to community, culture and family afforded through these care models. These arrangements allow the ministry to support a child to achieve safety, while not assuming full custody of the child.
- The ministry provides out-of-care caregivers a monthly maintenance rate to cover the basic living costs associated with the care of the child.
- While not regularly considered children and youth in government's in-care 'caseload', children in out-of-care options are in fact a key segment of the ministry's child welfare system.

Advice/Recommendations

- The ministry expects caseload growth in this area to continue given the focus on keeping children out of care, and its obligations under the *Federal Act respecting First Nations, Inuit and Métis children, youth and families*. Since 2017, the out-of-care caseload for Indigenous children and youth has almost doubled from 623 to 1,206 (July 2017 and July 2020).
 - The Extended Family Program provides support when a parent voluntarily and temporarily gives care of the child to another care provider (e.g. family member). Extended Family Program Agreements may be used to support customary care arrangements in Indigenous communities.
 - A temporary out-of-care order occurs when a child has been removed from the parent(s) and the court orders that the child is placed in the interim or temporary custody of a person other than the child's parent.
 - A permanent out-of-care order transfers custody of a child to a person other than a parent when it is determined that reunification of the child with the parent(s) will not be possible.
 - Child in the Home of a Relative is an income assistance-based program administered by the Ministry of Social Development and Poverty Reduction that supports children to live with relatives when a parent cannot care for them. The program stopped receiving applications in 2010, although existing clients may continue to receive financial assistance if the eligibility criteria are met.
 - Youth Agreements support youth ages 16 to 18 to live independently when all efforts to reconnect the youth with parents or family have been exhausted.

Program Overview

Delegated Aboriginal Agencies

Who it serves

In BC, delegation agreements return historic responsibilities for child and family services to Indigenous communities through Delegated Aboriginal Agencies (DAA).

By acting on behalf of the Director under the *Child, Family and Community Service Act* (CFCSA), community-based agency staff provide direct services to First Nations, Métis and Inuit children and families in their communities. The first DAA to sign a Delegation Enabling Agreement was Nuw-Chah-Nulth Tribal Council USMA Family and Child Services in February 1987.

Program Description

- Through delegation enabling agreements, the Provincial Director of Child Welfare delegates authority to Indigenous agencies and their employees to undertake administration of parts of the CFCSA.
- The amount of responsibility undertaken by each agency is based on the level of delegation the Director provides to the agency. The Ministry of Children and Family Development (MCFD) works with Indigenous communities to develop their capacity to carry out these responsibilities.
- In order to become delegated, agencies must be able to:
 - Deliver services that either meet or exceed MCFD child welfare standards; and,
 - Carry out delegated functions and provide services in compliance with the applicable standards.
- There are 24 DAAs in British Columbia.
- Of the 24 operational DAAs: 20 are First Nation agencies, 2 are Urban First Nation agencies and 2 are Métis-specific agencies.
- The DAAs operate at three levels of delegation and deliver the following level of child welfare services:
 - 14 DAAs have delegation to provide full child-protection services, including the authority to investigate reports and remove children. In addition to providing guardianship services for children in continuing care, plus provide voluntary services and recruit and approve foster homes;
 - 7 DAAs have delegation to provide guardianship services for children in continuing care, plus provide voluntary services and recruit and approve foster homes;
 - 3 DAAs provide voluntary services, and recruit and approve foster homes; and,
 - 2 DAAs are also delegated to provide adoption services.
- 118 First Nation Bands are served by the DAAs as well as Urban Indigenous and Métis communities.
- DAAs serve 51% of the Indigenous children in care in the province. Indigenous children and youth represent 66% of the total number of children in care in the province.
- DAAs are accountable to their communities, MCFD, First Nations, and the Federal Government of Canada.

- DAAs deliver provincial programs and are primarily supported through a tri-partite relationship between the Federal Government of Canada and MCFD.
- DAAs providing services on-reserve under the CFCSA receive funding from the federal government and MCFD provides funding to DAAs that deliver services off-reserve.

Delegated Aboriginal Agency Map:

<https://intranet.gov.bc.ca/assets/download/64A5819E0870417593A7FF61BABF9423&filename=abtranmap.pdf>

Program Overview

Quality Assurance Program

Who it serves

The Quality Assurance (QA) branch of the Office of the Provincial Director of Child Welfare Division is responsible for delivering quality assurance services for the following program areas - Child and Youth with Special Needs, Child and Youth Mental Health, Community Youth Justice, Adoption, and Child Safety (Resources, Guardianship, Family Service) of the Ministry, and Delegated Aboriginal Agencies (DAA) to support practice and system improvement.

Program Description

There are three main quality assurance programs:

- **Case Review** – Individual cases are reviewed to address specific questions about ministry or DAA services that were provided, prior to a child or youth's critical injury or fatality to inform action plans to improve practice and systems.
- **Practice Audit** – Measures compliance to ministry standards in family services, child services/guardianship, resources, youth justice and adoption services, which may result in action plans to improve practice and systems.
- **Complaints** – Provides a mechanism for children, youth and parents or their advocates to raise their concerns. Complaint Specialists across the Province facilitate active involvement between complainants and staff to work towards the resolution of complainants' concerns. Complainants can request an Administrative Review as an alternative to resolution. Administrative Reviews examine the complaint issues by an uninvolved review authority who will complete an independent analysis of all information obtained through a review of file documentation, interviews and review of relevant legislation, policy and standards, to draw conclusions, and if required, may develop recommendations to address issues raised.

Additional Quality Assurance activities include:

- **Foster Parent Reviews** – these are conducted upon request by a Foster Parent following a foster home investigation or quality of care review resulting in a serious sanction.
- **Self Report Audit Tool** - contracted residential agency reporting on caregiver screening and assessment results for all caregivers.

In addition to the above programs and to support the work of the Ministry's Strategic Framework, the QA Branch is developing a Quality Assurance Service Framework and shifting to a focus on Outcomes-Based Quality Assurance. The ministry's Strategic Framework identifies the strategic priorities for increasing the focus on prevention and early intervention, better meeting the needs of Indigenous peoples, strengthening youth transitions, and building a responsive network of services and supports for children and youth.

The Quality Assurance Service Framework will support this work by supporting and leading:

- Ministry operations in better delivering services that keep children safe, well and connected to their families, communities and culture;
- Systematic improvement of the ministry's programs and services through a rigorous quality assurance program and outcomes focus will allow us to measure how MCFD affects children, families and communities;
- Program and service delivery through evidence-based learning and development; and
- The use of information to measure, maintain and improve the quality of services provided using a robust system to collect meaningful outcomes information.

The Quality Assurance Branch have been working with key partners to advance this work including representatives from DAAs, Métis Nation of British Columbia, Métis Commission for Children and Families of British Columbia, First Nations not represented by DAA, and every division in MCFD.

Program Overview

MCFD Procurement Strategy

Program Description

- A Procurement and Contract Management Strategy is being developed in support of the Ministry's Strategic Framework.
- The objectives of this strategy are to improve services by addressing the procurement and contract management recommendations presented by the Office of the Auditor General (OAG) and by an Ernst & Young (EY) review, and by improving the overall approach of the Ministry in its procurement and contracting functions.

Background

- In June 2019, the OAG released its report entitled *Oversight of Contracted Residential Services (CRA) for Children and Youth in Care*, which captured key findings and recommendations specific to the Ministry of Children and Family Development's oversight of those services.
- In summary, the OAG's recommendations were that the Ministry:
 - Work with DAAs to create and implement a strategy for CRAs.
 - Work in partnership with DAAs and Indigenous communities, ensure the effective delivery of contracted residential services for Indigenous children and youth in care.
 - Work in partnership with DAAs and Indigenous communities, establish a quality assurance framework for contracted residential services.
 - Work to improve its management and oversight of contracts for contracted residential services.
- The Ministry accepted these recommendations and in October 2019, the Ministry presented the action to the Select Standing Committee on Public Accounts. This action plan includes:
 - A ministry strategy to build a system where a child or youth in care's needs drive their placement (including CRAs).
 - Transforming the Quality Assurance Framework for contracted residential services.
 - Enhancing the procurement and contract management framework.
- In December 2018, Ernst & Young (EY) were engaged by the ministry to conduct research and analysis on challenges with current contract and procurement practices.

Advice/Recommendations

Key Messages

- The Procurement Strategy Framework has four main objectives:
 - Provide better oversight and transparency into how we procure services and service performance.
 - Systemically change how we procure services and what service models look like in order to improve our service design and delivery over time.
 - Measure the services we provide and our impact on children, youth, communities, and families through focusing on outcomes-based deliverables.
 - Become more effective and efficient in our procurement efforts through operational standardization and the use of digital tools.
- Engagement with the social sector has begun through the Social Services Round Table (SSSRT) and other cross-government committees.
- Similar engagements across government will continue as well as engagements with DAAs and Indigenous Communities to aid in the development of the Procurement Strategy.
- A team is being assembled to manage the Procurement Strategy work on overall transformation of MCFD's procurement and contract management processes.
- This team's first phase of work will be to transform how the ministry approaches procurement with CRAs and Child Youth and Special Needs services through 'modelling the system' within alignment of these two strategic frameworks.
- Over time, new procurement practices outlined in the procurement strategy will 'roll-out' to other program areas across the Ministry.
- The first phase of MCFD's Procurement Strategy is due to be launched in winter 2021.
- Subsequent phases of the strategy 'roll-out' will be identified and planned for in the Fall 2021.

Program Overview

Children's Forum

Who it serves

Formed in 2007 in response to the "BC Children and Youth Review" by the Honourable Ted Hughes, the Children's Forum is comprised of Ministry of Children and Family Development (MCFD) and organizations that have a legislated public accountability and independent reporting role to provide information and advice to the Ministry.

The six organizations are: MCFD; Office of the Ombudsperson; Public Guardian and Trustee of BC; Office of the Provincial Health Officer; Office of the Representative for Children and Youth; and, the BC Coroners Service.

The Children's Forum aims to strengthen the system of services to vulnerable children and youth by ensuring that issues and developments are brought to the forefront and reviewed and discussed as they emerge.

Program Description

The overall goal of Children's Forum is to improve outcomes for children and youth served by the Ministry under one of its six service lines of: Early Years Services (early childhood development and child care), Child and Youth with Special Needs, Child and Youth Mental Health Services, Child Safety, Family Support and Children in Care Services, Adoption Services, and Youth Justices Services.

The Children's Forum is chaired by the Deputy Minister of Children and Family Development and meets three times per year (fall, winter and spring) to:

- share information;
- identify how each agencies' work can complement others;
- discuss and provide advice about issues and services affecting vulnerable children and youth and the child serving system;
- identify, review and discuss issues of common concern and emerging trends and developments; and,
- collaborate in support of common issues or matters with the goal of improving outcomes related to the overall health, safety, welfare and wellbeing of children and youth.

Program Overview

Representative for Children and Youth (RCY) and Upcoming Reports

Who it serves

The RCY is an independent Officer of the Legislature that reports to the Select Standing Committee on Children and Youth and provides oversight for services to children in B.C. as defined in the *Representative for Children and Youth Act*.

Dr. Jennifer Charlesworth was appointed as Acting Representative effective Aug. 31, 2018 and confirmed in her five-year appointment as Representative on Oct. 1, 2018.

Program Description

- The RCY's statutory responsibilities as they relate to the Ministry of Children and Family Development (MCFD) include the following functions as set out in the *RCY Act*:
 - Advocate on behalf of children, youth and young adults to improve their understanding of and access to designated services;
 - Monitor, review, audit and conduct research on designated services for the purpose of making recommendations to improve the effectiveness and responsiveness of that service; and,
 - Review investigate and report on the critical injuries and deaths of children and youth receiving reviewable services.
- An MCFD/RCY Communication and Information Sharing Protocol was signed and implemented in April 2017 to replace three separate pre-existing protocols that had fallen out of date. This protocol describes the processes for requesting and responding to information requests from the RCY under their advocacy, monitoring and child injury and death mandates.
- In recent years, meetings between the RCY and the Minister of MCFD have been held on a mutually agreed upon schedule. The purpose of these meetings is to share information and provide updates on topics of common concern. Agendas are prepared and the Minister is briefed in advance.
- The RCY prepares public reports containing recommendations to public bodies, including MCFD, and reports publicly on public bodies' implementation of RCY recommendations.
- RCY upcoming reports to be released are (dates to be confirmed):
 - Annual Report and Service Plan
 - "Lessons in a Pandemic" regarding Children and Youth with Special Needs (planned release December 3, 2020, no recommendations)
 - Critical Injuries and deaths among First Nations children and youth receiving reviewable services (planned release December 8 or 9, 2020, no recommendations)
 - Review of supports for youth transitioning from care (planned release December 16 or 17, 2020, likely with recommendations)
 - Release of Assessment of Progress on Recommendations (dates TBC)
 - Recommendations from *Time to Listen* report
 - Recommendations from *Caught in the Middle* report
 - Release of Assessment of Progress on Recommendations (dates TBC)

- Recommendations in *Alone and Afraid* report
- Special report on participation of children and youth with regard to services under the Mental Health Act (planned release January 13, 2021, likely with recommendations)

Advice/Recommendations

- MCFD is currently implementing recommendations from the following five RCY reports:
 - *Caught in the Middle* (Nov 2019)
 - *Alone and Afraid: Lessons learned from the ordeal of a child with special needs and his family* (Dec 2018)
 - *Time to Listen: Youth Voices on Substance Use* (Nov 2018)
 - *Room for Improvement: Toward better education outcomes for children in care* (Oct 2017)
 - *Missing Pieces: Joshua's Story* (Oct 2017)

Program Overview

Select Standing Committee on Children and Youth

The Select Standing Committee on Children and Youth (the Committee) is one of nine permanent all-party committees of the Legislative Assembly of British Columbia. The Committee is empowered by the Legislative Assembly to foster greater awareness and understanding among legislators and the public of the BC child welfare system, including the specific needs of Indigenous children, youth, families and communities.

Who it serves

The Committee reports to the House and serves the interest of legislators and the public by overseeing the Representative for Children and Youth (the Representative) and reporting out on key matters related to services to children, youth, families and community.

Program Description

The Committee is accountable to:

- Receive and review the annual service plan from the Representative that includes a statement of goals and identifies specific objectives and performance measures that will be required to exercise the powers and perform the functions and duties of the Representative during the fiscal year;
- Be the committee to which the Representative reports, at least annually;
- Refer to the Representative for investigating the critical injury or death of a child; and,
- Receive and consider all reports and plans transmitted by the Representative to the Speaker of the Legislative Assembly.

The Committee may:

- Appoint subcommittees and refer any of the matters referred to the Committee to the subcommittees all or any of its powers except the power to report directly to the House;
- Sit during a period in which the House is adjourned, during the recess after prorogation until the next following session and during any sitting of the House;
- Conduct consultations by any means the Committee considers appropriate;
- Adjourn from place to place as may be convenient; and,
- Retain personnel as required to assist the Committee.

The Committee has previously appointed subcommittees to review children and youth mental health services, services to children and youth with special needs, and foster parents.

The Ministry of Children and Family Development has been invited to and has presented on matters of interest to the Committee.

Ministry of Children and Family Development
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Child Care	Child Care Professionals of BC (formerly BCCCOA)	Pamela Wallberg Group admin ccpofbc@gmail.com Personal	Advocacy organization uniting child care owners across B.C.	<ul style="list-style-type: none"> • Early Childhood Educator wages and perception in the workforce.
Child Care	BC School Superintendents Association	Chris van der Mark President chris.vandermark@sd27.bc.ca	Supports individual professional development with events to address emerging issues, the changing needs of school district administrators and the development and effective use of advanced educational and administrative approaches and technologies.	<ul style="list-style-type: none"> • Responsible for the operation of StrongStart programs, supporting the creation of new child care spaces through the New Spaces Fund, and will be key to the expansion of before and after school care on school grounds.

Branch	Organization	Contact	Description	Key Issues
Child Care	Multi-Age Childcare Association of British Columbia (MACCABC)	Tracie Bourgeois multiagechildcareassociationbc@gmail.com	Serves in-home and group multi-age childcare providers by advocating for ECE licensed childcare through education of the community and children.	<ul style="list-style-type: none"> Advocates for more multi-age child care providers and increased government supports for multi-age child care.
Child Care	School Age Child Care Association of BC	Tyler Summers President info@saccabc.org 604-709-5661	Provides support and communications for professionals and students working or studying in school age child care.	<ul style="list-style-type: none"> Quality and training For Responsible Adults, Concern with waitlists and access.
Child Care	Union of BC Municipalities	Marie Crawford Associate Executive Director mcrawford@ubcm.ca 604-270-8226 ext. 104 Marylyn Chiang Lead on file mchiang@ubcm.ca	Advocacy organization for local governments across B.C.	<ul style="list-style-type: none"> Receives funding to distribute the UBCM Community Child Care Space Creation and Planning Grant programs.

Branch	Organization	Contact	Description	Key Issues
Child Care	Coalition of Child Care Advocates of BC	Susan Harney Board member info@cccabc.bc.ca Personal info@cccabc.bc.ca Sharon Gregson (\$10aday) sgregson@telus.net	Advocacy Organization	<ul style="list-style-type: none"> \$10aDay child care plan.
Child Care	Early Childhood Educators of BC (ECEBC)	Emily Gawlick (Mlieczko) Executive Director Executive.Director@ecebc.ca 604-709-6063 ext 2	Provides professional development, training and resources for ECEs. Advances early childhood education and educators in BC.	<ul style="list-style-type: none"> Receives funding to deliver the ECE Bursary Program, is contracting with Advanced Ed, Skills and Training to do sector Labour Market engagement and research
Child Care	BC Family Child Care Association	Rena Laberge Co-chair office@bcfcc.ca (604) 590-1497	To promote and create awareness of professionalism in family child care through education and advocacy.	<ul style="list-style-type: none"> Family Childcare fee reduction program, quality and training for Responsible Adults

Branch	Organization	Contact	Description	Key Issues
Child Care	Provincial Child Care Council (PCCC)	Sandra Menzer Chair Personal Information	Legislated council (<i>Child Care BC Act</i>) that provides advice to the Minister on the policies and programs that affect the affordability, quality, stability and accessibility of child care.	<ul style="list-style-type: none"> To represent the regional and sectoral interest of parents, children, caregivers and communities.
Child Care/SIPL	First Call: BC Child and Youth Advocacy Coalition	Adrienne Montani Executive Director adrienne@firstcallbc.org 604-709-6962	First Call: BC Child and Youth Advocacy Coalition is a non-partisan coalition of over 95 provincial and regional organizations who have united their voices to put children and youth first in BC through public education, community mobilization, and public policy advocacy.	<ul style="list-style-type: none"> First Call: BC Child and Youth Advocacy Coalition is a non-partisan coalition of over 95 provincial and regional organizations who have united their voices to put children and youth first in BC through public education, community mobilization, and public policy advocacy.

Branch	Organization	Contact	Description	Key Issues
FCS	Community Social Services Employers' Association (CSSEA)	<p>Gentil Mateus CEO 604-601-3118 gmateus@cssea.bc.ca</p> <p>Eric Peraro Executive Director, Finance Contact Finance, Research and Knowledge Management 604-601-3104 eperaro@cssea.bc.ca</p>	<p>A multi-employer association of which MCFD is a member; mandated to serve four key functions in the social services sector: 1) To act as the bargaining agent for its members; 2) To coordinate compensation services for member employees who are not subject to collective agreements, as well as benefit administration and human resources practices; 3) To encourage collaboration and consultation with employers in the community social services sector; 4) To work in conjunction with PSEC (Public Sector Employers' Council) to achieve the objectives and strategic directions determined by the Council.</p>	<ul style="list-style-type: none"> Contracted sector wage increases Support data collection for non-unionized contracted service providers

Branch	Organization	Contact	Description	Key Issues
FCS	Health Employers' Association B.C. (HEABC)	Nancy Teh Senior Researcher Personal nancyt@heabc.bc.ca	The Health Employers Association of British Columbia (HEABC) coordinates the human resource and labour relations interests of more than 218 publicly funded health care employers in British Columbia. HEABC represents non-profit, denominational and proprietary health employers, as well as the province's six health authorities.	<ul style="list-style-type: none"> Contracted sector wage increases
FCS	The Federation of Community Social Services of BC	Rick FitzZaland Executive Director 250-480-7387 rick@fcssbc.ca	Advocacy group – MCFD contracts with many of their member agencies	<ul style="list-style-type: none"> Collaborative Contracting Reference Group (CCRG) Social Sector Round Table

Branch	Organization	Contact	Description	Key Issues
FCS	BC Association of Child Development and Intervention	Jason Gordon Provincial Advocate Personal Information jason@bcacdi.org	Advocacy group - The BC Association for Child Development and Intervention (BCACDI) is a provincial association of agencies that provide child development and therapy services to children and youth with special needs and their families in British Columbia	<ul style="list-style-type: none"> • Collaborative Contracting Reference Group (CCRG)
FCS	BC Association of Aboriginal Friendship Centres	Lesley Varley Executive Director 250-388-5522 LVarley@bcaafc.com	The BCAAFC works with Friendship Centres, partner organizations, and government institutions to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities	<ul style="list-style-type: none"> • Collaborative Contracting Reference Group (CCRG) • Social Sector Roundtable
FCS	Board Voice	Jody Paterson Executive Director Personal Information jpaterson@boardvoice.ca	Board Voice represents the voices of volunteer community boards throughout BC whose organizations are dedicated to supporting and strengthening social health in their communities.	<ul style="list-style-type: none"> • Social Sector Roundtable

Branch	Organization	Contact	Description	Key Issues
FCS	BC CEO Network	Brenda Gillette CEO 250-564-6408 (general) brenda@bcceonetwork.ca	Advocacy group – group of Executive Directors of community social service organizations.	<ul style="list-style-type: none"> • Social Sector Roundtable
FCS	Ending Violence Association of BC	Tracy Porteous Executive Director 604-633-2506 (general) porteous@endingviolence.org	The Ending Violence Association of British Columbia (EVA BC) works to coordinate and support the work of victim-serving and other anti-violence programs in British Columbia through the provision of issue-based consultation and analysis, resource development, training, research and education. Our work is guided by respect for difference, human dignity and equality	<ul style="list-style-type: none"> • Social Sector Roundtable
FCS	Provincial Association of Residential and Community Agencies	Ros Rodrigues HR Manager 604-708-2636 rrodrigues@plea.bc.ca	PARCA's mission is to promote, support and enhance the quality of community-based justice services and programs in the province of British Columbia.	<ul style="list-style-type: none"> • Social Sector Roundtable

Branch	Organization	Contact	Description	Key Issues
PDCW/PIE	Métis Nation of BC	Clara Morin Dal Col President 1-800-940-1150 cmorin-dalcol@mnbc.ca	Is the provincially recognized political voice for Métis people in BC. MNBC develops and enhances opportunities for Métis Chartered Communities and Métis people in BC by providing culturally relevant social and economic programs and services.	<ul style="list-style-type: none"> Contract with MNBC is renewed yearly and provides support for the development of community- based programs Participant in Provincial Métis Working & Practice Table with MCFD and Métis Commission
PDCW	BC Association of Aboriginal Friendship Centres (BCAAFC)	Lesley Varley Executive Director 250-388-5522 ext 202 LVarley@bcaafc.com	The Friendship Centre movement is built on community support, trust, strong leadership, tradition and faith and is mandated to improve the quality of life for Indigenous people throughout Canada.	<ul style="list-style-type: none"> MCFD provides support to the BCAAFC to host an annual Gathering our Voices Conference for youth Member of Social Sector Advisory Committee

Branch	Organization	Contact	Description	Key Issues
PDCW	Federation of Community Social Services of BC	Richard FitzZaland Executive Director (250) 480-7387 rick@fcssbc.ca	Member agencies span the entire province and offer a broad range of services to communities, people living with physical and mental challenges, vulnerable children, youth and seniors, new immigrants, people living with addictions / mental health and those living in poverty.	<ul style="list-style-type: none"> Ministry is working with the federation to improve oversight of contracted residential agencies Member of Social Sector Advisory Committee
PDCW	Office of the Representative for Children and Youth	Jennifer Charlesworth Representative for Children and Youth 1-800-476-3933 Jennifer.charlesworth@rcybc.ca	The RCY is an independent officer of the legislation and supports children, youth and families who need help in dealing with the child-serving system through advocacy, monitoring and reviews of critical injuries and deaths.	<ul style="list-style-type: none"> MCFD meets with RCY to share information and provide updates on topics of common concern. The RCY prepares public reports containing recommendations to public bodies, including MCFD, and reports publicly on public bodies' implementation of RCY recommendations.

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	Adoptive Families Association of BC (AFABC)	Anne Tower Executive Director 604-320-7330 atower@bcadoption.com	<p>For over 40 years, the Adoptive Families Association (AFA) of BC has been dedicated to finding families for children and to provide programs that support the entire adoption community.</p> <p>Provincially, AFABC provides an array of adoption and permanency support services for families who have adopted or obtained legal guardianship of a child. AFABC provides an online adoption education program, webinars on parenting, provide online adoption education program, webinars, and other support programs.</p>	<ul style="list-style-type: none"> • AFABC is a stakeholder and service provider • MCFD has multi-year contract with AFABC to provide various services and resources to adoptive and prospective adoptive parents • Strategic partner with Strategic Priorities • Operates the AgedOut.com web- based resource

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	BC Federation of Foster Parents Associations (BCFFPA)	Jayne Wilson Executive Director 604-544-1116 jayne@bcfosterparents.ca	The BC Federation of Foster Parent Associations is a provincial organization for foster parents and governed by foster parent representation from all areas of the province.	<ul style="list-style-type: none"> Multi-year contract supports Foster Parents to provide quality in-home foster care in BC (i.e. foster parent recruitment and intake services for MCFD, education, guidance and support, advocacy and referral services to the foster community and provides information about fostering to the general public) Strategic partner in developing the Foster Caregiver Pre-Service and In-Service Training plus Kinship Training.

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	Federation of BC Youth in Care Networks	Lorena Bishop Executive Director 604-527-7762 ext 103 lorena.bishop@fbcyicn.ca	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.	<ul style="list-style-type: none"> Multi-year contract with FBCYICN provides programs and services that help young people maintain connections with each other, obtain individual support, and link with learning opportunities
PIE/SIPL	Metis Nation	Judy Smith until October 14 th Director jsmith@mnbc.ca Melanie Allard as of October 14 th . Director mallard@mnbc.ca	MNBC is generally regarded as the political voice for Métis people in BC and is recognized by the Metis National Council and the federal Government of Canada.	<ul style="list-style-type: none"> MCFD has an established Metis Working Table and Metis Practice Table to address a variety of practice and systemic child welfare issues affecting Metis children and families. MNBC is also interested in pursuing jurisdiction and greater authority in child welfare matters.

Branch	Organization	Contact	Description	Key Issues
PIE	BC Assembly of First Nations	Terry Teegee regionalchief@bcafn.ca (250) 828-9757	Advocates for and implements Aboriginal Title, Rights and Treaty Rights through exercising inherent laws and jurisdiction.	
PIE/SIPL	First Nations Leadership Council	Cheryl Casimer Ccasimer@fns.bc.ca (604) 926-9903	First Nations Leadership Council is made up of BC Assembly of First Nations, First Nations Summit and Union of BC Indian Chiefs. All three organizations must be contacted when addressing any correspondence to FNLC.	<ul style="list-style-type: none"> • Advice/Recommendations; Intergovernmental Communications
PIE	First Nations Summit	Cheryl Casimer Ccasimer@fns.bc.ca (604) 926-9903	Provides a forum for First Nations in BC to address issues related to Treaty negotiations as well as other issues of common concern.	<ul style="list-style-type: none"> • First Nations Summit is a member First Nations Leadership Council and sits on the Tripartite Children and Families Working group

Branch	Organization	Contact	Description	Key Issues
PIE	Union of BC Indian Chiefs	Kukpi7 Judy Wilson judy@ubcic.bc.ca (604) 684-0231	Works collectively amongst Indigenous Nations in BC and to act as advocacy body to provide a cohesive voice in support of Indigenous Nations and communities.	<ul style="list-style-type: none"> • UBCIC is a member of First Nations Leadership Council and sits on the Tripartite Children and Families Working Group
PIE	Department of Indigenous Services Canada	Minister Marc Miller	Federal government dept that supports Indigenous peoples to improve social well-being	<ul style="list-style-type: none"> • Continuing service agreement work & partnership with DAAs and discussions regarding jurisdiction and funding.
SDD	BC Family Hearing Resource Society	Noreen Simmons Executive Director 604-584-2827 nsimmons@bcfamilyhearing.com	contracted agency (EIT & PSDHH) Early intervention services for deaf and hard of hearing children, birth to school entry.	<ul style="list-style-type: none"> • PDHHS meeting w BCFHRC in Nov to discuss service deliverables and funding model

Branch	Organization	Contact	Description	Key Issues
SDD	ACT-Autism Community Training	Deborah Pugh 604-205-5467 dpugh@actcommunity.net	A not-for-profit organization that previously provided information and referral service to support individuals with Autism Spectrum Disorder (ASD) and their families and professionals across British Columbia. They also previously provided training.	<ul style="list-style-type: none"> Information and Supports contract ACT held for 12 years came in house as of July 1, 2017. Advice/Recommendations
SDD	Autism Support Network	Louise Witt; Nancy Walton taylorwitt@shaw.ca nwalton8021@gmail.com	A Parent-run organization. The mission is to improve access to quality Applied Behavioral Analysis (ABA) treatment and support in the home and in the community for children, youth and adults with autism.	<ul style="list-style-type: none"> Family support & education (Vocal advocate for families over time)

Branch	Organization	Contact	Description	Key Issues
SIPL/PIE	First Nations Health Authority	<p>Denise Lacerte Senior Specialist, Healthy Children and Youth, Wellness Programs Support, Community Health and Wellness</p> <p>Dr Nel Wieman Chief Medical Officer 604-693-6681 Nel.Wieman@fnha.ca</p> <p>Katie Hughes ED, Mental Health and Wellness 604-693-6695 Katie.Hughes@fnha.ca</p>	The FNHA is responsible for the design, planning and delivery of health services for First Nations across BC.	<ul style="list-style-type: none"> The treatment of children and youth and their transition between the healthcare system and MCFD services (including youth justice and forensics, CYMH and CYSN).
SIPL/PIE	Metis Nation	<p>Jason Simmonds Director jsimmonds@mnbc.ca</p>	Métis Nation British Columbia (MNBC) was established in 1996 as the representative organization for Métis in BC.	<ul style="list-style-type: none"> MCFD has an established Metis Working Table and Metis Practice Table to address a variety of practice and systemic child welfare issues affecting Metis children and families. MNBC is also interested in pursuing jurisdiction and greater authority in child welfare matters.

Branch	Organization	Contact	Description	Key Issues
SIPL/PIE	First Nations Leadership Council	Cheryl Casimer Ccasimer@fns.bc.ca (604) 926-9903	First Nations Leadership Council is made up of BC Assembly of First Nations, First Nations Summit and Union of BC Indian Chiefs. All three organizations must be contacted when addressing any correspondence to FNLC.	<ul style="list-style-type: none"> • Advice/Recommendations; Intergovernmental Communications
SIPL/SDD	ACT-Autism Community Training	Deborah Pugh dpugh@actcommunity.net 604-205-5467	A not-for-profit organization that previously provided information and referral service to support individuals with Autism Spectrum Disorder (ASD) and their families and professionals across British Columbia. They also previously provided training.	<ul style="list-style-type: none"> • Information and Supports contract ACT held for 12 years came in house as of July 1, 2017. Advice/Recommendations

Branch	Organization	Contact	Description	Key Issues
SIPL/SDD	Autism Support Network	Louise Witt taylorwitt@shaw.ca Nancy Walton nwalton8021@gmail.com	A Parent-run organization. The mission is to improve access to quality Applied Behavioral Analysis (ABA) treatment and support in the home and in the community for children, youth and adults with autism.	N/A
SIPL	BC Association of Child Development and Intervention	Jason Gordon BCACDI Provincial Advocate jason@bcacdi.org T: 656-818-8887 C: Information	Advocacy organization for many child development centres but not all contracted providers.	<ul style="list-style-type: none"> Funding for child development, habilitation and rehabilitation services. Advice/Recommendations Autism Funding Program Member of Social Sector Advisory Committee

Branch	Organization	Contact	Description	Key Issues
SIPL	Inclusion BC	Karla Verschoor Executive Director kverschoor@inclusionbc.org 604-777-9100	Inclusion BC is a provincial federation whose members include people with developmental disabilities, families and community agencies. We are dedicated to advancing rights, promoting abilities and building awareness as we work to support full citizenship for all.	<ul style="list-style-type: none"> Prominent advocate for families of children with special needs during pandemic - Advice/Recommendations Karla is a member of Social Sector Advisory Committee
SIPL /PDCW	BC Federation of Community Social Services Agencies	Rick FitzZaland Executive Director; Director of Programs and Services rick@fcssbc.ca 250-480-7387 Rebecca Lang rebecca@fcssbc.ca	Member agencies span the entire province and offer a broad range of services to communities, people living with physical and mental challenges, vulnerable children, youth and seniors, new immigrants, people living with addictions / mental health and those living in poverty.	<ul style="list-style-type: none"> Ministry is working with the federation to improve oversight of contracted residential agencies Rick, Rebecca and Sherry are members of the Social Sector Advisory Committee.

Branch	Organization	Contact	Description	Key Issues
SIPL	Parent Support Services Society of BC	Carol Madsen Executive Director cmadsen@parentsupportbc.ca 604-669-1616 x 102	Parent Support Services Society aims to protect the safety and wellbeing of children and promote the health of all families by partnering with those in a parenting role and their communities to build support, advocacy, education, research and resources	<ul style="list-style-type: none"> • Grandparents Raising Grandchildren (support line) • parent advocacy • parenting education

Branch	Organization	Contact	Description	Key Issues
SIPL	Canadian Mental Health Association, BC Division	Jonny Morris CEO ceobc@cmha.bc.ca (604) 688-3234	A non-profit that provides direct service and promotes the mental health of all and supports the resilience and recovery of people experiencing mental illness	<ul style="list-style-type: none"> • Deliver contracted services through funding under government's MHSU strategic plan, A Pathway to Hope. • Provides coaching program to parents whose children have anxiety or behavior issues. • Mr. Morris is consulted on mental health services across the life span and is a strong advocate within the community for increased services and resources for mental health.

Branch	Organization	Contact	Description	Key Issues
SIPL	Children's Health Policy Centre (SFU)	Dr. Charlotte Waddell charlotte_waddell@sfu.ca (604) 268-7769	an interdisciplinary research group at Simon Fraser University focused on improving social and emotional wellbeing for all children, and on the public policies needed to reach these goals	<ul style="list-style-type: none"> Dr. Waddell is consulted on evidence informed practices for treating Mental illness. Through a contract with the CYMH Policy Branch, she leads research on the prevalence rates of mental illness in BC and Canada.

Branch	Organization	Contact	Description	Key Issues
SIPL	Family Smart	Keli Anderson President and CEO keli.anderson@familysmart.ca 604-831-1958	Focused on achieving better mental health outcomes for children and youth and their families. Supports families and youth to be involved in development of policies and programs to bring their perspectives forward.	<ul style="list-style-type: none"> • We consult with Family Smart on operational policy development for child and youth mental health. • Family Smart has a strong provincial and national presence in advocating for inclusion of the voice of parents and youth in supporting other parents and youth who are experiencing mental health issues. • Family Smart is contracted by MCFD to deliver the Parent and Youth In Residence program.

Branch	Organization	Contact	Description	Key Issues
SIPL	Foundry BC	Dr. Steve Mathias Medical Manager, Providence Health Care smathias@foundrybc.ca 604-806-9090 C: Personal Information	Foundry is a province-wide network of integrated health and social service centres for young people ages 12-24. Foundry centres provide a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports.	<ul style="list-style-type: none"> • MCFD collaborates with Foundry BC sites to provide on-site intake/treatment services. MCFD is on the Foundry BC Steering Committee. • MCFD consults with Foundry on expanding access and treatment for children and youth.
SIPL	MooseHide Campaign	Paul Lacerte placerte@moosehidecampaign.ca Personal Information	The Moose Hide Campaign is a grassroots movement of Aboriginal and non-Aboriginal Men who are standing up against violence towards women and children.	<ul style="list-style-type: none"> • Early Years Toolkit • Forced Marriage • Honour Killings • Gender Equality Project • A Canada-wide campaign that the Premier has supported
SIPL/PDCW	BC College of Social Workers	Mark Hillenbrand Registrar and CEO mark.hillenbrand@bccsw.ca 604.737.4916	The BC College of Social Workers regulates the profession of social work in BC.	<ul style="list-style-type: none"> • Registration of social workers in BC • MCFD Administrative Responsibilities

Branch	Organization	Contact	Description	Key Issues
SIPL/Child Care	First Call: BC Child and Youth Advocacy Coalition	Adrienne Montani Executive Director adrienne@firstcallbc.org 604-709-6962	First Call: BC Child and Youth Advocacy Coalition is a non-partisan coalition of over 95 provincial and regional organizations who have united their voices to put children and youth first in BC through public education, community mobilization, and public policy advocacy.	<ul style="list-style-type: none"> First Call: BC Child and Youth Advocacy Coalition is a non-partisan coalition of over 95 provincial and regional organizations who have united their voices to put children and youth first in BC through public education, community mobilization, and public policy advocacy.
SIPL/PDCW	Federation of BC Youth in Care Networks	Lorena Bishop Executive Director lorena.bishop@fbcyicn.ca 604-527-7762 ext 103	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. We were created in 1993 by young people in care!	<ul style="list-style-type: none"> Continuation of COVID-19 emergency measures. Lorena is a member of the Social Sector Advisory Committee

Branch	Organization	Contact	Description	Key Issues
SIPL/PDCW	BC Federation of Foster Parents Associations (BCFFPA)	Jayne Wilson Executive Director jayne@bcfosterparents.ca 604-544-1116	The BC Federation of Foster Parent Associations is a provincial organization for foster parents and governed by foster parent representation from all areas of the province.	<ul style="list-style-type: none"> • Strategic partner in developing the Foster Caregiver Pre-Service and In-Service Training plus Kinship Training. • The PRIDE Online training is being customized to include BC specific content; particularly, associated with Indigenous culture. Contract funds the partnership effort. • The BCFFPA will be providing these increased services: A Communications Director, A Solutions Program Manager, Coordination of annual foster caregiver recruitment • Jayne is a member of the Social Sector Advisory Committee

Branch	Organization	Contact	Description	Key Issues
SIPL	BC Children's Hospital - Chief Medical Officer	Dr. Jana Davidson Chief Medical Officer Jana.davidson@cw.bc.ca 604-875-2345	Psychiatrist and prior to becoming CMO at BC Children's, Dr. Davidson was a leader in child and youth mental health research and clinical practice	<ul style="list-style-type: none"> Dr. J Davidson has informed the CYMH strategic framework, participated on the Provincial MHSU Working Group and was a founding member of the Social Sector Advisory Committee. She has since resigned that post due to the responsibilities of her new role. She is regularly consulted on mental health reform and treatment for children and youth both provincially and nationally.

Branch	Organization	Contact	Description	Key Issues
SIPL	Doctors of BC	<p>Dr. Matthew Chow President-Elect Matthew.chow@outlook.com mchow@doctorsofbc.ca Personal Information</p> <p>Rob Hulyk Director of Physician Advocacy Economics, Advocacy and Negotiations Department rhulyk@doctorsofbc.ca Personal Information</p>	Doctors of BC is a voluntary association of 14,000 physicians, residents and medical students in British Columbia.	<ul style="list-style-type: none"> Quarterly meetings with a Doctors of BC Working Group specific to engagement and service improvement between MCFD and physicians, psychiatrists and pediatricians. MCFD consults with DOBC on primary health care networks and the integration of mental health and substance use services within PCN. Rob is a member of the Social Sector Advisory Committee
SIPL	BC Families of Complex Kids	<p>Brenda Lenahan Parent Advocate Personal Information</p>	Advocacy group support more than 300 families (through Facebook) who have children with complex medical/disability needs	Advice/Recommendations

Branch	Organization	Contact	Description	Key Issues
SIPL	First Nations Educators Steering Committee	Holly Smith Director, Special Education hollys@fnesc.ca 604-925-6087	The First Nations Schools Association consults with CYMH on the development of anxiety resources for FN schools.	<ul style="list-style-type: none"> • CYMH consults on a regular basis on developing culturally appropriate resources (specifically Everyday Anxiety Strategies for Educators) and other early intervention and prevention school resources

CHILD CARE DIVISION		
Committee Title	Description	Current Membership
Provincial Child Care Council	The council consists of a minimum of 14 members and a maximum of 21 members, each of whom is appointed by the minister. The objective of the Council is to provide advice and expertise on policies and programs which affect the affordability, quality, stability and accessibility of child care and to represent the regional and sectoral interest of parents, children, caregivers and communities.	<ol style="list-style-type: none"> 1. Kim Adamson – General Manager, YMCA Early Learning and Care (Vancouver) 2. Christopher (Chris) Beaton – Executive Director, Nanaimo Aboriginal Centre 3. Diane Bellesen – Facilitator and Instructor, Kwantlen Polytechnic University and Douglas College (Surrey) 4. Debra Bryant – CEO, YWCA Metro Vancouver 5. Melissa Burke – Vancouver Island Kidz Kompany Child Care Group (Nanaimo) 6. Kevin Campbell – Managing Director, Haywood Securities Inc. (Vancouver) 7. Rita Chudnovsky – Personal faculty member in Child, Family and Community studies at Douglas College (Vancouver) 8. Darcy Dennis – Cultural Advisor, Prince George Native Friendship Centre and Regional Indigenous Engagement Coordinator, United Way of Northern BC 9. Andrea Duncan – VP of Community Social Services, BCGEU (Squamish) 10. Nancy Gale – Cariboo Chilcotin Child Development Centre Association (Williams Lake) 11. Daljit Gill-Badesha – Healthy Communities Manager, City of Surrey 12. Jason Gordon – Provincial Advisor, BC Association for Child Development and Intervention (Kelowna) 13. Charlene Gray – Early Childhood Educator Senior Manager, Comox Valley Children's Day Care Society

CHILD CARE DIVISION		
Committee Title	Description	Current Membership
		<ul style="list-style-type: none"> 14. Roxanne Harris – Principal of Qwam Quum Stuwixwulh Community School (Ladysmith) 15. Rena Laberge – Owner/Operator, Buddy Bears Family Child Care and Co-Chair, BC Family Child Care Association (Victoria) 16. Angela (Angie) Maitland – Child Care Centre Manager, Haisla Nation Council (Kitimat) 17. Sandra Menzer (Chair) – Consultant (formerly ED), Vancouver Society of Children's Centres 18. Hsiung (James) Fei Teng – Director, Little Koala Montessori Academy and ED of Canadian Southwestern College (Delta) 19. Taya Marie Whitehead – Dean of Health & Human Services, Selkirk College (Robson) 20. Beverly Jane Young – Superintendent of Schools, Okanagan-Similkameen School District (Oliver) 21. Margaret Warcup –Personal Information (previously ED, Kitimat Child Development Centre) (Terrace)

FINANCE AND CORPORATE SERVICES DIVISION		
Committee Title	Description	Current Membership
Social Services Sector Roundtable	The purpose of the Social Services Sector Roundtable (SSSRT) is to provide a forum for Ministers and senior executives in government and social services sector representatives to: maintain good relations through on-going communications; discuss matters of importance within the sector; and address issues in a coordinated and collaborative way that reflect the implementation	The CCRG is comprised of representatives from: the Ministry of Children and Family Development; the Federation of Community Social Services of BC; the BC Association of Child Development and Intervention; and the BC Association of Aboriginal Friendship Centres. Associate members and subject matter experts will be invited as required.

FINANCE AND CORPORATE SERVICES DIVISION		
Committee Title	Description	Current Membership
	of the Declaration on the Rights of Indigenous Peoples Act and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation.	

PROVINCIAL DIRECTOR OF CHILD WELFARE DIVISION		
Committee Title	Description	Current Membership
Children's Forum	<p>The Children's Forum brings together the Ministry of Children and Family Development (MCFD) and organizations that have a legislated public accountability and independent reporting role to provide information and advice to the Ministry.</p> <p>Through collaboration, the Children's Forum aims to increase public value and achieve positive change in the system of services to vulnerable children and youth by ensuring that issues and developments are brought to the forefront and reviewed and discussed as they emerge. In undertaking its work, the Children's Forum will have special regard to the unique needs and circumstances of Indigenous children and youth.</p>	<p>MCFD: Allison Bond, Cory Heavener</p> <p>Office of Provincial Health Officer: Bonnie Henry, Daniele Behn-Smith</p> <p>Office of the Ombudsperson: Jay Chalke, John Greschner</p> <p>Office of the Representative for Children & Youth: Jennifer Charlesworth, Alan Markwart</p> <p>BC Coroner's Office: Lisa Lapointe</p> <p>Public Guardian and Trustee of BC: Catherine Romanko</p>
Provincial and Territorial Director's of Child Welfare (DCW)	DCW is a standing provincial / territorial (PT) committee currently reporting to the DM of Nova Scotia. The purpose is to support the PT protocol for children and families moving between PT's and act as an information	<p>All PT's have members</p> <p>Alex Scheiber is BCs representative</p> <p>BC also chairs two subcommittees of the DCW</p>

PROVINCIAL DIRECTOR OF CHILD WELFARE DIVISION		
Committee Title	Description	Current Membership
	sharing body on child welfare matters.	
Provincial Director of Child Welfare Youth Advisory Council (YAC)	In September 2015, the Ministry of Children and Family Development (MCFD) formed the Provincial Director of Child Welfare's Youth Advisory Council (YAC). Council members provide consultation and advice on a range of policies, practice shifts, initiatives for both internal and external partners and stakeholders. The Council is comprised of 18 to 24 members from across the province, either former or current youth in care.	MCFD: Cory Heavener, Renaa Bacy The YAC is currently comprised of 16 members from across the province, either former or current youth in care.
Métis Practice/Working Table	Collaborate with Métis Nation BC (MNBC) and Métis Commission to address systemic and case specific service delivery and practice issues	MCFD: Cory Heavener; Denise Devenny, Shelley Latreille, Tiffany Hamilton Métis Commission: Sheri Wildman MNBC: Judy Smith
Delegated Aboriginal Agency Partnership	Weekly phone calls and quarterly table meetings	MCFD: Shelley Latreille, Michael Kennedy, Jeremy Belyea, Maurice Squires DAA representatives
Tripartite Working Group (TWG)	Communication and Partnership regarding the Federal Act, policy changes, strategic priorities	MCFD: Shelley Latreille, Denise Devenny, Joanne White, Carolyn Kamper Indigenous Services Canada (ISC) representatives First Nation Leadership Council (FNLC) representatives
Tripartite Working Group (TWG) Practice Sub-committee	FNLC, ISC, MCFD and DAAs just completed the orientation – collaboration regarding Federal Act (Practice)	MCFD: Cory Heavener, Shelley Latreille, Denise Devenny, Joanne White

SERVICE DELIVERY DIVISION		
Committee Title	Description	Current Membership
Registry of Autism Service Providers (RASP) Expert Advisory Panel	The RASP Expert Advisory Panel (Panel) provides advice within the context of best practices to Autism Information Services British Columbia with regards to the on-going development of RASP policies, procedures and guidelines.	<ol style="list-style-type: none"> 1. Pat Mirenda 2. Richard Stock 3. Miriam Elfert 4. Glen Davies 5. Bonnie Johnson 6. Diane Gerrard 7. Sarah Wright Cardinal 8. Vicki Knight 9. Representative from Autism Policy 10. Chaired by AIS BC (program within CYSN Provincial Services)

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
Aboriginal Advisory Committee	Share knowledge of the Indigenous worldview and its traditional values, knowledge and practices; the importance of protocols, ceremony, and identity; and encourage culture-based practice that supports the healing of parents, families, and communities.	Virge Silveira Darcy Demas Janet Derrick Pauline Janyst Deshanna Loyie Barney Williams
Social Sector Advisory Committee	Build sustained collaboration and partnership between the sector and MCFD. Provide insight and expertise to support actions that transform services to children, youth, families and community.	Lorena Bishop – Federation of BC Youth in Care Networks Rick FitzZaland – Federation of Community Social Services of BC Rebecca Lang – Federation of Community Social Services of BC

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
	Ensure the perspectives of children, youth, families and community are at the center of our work.	Sherry Sinclair – Federation of Community Social Services of BC Rob Hulyk – Doctors of BC Jason Gordon – BC Association for Child Development and Intervention Gentil Mateus – Community Social Services Employers’ Association of BC Jayne Wilson – BC Federation of Foster Parent Associations Lesley Varley – BC Association of Aboriginal Friendship Centers Julie Robertson – BC Association of Aboriginal Friendship Centers Karla Verschoor – Inclusion BC Bernadette Spence – Vancouver Aboriginal Child & Family Services Society Additional Rep TBC– Vancouver Aboriginal Child & Family Services Society Cheryl Williams – Gitxsan Child and Family Services Society Jim Woodworth – Gitxsan Child and Family Services Society Yvonne Shaw – Gitxsan Child and Family Services Society Paul Barnett – PARCA Tim Agg - PARCA

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
		<p>Carolyn Kamper – ADM Strategic Priorities, MCFD (Chair)</p> <p>Teresa Dobmeier – ADM Service Delivery, MCFD</p> <p>Rob Byers – ADM Finance and Corporate Services, MCFD</p> <p>Samantha Cocker – Deputy Director of Child Welfare, Aboriginal Services MCFD</p> <p>Emily Horton – Executive Director Strategic Integration, MCFD</p> <p>Strategic Integration team members, MCFD</p>
First Nations Justice Strategy Administration of Justice Working Group	Mandated to develop a work plan to implement the administration of justice component of the First Nations Justice Strategy	<p>Representatives from government and the First Nations Justice Council</p> <p>Janet – co-chair with Renzo Caron (First Nations Justice Council)</p>
Technical Working Group Practice Sub-Committee	Tripartite work on practice changes under the Federal Act	Canada, FNLC, MCFD (PDCW/SIPL/PIE)
Technical Working Group Technical Committee	Tripartite work on delivering key reconciliation initiatives	Canada, FNLC, MCFD (PIE/SIPL)

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
Intergovernmental Communications		
Tripartite Cross-Gov't Jordan's Principle Steering Committee	Cross-ministry discussion on JP in BC	Canada/FNLC/MCFD (Co-Chair)
Child, Youth & Young Adult (CYYA) Provincial Lead Committee	This is the governance committee that oversees the delivery the Government's MHSU strategy <i>A Pathway To Hope</i> .	Lori MacKenzie Tracey Wilkerson Deborah Hedley Barbara Casey Jason Tockman Jillian Jones Mary Mollineaux Kassandra Woods
BC Healthy Connections Project Provincial Advisory Committee (BCHCP/NFP)	This is a research steering committee that advises on the research related to the Nurse Family Partnership (NFP). MCFD made a financial contribution to this work. But it is NOT an advisory committee	Donna Jepsen, Ministry of Health (MOH) Barbara Casey, MCFD Sarah Amyot, MOH Gina McGowan, SFU Charlotte Waddell, SFU Brigitte Bennetsen, SFU Nicole Catherine, Vancouver Coastal Health Miranda Compton, Fraser Health Judi Mussenden, Northern Health Rhoda Viray, MOH Jan Tatlock, MCFD Deborah Pawar, MCFD

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
		Pam Singh, MCFD Martin Bartel, MCFD Dave Phillips, MMHA Kelly Czmielewski, MOH Kerry Shinnars, CW Ann Pederson, CW Jennifer Scarr, PHSA Christina Tonella, PHSA Natasha Burnham, Interior Health Brenda Marsman, Interior Health Debra Huber, Fraser Health Sarah O'Connor, Fraser Health Michelle Urbina-Beggs, Northern Health Vanessa Salmons, Vancouver Coastal Health Radhika Bhagat, Vancouver Coastal Health Sandra Edelman, VIHA Erin O'Sullivan, FNHA Kayla Serrato, FNHA Leah Kelley, MNBC TD Avoren, Canada Nikki Winter, Canada Katie Graham, Vancouver Coastal Health Marta Filipski, BC Midwives CEO, Interior Health Lori Hiscoe, Interior Health Penny Liao-Lussier, Interior Health Chris Huston, CW Sana Fakih, VIHA Kathy Easton, VIHA Nathalie Collett, VIHA

STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION		
Committee Title	Description	Current Membership
		Tara Fitzgerald, MCFD Tricia Poilievre, VIHA Sarah Heighington, MOH Alison Quinlan, Interior Health Nancy Delgado, Vancouver Coastal Health Donna Quail, Vancouver Coastal Health Meagan Coman, MOH Bernard Achampong, MOH

Litigation Team

Strategic Integration, Policy and Legislation

Overview

The litigation team (the only one of its kind in BC) manages all civil claims, class action lawsuits and human rights claims against the Ministry and/or Ministry Staff. The team provides advice and assistance to the Ministry of Attorney General Legal Services Branch (LSB) as well as information, assistance and support to Ministry staff. This results in reduced legal costs to the Ministry and better support to Ministry staff.

In 2018/2019 fiscal year, 21 new files were opened (14 civil litigation, 7 human rights claims). In fiscal 2019/2020, we opened 45 new files (44 civil litigation, 1 human rights claim). In those years, we closed 14 files and 25 files respectively.

The Attorney General is Her Majesty's representative in British Columbia and is responsible for the conduct of all litigation for or against the Provincial Government, a Ministry and anything with the authority or jurisdiction of the Legislature. All decisions in relation to legal actions against or for the Ministry, therefore, lie with the Attorney General. In order to preserve the independence of the Attorney General, Ministers are not involved in decisions relating to the legal actions involving their Ministries. Additionally, it is not advisable for Ministers to comment on matters that are part of an active litigation.

Legislation	
<i>Child, Family and Community Service Act</i>	
<i>Adoption Act</i>	
<i>Social Workers Act</i>	
<i>Child Care BC Act</i>	
<i>Child Care Subsidy Act</i>	
<i>Community Care and Assisted Living Act</i> – only Section 8; shared responsibility with Ministry of Health	
<i>Youth Justice Act</i> – except Part 1 and s. 44(2)(a) & (b); shared responsibility with Ministry of Attorney General	
<i>Youth Criminal Justice Act</i> – federal legislation	

Legislation Overview

Child, Family and Community Service Act (CFCSA)

Purpose and Intent

The CFCSA provides the legislative framework for delivering services for family support, youth, child protection and children in care in British Columbia. The CFCSA contains a set of guiding principles for delivering these services and sets out that the safety and wellbeing of children are paramount considerations. The last updates to the CFCSA came into effect on April 1, 2019. These enabled greater involvement of Indigenous communities in planning for the needs of their children and families.

Possible Amendments for Consideration

The CFCSA would benefit from amendments to align with the principles and standards under new (January 2020) federal child welfare legislation: *An Act respecting First Nations, Inuit and Métis children, youth and families* (the Federal Act). Amendments could promote systemic reform of child and family services and the advancement of Indigenous self-determination.

Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/96046_01

Legislation Overview

Adoption Act

Purpose and Intent

The *Adoption Act* provides the legislative framework for placing a child from Canada or internationally for adoption. It defines court procedures for adoption orders, outlines the process for requesting assistance in locating a birth parent or adult adopted sibling or child, and licenses adoption agencies. It also enacts the *Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption* as law in British Columbia.

Possible Amendments for Consideration

Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/96005_01

Legislation Overview

Social Workers Act (SWA)

Purpose and Intent

The *Social Workers Act* (SWA) establishes the British Columbia College of Social Workers – a corporation with the duty to serve and protect the public in carrying out its objectives to superintend the practice of social workers.

Possible Amendments for Consideration

There have been longstanding calls to amend or repeal section 4 of the Social Workers Regulations (SWR), this was also highlighted as an issue in a recent report of the Ministry of Health on the Health Professions Regulatory framework. Certain social workers – including MCFD and Delegated Aboriginal Agency child welfare practitioners – are exempt by regulation from registering with the BC College of Social Workers.

Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/08031_01

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Withheld pursuant to/removed as

Cabinet Confidences

Legislation Overview

Child Care Subsidy Act

Purpose and Intent

The *Child Care Subsidy Act* provides the authority for the minister to pay subsidies to parents of children attending various types of child care, if the parent is a resident of BC, demonstrates a need for child care, such as employment, and meets a financial eligibility test. The subsidy is called the “affordable child care benefit”.

Possible Amendments for Consideration

The *Child Care Subsidy Act* (CCSA) could be amended to better support the transition to universal child care.^{Cabinet Confidences; Advice/Recommendations}
Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/96026_01

Legislation Overview

Community Care and Assisted Living Act

Purpose and Intent

Section 8 of this statute is currently assigned to the Minister of Children and Family Development and provides authority for issuing certificates to early childhood educators. Responsibility for the rest of the Act rests with the Minister of Health and regulates the operation of licensed child care and residential care facilities.

Possible Amendments for Consideration

Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/02075_01

Legislation Overview

Youth Justice Act (YJA)

Purpose and Intent

The YJA provides jurisdiction to deal with provincial statute violations and municipal by-law infractions.

The YJA is an enabling piece of legislation that provides for the appointment of probation officers, the designation of youth custody centres, the establishment of programs for young offenders and other youth justice services.

The YJA includes the power to make regulations. The Youth Custody Regulation addresses the management, operation and security of British Columbia's youth custody facilities.

Possible Amendments for Consideration

In 2019, the federal government amended the *Youth Criminal Justice Act* and Criminal Code in Bill C-75 to create efficiencies within the system and to divert young people from entering the "revolving door" of the criminal justice system.

Amendments to the YJA are necessary to align the legal, policy and practice changes arising from Bill C-75. This is expected to require extensive consultation, analysis and policy development requiring a multi-year commitment.

Cabinet Confidences; Advice/Recommendations

Link

https://www.bclaws.ca/civix/document/id/complete/statreg/03085_01

Legislation Overview

Youth Criminal Justice Act (YCJA)

Purpose and Intent

The YCJA is federal legislation and applies to all youth (a person who is 12 years of age or more but under the age of eighteen years) alleged to have committed a *Criminal Code* or other federal statute offence.

Youth Justice Services in B.C. are guided by the YCJA, and in general, the principles set out in section 3 of the Act which describes protection of the public by:

- holding youth accountable through fair and proportionate measures,
- promoting rehabilitation and reintegration, and
- supporting crime prevention by addressing underlying circumstances of offending behaviour.

The YCJA provides for the appointment or designation of “a person, group or class of persons” to perform the duties and functions of a provincial director under the Act.

In British Columbia, by Order-in-Council, the authority to designate a provincial director has been delegated to the Minister of Children and Family Development; a ministerial order designates the provincial director as the Executive Director, Youth Justice and Forensic Services.

The provincial director ensures a coordinated youth justice system is in place throughout the province, including the administration of:

- community and custody services provided by ministry staff and/or contractors, and
- agreements and orders of the court pursuant to youth justice legislation in a manner consistent with the requirements of the federal provincial cost-sharing agreements.

Possible Amendments for Consideration

As the YCJA is federal law, British Columbia’s role in suggesting/supporting amendments to the Act is through various Federal-Provincial-Territorial committees, including the Coordinating Committee of Senior Officials.

The most recent amendments to the YCJA occurred in 2019. Bill C-75 amended both the YCJA and the *Criminal Code* to create efficiencies within the system and to divert young people from entering the “revolving door” of the criminal justice system.

Link

<https://laws-lois.justice.gc.ca/eng/acts/y-1.5/>

RESOURCE NOTE

FEDERAL CHILDREN, YOUTH AND FAMILY SERVICES LEGISLATION

Program Overview

- Canada's *Act respecting First Nations, Inuit and Métis children, youth and families* (the "federal Act") came into force on January 1, 2020.
- The federal Act:
 - Affirms the inherent right of Indigenous peoples to exercise jurisdiction over child and family services;
 - Establishes three new national child and family services principles that must be used in the administration and interpretation of the Act: best interests of the child, cultural continuity; and substantive equality; and
 - Sets new national standards for service delivery that every Province and Territory must meet.
- The federal Act has paramountcy over all provincial and territorial laws, including BC's *Child, Family and Community Service Act*. It also provides paramountcy over provincial legislation for Indigenous children, youth and family services laws if an Indigenous governing body, acting on behalf of an Indigenous group, community or people that holds rights recognized and affirmed by section 35 of the *Constitution Act, 1982*, assumes jurisdiction.

Who it serves

- The federal Act serves Indigenous groups, communities or peoples that hold rights recognized and affirmed by section 35 of the *Constitution Act, 1982*.

Program Description

- BC has committed to working with the federal government and First Nations, Inuit and Métis peoples to improve the lives of Indigenous children, youth and families.
- The federal Act reinforces work already underway in the Province to keep Indigenous children close to their families and communities and reduce the number of Indigenous children in care.
- Reform of the children, youth and family services system is underway and will provide even more direct pathways for Indigenous peoples to achieve self-determination.
- MCFD has implemented new policies and practices to meet the new national principles and standards. More work is underway in some key policy areas to ensure BC is clearly meeting the expectations of Indigenous peoples for systemic change, including legislative amendments.
- MCFD and Delegated Aboriginal Agency staff received orientation on the new policies and changes to practice last Fall.
- A more comprehensive online training package on the federal legislation is under development.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

Over the last seven months, the Ministry of Children and Family Development (MCFD) has proactively responded to COVID-19, working hard to provide essential services to Indigenous and non-Indigenous children, youth and families across the province. We are working closely with staff, our partners including Delegated Aboriginal Agencies (DAAs), service providers and other provincial ministries to continue to provide services and supports for children, youth, families and caregivers during this unprecedented time.

As we progress through phase three of BC's Restart Plan, we will continue to work together with children, youth and families to ensure that those who need support are receiving it.

1. Ensuring families and caregivers can continue to count on receiving the services and supports that they need
 - Ensured offices remained open with measures in place to ensure the safety of staff, children, youth, families and community partners.
 - Moved to providing services virtually where appropriate (and implemented practice guidelines and bulletins to this extent).
 - For MCFD and DAAs, hosted orientation sessions regarding interim practice guidelines for Directors of Operations, Practice Managers, Team Leaders and frontline staff working in child protection, guardianship, child and youth mental health, adoption, resources, youth justice and children and youth with special needs.
 - Partnered with DAAs to continue providing services through the State of Emergency.
 - Worked with contracted providers to ensure continuation of service to parents with children and youth with behavior and anxiety challenges.
 - Ensured the federally announced \$300 increase to May's Canada Child Benefit was passed on to caregivers through the May maintenance rate payment.
 - Tracking placement capacity within care giver and contracted residential agency homes to monitor for capacity challenges.
2. Supporting the childcare sector while ensuring parents who must work during the COVID-19 pandemic continue to have access to child care
 - Provided Temporary Emergency Funding for licensed centres that continued to operate with prioritized access for essential service workers, as well as to licensed centres that chose to temporarily close due to COVID-19 so they could re-open when ready. (e.g. support for fixed costs like rent or lease payments). Funding was provided from April to August 31, 2020.
 - Provided funding for Universal Child Care Prototype sites with similar terms and conditions as the Temporary Emergency Funding.
 - Worked with the Ministry of Health and BC Centre for Disease Control on health and safety guidelines for child care providers and early childhood educators.
 - Worked with Child Care Resource and Referral Centres and the Ministry of Education to develop a matching service for parents of essential service workers to access child care or in-person instruction on school grounds.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

- Offered multiple teleconferences to the child care sector to provide information on funding and health and safety, which reached over 3,000 callers.
- Amended the Child Care Licensing Regulation to extend the expiry date/renewal of Early Childhood Educator and Early Childhood Educator Assistant Certificates; providing registrants an additional year to complete work experience and/or professional development hours required for renewal and enabling registrants to remain working during the pandemic.
- To support post-secondary early childhood education students to continue their education and graduate, the Early Childhood Educator Registry provided recognized post-secondary institutions with temporary approval to adapt programs to the pandemic.
- Amended the Child Care Subsidy Regulation to enable the continued payment of the Affordable Child Care Benefit to families who would have otherwise become ineligible for funding as a result of losing employment during the pandemic and/or if their child is temporarily absent from child care due to COVID-19.
- By November, provide health and safety grants to open Child Care Operating Funding-funded licensed child care centres and Prototype Sites to help providers cover additional costs associated with adhering to the BC Centre for Disease Control and BC Ministry of Health COVID-19 requirements (e.g. costs for cleaning supplies, extra staff hours for cleaning, and backfill for sick leave).
- Funding short term space renovation projects in schools, public post-secondary institutions and health authorities that can be completed before March 31, 2021 to support efficient and effective creation of child care spaces (e.g. gym dividers in schools and multipurpose spaces, small renovation projects).
- Under the Community Economic Recovery Infrastructure Program, providing funding to expand outdoor play spaces through the Aboriginal Head Start program.

3. Supporting children and youth with special needs and their families

- Established a \$2.7M short term Emergency Relief Support Fund for children and youth with special needs and their families who were deemed eligible for CYSN Family Support Services, which provided a direct payment of \$225 per month (for up to 6 months) to assist eligible families during the period of April 1, 2020 to September 30, 2020. This emergency funding supported approximately 3,000 families who had been waiting for support services. Families used this payment to purchase supports that helped alleviate stress.
- Created flexibility in programming so that families can access services that normally fall outside of policy, including:
 - Allowed families who receive respite funding greater flexibility to use their respite funding to purchase supports that assist in alleviating caregiving pressures and supporting family wellbeing. Examples included purchasing services like house cleaning, grocery shopping and meal prep. Flexible use of respite funding was implemented on April 1, 2020 and will continue for families until March 31, 2021.
 - Temporarily suspended payments on all maintenance agreements for Special Needs Agreements and Voluntary Care Agreements to alleviate some financial stress until August 31, 2020.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

- Relaxed eligibility and access to At Home Program medical benefits, and enabled any families receiving benefits to continue to do so without the need for a reassessment during the pandemic period.
- Ensured families in receipt of Autism Funding could use up to 35% of their funding to purchase needed equipment and materials, enabled access to family counselling/therapy across all age categories, and allowed families whose children are turning six or 19 years old between March 15th and August 31, 2020 to have an additional three months to utilize funding from the affected funding period.
- Between April – September 2020, prioritized supported child development services for essential services workers of children with extra support needs and enabled access to some in-own home care supports during school hours for school-age children.
- Hosted a joint town hall with the Ministry of Education and the Ministry of Health to answer questions from the families of children and youth with special needs.

4. Supporting Youth and Young Adults

- Key emergency measures were initially established for youth aging out of care and young adults who were in the Agreements with Young Adults program (AYA) until June 30, 2020. The emergency measures extended first until September 30, 2020 and some are now available until March 31, 2021.
- The measures include:
 - **Youth in foster care, out of care agreements and placements and contracted residential agencies:** Youth are being supported to stay where they are, using emergency measures up until March 31, 2021. Ministry and DAA staff are reaching out to youth, caregivers and agencies to develop new agreements that will allow for care providers to continue to support youth past their 19th birthday, up until March 31, 2021.
 - **Youth living on Independent Living Agreements and Youth Agreements:** MCFD has provided options that allow youth to continue to receive monthly living expenses past their 19th birthday, up until March 31, 2021. Ministry and DAA social workers are reaching out individually to these youth to discuss planning and extended support.
 - **Youth in care scheduled to transition to Community Living BC (CLBC):** Youth who are eligible for services through Community Living BC (CLBC) will be supported to transition on their 19th birthday. In cases where this transition is not possible due to COVID-19 related complications/risks, MCFD will support young adults to remain in their existing placement.
 - **Agreements with Young Adults Program (AYA):** Young adults participating in AYA whose programs have been interrupted due to the pandemic or who are unable to obtain employment during a break in their studies continued to receive their monthly financial supports until September 30, 2020. Regulations were changed so the drawdown of the 48 months available in the AYA program was paused during any program interruption. Young adults turning 27 years old before September 30th and who would normally not be eligible to continue the program were able to continue to use the months that were paused. MCFD also relaxed the life-skills criteria for the AYA program to create greater flexibility and accessibility for young adults; these criteria were available up until September 30, 2020. On October 1, 2020, MCFD extended the

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

supports for an additional year, allowing easier access to life-skills supports and rehabilitation supports (including mental health supports) and permitting young adults to take part in a wider range of life-skills programs and cultural learning options with fewer required hours of participation per week.

- The Ministry is utilizing platforms such as Agedout.com and the Federation of BC Youth In Care Networks to share information regarding the ways in which youth and young adults can access supports available to them.

5. Supporting children and youth with mental health needs and their families

- MCFD recognized the potential impact of COVID-19 on the wellness of families, caregivers, children and youth. All program areas adapted their services to stay connected with families virtually and, where possible, via face-to-face services.
- Child and Youth Mental Health Services (CYMH) transitioned all provincial intake teams to offer telephone, virtual and in-person intake, ensuring that children and youth can access mental health services.
- Clinical treatment for children, youth and families is now being offered by telephone or virtually across the province and face-to-face where necessary.
- CYMH clinicians were supported with technology and training to offer therapy online.
- Where required, in-person treatment is available for children and youth who are assessed as very high risk or where barriers exist to access virtual and phone technologies. Safe distancing is practiced, ensuring the safety of clinicians and youth.
- Aboriginal Child and Youth Mental Health teams continue to stay engaged virtually and, where required, in person with youth and their families.
- The Ministry provided online resources for clinicians, youth and families regarding self-care, as well as links to resources from other ministries and community agencies.
- Staff worked with contracted service providers to ensure the continuity of services (specifically Confident Parents: Thriving Kids, which is funded by the province but provided through the Canadian Mental Health Association (BC Division) and Family Smart).
- The School Mental Health team adapted Everyday Anxiety Strategies for Educators (EASE) to create *EASE at Home*. These resources help parents and caregivers to manage their children's worries and anxieties.
 - a. In collaboration with the Ministry of Education (EDUC), *EASE at Home* launched on the EDUC Keep Learning BC web portal.
 - b. EASE at Home was also distributed to all school districts, including the First Nations Schools Association.

6. Provision of the social sector services

- Worked with contracted service providers to ensure contracts were extended and renewed without interruption.
- Supported flexible approaches to the provision of essential services, including providing incremental funding to contracted service providers who were experiencing increased costs due to staff shortages, increased overtime and/or increased demand as a result of COVID-19 (March through to May 31, 2020).

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

- Facilitated the distribution of temporary pandemic pay to service providers for eligible employees that delivered in-person, front-line critical social services to those most vulnerable during the pandemic.
 - Connected regularly with social service providers through the Deputy Minister and Assistant Deputy Minister to ask for input, provide reassurance and guidance and respond to issues.
 - Ensured that the federally announced \$300 increase to May's instalment of the Canada Child Benefit was passed on to caregivers through the May maintenance rate payment.
7. Ensuring the continued safety of children and youth through new investments, practice directives, policy and regulation changes
- Ensured that all children and youth in care who were out of the country returned to Canada.
 - Initially issued a practice bulletin that all visits for children and youth in care would be done virtually, with a process in place to account for exceptional circumstances. This was later updated to encourage increased in person connections for children, youth and their families – while continuing to follow the health and safety directions from the Provincial Health Officer. Virtual connections for children and youth have been supported (including in some cases by providing caregivers with iPads) so children and youth have increased time/connection with their family.
 - Implemented Interim practice guidelines for youth justice, resources, child and youth with special needs, child and youth with mental health, child protection and guardianship and adoption, and for administrative services.
 - Provided direction to staff for what to do if a foster parent or care provider becomes sick with COVID-19. This included establishing a reporting system for children and youth in care and foster parents/contracted service providers diagnosed with COVID-19 to ensure necessary supports and for reporting purposes.
 - Worked to obtain devices to keep children, youth and families connected through technology.
 - Increased the use of virtual technology for youth justice (court appearances, family visits, etc.)
 - Adapted the process for screening new caregivers in contracted residential agencies.
 - Introduced an expedited approach to addressing criminal record checks for contracted residential caregivers.
 - Visitations for 24/7 youth in custody centres were restricted to virtual and public access to protect the health and safety of youth and employees in these facilities.
 - In collaboration with the federal government, continued to engage in discussions regarding child welfare jurisdiction with those Indigenous communities that are interested and able to do so.
 - Developed policy and procedure guidelines for prudent fiscal management and the implementation of COVID-19 programs.
8. Supporting staff to provide services and follow Provincial Health Officer (PHO) advice and direction
- Developed and implemented work-from-home guidelines and practices for staff to ensure continuity of services by both virtual and in-person means.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

- Re-enforced PHO advice through regular DM messages and Ask Allison Almost Anything ministry wide YouTube meetings, including a virtual information session with Dr. Daniele Behn Smith from the Provincial Health Office.
- Provided resources to support staff working virtually, such as how to hold virtual meetings and ensure client information is protected, as well as a tele-work toolkit and technical resources.
- Provided temporary pandemic pay for included staff in the Service Delivery Division – this recognizes that front-line workers provide critical social services to those most vulnerable during the pandemic.

9. Safeguarding health and wellbeing of staff

- Activated the Ministry Exposure Control Plan.
- Developed guidelines and strategies for office managers to ensure physical distancing in office waiting areas, including where required, providing security staff at offices to assist with safe client access and keeping offices open.
- Implemented enhanced cleaning of “high-touch areas” in offices.
- Developed guidelines for staff safety when they are required to be out of the office and in situations where physical distancing is not possible.
- Posted resources for mental health and managing stress during COVID-19.
- Ensured that offices had the required sanitization supplies and masks.
- Developed work-from-home plans that include a staff roster to aid in working from home while keeping front-line offices functional.
- Distributed posters and information for offices on protecting yourself, handwashing, physical distancing and office hygiene.
- Worked closely with BCGEU to ensure staff concerns and safety are being addressed.
- Spring and summer practicums were postponed. Child welfare student fall practicums have resumed virtually. CYMH practicums continue to be on pause while MCFD determines how to ensure a meaningful learning experience for students.
- Postponed all face-to-face training and redesigned some critical courses to be delivered virtually; to create alternate learning delivery methods for delegation-related training.
- Extensive COVID-19 MCFD specific webpage has been created to ensure that all MCFD resources are housed in one location.
- MCFD continues to follow the advice of the Provincial Health Officer, along with the workplace health and safety advice from the Ministry of Citizens' Services and the BC Public Service Agency in response to the COVID-19 pandemic.
 - A draft recovery plan has been developed for the social sector.
 - A child and family services sub-sector recovery guide has also been developed to support the development of agency-specific operational plans to ensure that all service providers approach COVID-19 recovery planning safely, consistently, transparently and with the support of government partners.
 - Safety plans have been developed for all MCFD sites where staff regularly work (189 offices/worksites). Assessment teams were identified for each site and provided with orientations and daily support calls to complete the workplace safety plans and implement controls which comply with Provincial Health Office (PHO) and WorkSafeBC guidelines.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

Supervisors were supported to hold orientations on the implemented controls with staff. Weekly support calls were offered to supervisors to provide updates and allow for questions and answers.

10. Communications to staff, families, service providers and Indigenous partners

- Sent out regular MCFD and DAA all staff emails.
- Created a stakeholder and communication strategy to ensure the voices of staff, stakeholders and partners are heard and issues mitigated.
- Supervisors connected with staff regularly to provide updates and hear the concerns coming forward.
- Provided regular updates on iConnect (internal ministry web site) with resources and PHO direction.
- Minister Conroy video posted to iConnect.
- Ensured quick links to Public Service Agency resources.
- Put several communication and information-sharing approaches in place to ensure that MCFD's partners, service providers, stakeholders and families were getting the information they needed, and obtained feedback and suggestions to inform the Ministry's actions (e.g. hosting town halls, regular and ad-hoc meetings, webinars with service providers and First Nation communities, and hosting a call with the MCFD Social Sector Advisory Committee).
- With the increase in virtual options, information can now be shared across the province in a way previously not possible, e.g. foster parents can attend information sessions presented virtually in a location other than their own.
- Hosted two Public Health Office information sessions with Dr. Daniele Behn Smith to prepare caregivers for the resumption of in person visits between children and youth in care and their families – one with contracted service providers and another with foster caregivers.
- Hosted a Back to School Town Hall with Dr. Trevor Corneil (PHO) for care givers and care providers.
- Hosted two thank-you calls with the Minister – one for caregivers/care providers and one for dedicated community-based professionals.
- Twice weekly calls with DAAs and MCFD staff in Aboriginal Services Division.
- Weekly calls with Representative for Children and Youth.
- Biweekly calls with Children's Forum (membership is RCY, Ombudsperson, Public Guardian and Trustee, Chief Coroner, Provincial Health Officer).
- Provided updates to First Nations leadership through the Tripartite Working Group with MCFD, the First Nations Leadership Council and the Government of Canada.
- Provided updates to Métis Nation BC and the Métis Commission for Children and Families through a Métis Working Table meeting.
- Publicly posted all COVID-19 emergency measures, practice changes and communications to families, caregivers, youth and service providers on the MCFD COVID-19 web page at: <https://www2.gov.bc.ca/gov/content/family-social-supports/covid-19-information>. Recently expanded these pages to provide additional residential resource communications materials.

11. Working in Partnership

- Worked with the Provincial Emergency Coordination Centre and the Health Emergency Coordination Centre to provide a whole-government approach to COVID-19.

The Ministry of Children and Family Development's actions to respond to COVID-19

October 1, 2020

- Worked with BC Housing, the Ministry of Social Development and Poverty Reduction, and the Ministry of Municipal Affairs and Housing to coordinate support for youth under age 19 years who may be at risk of homelessness.
- Worked with the Ministry of Attorney General to manage court matters and continue to focus on prevention and family supports to avoid the use of any court process during the pandemic.
- Continued to work closely with partner ministries (including with the Ministry of Social Development and Poverty Reduction on the Social Sector Roundtable) on sector issues and worked with the Ministry of Indigenous Relations and Reconciliation to discuss cross-government issues for First Nation, Métis and Inuit peoples.
- Continued MCFD's ongoing collaboration and partnership with the First Nations Leadership Council and with the Government of Canada on the transition of jurisdiction over child and family services to First Nations.