MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION BRIEFING NOTE

CLIFF # 227279

PREPARED FOR: Minister Stephanie Cadieux - **FOR INFORMATION**

TITLE: MCFD Children and Youth with Special Needs (CYSN) programs and services data.

PURPOSE: Activities related to improving quality and availability of CYSN data

BACKGROUND:
- MCFD provides four types of CYSN programs and services: foundational programs, family support services; specialized provincial services; and services for CYSN in care of the ministry.
- Availability and quality of CYSN data varies based on the type of program/service.
- In general, data related to the specialized provincial services and children in care (CYIC) with special needs are available and reliable.
- With the use of ICM as the case management system for the Autism Funding Program and At Home Medical Benefits Program (since April 2012) the Ministry has data on caseloads, expenditures, funding commitments, funding utilization, products, and service providers for these programs.
- The Ministry identifies CYIC with special needs through: Special Needs Agreements; financial service lines for residential costs of CYIC with special needs; whether they receive specialized provincial services from the Autism Funding Program and/or the At Home Medical Benefits Program; and if the CIC has a CYSN case we can see if they are eligible to receive At Home Respite programs and whether they have a documented disability.
- Total residential costs can be estimated for CYIC with special needs, and are reported out as a performance measure.

DISCUSSION:
- There are some challenges related to CYSN Family Support Services (FSS) data, CYSN Foundational Programs data, and data related to the Key Worker Program.

1. CYSN Family Support Services (FSS) Data

- FSS programs include: respite, child and youth care worker, parent support, professional support, behavioural support, and homemaker support.
- FSS are delivered through SDA-level contracts with community agencies, individuals and/or qualified professionals. Respite services are provided through contracts or direct funding.
- Families access FSS services through a CYSN worker, who uses the Priority for Service Tool (PST) in a structured interview with parents to determine the family's needs arising from the child's disability and the family's capacity to deal with them.
- Data related to FSS are collected through the Priority for Service List (PSL) database, which was built as an interim system in the anticipation of this data being collected in ICM.

- CYSN workers find the system cumbersome and report that it does not adequately provide teams with the information they need for service and budget planning. Therefore, some teams are not using the PSL and are tracking their service requests locally.
- There is also a lack of standardization across the province in how service requests are added to and removed from the PSL. The inconsistency of use and lack of full participation compromise the quality of the data.

Activities related to improving quality and availability of FSS data
Business Process Improvement LEAN
- The PSL was identified as an area for business improvement during a CYSN LEAN event in March 2015. One of the key findings from the LEAN event was the need for a replacement for the PSL that;
   - captures only necessary and pertinent information;
   - ensures any tracking system easy to read, accessible and can be updated as needed, and
   - supports standardized CYSN practice across the province
- The CYSN LEAN Project Team is actively developing and testing a new form to be used by CYSN practitioners as a single assessment and planning form. This form includes tracking family support services. Once the form is implemented with all CYSN teams, it is intended to be fully integrated within ICM.
- Once integrated, data about CYSN case management, including requests for family support services, would be accessible through the ministry's Corporate Data Warehouse (CDW).
   - Timelines: While some data will be available by March 2017, a complete provincial data inventory is expected by March 2018.

Transformation & Technology Capital Concept Case
- A Transformation and Technology Concept Case was prepared in January 2016 to seek funding to integrate the new form in to ICM and make necessary system changes to support the gathering and reporting of CYSN information.
- At present, the CYSN LEAN Project team is working with ISD and Deloitte to complete a business case.
   - Timelines: The team has been advised by ISD and Deloitte that funding for the Capital Concept Case may not be available until 2018.

2. **CYSN Foundational Programs Data**

- Foundational programs include: Infant Development, Aboriginal Infant Development, Supported Child Development, Aboriginal Supported Child Development, Early Intervention Therapies and School Aged Therapies.
- Families are able to self-refer to these services and do not necessarily have a CYSN social worker nor MCFD involvement.
- Contracted agencies manage their own waitlists and have their own processes for screening and prioritizing services.
- Prioritization policies, standards, tools and/or guidelines for prioritizing children and families vary across the foundational programs.
- Agencies submit data on numbers served/waiting for service and other relevant information to MCFD using the Service Indicator Reporting Framework (SIRF). In

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its current form since 2007/08, SIRF collects data from contracted agencies via a SharePoint site and is used for contract management or aggregated and used for analysis and aggregate reporting.
- SIRF data reports the number of children that are waitlisted for their recommended service; these children may be in receipt of a different service in the program while they wait for their recommended service. SIRF currently tracks the total number of children waiting; average wait times are not collected.

Activities related to improving quality and availability of FSS data
The Service Indicator Reporting Framework (SIRF)
- SIRF currently collects 10-18 data elements per program. Data reported by agencies cannot be easily verified and while agency reporting rates are good, there is evidence that inconsistent definitions are being used when reporting.
- Starting in 2016/17, the number of data elements required through SIRF will be reduced to four. While the data will continue to be agency reported, the reduction in data elements can be used to improve the quality of the remaining data elements.
  - Timelines: 2016/17

The BC Association for Child Development and Intervention (BCACDI) Dashboard Pilot
- BCACDI is leading a Dashboard Pilot that uses the Nucleus software platform to capture data (referrals, children served, waitlists and wait time).
- Approximately 23 of 30 BCACDI member agencies are using this platform and the goal is to have all member agencies using Nucleus in 2016. By contract, SIRF reporting includes more than 200 agencies.
- There are over 30,000 users in community service agencies, child development centres and health authorities across BC, the Yukon and Ontario using Nucleus Labs core platform. They have also created clinical assessment and electronic referral systems, and a Food Bank Management system.
- Not all MCFD contracted agencies delivering foundational programs are members of BCACDI and the total number of MCFD-funded agencies using the Nucleus core platform to support their information management needs is not known at this time
  - Timelines: BCACDI's goal is to have all member agencies using Nucleus in 2016.

3. **Key Worker program**
- Families are eligible for the Key Worker program if their child/youth has confirmed or suspected Fetal Alcohol Spectrum Disorder (FASD).
- The program is delivered through 57 SDA-level contracts with community agencies. The demand has grown for the service since it was developed in 2006 and it is the only FASD-specific program provided by MCFD.
- Families can self-refer; access is not dependent on contact with an MCFD social worker.
- For the first three years of the program (2006/07 – 2008/09), an external evaluation collected extensive quantitative and qualitative data. When the evaluation concluded in 2009, MCFD regions each developed varying approaches to data collection.
- At the time, there was resistance to adding the program to the SIRF provincially due to capacity issues of the system, and resource constraints of ministry staff and contracted agencies.

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- Without provincial data on the program, it is not possible to know how many families are served or forecast program demand.

Activities related to improving quality and availability of Key Worker data:
- Over time, some areas of the province such as the Interior, North and parts of Coast Fraser have incorporated FASD reporting into their current SharePoint data sites, and in 2015/16 one region refined the number and type of indicators related to these services. However, the type of data collected varies across these areas and provincial data is not available at this time.

ADVICE:
- It is expected that the new, single assessment and planning tool for CYSN Family Support Services, once fully implemented and incorporated in the Corporate Data Warehouse, will improve provincial consistency and tracking of relevant data.
- CYSN Foundational Programs data is self-reported by the MCFD contracted agencies. It is expected that the reduction of data elements required through SIRF will improve, but not fully ensure the accuracy and quality of reported data.
- Continue working with BCACDI to better understand the Dashboard Pilot and its linkages with SIRF reporting.
- Continue working with Service Delivery Areas to determine ways to improve consistency and availability of Key Worker data.

Program ADM/Branch: Christine Massey, ADM, Policy and Provincial Services
Reg Bawa, ADM, Finance and Corporate Services
Program Contact (for content): Aleksandra Stevanovic/Martin Wright
Drafter: Aleksandra Stevanovic
Date: March 21, 2016

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION BRIEFING NOTE

CLIFF# 227722

PREPARED FOR: Honourable Stephanie Cadieux – **FOR INFORMATION**

TITLE: Continuing to Review and Improve Services to High Risk Youth in Downtown Vancouver

PURPOSE: Provide some priority actions that can be undertaken with establishment of Rapid Response Team and consideration of Provincial Director's Report on File Review of Youth residing or visiting in DTES

BACKGROUND:
- In May 2015, the Representative for Children and Youth released *Paige's Story: Abuse, Indifference and a Young Life Discarded* (the Paige Report). Following recommendation 1 of that report, the Ministry of Children and Family Development (MCFD) undertook a file review of children and youth in care or receiving reviewable services who reside or frequent the Downtown Eastside (DTES) of Vancouver. The review, among other areas of inquiry and focus, looked at risks and protective factors for vulnerable children and youth in high risk situations.
- Also as a result of the Paige Report, the Ministry implemented a Rapid Response Team in the DTES (a detailed list of involved agencies is included in Appendix 1). The Rapid Response Team (RRT) consists of a core group of professionals representing the following organizations:
  - o Vancouver Coastal Health – Addiction Services
  - o Vancouver Coastal Health – Child and Youth Mental Health Services
  - o BC Housing
  - o Vancouver Aboriginal Child and Family Services Society (VACFSS)
  - o Vancouver Police Department (Car 20)
  - o Community Youth Outreach (Watari and Directions Youth Hub)
  - o MCFD Youth Outreach Staff
- While there are many services from a number of ministries and service providers focused on the Downtown Eastside (DTES), as the Paige Report highlighted, services have not been effectively coordinated in the past and youth occasionally slipped through the gaps. The RRT is addressing this issue.
- The team has been able to identify barriers to services and, where possible, worked to eliminate them or identify the service gaps for senior executive to address through MCFD or through improved cross ministry coordination involving local government and service providers.

DISCUSSION:
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Program ADM/Branch: Allison Bond
Program Contact (for content):   Dennis Padmore
Drafter: Allison Bond
Date: April 20, 2016

Appendix 1: RRT Sub-Committee Membership

1) Participant agencies reviewing housing, transition and needs identification. The membership includes 28 individual participants representing the following agencies:
   - Vancouver Coastal Health
   - Covenant House
   - Family Services of Greater Vancouver (Directions)
   - Urban Native Youth Association
   - Ministry of Children and Family Development
   - Inner City Youth (MOH)
   - BC Housing
   - City of Vancouver
   - ALIVE
   - Watari
   - Representative of Children and Youth
   - Our Place
   - Pacific Community Resources Society (Broadway Youth Resource Centre)
   - Ray Cam Cooperative

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Withheld pursuant to/removed as

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MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION BRIEFING NOTE

CLIFF #227884

PREPARED FOR: Honourable Stephanie Cadieux – **FOR INFORMATION**

TITLE: Sexual Abuse Intervention Program (SAIP)

PURPOSE: Provide overview of SAIP

BACKGROUND:
- The Sexual Abuse Intervention Program (SAIP) is a community-based program that provides specialized assessment and treatment services for families and their children and youth under age 19 who have been sexually abused, and youth with sexual behaviour problems under age 12.
- The ministry invests approximately $5M annually to SAIP agencies to provide services for children who have experienced sexual abuse and their families.
- The ministry's CYMH community-based teams also provide services to children and youth who have experienced sexual abuse and their families.

DISCUSSION:
- All referrals to SAIP services are screened for the purposes of determining eligibility, as well as the nature and severity of presenting problems.
- Efforts to establish urgency are made at the point a referral is received.
- On screening, cases are triaged to establish prioritization and the type of intervention required.
- Children and youth who are deemed to be in crisis situations are served immediately or supported to access appropriate services.
- Children/youth deemed eligible for service will receive a comprehensive, biopsychosocial assessment that considers the client's spiritual and cultural context, and examines strengths and difficulties before treatment and support services commence. Assessments consider both abuse-related and general mental health needs and may require collaboration with CYMH clinicians.
- Wait lists exist from time to time in some communities. Many communities have reported, however, that they have no wait lists or that the service is under-utilized as clients may access a number of other appropriate services, such as trauma-informed therapy. Some of our contractors deliver a number of types of therapy and will ensure that the child is routed to the treatment that best suits their needs.
- When there are wait lists, most contractors work with the ministry to reduce the wait times by, for example, assessing the child's needs and routing them to different services and programs as necessary. If the needs are acute and there is a wait list, the child will be seen through a different service as determined by the child's presenting needs.
- There are other services which, though different, can be accessed by these clients where appropriate, such as the Community Victim Assistance Program
- The Ministry has had SAIP standards since 2008 and these are implemented through a common contract. This includes common reporting on deliverables including how many children are served. Contractors are required to report on a reporting site and

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some contactors also continue to deliver narrative reports. The Ministry continues to work to ensure consistent application of the reporting standards. While we don't monitor the wait list through this reporting, we work closely with our contractors to understand where there are wait lists and how to address those issues.

ADVICE:
SAIP is a specialized service that provides valued therapeutic treatment to children and youth. SAIP has implemented the recommendations from the recent report and we continue to ask contractors to report centrally to ensure we can track and monitor success. Operationally, MCFD staff work with contractors to ensure children are appropriately referred, and where there is a waitlist for that specialized service, ensure children are receiving the supports they need to ensure positive outcomes.

Program ADM/Branch: Allison Bond
Program Contact (for content):   Allison Bond
Drafter: Allison Bond
Date: May 2, 2016

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION BRIEFING NOTE

CLIFF #227990

PREPARED FOR: Minister Stephanie Cadieux - **FOR INFORMATION**

TITLE: MCFD's 2016/17 – 2018/19 Strategic Plan

PURPOSE: To seek approval of the 2016/17 – 2018/19 Strategic Plan

BACKGROUND:
- Refer to CLIFF 226126 for background on the Service Plan and ministry planning process.
- Since the release of the first strategic plan in 2012 the ministry has focused on streamlining and clarifying its priorities, and improving plan presentation to increase staff engagement.
- With the launch of the new government wide effort to integrate strategic planning, the ministry also produced an Integrated Strategic Plan (ISP) which was submitted to the Lean BC Office on March 31, 2016. The ISP is aligned with the Service Plan and Strategic Plan but also includes other corporate planning initiatives such as Citizens @ the Centre, Lean, and Workforce Planning, as well as listing centralized support functions and priority improvement opportunities.
- The ministry's 2016/17 – 2018/19 Service Plan, the ISP and the 2016/17 – 2018/19 Strategic Plan have exactly the same goals and objectives. However, subsequent to the Service Plan and the ISP being finalized, there were suggested changes to five strategies in the Strategic Plan with two new ones and three reworded for greater clarity.

DISCUSSION:
- The two new suggested strategies are:
  - Under Goal 1 to "Improve and strengthen local and provincial engagement strategies with Aboriginal leaders" to speak to engagement with Aboriginal leaders at the political level, and
  - Under Goal 3 "Work with other provinces, territories and the federal government to develop a National Early Learning and Child Care Framework that strengthens BC's approach set out in the Early Years Strategy" to guide the development of a bilateral funding agreement with the federal government.

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- Three strategies had suggested rewording, as per below (changes are italicized):
  - Under Goal 2:
    - Embed guardianship training in the new *permanency* curriculum and deliver corresponding training.
      - Changed from: Embed permanency training in the guardianship training curriculum and deliver guardianship training
    - Increase the number and timeliness of permanency placements for children and youth, including adoptions, *permanent transfer of guardianship* and, where possible, family reunification.
      - Changed from: Increase the number and timeliness of permanency placements for children and youth, including adoptions, out of care placements and, where possible, family reunification
  - Under Goal 3:
    - Develop an audit program for contracted residential service providers.
      - Changed from: Continue to make improvements to the quality assurance/audit and performance measurement of Service Providers.
- The 2016/17 – 2018/19 Strategic Plan and the 2016/17 – 2018/2019 Service Plan are closely aligned with the exception of the above-noted five strategies, and the Strategic Plan includes additional messaging and timelines, including:
  - An Executive Message highlighting some high profile deliverables over the last year and some priorities that will be addressed in the coming year; and
  - A "Three Year Outlook" that shows the expected timeline for the completion of each strategy.
- In addition, the Strategic Plan does not have performance measures whereas the Service Plan has measures and refers to the ministry's Operational Performance Management Report.
- For consistency, the Strategic Plan maintains the same easy to read format that was established in the 2015/16 – 2017/18 Strategic Plan.

ADVICE:
To approve the 2015/16 – 2017/18 Strategic Plan and post it to iConnect. The next 2017/18 Strategic Plan will include reference to the multi-year plan and other emerging priorities.

Attachment:
- MCFD's 2016/17 – 2018/19 Strategic Plan

Program ADM/Branch: Carolyn Kamper, Executive Director, DMO - Strategic Planning and Reporting
Program Contact (for content): Donna Hanson
Drafter: Donna Hanson
Date: May 10, 2016

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MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
INFORMATION BRIEFING NOTE

CLIFF: 228147

PREPARED FOR: Minister Stephanie Cadieux - **FOR INFORMATION**

TITLE: Public reporting on hotel placements

PURPOSE: To provide information for public release of information on the placement
of children in care in hotels.

BACKGROUND:
- On January13, 2016 the Ministry in collaboration with the Representative of Children
  and Youth (RCY) jointly released the report titled - *The Placement of Children and
  Youth in Care in Hotels in British Columbia* (the Report).
- One of the three actions in the Report was:
  - "The ministry will deliver its first public report on hotel placements on June 1,
    2016."
- As noted in the Report, since November 2014, the Ministry directed social workers to
  obtain approval of senior Ministry officials before placing a child or youth in a hotel
  and the Office of the Provincial Director of Child Welfare began manually tracking
  each Child or Youth in Care (CYIC) placement in a hotel.
- The Report noted 117 CYICs and 131 hotel placements within the time period of
  November 2014 to October 2015.
- Another action in the Report was:
  - "The ministry has released a Practice Directive to ministry staff and DAAs
    regarding the use of hotels, the approval process, tracking, monitoring and
    oversight of hotel stays, supports provided to the child in the hotel, the
    qualifications of the individuals caring for the child, and reporting to the RCY."
- On January 13, 2016 the Ministry also issued a Practice Directive regarding the use of
  hotels.
- In the Practice Directive the definition of "hotel" includes: "motels, bed and
  breakfasts or any other short term lodging commercially available to the general
  public."
- The Office of the Provincial Director of Child Welfare has continued tracking the
  number of hotel placements since the Practice Directive was issued.

DISCUSSION:
- The time frame for the first public report will be January 13, 2016 (date practice
  directive implemented) – April 30th, 2016. The information will be posted on the
  Ministry internet site on June 01, 2016.
- This will be the first public report on hotel placements and future reporting will be
  included in the Performance Management Report.
- There have been 25 hotel placements during January 13, 2016 – April 30th, 2016 with
  24 CYICs being placed in hotels (one youth was placed twice in a hotel during that
  time period). The average length of stay is four nights.
- 10 stays were one night only and the longest stay was 18 days.

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- 10 of the 25 hotel placements were three nights or longer and were reported to the RCY as stated in the Practice Directive.
- There are several sibling groups that were placed in hotels these include:
    - 2 sibling groups of 2
    - 2 sibling groups of 4
    - 1 sibling group of 5
- Refer to appendix for SDA/DAA breakdown and for hotel placement reasons.
- The number of children or youth in care placed in hotels between Nov 1, 2015 – January 12, 2015 is not part of the June 1, 2015 public report as this was prior to the practice directive being issued.
- During the time period between November 01, 2015 and January 12, 2016 there were 12 CYICs that stayed in hotels. There were no youth that stayed two or more times in this time period.

Program ADM/Branch: Cory Heavener – Provincial Director of Child Welfare
Program Contact (for content): Trisha Myers – Manager –Practice Support and Issue Management
Drafter: Trisha Myers – Manager – Practice Support and Issue Management
Date: May 24, 2016.

Appendix

Hotel Placements by Service Delivery Area and Delegated Aboriginal Agency (DAA)

Service Delivery Area/DAA	# of Hotel Placements	# of CYICs Placed
North Central	2	2
North Fraser	1*	1*
North West	8	7
South Fraser	4	4
South Vancouver Island	2	2
Vancouver Richmond	7	7
Surrounded By Cedar	1	1
Total	25	24

*one stay started prior to January 13, 2016

Reasons for Hotel Placements:
- Fire in residential resource (1 child)
- Emergency removal remote location (2 children)
- Large sibling group removed- no foster home immediately available (5 children)
- Sibling group placed with relative while awaiting access to relative's new home (2 children)
- Foster parent flight to pick up children was delayed due to bad weather (4 children)
- No foster home equipped to manage child's behaviour- specialized resource developed (1 child)
- No available placement- a specialized placement was created (2 children)
- Child a danger to self and others- no resource immediately available(1child)
- Foster parent's safety threatened by another adult not known to the children; foster parent and children stayed in hotel with children (2 children)
- Children's safety at risk (4 children)
- Placement breakdown- no foster parents immediately available to accept child (1 child)

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