

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

TRANSITION BINDER



Ministry of
Children and Family
Development

June 2017

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MINISTRY PROFILE

Ministry: Children and Family Development

Ministry Mandate:

The Ministry of Children and Family Development works together with Delegated Aboriginal Agencies, Aboriginal service partners and approximately 5,400 contracted community social service agencies and foster homes, cross government and social sector partners to deliver inclusive, culturally respectful, responsive and accessible services to 175,000 children, youth and families in the province. Ministry services are complementary and families may access a combination of services, ranging from early years programs to children and youth with special needs, children and youth mental health, child welfare, adoption and youth justice. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas.

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

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

Vision:

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

Mission:

We work together to deliver inclusive, culturally respectful, responsive and accessible services to support the well-being of children, youth and families.

Ministry Services:

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

- **Early Years Services** improve parent/caregiver and child outcomes by providing programs and services that are intended to improve school readiness rates, nutrition and health status, social and emotional behaviour, parent-child attachment and community engagement and, in the case of child care, support labour market attachment.

- **Services for Children and Youth with Special Needs (CYSN)** services promote the healthy development of children with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- **Child and Youth Mental Health Services (CYMH)** offer a wide range of mental health interventions to promote mental health, provide early intervention and intervene appropriately to address mental health concerns for children, youth and their families.
- **Child Safety** services receive and assess reports about child safety using the Child Protection Response Model. A Family Development Response (FDR) is the predominant response to collaboratively supporting families to address concerns when the circumstances do not involve severe abuse or neglect and families are able and willing to participate in collaborative assessment and planning. A more formal investigation is reserved for circumstances that involve severe abuse or neglect or where the family is not able or willing to participate in collaborative assessment. Services are short term, ranging from 30 days for investigations to 120 days for FDR.
- **Family, Youth and Children in Care Services** provide prevention, early intervention and longer term intervention, support, and care services. The first area of focus is to provide support to enable parents to effectively care for their children, through referral to community services, offering support services or the provision of ongoing protection services; in circumstances where this is not possible, to support extended family to care for children and youth; and where necessary, to provide quality alternative living arrangements for the care and development of children and youth until they can return to their families or transition to independence as a young adult.
- **Adoption Services** find permanent care for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a BC adoption and are searching for their birth families.
- **Youth Justice Services** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

Legislation:

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

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

Ministry Structure:

Reporting through to the Office of the Deputy Minister, the ministry is centred around six divisions, one social policy research and policy development unit and one shared resource division:

- **Finance and Corporate Services**
- **Provincial Office for Early Years**

- **Policy and Provincial Services**
- **Office of the Provincial Director and Aboriginal Services**
- **Service Delivery**
- **Provincial Office of Domestic Violence and Strategic Priorities**
- **Social Policy, Secure Tomorrow Policy Secretariat**
- **Social Sector Information Services** (shared resource with the Ministry of Social Development and Social Innovation)

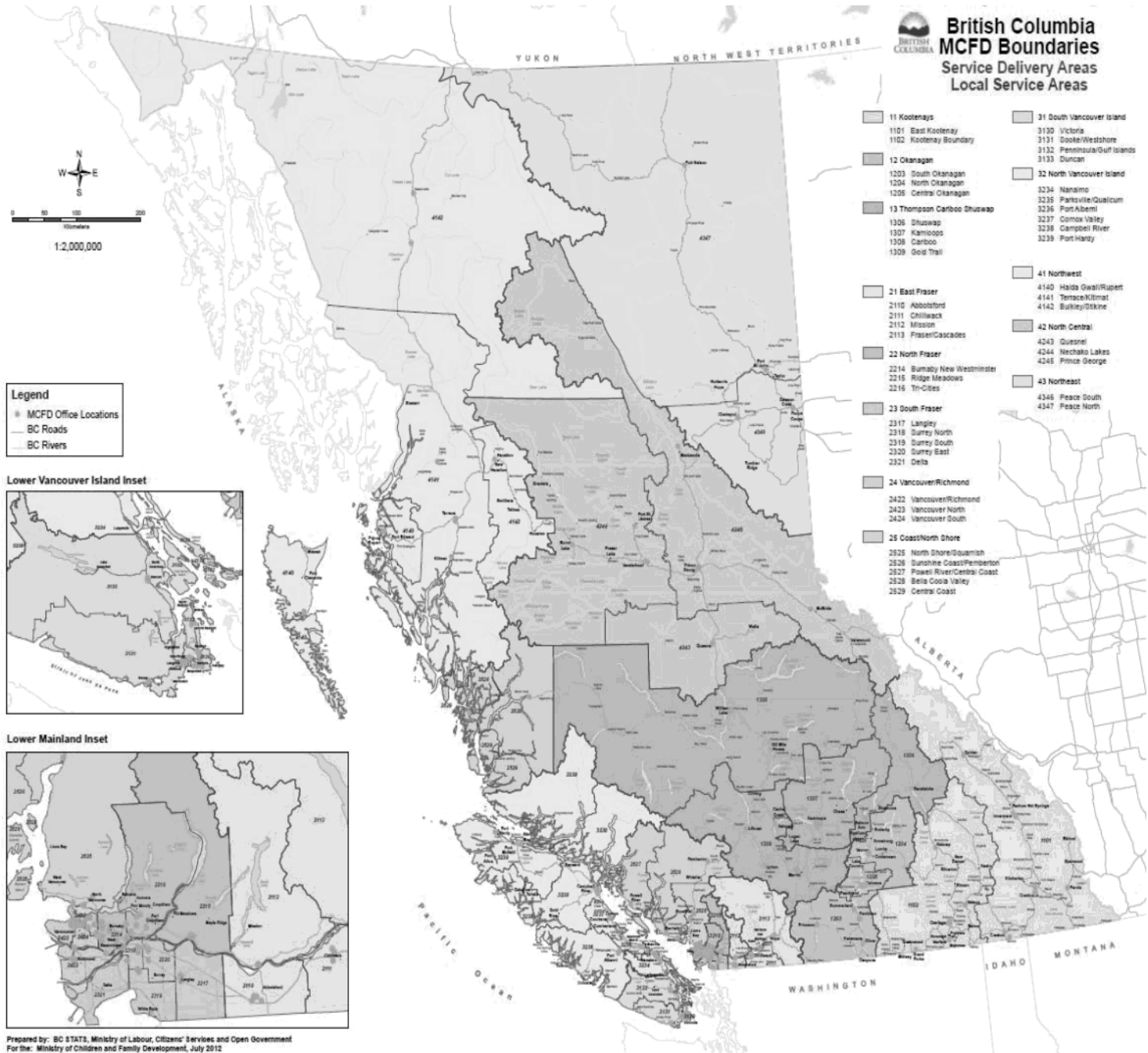
Budget:

2017/18 Budget 1,595.922 million

Full Time Equivalents (FTEs):

2017/18 projected FTEs 4,321

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



Lori Wanamaker, Deputy Minister

Lori Wanamaker was appointed Deputy Minister, Ministry of Children and Family Development, effective May 30, 2016.



A long-time public servant, Lori comes to MCFD from the Minister of Public Safety and Solicitor General, where she spent five and a half years as Deputy Solicitor General.

In June 2014, Lori was awarded the *Lieutenant Governor's Silver Medal for Excellence in Public Administration* -- she was also selected as one of *Canada's Most Powerful Women: Top 100* in 2013. The Institute of Chartered Accountants of British Columbia honoured Lori by bestowing a Fellowship upon her in 2011. This FCA designation recognizes the service that she has provided to the profession and distinction in her

career.

From June 2009 through October 2010, Lori was Deputy Minister of the Ministry of Tourism, Culture and the Arts, and served as the Chief Executive Officer for Tourism BC from August 2009 to April 2010.

Prior to this appointment, Lori served as Deputy Minister of Labour and Citizens' Services, with responsibility for shared services, including accommodation and real estate, workplace technology, purchasing and procurement, Service BC, and the Office of the Chief Information Officer, and as Associate Deputy Minister of Housing for the Ministry of Forests and Range with accountability for housing and homelessness policy and programs, building and safety policy, and residential tenancy.

Lori's career with the Province of British Columbia began in 1990 at the Office of the Auditor General. She subsequently held several senior positions within the Ministry of Municipal Affairs (1993-2001) including her appointment to Assistant Deputy Minister of Corporate Services in 1998. From 2001-2005, Lori served as an assistant deputy minister for several different portfolios within the Ministry of Community, Aboriginal and Women's Services.

An advocate of life-long learning, Lori completed her Masters in Business Administration at Royal Roads University in 2002. Prior to joining the BC Public Service, Lori worked at a public accounting firm in Winnipeg, Manitoba.

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Reg Bawa, Assistant Deputy Minister & Executive Finance Officer, Finance and Corporate Services



Reg was appointed Assistant Deputy Minister and Executive Financial Officer of the Finance and Corporate Services Division in MCFD in January 2015. As the Assistant Deputy Minister of Finance and Corporate Services, Reg is responsible for leading the ministry's system of financial administration and the management of all corporate services. The Finance and Corporate Services Division is comprised of five branches; Corporate Operations Support, Financial Services, Modelling, Analysis and Information Management, Procurement and Contract Management and Strategic Human

Resources (Talent Management).

He has been in the public service for 25 years; starting in 1992 with the Ministry of Finance, Superannuation Commission and progressing to his previous role as Executive Director, Banking & Cash Management Branch with the Provincial Treasury. Reg's other career stops have included the Office of the Comptroller General (OCG), Provincial Treasury, Service BC, Provincial Revenue and Ministry of Education as Director of Funding and Compliance. His experience also includes building effective relationships and leading and implementing corporate projects.

In addition to his professional experience, Reg sits on the boards of the Teachers' Pension Board of Trustees, the Healthcare Benefits Trust and the Community Social Services Employers' Association. Reg is a former member of the Canadian Payments Association's Stakeholder Advisory Council.

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Christine Massey, Assistant Deputy Minister, Policy and Provincial Services



Christine was appointed ADM of Policy and Provincial Services in February 2015. Christine is responsible for policy for Ministry services (with exception of Youth Justice) and for the delivery of funding programs that support child care and children with special needs. Christine also leads Ministry responses to civil litigation matters.

Prior to joining MCFD, Christine was Executive Director at the Ministry of Advanced Education where she and her team led the transfer of the regulation of private career colleges from an external Crown agency to the ministry.

Christine's previous experience includes five years at the Ministry of Health, initially as Executive Director, Legislation & Professional Regulation, where she worked on a number of legislative initiatives including the BC Services Card and the new *Pharmaceutical Services Act*. While at MOH, Christine also served as Executive Director of the Senior's Directorate, leading the ministry's Seniors' Action Plan including the creation of the new Office of the Seniors Advocate. 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.

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



Cory was appointed 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 28 years ago.

Carolyn Kamper, Assistant Deputy Minister, Strategic Priorities



Carolyn started her career in the provincial government in 2001 as Senior Advisor in the Crown Agencies Secretariat, Office of the Premier 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 three different secretariats in the Office of the Premier. Past roles include strategic planning for Crown Agencies, government-wide strategic plans through the Deputy Ministers Policy Secretariat, and for BC's post-secondary system. She has also worked on economic development policy and analysis, energy planning, public consultation, and developing partnerships for climate action.

In May 2011, Carolyn joined the Ministry of Social Development as Executive Director of Engagement, Partnerships, and Strategic Initiatives. With the help of her team, 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. In 2013, Carolyn joined MCFD and over the years expanded her Executive Director role to include Strategic Planning and Reporting, Project Management Office, Lean, Corporate Communications and Executive Operations. Most recently she led the development of the Multi Year Action Plan.

As of March 2017, Carolyn brings her experience and leadership into her new role as Assistant Deputy Minister, Strategic Priorities Division. The Division is composed of four branches: Provincial Office of Domestic Violence, Strategic Priorities, Project & Support Services (including Lean Services) and Corporate Communications. Carolyn and her team are responsible for ensuring provincial domestic violence policies, programs and services are effective and delivered in a comprehensive and coordinated manner across government; leading a range of high profile and transformational projects and initiatives; and establishing and providing leadership on the ministry's strategic direction through strategic planning, improving business efficiencies through project management and lean practices, and supporting change through internal communications and change management practices.

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Allison Bond, Assistant Deputy Minister, Service Delivery



Allison is an accomplished leader with over twenty-five years' experience in the B.C. public service, including 19 years at the ADM level. Her experience and achievements include: ADM with the Ministry of Aboriginal Affairs, Regional Services ADM with the Ministry of Employment and Income Assistance, ADM responsible for the province-wide Conversation on Health, responsibility for the award winning Homelessness Intervention Project, and

recipient of the IPAC Lieutenant Governor's Silver Medal for excellence in Public Administration. Most recently, Allison served as ADM of the Employment and Labour Market Services Division at the Ministry of Social Development and Social Innovation, where she had primary responsibility for regional operations, a large scale public tender and business transformation, and the Services to Adults with Developmental Disabilities initiative to improve services to people with developmental disabilities and their families.

Allison is currently leading jurisdictional work with Aboriginal communities by collaborating with Aboriginal, provincial and federal government partners to address the over-representation of Aboriginal children, youth and families involved in the child welfare system. These issues include those of a systemic nature such as funding and jurisdiction, as well as at the operational level, to ensure equitable and culturally safe child and family services for Aboriginal children, youth and families.

The Service Delivery Division is responsible for the delivery of community services, including services to children with special needs, child and youth mental health services, child welfare, adoption and youth justice services. Ministry professional and support staff, Delegated Aboriginal Agency professional and support staff, community social service agencies, and foster caregivers deliver direct service throughout 13 geographic Service Delivery Areas. In addition to the SDAs, the division includes two branches:

Service Delivery Operations: Responsible for performance monitoring, workforce management and projections/forecasting, centralized services hub including residential operations, centralized provincial services and the provincial mobile response, operational priorities and initiatives, divisional planning and engagement, operational leadership in Child & Youth Mental Health (CYMH) services including operational policies, divisional CYMH performance management and best operational practices, and implementation of ministry priorities.

Youth Justice & Forensic Services Branch: Responsible for community and residential mental health services, residential and community behaviour support services, forensic in-patient and community assessment and treatment services, and custodial and community based support and supervision of youth in the justice system

Melanie Stewart, Assistant Deputy Minister, Secure Tomorrow Policy Secretariat



Melanie Stewart, PhD., was appointed Assistant Deputy Minister, Social Policy at the Ministry of Children and Family Development in September 2016.

In this role, Melanie is responsible for establishing and leading the Secure Tomorrow Policy Secretariat (STPS). The Secretariat provides support, research and policy development services to the Deputy Minister's Council on Secure Tomorrow (DMCST) and Melanie also Chairs the cross Ministry Assistant Deputy Minister's Committee on Secure Tomorrow (ADMCST). The mandate of both committees (which meet bi-weekly) is to work collaboratively across the 8 social sector ministries (Health, Children and Families, Social Development, Aboriginal Relations, Justice, Public Safety, Education and Advanced Education) to increase the coordination and integration of social policy across the entire system and support the Cabinet Committee on Secure Tomorrow (CCST).

Melanie is currently responsible for leading Deputy Ministers through a process to develop a draft social policy framework for consideration by a new government. This strategic policy framework includes an overview of the current state of social policy across government; research on emerging trends and approaches taken by other jurisdictions; an assessment of social investments across age cohorts; a proposed vision, principles, goals and performance measures for an longer-term, integrated approach to social policy; options for public and stakeholder consultation; and evidence-based proposals for priority actions to improve social outcomes universally and across diverse sub-populations throughout the province. The Secure Tomorrow Policy Secretariat is also working on social policy responses to improve outcomes for children and youth as described by Dr. Perry Kendall's recent Report "Is Good Good Enough?" and is completing a cross-Ministry summary of current aboriginal social policy commitments and options for developing an aboriginal social policy framework.

Melanie has enjoyed diverse government assignments since joining the BC public service as a policy analyst in 2007. This has included progressively more senior positions in the Climate Action Secretariat, where she held the pen on the first Climate Action Plan for British Columbia, a variety of labour market and skills training roles, and has successfully completed Assistant Deputy Minister assignments in the Ministry of Agriculture and Community, Sport and Cultural Development.

Prior to joining government, Melanie's background was primarily academic; she holds a Doctorate of Philosophy in Political Science from York University; is a published author, and has taught political science at both York University in Toronto and the University of Victoria, as well as media and politics at Royal Roads University in Victoria.

Rob Byers, Executive Lead, Information Services Division



Rob has been with the Provincial government since 1992. Rob's public sector career began with the Ministry of Health (Vital Statistics Agency) before moving to the Social Sector in the early 2000's. He has held a variety of senior leadership positions within the Ministry of Social Development and Social Innovation (SDSI) and was responsible for the business alignment function within the final phase of the ICM Project. Rob joined Information Services Division (ISD) in February 2014.

As Executive Lead, Rob oversees the Information Services Division which provides strong information management and information technology resource planning. He is responsible for Information Technology (IT) solutions that enable the business strategies within the Ministries of Children and Family Development and Social Development and Social Innovation. His role oversees the development of the social sector's IT strategy and architecture, the alignment of IT with business strategies, internal and external IT sourcing and the development of an IT governance framework that defines the working relationships and sharing of information and technology components among various business areas in the social sector.

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Office of the Deputy Minister

Responsible: Lori Wanamaker

Core Business/ Program Area Description/Critical Business Processes:

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

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

The Office includes two main business areas: Executive Operations and Client Relations.

Executive Operations Provides:

- Management and coordination of corporate issues arising within the provincial office and the Service Delivery Areas;
- Oversight of ministry documents, including: Information Briefing Notes; Decision Briefing Notes; Cabinet and Treasury Board submissions; Estimates and Fact Book material, and; MLA information notes;
- Key liaison with the Minister's Office, Premier's Office and Cabinet Operations and coordination for Ministerial tours, and;
- Management of general Freedom of Information and Privacy Protection Act requests in conjunction with Information Access Operation and the Ministry of Technology, Innovation and Citizens' Services.

Client Relations supports the ministry through:

- Managing executive correspondence services for the Minister and Deputy Minister;
- Managing the CLIFF correspondence tracking system and eApprovals; and
- Responding to all public enquiries made to the ministry's toll-free phone line and general correspondence e-mail box.

As well, the Office encompasses Aboriginal Engagement and Reconciliation which provides:

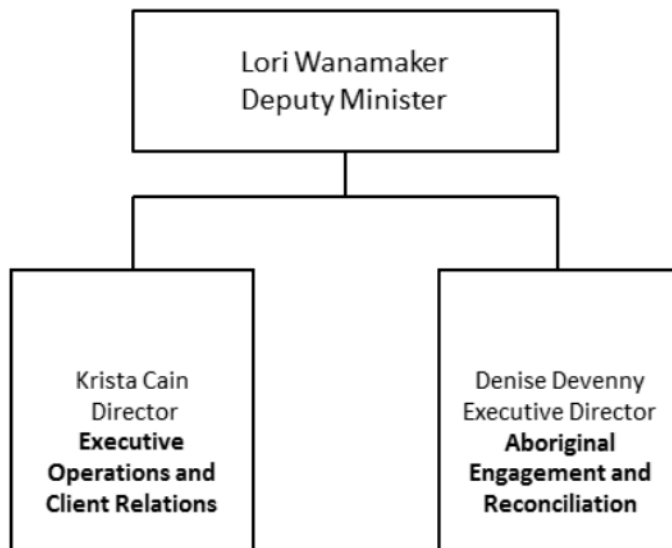
- Work with First Nations and the Federal government to address funding questions; and
- Work with First Nations and the Federal government to consider new approaches to jurisdiction in the area of child welfare.

2017/18 Budget: \$1.652 million

2017/18 Full Time Equivalents (FTEs): 16

Related Legislation: None

Organizational Chart:



Finance and Corporate Services Division

ADM Responsible: Reg Bawa

Core Business/ Program Area Description/Critical Business Processes:

The Finance & Corporate Services Division is responsible for leading the ministry's system of financial administration and the management of all corporate services. The division 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 division is comprised of:

- **Corporate Operations Support:** Provides accounting operations services to the entire ministry, and financial management and decision support to the Service Delivery Division. The branch is also leading the development of a standardized funding model for the transfer of delegated services to Delegated Aboriginal Agencies.
- **Financial Services Branch and Chief Financial Officer:** Delivers a range of financial and management services across the ministry, including financial reporting and expenditure management, financial policy, assurance and auditing services. Along with the suite of financial services, the team provides support for facilities and assets management across the ministry.
- **Modelling, Analysis and Information Management Branch:** Responsible for business intelligence and the corporate data warehouse, modelling, analysis and performance management, privacy and information policy and document disclosure management.
- **Procurement and Contract Management Branch:** Responsible for procurement and contract management policies, practices, compliance and innovation, service provider information management and reporting, and sector stakeholder management.
- **Strategic Human Resources (Talent Management):** Supports the ministry's current and future workforce needs, developing strategies for engagement and improving recruitment and retention of aboriginal and front-line staff, along with ensuring organizational health and safety. The branch supports the development of curriculum and the delivery and coordination of learning programs that align with the strategic direction of the ministry.

2017/18 Budget:

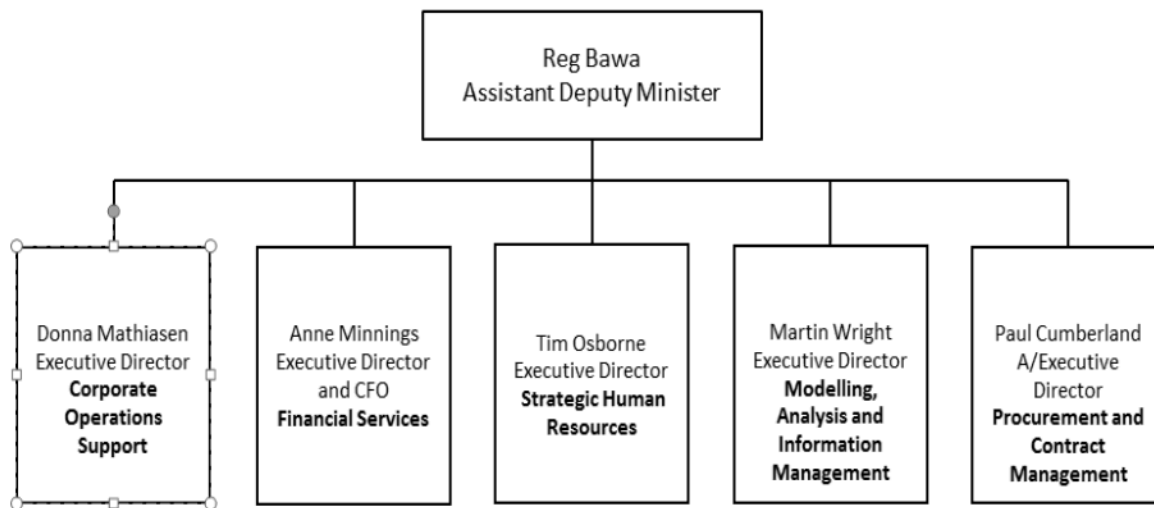
F&CS Division: \$23.4 million
Central Recoveries: \$83.7 million
Central-Overheads: \$41.8 million (excludes Information Services Division)
Contingency: \$1.9 million

2017/18 Full Time Equivalents (FTEs): 73

Related Legislation:

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

Organizational Chart:



Policy and Provincial Services Division

ADM Responsible: Christine Massey

Core Business/Program Area Description/Critical Business Processes:

The division leads strategic and operational policy development for five of the Ministry's six service lines, manages the Ministry's research, legal and intergovernmental process and administers several provincial funding programs. The Division is comprised of eight branches.

Four branches lead operational and strategic policy:

- Child and Youth Mental Health (CYMH) Policy: Provides clinical policy support for the ministry's community-based CYMH practitioners who provide a range of mental health supports and services including promotion; prevention; early intervention; and treatment and support services for infants, children and youth and their families. The branch also leads strategic initiatives for improving service quality, and increasing access to services across the province.
- Child Welfare, Quality Assurance & Adoptions and Aboriginal Policy: Leads policy development for MCFD's child protection and other child welfare responsibilities; adoption services, including custom adoption; and quality assurance, including administrative reviews, audits and accreditation. The branch also supports the inclusion of Aboriginal perspectives across the Ministry's six service lines and manages the Aboriginal Service Innovation fund via Aboriginal Early Years services.
- Early Years, Children and Youth with Special Needs (CYSN) & Autism Policy: Leads policy development for child care and early childhood development programs funded and/or administered by the ministry; CYSN Family Support Services including transitions for youth with special needs, and; autism services. Also provides support to the Minister's Provincial Child Care Council and manages provincial level contracts related to early childhood development (e.g. Success By 6).
- Strategic Policy, Research and Engagement's Policy & Coordination team leads policy integration and provides policy expertise to priority areas and on issues that cross service lines. It also provides Divisional coordination services including strategic planning/reporting and key secretariat supports.

Five PPSD Branches (also) provide an array of other services across the ministry and the province:

- Strategic Policy, Research and Engagement's Research team leads strategies to address the ministry's key research needs and enhance research and learning capacity. The team builds partnerships with post-secondary institutions, researchers and the community social service sector; and provides research support to practice and policy areas. The SPRE branch also leads engagement & learning activities for the division.
- Provincial Office for the Early Years: Provides cross-ministry collaboration and strategic planning and policy development to support early years programs and services. Priorities include: *Early Learning and Child Care bilateral framework*- finalizing and actioning the Canada-BC agreement; *Refreshing the Cross-Government BC Early Years Strategy* -

implementation of strategy, cross ministry monitoring and evaluation, and contract management of 47 BC Early Years Centres

- Intergovernmental Relations: Supports the ministry's relations with other governments on policies and issues related to children and families, and advances the ministry's priorities at intergovernmental tables for social services. The branch supports Minister meetings with other jurisdictions and assists the Premier's Office and other BC ministries when extra-provincial meetings address issues related to children and families.
- Provincial Services: Delivers funding and other support programs for CYSN and child care. CYSN programs include the provision of information and referrals on autism services; the Autism Funding Program which assists with the costs of intervention services for eligible children; At Home Medical Benefits Program which provides essential equipment and supplies to eligible children and families and provides medical and dental supports for children in care. The branch operates *Provincial Deaf and Hard of Hearing Services* which provides residential, family development, immersion and provincial outreach programs as well as community consultant services for deaf, hard of hearing, deafblind, blind and visually impaired children and youth throughout BC. The *Child Care services* team operates programs including: Child Care Resource and Referral; Child Care Subsidy, Child Care Capital and Operating Funding, and the Early Childhood Educator Registry.
- Legislation, Litigation & Appeal: (*A shared resource with Social Development and Social Innovation.*) The *Legislation and Legal Support team* manages the legislation and regulatory plan, provides statutory and regulatory advice, facilitates provision of legal analysis and advice to executive and staff, and prepares proclamations and appointments to government regulated boards. The *Litigation team* provides staff with information about current legal cases, manages litigation files and ensures information is available to legal counsel in a timely and effective manner. They also liaise with the Ministry of Justice on matters relating to civil litigation, Human Rights complaints and judicial reviews. The *Reconsideration and Appeals* team administers the Child Care Subsidy reconsideration process.

2017/18 Budget:

Policy, Early Years Office and IGR: \$44.8 million

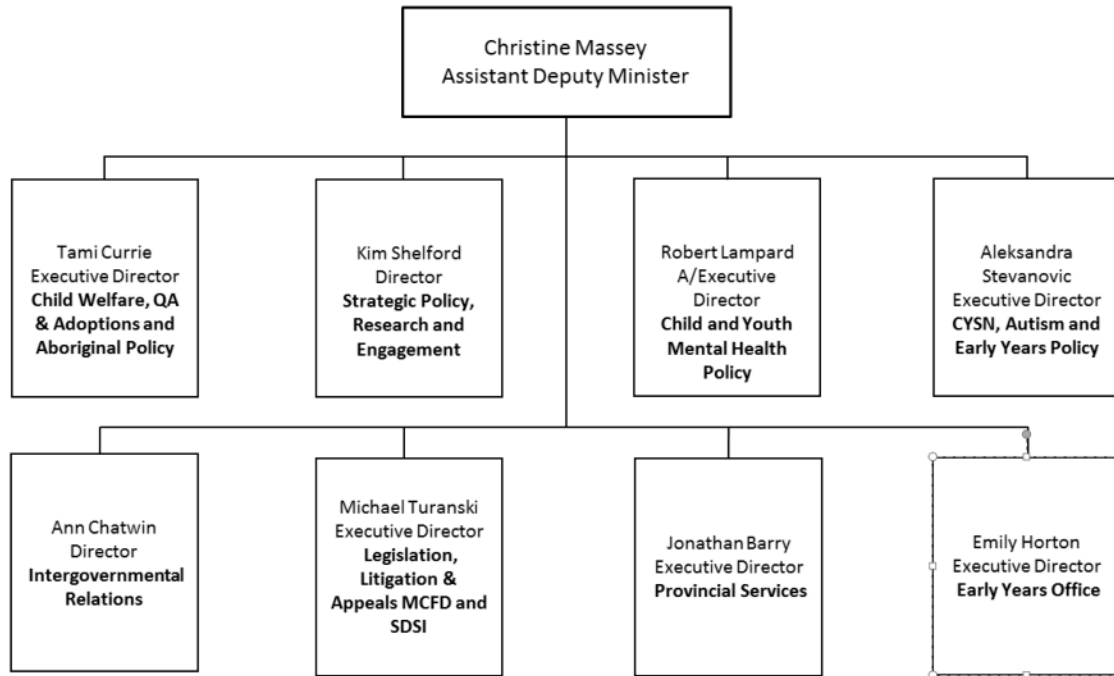
Provincial Services: \$367.4million

2017/18 Full Time Equivalents (FTEs):

Policy, Early Years Office and IGR: 98

Provincial Services: 238

Organizational Chart:



Office of the Provincial Director and Aboriginal Services

ADM Responsible: Cory Heavener

Core Business/Program Area Description/Critical Business Processes:

The primary responsibility of the Provincial Director of Child Welfare (PDCW) is to act as the central position of legal authority and accountability for child welfare services in BC. The PDCW provides oversight to child welfare 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 Aboriginal children, youth, families and communities. Supports child welfare practice and operations for the 23 Delegated Aboriginal Agencies which provide a range of child protection and family support services in Aboriginal communities around the province.
- **Deputy Director of Child Welfare:** 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.
- **Guardianship, Adoption and Permanency Branch:** Supports and ensures best practices in adoption under the *Adoption Act* and guardianship services and permanency planning for children and youth in the continuing care of the Director under the *CFCSA*.
- **Provincial Practice Branch:** Provides child welfare leadership and consultation to front line staff, managers and senior leaders across the ministry to ensure the effective delivery of practice related programs and services.
- **Quality Assurance Branch:** Responsible for implementing the Ministry's quality assurance program across all ministry service lines and implementation of a continuous quality improvement framework across the ministry.

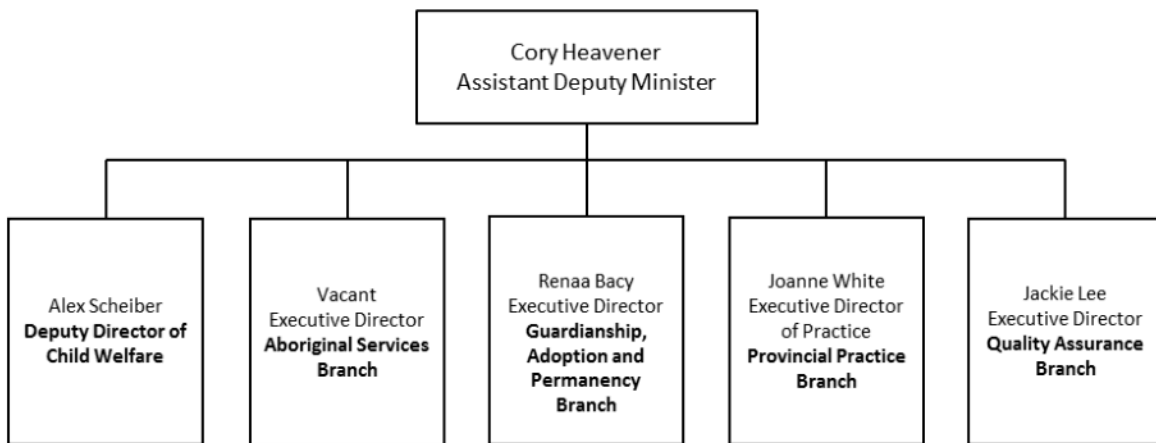
2017/18 Budget: \$43.6 million

2017/18 Full Time Equivalents (FTEs): 232

Related Legislation:

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

Organizational Chart:



Strategic Priorities

ADM Responsible: Carolyn Kamper

Core Business/Program Area Description/Critical Business Processes:

The Strategic Priorities Division was formally established in 2013 as a single division comprised of two branches, including the Provincial Office of Domestic Violence, Strategic Priorities. In 2017, we have expanded the division to include three more branches: Project & Lean Services, Strategic Planning & Reporting, and Corporate Communications.

The division is responsible for articulating government's goals, commitments and priorities to the ministry, and works with ministry program areas in support of achieving these goals. It is also responsible to support the Deputy Minister to lead priority projects including:

- The review led by Bob Plecas on the ministry's child protection legislation, policy and practice;
- Contract management for priority projects such as Grand Chief Ed John and the individual contracts and retainer agreements for the Plecas review team.

Budget: \$.6.919M

- PODV: \$.0.685M
- Strategic Priorities: \$.2.646M
- Project & Support Services: \$.2.085M
- Lean Services: \$.0.246M
- Corporate Communications: \$.0.787M

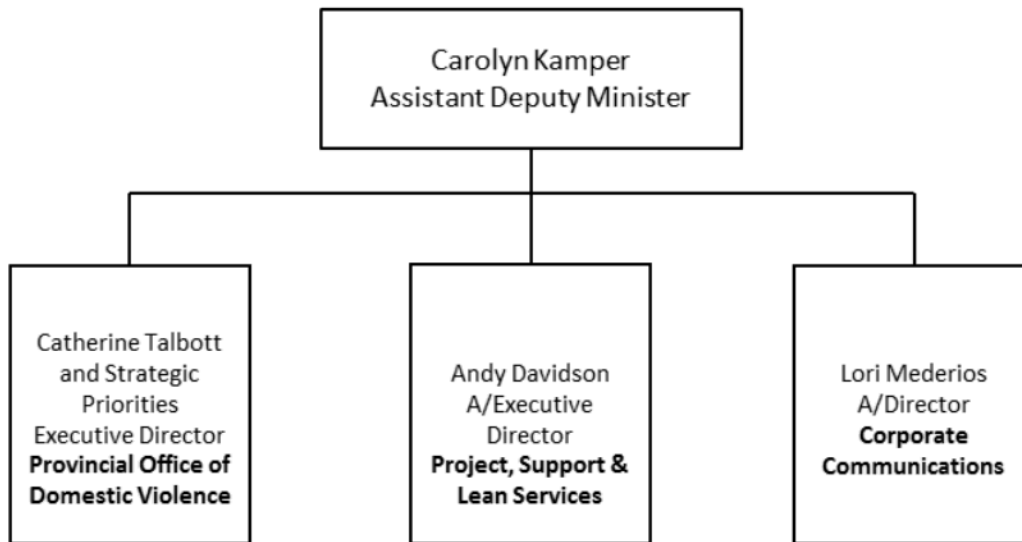
Full Time Equivalents (FTEs): 60 FTEs

- PODV : 6 FTEs
- Strategic Priorities: 15 FTEs
- Project & Support Services 23FTEs
- Lean Services 2 FTEs
- Corporate Communications: 9 FTEs

Related Legislation:

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

Organizational Chart:



Service Delivery Division

ADM Responsible: Allison Bond

Core Business/ Program Area Description/Critical Business Processes:

The Service Delivery Division is responsible for the delivery of community services, including services to children with special needs, child and youth mental health (CYMH) services, child welfare, adoption and youth justice services. Ministry professional and support staff, Delegated Aboriginal Agency professional and support staff, community social service agencies, and foster caregivers deliver direct service throughout 13 geographic Service Delivery Areas (SDAs) managed 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 two branches:

Service Delivery Operations: Responsible for performance monitoring, workforce management and projections/forecasting, centralized services hub including residential operations, centralized provincial services and the provincial mobile response, operational priorities and initiatives, divisional planning and engagement, operational leadership in CYMH services including operational policies, divisional CYMH performance management and best operational practices, and implementation of ministry priorities.

Specialized Intervention and Youth Justice Branch: Responsible for community and residential mental health services, residential and community behaviour support services, forensic in-patient and community assessment and treatment services, and custodial and community based support and supervision of youth in the justice system.

2017/18 Budget:

Total SDD Budget: \$1,132.5 million
SDD Budget **excluding SIYJ**: \$1,077.2 million
SIYJ Budget: \$55.3 million

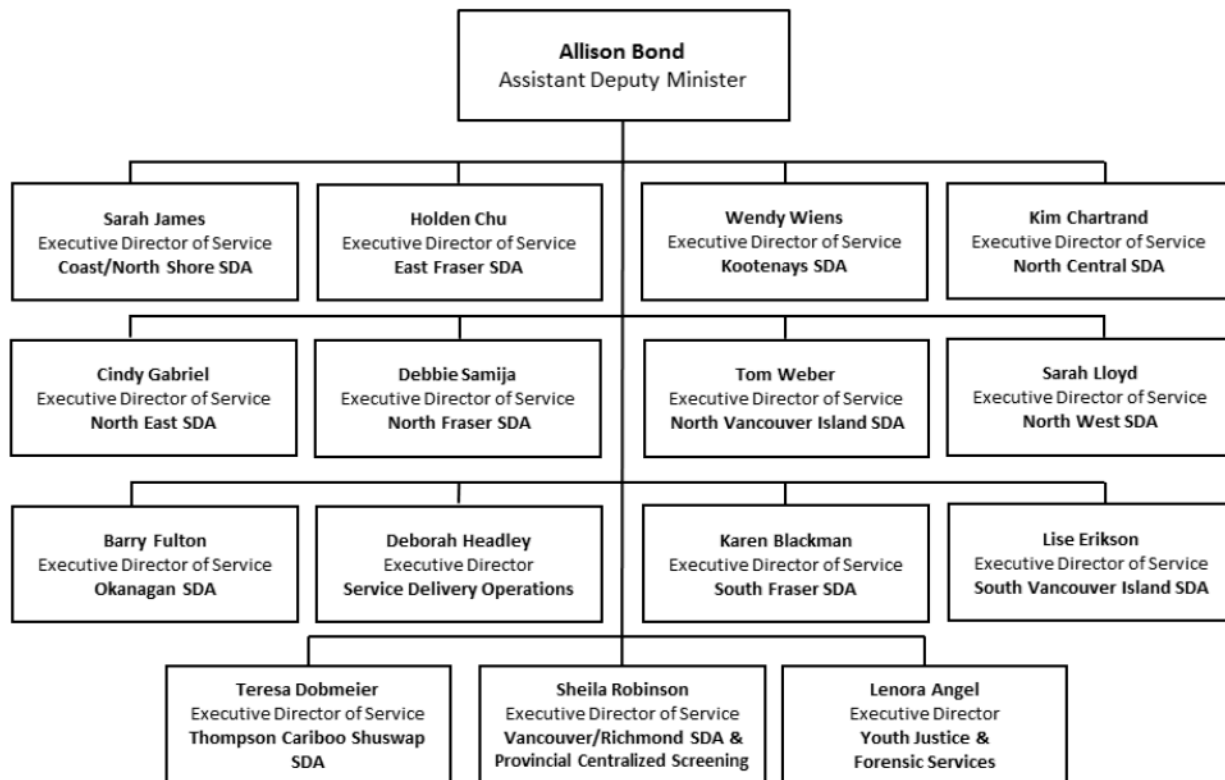
2017/18 Full Time Equivalents (FTEs):

Total SDD FTEs: 3,519
SDD FTEs: 3,061
Youth Justice FTEs: 458

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:



Secure Tomorrow Policy Secretariat

ADM Responsible: Melanie Stewart

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)

The Secure Tomorrow Policy Secretariat is a social policy research and policy development unit that supports the work of both the Assistant Deputy Minister's Committee on Secure Tomorrow and the Deputy Minister's Committee on Secure Tomorrow. These committees meet bi-weekly and consist of senior policy ADM's and Deputy Ministers from across the social sector ministries. Tasked with increasing the level of integration and coordination of social policy across government, the committees are also developing a draft social policy framework for consideration by a new government. This public service initiative will provide an overarching framework for social policy, services, and investments, as well as a performance measurement model, consultation options, and suggestions for policies and program realignment that may assist government in continually improving social outcomes for British Columbians. Also underway are projects that take a systemic view of social investment across age cohorts, analysis of existing and potential future aboriginal social policy, and cross-ministry social policy funding models.

2017/18 Budget:

Gross Budget: \$0.48 million

Recovery from MoH: \$0.20 million

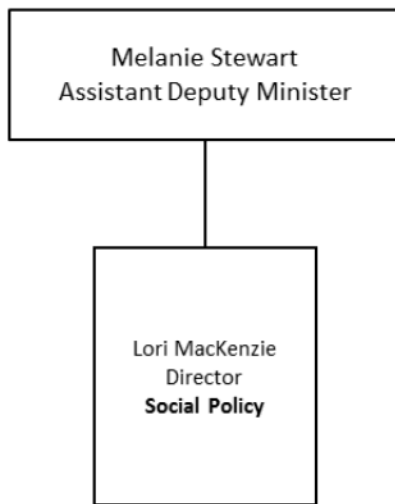
Net Budget in MCFD: \$0.28 million

2017/18 Full Time Equivalents (FTEs): 4

NOTE: recoveries are received from Ministry of Health for the Director and Senior Policy Analyst positions.

Related Legislation: None

Organizational Chart:



Information Services Division

Executive Lead Responsible: Rob Byers

Core Business/ Program Area Description/Critical Business Processes:

Supporting both SDSI and MCFD, the Information Services Division (ISD) provides strong information management and information technology (IM/IT) resource planning, decision making, project and issues management, security and privacy functions and desktop support. The division was created to serve the social sector's current and future needs, and is led by Rob Byers, the Executive Lead who oversees the operation of its three branches.

The Chief Technology Office, led by A/Executive Director Dennis Murch, holds responsibility for managing a technology and service portfolio that includes:

- The Business Intelligence and Data Quality Team ensures the operation and ongoing evolution of technology for business intelligence; ensures the quality of common data; and supports three data warehouses.
- The Product and Service Management team is responsible for the effective and efficient management of over 100 applications used to support the Social Sector, 219 servers and 92 TB of data.
- The Security, Privacy and Compliance Management team supports the Social Sector in getting work done in a secure and privacy respectful manner. The team verifies security compliance for over 100 applications; manages security and privacy incidents for Social Sector; leads the completion of security treat risk assessments (STRA) for sector applications and projects; reviews privacy impact assessments for all sector initiatives; and is responsible for the sector compliance strategy.

The Business Operations Branch is led by Executive Director Alison Looysen and is made up of:

- SDSI Business Alignment / MCFD Business Alignment
 - These two teams work very closely together. They are responsible for providing day-to-day system support, expertise and service to the ministries, stakeholders such as the Office of the Representative of Children and Youth, oversight bodies and over 2,000 service providers. They support over 100 applications and over 8,500 users.
- SDSI Service Desk

The Governance and Strategic Planning Branch is led by A/Executive Director Erika Taylor and has four teams:

- Governance and the Project Management Office who are responsible for sector IM/IT governance; overseeing the sector's capital and operational projects of all sizes; project management standards and project reporting to all governance bodies including central government and the OCIO.
- The Strategic Planning and Engagement team that is responsible for issues management, strategic and business planning, communications and staff engagement, training, emergency management and Lean.
- The Alliance Management Office facilitates positive relationships with our vendors; acts as primary liaison between business stakeholders, vendor representatives, legal counsel, and central government procurement; and, ensures contracts and service level agreements are viable and comply with strategic vision, government policy and legislation.
- Finance and Administrative Supports that provides day-to-day oversight, processing and management of the division's financial services including budget and capital management, and reporting and forecasting to ISD's branches, the ministries and government. The team also manages administrative services for the branch including human resources, facilities and records management.

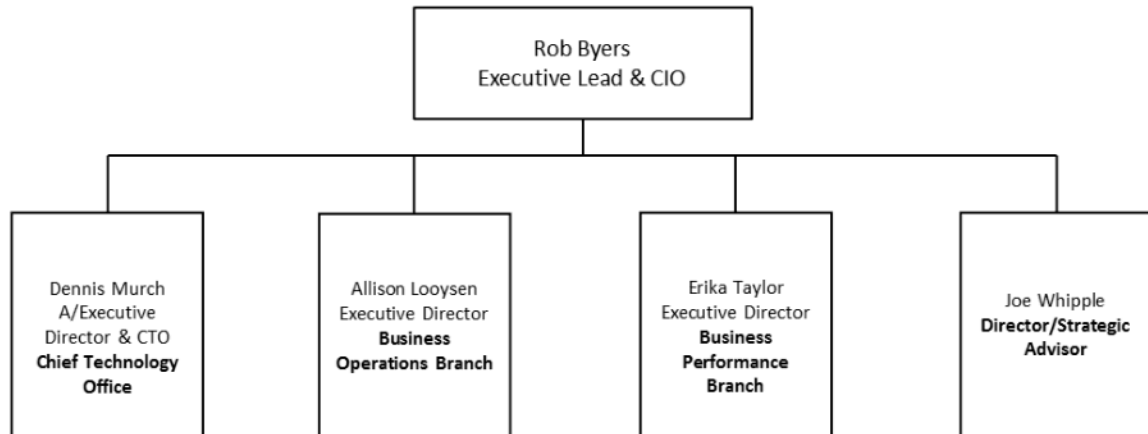
2017/18 Budget:

Funded by MCFD: \$28.96 million
Funded by SDSI: \$28.96 million
TOTAL: \$ 57.92 million

2017/18 Full Time Equivalents (FTEs): 149

Related Legislation: None Applicable

Organizational Chart:



Ministry of Children & Family Development

Budget Update - 2017/18

MCFD Transition Binder

The Ministry of Children and Family Development (MCFD) budget for 2017/18 has increased by \$144.762 million.

The new funding will be used for :

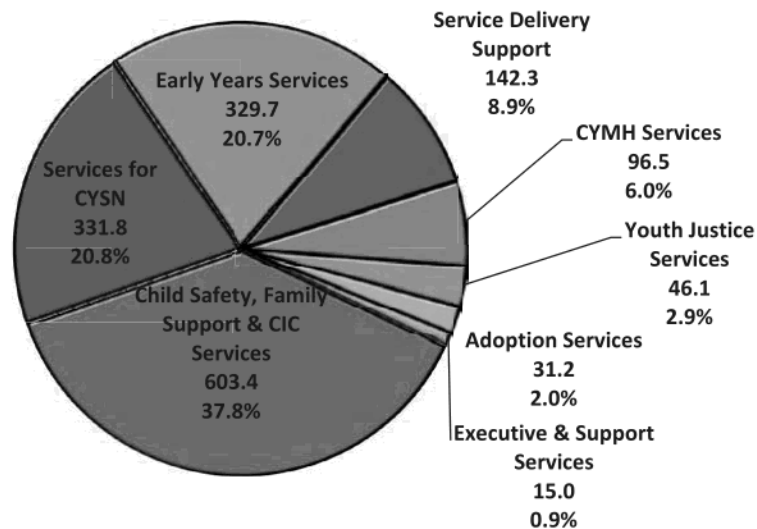
- Reducing waitlists and strengthening programs and services which provide for the welfare of children and youth
- Investments in family supports and reunification, culturally appropriate services, and additional staff within Indigenous communities that will begin to address the recommendations of the Grand Chief Ed John Report on Indigenous Child Welfare
- Providing resources to allow for more mental health counselling and treatment for children, with the objective of preventing and reducing the impact of mental health challenges in later years.
- One-time investment in 2017/18 for child care, including the creating of up to 2,000 new child care spaces
- Public Sector wage increases for both ministry staff and contracted sector service delivery partners

Budget (\$Millions)

2016/17 <i>Restated</i>	2017/18 <i>Estimates</i>	Net Change from 2016/17 Restated	2018/19 <i>Plan</i>	Net Change from 2017/18	s.17	Net Change from 2018/19
1,451.160	1,595.922	144.762	1,591.798	(4.124)		0.000

MCFD aligns its programs and services to reflect the ministry's delivery of service. The eight core businesses are Early Years Services; Services for Children & Youth with Special Needs (CYSN); Child & Youth Mental Health (CYMH) Services; Child Safety, Family Support & Children In Care (CIC) Services; Adoption Services; Youth Justice Services; Service Delivery Support; and Executive & Support Services. The allocation of ministry resources is shown in the chart below.

2017/18 Budget By Core Business (\$Millions)



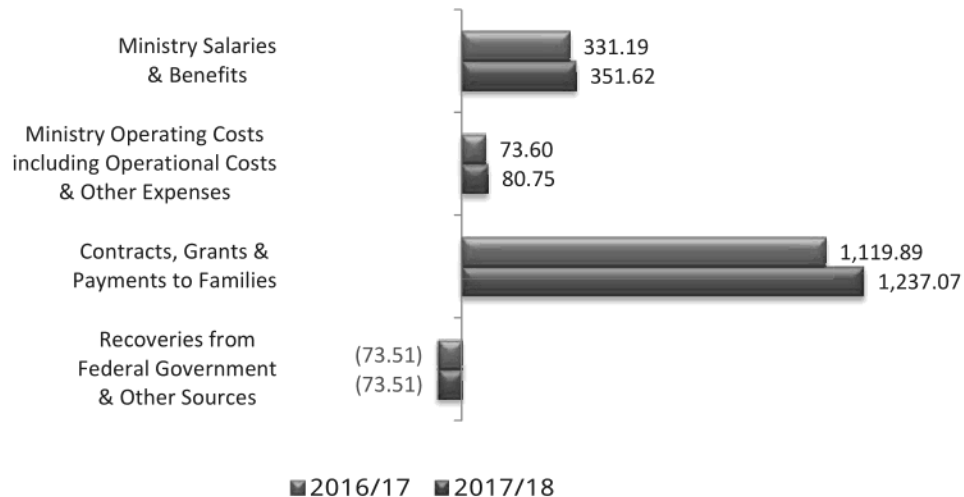
Ministry of Children & Family Development

Budget Update - 2017/18

MCFD Transition Binder

Ninety per cent of the budget is used to support clients and communities. More than \$1.3 billion is invested in programs and services.

Budget Changes 2016/17 to 2017/18 (\$Millions)



Ministry of Children & Family Development

OVERVIEW BY CORE BUSINESS & MAJOR STOB including *Budget 2017* Key Messages

(\$000s)

The tables below outline the changes to the Estimates and reflects key assumptions and decisions that Treasury Board has approved for the *Budget 2017* fiscal plan and any budget realignment adjustments necessary in maintaining an overall balanced budget.

Core Business	2016/17 Estimates	Change	2016/17 Restated	Change ¹	2017/18 Estimates
<i>Early Years Services</i>	305.879		305.879	23.791	329.670
<i>Services for Children & Youth with Special Needs</i>	303.568		303.568	28.256	331.824
<i>Child & Youth Mental Health Services</i>	80.374		80.374	16.118	96.492
<i>Child Safety, Family Support & Children In Care Services</i>	536.918		536.918	66.442	603.360
<i>Adoption Services</i>	30.678		30.678	0.525	31.203
<i>Youth Justice Services</i>	45.157		45.157	0.904	46.061
<i>Service Delivery Support</i>	133.820		133.820	8.445	142.265
<i>Executive & Support Services</i>	14.766		14.766	0.281	15.047
TOTAL MINISTRY	1,451.160	0.000	1,451.160	144.762	1,595.922

(1) See following TABLE 1 for details on Changes and Key Messages by Core Business

Major STOBs	2016/17 Estimates	Change	2016/17 Restated	Change ²	2017/18 Estimates
<i>Salaries & Benefits</i>	331.186		331.186	20.436	351.622
<i>Operating Costs</i>	43.083		43.083	6.820	49.903
<i>Government Transfers</i>	1,119.885		1,119.885	117.180	1,237.065
<i>Other Expenses</i>	30.516		30.516	0.326	30.842
<i>Recoveries</i>	(73.510)		(73.510)		(73.510)
TOTAL MINISTRY	1,451.160	0.000	1,451.160	144.762	1,595.922

(2) See following TABLE 2 for details on Changes and Key Messages by STOB

Table 1: Explanation of Changes by Core Business from 2016/17 Restated to 2017/18 Estimates with Key Messages

Core Business	2017/18 Budget Lifts & Other TB Changes	KEY MESSAGES
Early Years Services	\$23.791M Increase ▪ <u>Caseload Decisions net of Mitigation Strategies</u>: \$3.300M CCOF \$3.300M ▪ <u>Decisions related to Child Care</u>: \$20.000M Child Care Capital Fund \$20.000M ▪ ESM (<i>Budget 2015</i>) Increase: \$0.441M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.048M	\$23.8M Increase (\$23.791M) ▪ Net caseload funding for CCOF \$3.3M ▪ One-time \$20.0M funding for childcare including the creation of up to 2,000 new spaces ▪ ESM & ESD \$0.5M
Services for CYSN	\$28.256M Increase ▪ <u>Caseload Decisions net of Mitigation Strategies</u>: \$21.700M Special Needs CIC \$7.000M; Medical Benefits \$1.600M; Autism \$13.600M Minor Adjustments -\$0.3M ▪ <u>Decisions related to GCEJ review</u>: \$3.700M Family Preservation: \$3.700M ▪ ESM (<i>Budget 2015</i>) Increase: \$2.428M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.224M	\$ 28.3M Increase (\$28.256M) ▪ Net caseload funding for Autism, Medical Benefits and SNCIC \$21.9M ▪ GCEJ Supports for FN Families \$3.7M ▪ ESM & ESD \$2.7M
CYMH Services	\$16.118M Increase ▪ <u>Mental Health Decisions: \$15.000M</u> Community Based Programs \$7.000M; Program Delivery \$8.000M ▪ ESM (<i>Budget 2015</i>) Increase: \$0.972M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.154M	\$16.1M Increase (16.118M) ▪ Mental Health funding for Community Based Programs & Ministry Staff \$15.0M ▪ ESM & ESD \$1.1M
Child Safety, Family Support & CIC Services	\$66.442M Increase ▪ <u>Caseload Decisions net of Mitigation Strategies</u>: \$27.700M Children in Care (CIC) \$19.000M Alternates to Care \$3.700M Mitigation Strategy \$5.000M ▪ <u>Decisions related to GCEJ review</u>: \$30.123M DAA Equity \$14.400M Family Supports \$10.400M System of Care Review \$1.500M Supports in FN Communities \$3.823M ▪ ESM (<i>Budget 2015</i>) Increase: \$5.299M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.662M ▪ Plecas Staffing (<i>Budget 2016</i>): \$2.647M	\$66.4M Increase (\$66.442M) ▪ Net caseload funding for children in care and alternates to care \$27.7M ▪ GCEJ funding for DAA Equity, Family Supports & Supports within FN Communities \$30.1M ▪ ESM & ESD \$5.9M ▪ Annualized Plecas Funding \$2.6M

Core Business	2017/18 Budget Lifts & Other TB Changes	KEY MESSAGES
Adoption Services	\$0.525M Increase ▪ <u>Caseload Decisions</u>: \$0.400M Post Adoption Assistance \$0.400M ▪ ESM (<i>Budget 2015</i>) Increase: \$0.103M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.020M	\$ 0.5M Increase (\$0.525M) ▪ Caseload funding for Post Adoption Assistance \$0.4M ▪ ESM & ESD \$0.1M
Youth Justice Services	\$0.904M Increase ▪ ESM (<i>Budget 2015</i>) Increase: \$0.774M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.119M	\$ 0.9M Increase (\$0.904M) ▪ ESM & ESD \$0.9M
Service Delivery Support	\$8.445M Increase ▪ <u>Decisions related to GCEJ review</u>: (\$5.177M): APPF \$2.800M Family Supports (ICM Upgrade) \$0.100M Supports in FN Communities \$2.277M ▪ ESM (<i>Budget 2015</i>) Increase: \$0.884M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.183M ▪ Plecas funding (<i>Budget 2016</i>): \$2.193M	\$ 8.4M Increase (\$8.445M) ▪ New funding for supports for FN including implementation of APPF \$5.2M ▪ ESM & ESD \$1.1M ▪ Annualized Plecas Funding \$2.2M
Executive & Support Services	\$0.281M Increase ▪ ESM (<i>Budget 2015</i>) Increase: \$0.099M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.020M ▪ Mitigation Strategy - Corporate Services: \$0.160M	\$ 0.3M Increase (\$0.281M) ▪ ESM & ESD \$0.1M ▪ Mitigation Strategies \$0.2M
Net Impact	\$144.762M Increase	\$144.762M Increase

Table 2: Explanation of Changes by Major STOB groupings from 2016/17 Restated to 2017/18 Estimates as per current Blue Book

Major STOB	2017/18 Budget Lifts & Other TB Changes	KEY MESSAGES
Salaries & Benefits	\$20.436M Increase ▪ Mental Health Decisions: (\$5.220M) Program Delivery \$5.220M ▪ Decisions arising from Plecas Report (2016) (\$4.543M): Annualization of Front line & support staff (100 FTEs) \$2.647M Streamline Policy \$1.000M Strengthen Quality Assurance \$0.900M ▪ Decisions relating to GCEJ Review: (\$4.390M): APPF \$0.695M Supports in FN Communities \$3.695M ▪ ESM (<i>Budget 2015</i>) Increase: \$4.590M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.960M ▪ Other: \$0.7M	\$20.4M increase (\$20.436M) ▪ Mental Health \$5.2M ▪ GCEJ \$4.4M ▪ Annualized Plecas \$4.5M ▪ ESM + ESD \$5.5M ▪ Other \$0.7M
Operating Costs	\$6.820M Increase ▪ Decisions relating to GCEJ Review: (\$4.190M): APPF \$2.105M Staffing including Plecas (<i>Budget 2017</i>) net of mitigation strategies (\$0.715M) Supporting Infrastructure \$1.800M Work Mobility – Data Plans \$1.000M ▪ Mental Health Decisions: (\$2.630M) Program Delivery – CYMH \$2.630M	\$6.8M increase (\$6.820M) ▪ GCEJ \$4.2M ▪ Mental Health \$2.6M
Government Transfers	\$117.180M Increase ▪ Caseload Decisions net of Mitigation Strategies (\$53.300M): CCOF \$3.000M Autism and Medical Benefits \$13.800M Alternates to Care \$4.700M CIC/DAA and Special Needs CIC \$31.400M Post Adoption Assistance \$0.400M ▪ Decisions Relating to GCEJ Review: (\$30.000M) DAA Equity/Cultural Services \$14.400M Family Preservation \$14.100M Foster Parent Rate \$1.500M ▪ Decisions relating to Child Care Spaces: (\$20.000M) Child Care Capital Fund – EYS \$20.000M ▪ Mental Health Decisions: (\$7.000M) Community Based Programs – CYMH \$7.000M ▪ ESM (<i>Budget 2015</i>) Increase: \$6.410M CSSEA \$4.63M, HEABC \$0.610M; Non Union \$1.170M ▪ ESD (<i>Budget 2017</i>) Increase: \$0.470M	\$117.2M Increase (\$117.180M) ▪ New Caseload funding \$49.0M plus reduced mitigation strategy of \$4.3M from previous year ▪ Mental Health \$7.0M ▪ GCEJ \$30.0M ▪ ESM & ESD \$6.9M

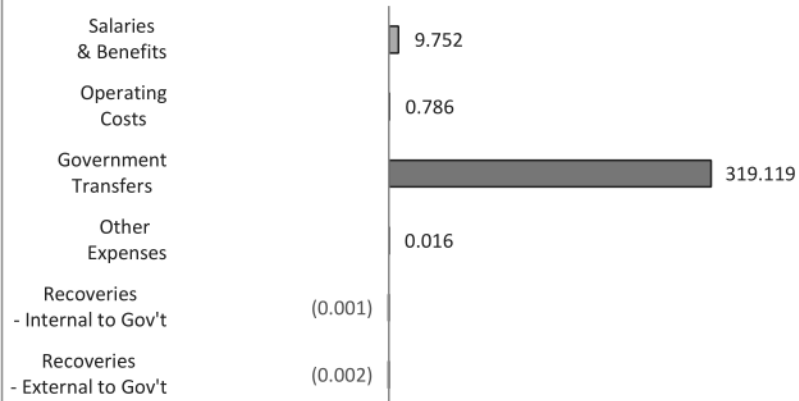
Other Costs	\$0.326M Increase ▪ <u>Decisions Relating to GCEJ Review</u> (\$0.300M): - Family Preservation \$0.100M - Supporting Infrastructure \$0.200M ▪ <u>Plecas Staffing adjustment (Budget 2016)</u>: \$(0.124)M ▪ <u>Mental Health Decisions</u>: (\$0.150M) - Program Delivery – CYMH \$0.150M	\$0.3M Increase (\$0.326M) ▪ Mental Health \$0.2M ▪ Other \$0.1M
Net Impact	\$144.762M Increase	\$144.762M Increase

2017/18 Estimates Budget

NET BUDGET BY CORE BUSINESS

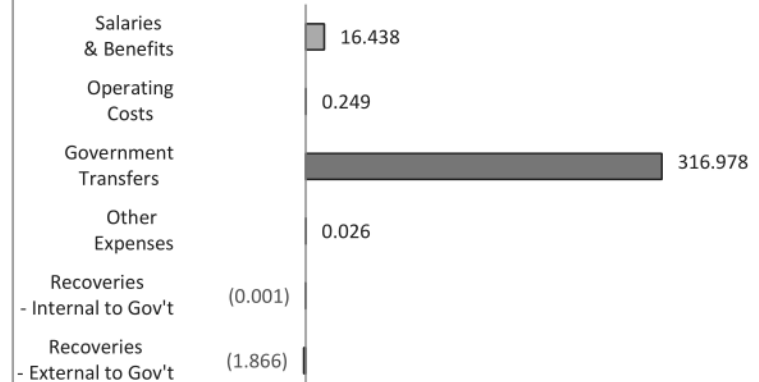
Early Years Services

Total \$329.67M



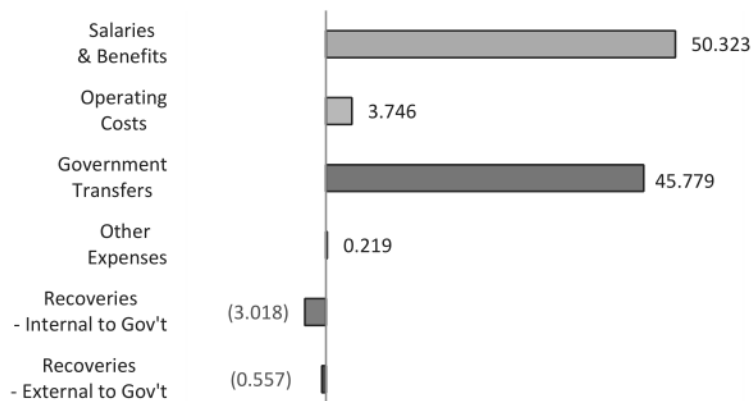
Services for CYSN

Total \$331.824M



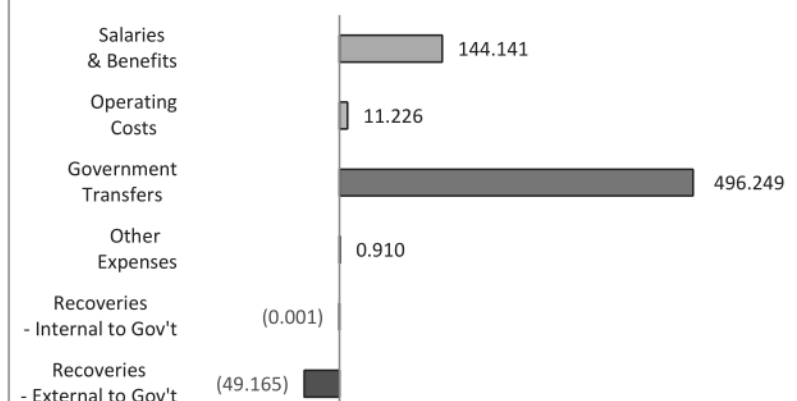
CYMH Services

Total \$96.492M



Child Safety, Family Support & CIC Services

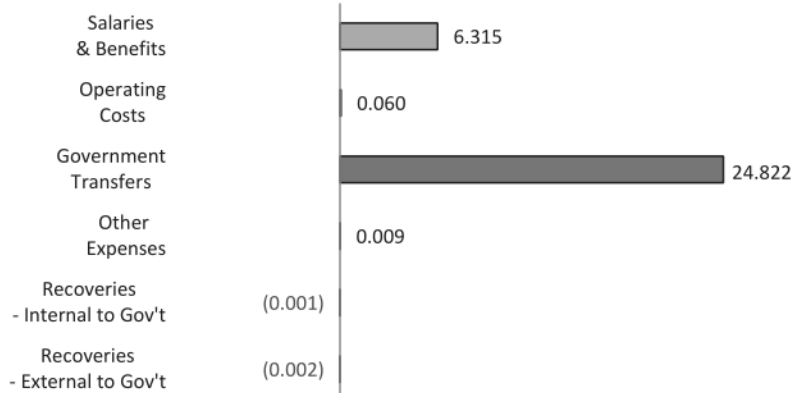
Total \$603.36M



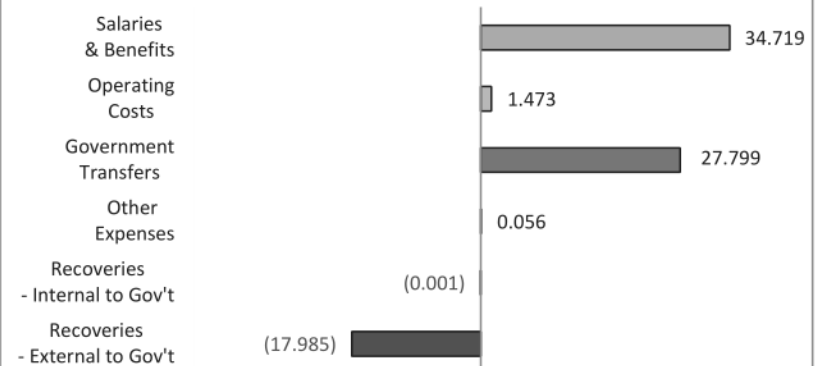
2017/18 Estimates Budget

NET BUDGET BY CORE BUSINESS

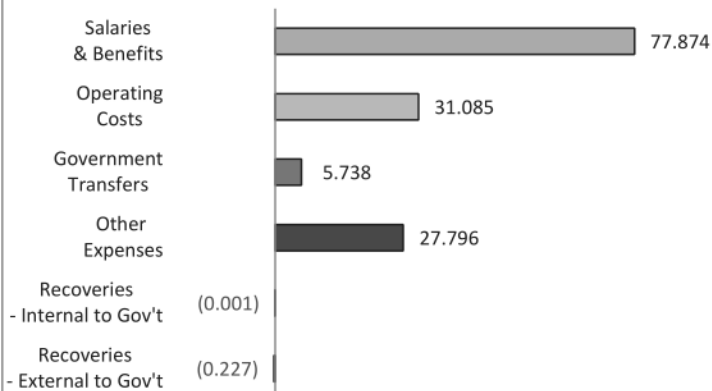
Adoptions Services Total \$31.203M



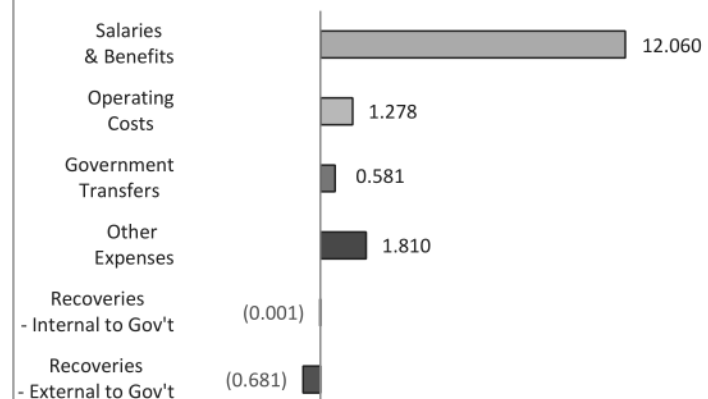
Youth Justice Services Total \$46.061M

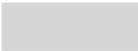


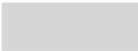
Services Delivery Support Total \$142.265M



Executive & Support Services Total \$15.047M







Ministry of Children & Family Development

BUDGET HIGHLIGHTS - OVERVIEW

OPERATING BUDGET:

2016/17 Restated from 2016/17 Estimates

No change

2017/18 Estimates from 2016/17 Restated

\$144.8M Increase

Current Decisions - \$124.2M:

▪ **\$40M related to the Grand Chief Ed John Review:**

- \$ 14.4M for DAA Equity and Cultural Services
- \$ 2.8M for Aboriginal Policy & Practice Framework (APPF)
- \$ 14.2M for Family Supports and Reunification
- \$ 1.5M for System of Care Redesign and Consultation
- \$ 6.1M for Supports to First Nations Communities
- \$ 1.0M for Work Mobility

Total 2017/18 Increase	144.8
2016/17 Estimates	(20.6)
2017/18 Additional Funding	124.2

▪ **\$49M for net Caseload Pressures:**

- \$ 3.7M for Child Care Operating Fund (CCOF)
- \$ 26.0M for Children in Care including those with Special Needs
- \$ 15.2M for Autism and Medical Benefits
- \$ 3.7M for Alternates to Care Programs
- \$ 0.4M for Post Adoption Assistance

▪ **\$15M for Children and Youth Mental Health (CYMH):**

- \$ 8.0M for Staff (MCFD and Contracted)
- \$ 0.2M for Brief Child and Family Phone Interview (BCFPI)
- \$ 1.0M for Families Organized for Recognition of Care Equality (FORCE) - Society for Kids Mental Health Expansion
- \$ 5.5M for Canadian Mental Health Association: Confident Parents, Thriving Kids
- \$ 0.4M for Implementation Support

▪ **\$20M One Time Adjustment for Child Care (including up to 2000 spaces)**

▪ **\$1.43M Economic Stability Dividend wage increase for Staff and Sector**

- \$ 0.960M for STOB 50 BCGEU & PEA staff
- \$ 0.470M for STOB 80 Contractors [\$0.430M CSSEA; \$0.040M HEABC]

▪ **(\$1.3M) Benefit Chargeback Rate Adjustment from 24.8% to 24.34% (2017/18 Only)**

Previous Decisions - \$20.6M:

▪ **\$11M Economic Stability Mandate (ESM) wage Increases for Staff & Sector:**

- \$ 4.6M for STOB 50 BCGEU & PEA General Wage Increase & SPO Reclassifications
- \$ 6.4M for STOB 80 Contractors [\$4.6M CSSEA; \$0.6M HEABC; \$1.2M Non Union Agencies]

▪ **\$5M Reduced Mitigation Strategies**

- \$ 4.3M Incremental Adjustment to Early Years Services
- \$ 0.7M Incremental Adjustment for Recruitment Lag and Administrative Savings

▪ **\$3.3M related to the Plecas Review:**

- \$ 0.9M Incremental Increase to hire 21 staff to strengthen Quality Assurance
- \$ 3.3M Incremental Increase for front-line and support staff (100 front-line social workers; 49 team leads and admin)
- \$ 1M Incremental Increase to streamline policies
- (\$1.9M) Reversal of One Time Only Adjustment from 2016/17

▪ **\$1.3M Benefit Chargeback Rate Adjustment from 24.3% to 24.8%**

S.17

Ministry of Children & Family Development
BUDGET HIGHLIGHTS - OVERVIEW

CAPITAL BUDGET:

\$2.5M Increase

- \$2.5M Overall budget increase reflects the ministry's planned vehicle fleet re-allocation as per the capital expenditure schedule

STAFF & FULL-TIME EQUIVALENTS (FTEs):

- Full-time Equivalents (FTEs) continue to be budgeted at a summary level for the province
- History of Staff Utilization ¹

2008/09	4,332
2009/10	4,128
2010/11	4,117
2011/12	4,203
2012/13	4,152
2013/14	3,995
2014/15	3,954
2015/16	4,008

- **Current Year (2016/17) Average FTE Utilization:**
(January YTD Average FTE Burn)

4,052

1. SOURCE: Public Accounts Consolidated Revenue Fund Statement of Staff Utilization schedules

Information Note

Issue: The Multi-Year Action Plan

Background:

- The Multi-Year Action Plan (MYAP) is an overarching framework that sets out key strategies to achieve the ministry's long-term vision:
 - *Aboriginal & non-Aboriginal children and youth in BC live in safe, healthy and nurturing families and are strongly connected to their communities and culture.*
- The MYAP has the same strategies as the 2017/18 – 2019/20 Service Plan. It also includes a more comprehensive narrative on what the ministry does; key facts that impact its strategic direction; the ministry's future focus; and specific three-year implementation actions.
- Research shows that children and youth have better outcomes when they are able to safely remain with their families. As such, the MYAP describes the ministry's future focus on prevention, early years services, youth transitions to adulthood, and supports that help keep families together. The priority is to work with Aboriginal communities to support Aboriginal families to stay together.
- Many reports and recommendations are made to MCFD that influence our work and reflected in the MYAP, including those from:
 - Office of the Representative of Children and Youth, Public Guardian and Trustee, Plecas Review, Grand Chief Ed John (GCEJ), MCFD case reviews, case practice audits and other quality assurance activities
- Consultation & engagement on the MYAP has occurred since summer 2016, including with the First Nations Health Council regional caucuses, Aboriginal leadership, key stakeholders and ministry staff.
- Many stakeholders & partners are interested in the level of change that the MYAP articulates, and how they can participate in its implementation. Efforts are underway to identify and coordinate areas for future consultation and engagement.
- The MYAP includes three goals, and specific three-year actions to achieve these goals. Refer to **Attachment A** for an overview of the MYAP and funding streams.
- Particular attention was given to report submitted by Mr. Bob Plecas, Plecas Review: *Decision Time*, as well as the report submitted by GCEJ, *Indigenous Resilience, Connectedness and Reunification – from Root Causes to Root Solutions*.
- The 54 points of consideration in the Plecas Review have been considered in the MYAP. The following progress has been made:
 - 7 recommendations have been substantially completed;
 - 30 are underway with specific actions being taken;
 - 14 were directed to government for consideration (role of the RCY for example)
 - 3 recommendations are not proceeding.

- Many of the 85 recommendations in the report by GCEJ call for an overhaul of current practice, policy and legislation and may require significant injections of funding by the Province and the federal government.
- While it may take several years to fulfil some of these recommendations, key strategies are included in the MYAP to embed the direction all of 85 recommendations. In addition, MCFD will address as much as possible the intended outcomes of the GCEJ recommendations through policy and practice changes.
- Budget 2016 provided an additional \$22 million to start addressing recommendations made by Bob Plecas, including funding for new frontline social workers, and Budget 2017 provided an additional \$120 million over the next three years to start addressing GCEJ's recommendations through the MYAP.
- The following progress has been made on GCEJ's 85 recommendations:
 - 52 recommendations are underway with specific action taken;
 - 13 recommendations had received additional funding in Budget 2017; and
 - 20 recommendations require further consideration and engagement with ministry partners and the federal government.
- On March 1, 2017, the ministry posted the MYAP to its intranet.
- The ministry is strengthening internal processes to support implementation of the MYAP including: a new governance structure to support timely decision-making and reporting; coordinating all activities that impact front line staff; and standardizing and embedding project and change management approaches.
- Future direction on changes relating to jurisdiction, governance, and major legislative changes may be required.

Decision required:

- This is an ongoing issue.

Ministry of Children & Family Development Overview of Multi-Year Action Plan Year 1 Actions (2017-18)

Our Vision: Aboriginal & non-Aboriginal children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture

Goal 1 - The number of children and youth in care, and particularly the over representation of Aboriginal children and youth in the child welfare system will be reduced

Objective: Children and youth will be supported to safely remain with their families, extended families or be placed in permanent homes that promote a connectedness to their culture

Strategies	Actions
1 - Provide direct supports to families and communities to ensure that children and youth safely remain at home with their families	Support Promising Practices Within Existing Legislation* ★ Expand Family Services & Supports* ▲ Engage Communities to Support Increased use of ADR* ▲ Work with Aboriginal Communities to Improve Practice*
2 - Focus on seeking permanent living arrangements and improving permanency planning and cultural connections for Aboriginal children and youth in care	Improve Planning & Increase Permanency Placements* ● Integrate Culture & Language into Care Plans ★● Educate Staff & Caregivers on Care Plan and Practice Changes*★ Review Permanency Policy & Legislation* ● Identify & Resolve Barriers to the use of Out of Care Options*
3 - Address issues of funding and jurisdiction to ensure equitable and culturally safe child and family services	Continue Tripartite Work on Systemic Issues* ★ Ensure DAA Funding Parity for Delegated Services* ▲ Work with INAC for Equitable & Culturally Safe Services* Increase Financial Transparency w/ DAAs & Aboriginal Partners*
4 - Improve & strengthen services to Aboriginal children, youth and their families by increasingly reflecting an Aboriginal perspective in policies, practices and services	Increase Direct Service Investment in Aboriginal Communities*▲ Coordinate & Support the APPF* ▲ Develop Online Info on Aboriginal Child Welfare & Rights ★ Develop Models of Jurisdiction with Aboriginal Communities* Consult on Custom Adoption ●
5 - Train all staff regarding Aboriginal identities, cultures, rights and impacts of inter-generational trauma	Deliver Aboriginal Cultural Training* Develop Training on Aboriginal Identities & Cultures*
6 - Strengthen & revitalize mutually respectful relationships with Aboriginal partners, leadership, communities and families	Continue to Participate in FNHC Regional Caucuses* Strengthen Aboriginal Relationships in Each SDA* Cultivate Collaborative Partnerships with DAAs/Aboriginal Orgs*
7 - Increase the number of Aboriginal staff at all levels of the ministry	Implement Aboriginal Recruitment & Retention Strategies*
8 - Improve access to justice for Aboriginal people involved in the child welfare system	Work with JAG to Expand Child Welfare Court Supports*

Goal 2 - Children and youth are supported to reach their potential and grow up as successful young adults able to contribute to the economy of British Columbia

Objective: Collaborate with our partners to develop integrated, community based child and family services

Strategies	Actions
1 - Improve outcomes for young children with special needs by enhancing access, effectiveness and coordination of services	Enhance Early Intervention & Screening Services* ▲ Enhance Respite, Behavioural & In-home Supports* ▲ Support Recruitment/Training/Prof Develop of Practitioners* ▲ Implement Autism Resources & Supports Program*
2 - Work with cross-sector partners to develop a system wide approach for supporting mental health and wellness for children and youth	Expand Complex Care Intervention Model* ▲ Implement Complex Care & Trauma Informed Practice* Improve Access to Community CYMH Services* ★▲ Develop Guidelines to Support Mental Wellness
3 - Work with the Federal Government to support early learning and child care programs and services in communities, including Aboriginal communities	Improve Access to Early Years Programs & Services* ● Implement ELCC Framework* + Collaborate to Implement Refreshed Early Years Strategy*
4 - Increase the staff time available to provide direct client service delivery	Improve Staff Work Mobility* ▲ Continue to Implement Service Delivery Redesign Expand use of Technology to Inform & Improve Practice*
5 - Develop performance measures on accessibility of child and youth mental health services	Develop a Baseline for the CYMH Performance Measure
6 - Fund the creation of up to 13,000 new licensed child care spaces by 2020	Fund Creation of up to 4,100 New Child Care Spaces ▲ Fund 1,000 Before/After School Sports & Arts Spaces ▲
7 - Continue diversion practices for youth involved in the youth justice system	Support Better YJ Outcomes Through Community Programs*

Legend:

- ▲ - Budget 2017 (\$124M)
- - Budget 2017 potential funding pending further program details (\$13M)
- ★ - Budget 2016 one time only funding (\$12M)
- ◆ - Budget 2016 funding (\$22M)
- + - Funding commitment from federal government on ELCC (\$51M)
- Addressed through existing resources
- * - Note: Actions that extend beyond year 1 of the plan

Goal 3 - Youth in care, or formerly in care, have improved well being outcomes

Objective: Enhance services, supports and systems to better serve all children, youth and their families and to improve outcomes for children and youth in care

Strategies	Actions
1 - Prioritize recruitment, retention and training in key areas	Develop Learning Strategy to Improve Learning Programs* ◆ Evaluate Effectiveness of Existing Ministry Programs* ◆ Develop, Pilot & Deliver Resource Worker Training ◆ Develop, Pilot & Deliver Revised Caregiver/Kinship Training* ◆ Complete Workforce Analysis of Critical Job Positions Finalize Predictive Staffing Model ◆ Develop/Implement Strategy to Support Staffing Increase* ◆
2 - Improve data collection & enhance use of data to promote ongoing improvement to programs and services	Develop & Pilot Early Warning System Streamline Policy & Develop Online Policy Manual* ◆ Engage Aboriginal Partners in Policy Development* Improve Data Collection & Analysis with Fed/Prov Partners*
3 - Implement a QA system & support a culture of continuous quality improvement	Increase Quality Assurance Staff* ◆ Expand Quality Assurance System and CQI culture* ◆ Strengthen Oversight of Contracted Residential Agencies ◆
4 - Build public & sector confidence in the work of the ministry through increased openness and transparency	Consult on Privacy/Release of Information Policy Strengthen Public Reporting
5 - Improve policies & practices related to the interface between social work and legal processes to promote understanding and collaboration in the best interests of the child	Organize Director's Counsel Conference Update Legal Services Business Model Improve Access to Justice in the Child Welfare System*
6 - Align the residential system of care to better meet the needs of children & youth, and to provide culturally safe supports that allow Aboriginal children and youth to thrive	Consult & Develop System of Care Model* ▲ Improve Practice With Contracted Residential Caregivers*
7 - Provide services to support & prepare youth and young adults transitioning to adulthood	Create Cross-Ministry Youth Transition Action Plan Develop Ministry Youth Framework Expand Agreements with Young Adults Program*

Note: The term Aboriginal is used to include individuals who identify as either Métis, Inuit, or First Nations as this is the term that is referenced in legislation, policies and programs.

Ministry of Children & Family Development
Multi-Year Action Plan
2017-2020



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A Message From our Deputy Minister

I am very pleased to present the Ministry of Children and Family Development's Multi Year Action Plan which outlines our long-term vision for children, youth and their families in British Columbia.

The ministry provides a wide range of services, with much of the current focus on the group of most vulnerable children and youth who are highest risk and in the care of the ministry due to a protection concern.

The ministry has taken steps over the past few years to reduce the number of children and youth in care; however, the overrepresentation of Aboriginal¹ children and youth in care remains a significant issue. We also face challenges with respect to outcomes for children and youth in care, unmet needs for services, complex care resources, and recruitment and retention issues for foster parents and staff. There is wide recognition that the child welfare system in BC is not working to meet the needs of all children, youth and their families and that more fundamental reform is needed. The aim of this plan is to address these challenges.

We know that children and youth have better outcomes when they are able to safely remain with their family. As such, over the coming years we will redirect our efforts towards prevention, early years services, youth transition services to adulthood, and supports that help keep families together. We will reinvigorate our focus in working with Aboriginal communities to support Aboriginal families to stay together.



¹ The term Aboriginal is used to include individuals who identify as either Métis, Inuit, or First Nations as this is the term that is referenced in legislation, policies and programs.

Message, Continued

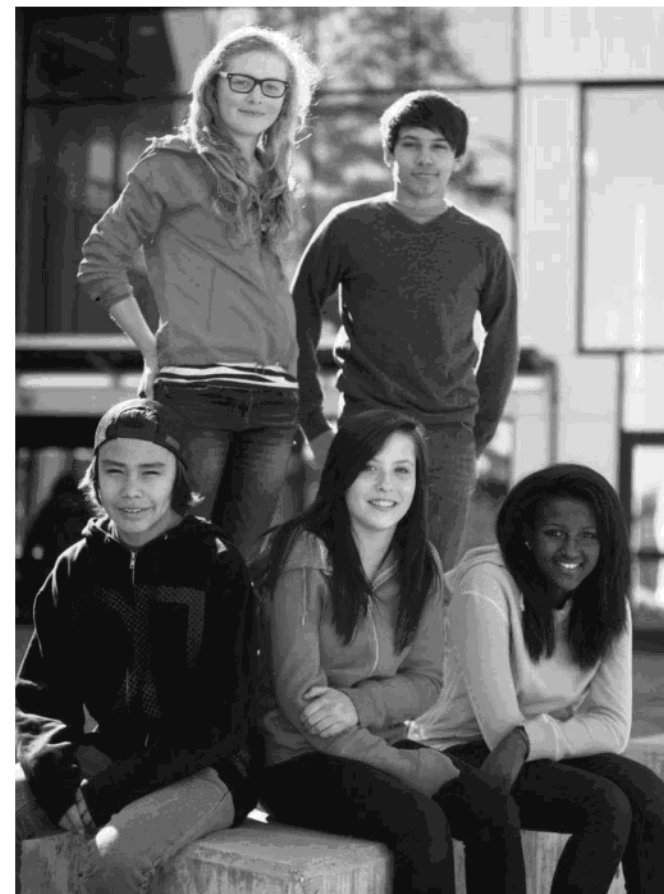
The Multi Year Action Plan is an overarching framework that sets out the key strategies that we will take over the next three years to achieve our long-term vision. Detailed operational plans at the divisional level within the ministry will support this framework.

This Plan – developed through consultation with First Nations Health Council regional caucuses and Aboriginal leadership – takes into consideration many past reports and recommendations made to the ministry, including the most recent report prepared by Special Advisor Grand Chief Ed John, *“Indigenous Resilience, Connectedness and Reunification – from Root Causes to Root Solutions.”* His report puts forth clear recommendations to both provincial and federal governments, through short and longer term actions towards a new vision for Aboriginal child welfare, a new fiscal relationship for Aboriginal child welfare, and, ultimately, addressing the overrepresentation of Aboriginal children and youth in our care.

This is an exciting time as we work collaboratively with Aboriginal leaders, other government ministries, service delivery partners, communities and organizations to collectively reach our vision and reshape British Columbia’s child welfare system so that children and youth live in safe, healthy and nurturing families that are strongly connected to their communities and culture.



Lori Wanamaker
Deputy Minister, MCFD



Our Story

What We Know

- Children and youth have far better social, health, education, and economic outcomes when they live safely with a family – a parent, family member or extended family, or in a home with permanent caregivers – than they do in government care.
- Investment in early childhood development and early intervention has lasting positive impacts on individuals and society as a whole.
- Aboriginal children and youth are significantly overrepresented in the child welfare system – as of May 2016, 60.1% (4,445 out of the 7,246 children and youth in care in BC were Aboriginal) – and they have poorer social, health, education, and economic outcomes than non-Aboriginal children and youth in care.
- Youth transitioning from care often lack the traditional family support network to help them through early adulthood; better supports are needed to prepare them for aging out of care.
- Children and youth are too often brought into care due to circumstances related to neglect based on the parent's inability to provide for a child's basic needs due to poverty, mental illness, substance abuse, intergenerational trauma, domestic violence, or due to challenges coping with a child's special needs whether physical, cognitive or behavioural. These issues can be mitigated by enhancing services that support the family to remain intact.



We know that successfully supporting families to stay together helps to break the cycles of intergenerational trauma remnant from the 60's Scoop and the residential school system.

- Grand Chief Ed John

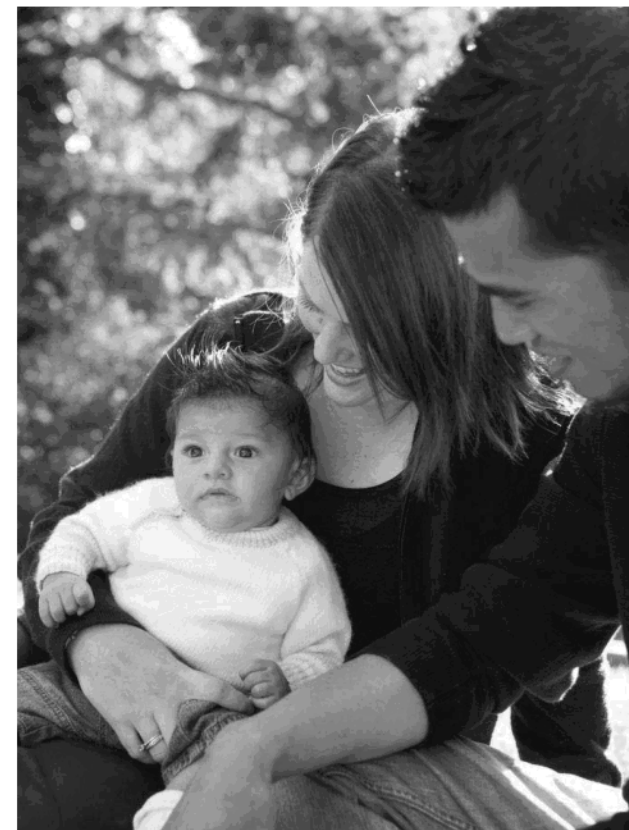
The Steps We've Taken

OVER THE PAST TEN YEARS we have reduced the number of children and youth in care by 20% from (9,171 to 7,246), by working with families to overcome the challenges they face in caring for their children, supporting out of care options so children and youth have homes outside the foster care system, and finding permanency for children and youth already in care.

We have also directed attention to improving outcomes for children and youth in care. This includes enhancing supports to youth leaving care to ensure their successful move to independence.

As well, steps have been taken to increase the integration of services and supports for children under the age of six years, including the creation of a provincial network of Early Years Centres.

Efforts in these areas have, however, been much more successful for non-Aboriginal children, youth and families than for Aboriginal children, youth and families. Although there has been a slight decline, the number of Aboriginal children and youth in care remains high. Recently, Aboriginal leaders and the provincial and federal governments came together under a renewed commitment to reduce the number of Aboriginal children and youth in care.



Our Path Forward

The strategic direction of the ministry is to invest in supports to help preserve families, while continuing to ensure the safety of children and youth. We will focus on identifying and addressing issues before a child comes into care. Working with other provinces, the federal government, service delivery partners, communities and Aboriginal leaders and organizations, the ministry will provide children, youth and families with the services and supports they need to thrive in safe, healthy and nurturing environments provided by a family or permanent caregiver.

An Aboriginal Focus

Integral to the success of these efforts is reconciliation with Aboriginal peoples. The [Truth and Reconciliation Commission Calls to Action](#), Canada's endorsement of the United Nations Declaration on the Rights of Indigenous Peoples and the findings of the [Canadian Human Rights Tribunal](#) signify a profound shift in thinking and set the foundation for better collaboration. Working with Aboriginal leaders, other government ministries, the federal government and our service delivery partners, the ministry will embed the spirit and goals of reconciliation into all aspects of our work.

An Aboriginal focus will be applied to all programs and services. We will engage with Aboriginal leaders, communities and organizations to foster better relationships. Our child welfare system and early years programs will be refocused to better meet the needs of Aboriginal children and youth and their families. The ministry will engage Aboriginal communities and people on child welfare matters, with an emphasis on reducing the number of Aboriginal children and youth in care. This work will be essential for achieving true and lasting reconciliation with Aboriginal communities.

Supporting Families

We will work with communities to build evidence based early childhood development, early intervention and prevention services that are shown to support families, improve outcomes and help keep families together. This includes culturally appropriate community-based child development programs, early assessment services, and access to services for children with special needs and mental health concerns. It also includes finding timely permanent placements for those children and youth who must come into care. These areas of focus, along with an emphasis on access to a full range of preventative services for Aboriginal families, will help build overall capacity in communities to address issues related to health and well-being and to respond to child welfare concerns.

Service Transformation

We will collaborate with our partners to work towards developing integrated, community based child and family services, providing services where and when they are needed. Tools and supports will be developed to facilitate mobile and online delivery of services to provide 24/7 convenient, accessible and responsive services to children, youth and their families. We will also reduce the administrative burden on social workers, giving them more time to serve families.

Enhancements to Programs & Services

We will improve our capacity to support children and youth receiving services by becoming more efficient and effective. This includes ensuring that the appropriate staffing complement, work tools, organizational structures and systems are in place to address cost pressures and workload.

The long-term shift from intervention and post-intervention services to prevention and early intervention services will not eliminate the need for a strong protection system for children and youth at risk, particularly where safety is a concern. When a child or youth does come into care, their care plan will be linked to their culture and language and outline a strategy to find them a permanent home. To support better outcomes, the ministry's residential system of care will be redesigned to meet a child or youth's distinct needs and to ensure caregivers have the expertise and resources to meet the needs of the children and youth in their care.

Ministry and cross government programs will provide the necessary supports to prepare youth leaving care and young adults who were in care to achieve a successful transition to adulthood and become productive members of society.

Our Vision

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

Our Goals & Objectives

Our goals and objectives set the foundation for how the ministry will achieve its long term vision. Each objective is underpinned by key strategies that outline focused areas of work for the next three years.

Goals

The number of children and youth in care, and particularly the overrepresentation of Aboriginal children and youth in the child welfare system, will be reduced

Children and youth are supported to reach their potential and grow up as successful young adults, able to contribute to the economy of British Columbia

Youth in care, or formerly in care, have improved well-being outcomes

Objectives



Children and youth will be supported to safely remain with their families, extended families or be placed in permanent homes that promote a connectedness to their culture



Collaborate with our partners to develop integrated, community based child and family services



Enhance services, supports and systems to better serve all children and youth and their families and to improve outcomes for children and youth in care

Objective 1

Children and youth will be supported to safely remain with their families, extended families or be placed in permanent homes that promote a connectedness to their culture

Key Strategies

A list of [actions](#) and [timelines](#) for each of the following key strategies and more information on the MYAP can be found on [iConnect](#).

- 1 Provide resources and direct supports to families and communities** to ensure that children and youth have every opportunity to safely remain at home with their families
- 2 Focus on seeking permanent living arrangements outside the child welfare system** with a focused effort on improving permanency planning and cultural connections for Aboriginal children and youth already in care
- 3 Collaborate with Aboriginal, provincial and federal government partners** to address issues of funding and jurisdiction to ensure equitable and culturally safe child and family services for Aboriginal children, youth and families
- 4 Improve & strengthen services** to Aboriginal children, youth and their families by increasingly reflecting an Aboriginal perspective in policies, practices and services
- 5 Ensure all staff are provided training regarding individual Aboriginal identities and cultures**, including Aboriginal rights and the impacts of inter-generational trauma
- 6 Continue to improve communication**, build connections, and work to strengthen and revitalize mutually respectful relationships with Aboriginal partners, leadership, communities and families
- 7 Increase the number of Aboriginal staff** at all levels of the ministry
- 8 Work closely with the Ministry of Justice** to improve access to the justice system for Aboriginal people involved in the child welfare system

Objective 2

Collaborate with our partners to develop integrated, community based child and family services

Key Strategies

A list of [actions and timelines](#) for each of the following key strategies and more information on the MYAP can be found on [iConnect](#).

- | | |
|--|---|
| 1 Improve outcomes for young children with special needs by enhancing access, effectiveness and coordination of services | 5 Develop performance measures on accessibility of child and youth mental health (CYMH) services with the intention of reporting on them next fiscal year |
| 2 Work with cross-sector partners to develop a system wide approach for supporting mental health and wellness for children and youth | 6 Continue to fund the creation of up to 13,000 new licensed child care spaces by 2020 to improve child care availability |
| 3 Work with the Federal Government to support early learning and child care programs and services in communities, including Aboriginal communities | 7 Continue successful diversion practices to support better outcomes for youth involved in the youth justice system |
| 4 Enable staff through technology & improved business processes to increase the time available to provide direct client service delivery | |

Objective 3

Enhance services, supports and systems to better serve all children, youth and their families and to improve outcomes for children and youth in care

Key Strategies

A list of actions and timelines for each of the following key strategies and more information on the MYAP can be found on [iConnect](#).

1 Prioritize recruitment, retention and training in key areas

2 Improve data collection and enhance use of data to promote ongoing improvement to programs and services

3 Continue implementation of a comprehensive quality assurance system and support staff in the creation of a culture of continuous quality improvement

4 Build public and sector confidence in the work of the ministry through increased openness and transparency.

5 Improve policies and practices related to the interface between social work and legal processes to promote understanding and collaboration in the best interests of the child

6 Align the residential system of care to better meet the needs of children and youth, and to provide culturally safe supports that allow Aboriginal children and youth to thrive

7 Work with cross-sector partners to ensure consistent practice and provide appropriate services to better support and prepare youth and young adults transitioning to adulthood, helping them to lead healthy and productive lives

Measuring our Progress

We will measure our progress in moving to meet our goals and achieve our vision through monitoring the following key outcomes:

Performance Measure	Baseline	2017/18 Target	2018/19 Target	2019/20 Target
1. Rate of Children and Youth in Care (CYIC) per 1,000 (0-18) Population:				
a. All children and youth	8.1	8.0	7.9	7.9
b. Aboriginal children and youth	55.4	55.2	55.1	55.0
c. Non-Aboriginal children and youth	3.4	3.25	3.2	3.2
2. Percent of children assessed with a protection concern that can live with family or extended family				
a. All children and youth	84.4%	85.0%	85.3%	85.5%
b. Aboriginal children and youth	78.9%	80.0%	80.5%	81.0%
c. Non-Aboriginal children and youth	87.9%	88.3%	88.9%	89.1%
3. Percent of children and youth in care as of March 31 of each year who, after two or more months in care, were placed in a permanent home over the following 12 months				
a. All children and youth	19.6%	20.0%	20.6%	21.2%
b. Aboriginal children and youth	14.7%	16.0%	17.0%	18.0%
c. Non-Aboriginal children and youth	24.7%	24.7%	24.8%	24.9%
4. Average waiting time to receive services (*under development)	*	*	*	*
5. Average monthly number of contracted licensed child care spaces	98,432	106,000	108,000	110,000
6. First community sentence per 10,000 youth population	21.4	20.6	20.2	19.8
7. Percent of youth in care who turn 19 with a high school credential	47.4%	54.7%	55.2%	55.7%

[These outcomes are supplemented by the broad suite of data and measures contained in the [MCFD Performance Management Report](#)]

Issue Note

Issue: JP Litigation Case

Background:

- This case has been the subject of public and media interest. The July 2015 decision of the trial judge was the impetus for the Plecas Review.
- The Representative for Children and Youth has been involved in this case in her role as an advocate, and the former holder of this role was publicly critical of the ministry's conduct in this file.
- The case has had a significant impact on the ministry staff involved in the file, and on other staff across the province.
- There is a court ordered ban on publication of the names of the plaintiffs.
- The civil litigation claim against the Province was brought by JP on her own behalf, and on behalf of her four minor children.
- The claim arises from the involvement of MCFD child protection services, which began in 2009 at a time when the parents, JP and BG, were involved in high conflict separation and divorce proceedings that included a custody and access dispute.
- During the time that MCFD child protection services were involved with the family competing allegations were made by the parents, with JP alleging sexual abuse of the children by the father, and BG alleging that the children were emotionally abused and manipulated by the mother.
- The children were removed from the care of JP and were placed in foster care, with their initial placement with JP's extended family.
- Child protection proceedings were commenced in Provincial Court, and eventually were joined with the custody and access proceedings in the BC Supreme Court (jointly the Family Action) before Judge Walker.
- In December 2011, while the Family Action was still ongoing, JP filed the civil claim against the province.
- JP alleged negligence, misfeasance in public office, bad faith and breach of fiduciary duty in relation to the Director's decisions to remove the children and keep them in care over a two year period.
- JP also alleged that the Director was negligent in permitting BG to have supervised access to the children while they were in care as the Director knew, or should have known, that such access put the children at risk of physical and sexual abuse.
- Judge Walker seized himself of the civil claim, meaning that he would be the judge to hear this matter.
- In June 2012 Justice Walker issued a 137 page written judgement in the Family Action which included the following findings:
 - the Vancouver Police Department's sexual abuse investigation was not conducted adequately,
 - MCFD's parenting capacity assessment of JP could not be relied on;
 - JP did not suffer from a mental incapacity; and

- BG had physically and sexually abused the children and should have no contact what-so-ever with the children.
- On April 8, 2013 the hearing of the civil claim commenced in front of Justice Walker.
- On July 14, 2015, after 140 days of trial, Justice Walker issued a lengthy decision on issues of liability in the civil claim that was highly critical of the ministry and the staff involved.
- The July 2015 decision on liability contained findings of negligence, bad faith, breach of fiduciary duty and misfeasance, including a specific finding of misfeasance by William Strickland, team leader.
- On August 7, 2015 the Province filed a notice of Appeal.
- BG and William Strickland both applied to the Court of Appeal seeking status in the Appeal, and on November 23, 2015 the Court of Appeal made orders adding them both as respondents to the Appeal.
- BG applied for, and was granted leave to bring an appeal of the June 2012 decision in the Family Action.
- The appeals of the civil claim and the family action were heard over five days, beginning November 14, 2016.
- The Province's position on appeal was that the social work staff at all times acted reasonably and in good faith, on the basis of the information and expert advice available to them at any given point in time.
- The Province also submitted that the trial judge's decisions with respect to the findings of misfeasance and breach of fiduciary duty are not supported by the evidence, and that the findings with respect to negligence are the result of an unfair and flawed process.
- The Province asked the Court of Appeal for an order dismissing all claims, or alternatively dismissing the misfeasance and breach of fiduciary duty claims and sending the negligence claim back to be heard by a different judge.
- The Court of Appeal reserved judgment and we are awaiting their decision.
- There are outstanding procedural issues and a decision is not likely to be made before those procedural issues are resolved.

Decision required:

- **This is an ongoing issue. No decisions currently required.**

Issue Note

Issue: Plecas Review Phase 2

Background:

- Mr. Justice Walker released his decision in *J.P. v. B.C. (Director, Child, Family and Community Services)* 2015 BCSC 1216 (the “JP case”) in July 2015. To address the serious concerns about the child protection practices of social workers raised in the decision, the Ministry of Children and Family Development (MCFD) announced that Mr. Bob Plecas would lead a child protection practice and policy review (the ‘Review’) into the matter and an investigation into whether systemic problems exist that can be improved through recommendations.
- Unforeseen legal proceedings caused a delay in Mr. Plecas meeting the original timelines in the July 24, 2015 Terms of Reference. These proceedings included a complaint to the Information and Privacy Commissioner by JP, and an injunction application to the Supreme Court of BC to prohibit the Policy and Practice Review. The result was the amendment of the Terms on August 10 to include the designation of Mr. Plecas as a Director pursuant to section 91 of the *Child, Family and Community Service Act (CFCSA)*. A further amendment on October 9 added a provision to provide an Interim Report, and clarified that the date of a Final Report would be determined when the above-mentioned legal and tribunal matters were resolved.
- Government appealed in November 2016 and is awaiting decision by the BC Court of Appeal (BCCA).
- Mr. Plecas submitted the Interim Report to Minister Cadieux on December 4, 2015. This report provided the roadmap for a multi-year, multi-faceted strategic plan with phased-in budget increases. The MCFD carefully considered the recommendations in this report, along with the many other recommendations and reports that it receives, and released its Multi-Year Action Plan in March 2017.
- On March 16, 2017, Minister Cadieux approved the Terms of Reference and a revised letter of designation for Mr. Plecas for phase two of the Review. Mr. Plecas’ authority now also includes section 92 to delegate individuals for the purposes of the Review.
- The focus of phase two is a file review. This review recently commenced with the Review team being granted access to the case files, but it will not be completed prior to the release of the decision by the BCCA. The Terms of Reference state that on publication of this decision, these Terms will be revisited.
- The following General Services Agreements (GSAs) were directly awarded by MCFD.
 - Bob Plecas: Lead reviewer
 - Jeremy Berland and John McDermott: Subject matter experts
- In addition, Don Avison is under contract with Ministry of Justice to provide legal support.
- The three GSAs total \$64,750 and the one retainer agreement is for \$5,000. Overall total is \$69,750. The end term for the GSAs is September 30, 2017.

- Mr. Bob Plecas is indemnified by the Province. As both of the subject matter expert contractors, Berland and McDermott, are working offsite and will not be working with the public, Risk Management Branch concurred that they are not required to have insurance.

Decision required:

- **This is a 30 day issue.**
- A decision by BCCA may be made any day. At this time, the Terms of Reference will need to be revisited to confirm the scope and timing for phase 2 deliverables.
- The Terms of Reference are embedded in Schedule A of each direct award contract.

Issue Note

Issue: Early Learning and Child Care Bilateral Agreement: finalizing and actioning

Background:

- A new Multilateral Early Learning and Child Care (ELCC) Framework has been developed by FPT governments with a focus on improving access, affordability and inclusivity of early learning and child care across Canada.
- The Framework is intended to outline the high-level objectives of an eleven year federal funding commitment, the role of bilateral agreements with provinces and territories (PTs) in supporting the implementation of the framework nationally, as well as the spending parameters and indicators for reporting against these new funds.
- The Framework was endorsed by FPT Ministers with responsibility for early learning and child care on June 12, 2017. B.C. did not participate in that event due to provincial election protocols but, pending cabinet approval, expects to be able to sign the Framework later this summer.
- As a next step, each PT will negotiate an initial three-year bilateral ELCC funding agreement with Canada which must include a three-year action plan detailing planned new investments in ELCC.
- Given timelines, it is BC's intention to have a bilateral agreement in place as soon as possible in the fall. This will require Treasury Board approval of BC's action/spending plan.
- Based on a per-capita funding formula, the anticipated allocation for BC will be approximately s.16,s.17
s.16,s.17
- MCFD, through the Policy and Provincial Services Division, has been working to develop options for the BC action/spending plan for the new funds. Cabinet direction is required to ensure that new spending is consistent with government priorities.
- The Framework is flexible and describes a broad scope and purpose - to support families 'most in need', including for families with children with special needs, low income families, single parents, and Indigenous on and off reserve families.
- Despite the inherent flexibility in the Framework, Canada has publicly communicated an interest in supporting the development of new child care spaces. Federal communications have resulted in renewed calls from child care advocates in BC to support a universal child care system (eg. \$10 a day child care).

Decision required:

- **30 days:** Direction from Minister/Cabinet regarding priority ELCC spending parameters.
- **60 days:** Treasury Board and Minister's approval of the Multilateral Framework and a spending/action plan required to finalize a Bilateral Funding Agreement.

Excerpt from
Federal Budget 2017
Table A1.13
Allocation of Investing in Canada—The Long-Term Infrastructure Plan
Early Learning and Child Care

*(the table refers to the 2017 Budget's amounts, these amounts are in addition to \$500M
announced in Budget 2016 appears to account for the "zero" in 2017/18)*

millions of dollars

s.16,s.17

Page 071 to/à Page 072

Withheld pursuant to/removed as

s.12

Issue Note

Issue: Internet Posting of Quality Assurance Information

Background:

- Twice a year in June and December quality assurance activity is posted to the Ministry's Internet.
- The information posted includes completed Practice Audit Reports, Summaries of Case Reviews, and Child Fatality statistics.
- Audit reports are posted to the internet for any completed and signed off Audits for the previous six months.
- Case Review summaries are completed with non-identifying information to protect the identity of the family and children when posted.
- Aggregate reporting of fatalities for both children in care and children receiving services are also posted. Included in this information are the number of fatalities and categories of death for each fatality.

Decision required:

- **This is a 30 Day issue**
- Postings will be added to the internet in June.
- No decision is required.
- Briefing notes will be completed for each of the three program areas, for review.

Issue Note

Issue: Child Care Major Capital Funding

Background:

- In 2013, the Province released the BC Early Years Strategy, which included an eight year goal of creating 13,000 new licensed child care spaces by 2020.
- Since 2014, the Ministry has invested \$26M to support the creation of more than 4,300 new licensed child care spaces across BC through three intakes of Child Care Major Capital Funding.
- On March 2, 2017, the Ministry announced \$37 million in 2017/18 to create more than 4,100 new licensed child care spaces, 1,000 new before and after school spaces¹, as well as an expansion of bursaries for early childhood educators. The announcement also increased the Early Years strategy goal to 15,000 new spaces by 2020.
- Intake four of Child Care Major Capital Funding opened on March 15, 2017.
- Funding is available to help offset the costs associated with the creation of new licensed child care spaces.
- Eligible organizations include non-profit child-care providers, who can apply for up to \$500,000, and private child-care providers, who can apply for up to \$250,000, to help build new child-care spaces.
- There are six funding streams, three are new, to create new spaces on/in:
 - school grounds;
 - co-located or hub settings;
 - regular settings;
 - Indigenous communities (new);
 - the work place where employers provide onsite child care (new); and,
 - child development centres that support children with special needs (new).
- The intake also introduces a new two-stage application and review process with first stage applications accepted from March 15 – May 15, 2017.
- There were 360 applications received in stage one of Intake Four. Of the 360, 14 applications were eliminated as they were received after the intake closed.
- Of the remaining 346 applications (see table):
 - 118 are non-profit, 228 private
 - \$221M in total project costs with \$117.3M requested in provincial funding
 - 13,836 spaces proposed to be created

¹ In a subsequent announcement, the Province is partnering with the BC Recreation and Parks Association (BCRPA) and the Directorate of Agencies for School Health (DASH BC) to increase the number of before and after schools spaces from 1,000 to more than 5,000 over three years with a \$2.4M investment.

Stream	Non-Profit	Private	Total # of Projects	Provincial Funding Request (rounded \$M)	Spaces to be Created
On School Grounds	43	13	56	\$24.5	2,029
Co-Located or in a Hub	10	1	11	\$5.3	359
Child Development Centre	5	0	5	\$2.5	112
Indigenous	29	1	30	\$15.0	861
Employer-based	1	5	6	\$3.0	184
Regular	30	208	238	\$67.0	10,291
TOTAL	118	228	346	\$117.3	13,836

- Phase 1 proposals are currently under review to determine which applicants will be recommended to proceed to Phase 2.
- A request for stage 2 submissions is planned for late June to late September 2017 and successful proponents will be announced in November 2017.
- Concerns have been raised by some child care facilities located in/on school grounds that they are being required to vacate the premises to accommodate staffing and class size changes. This issue is being monitored with the Ministry of Education.

Decision required:

- **Ongoing media issue.**
- **A 30-day decision is required to communicate the results of stage 1 and invite successful proponents to proceed with stage 2 in late June.**
- **Successful projects in stage 2 will be confirmed in early November 2017, followed by a public announcement.**

Information Note

Issue: MCFD Response to Provincial Opioid Crisis

Background:

- On April 14, 2016, the provincial health officer, Dr. Perry Kendall, declared a public health emergency under the *Public Health Act* due to the significant rise in opioid-related overdose deaths reported in BC since the beginning of 2016.
- Since that time significant steps have been taken by the provincial government through the 'Joint Task Force on Overdose Response' to implement the BC Opioid Overdose Response Plan. The task force includes senior officials and subject matter experts from the health and public safety sectors, including MCFD staff.
- There were 931 illicit drug overdose deaths in 2016 where 27 deaths were youth up to 19 years (≤ 19 years). Of the 27 deaths, 12 youth were receiving services from MCFD, none were 'in care' of the Director at time of death. Fentanyl was detected in 9 of the 12 MCFD fatalities.

• s.13

- MCFD has taken the following actions to date to support and respond to the BC opioid crisis:
 - Immediately coordinated overdose awareness and prevention and naloxone training in high risk communities for front line practitioners, caregivers and youth at risk. 12 sessions in the Lower Mainland and 13 sessions on Vancouver Island.
 - Issued a provincial directive to all MCFD/Delegated Aboriginal Agency (DAA) staff on minimizing exposure to illegal drugs and opioids.
 - Issued a reminder notice to MCFD/DAA staff about the reportable circumstance policy to report incidents related to drug overdoses.
 - Established an internal ministry working group that developed a MCFD Overdose and Prevention Response Plan (see below).
 - Monitors and tracks reported incidents (as of July 1, 2016) related to drug overdose and/or opioid use of a child, youth or family receiving ministry/DAA services.
 - Participates on a steering committee and two working groups that support the BC Joint Task Force on Overdose Response: Health Steering Committee, Public Engagement Task Working Group and Naloxone Task Working Group.

MCFD Overdose and Prevention Response Plan:

- In addition to the actions noted above MCFD has developed an Overdose and Prevention Response Plan which is focused on the practice response to support children and families served by MCFD/DAA's who overdose and/or at risk of overdose.
- These actions include:
 - A practice guideline, which was distributed May 18, 2017, to support front line practitioners in responding to youth at risk and/or parents who may be using illegal opioids;
 - Direction on access to and training on naloxone kits for front line practitioners, caregivers and 'at risk' families;
 - Guidance on universal precautions for front line practitioners and caregivers;

- Providing general opioid information for staff and caregivers;
- Provide on-going training on opioid awareness and prevention; and,
- Ongoing monitoring of reported incidents to ensure appropriate practice response.
- The Provincial Director of Child Welfare is completing a special review of opioid overdoses involving children and youth served by MCFD/DAA's to potentially identify any learning to strengthen the practice response.

Decision required:

- **This is an ongoing issue. No decision is required.**

Information Note

Issue: Service Delivery Division Front Line Staffing

Background:

- In the previous two years the Ministry has committed significant efforts to improve its hiring processes for child protection social workers. This has entailed working with the Public Service Agency, reviewing the existing practices and continuous and ongoing improvement.
- This process has resulted in a new streamlined, centralized hiring strategy for front-line child protection social workers.
- The “centralized hiring” involves hiring through a coordinated quarterly posting and panel. Job offers are made based on an objective scoring methodology and community preference.
- In addition, a separate but similar coordinated process was established specifically for communities designated as “hard to recruit”. For these communities an on-going competition occurs. Once a sufficient number of applications are received, approximately every 6 weeks, a virtual centralized panel convenes, and job offers are made to qualified applicants.
- The centralized hiring strategy described above has been very successful in increasing the complement of front line staff. The process has resulted in more child protection social workers being hired in the past year than in each of the previous six years. (See Appendix 1 - Hiring and Exits.)
- To further improve the process, centralized hiring is undergoing an improvement project. The work will identify efficiencies, applicant quality improvement, and increased engagement with the process.
- A significant challenge in staffing is increasing hiring in “hard to recruit” communities and maintaining the overall staff complement.
- Mitigation strategies include:
 - Consideration of alternate front line positions to support child protection social workers. A recent successful competition for social work assistants has just been completed for this purpose.
 - A partnership with the BCGEU and a recruitment and retention incentives payment program was established in November 2016. This program offers financial incentives to front line social workers employed in 28 hard to recruit or remote communities across the province.
- Over the coming fiscal year, given budget increases to support child and youth mental health and children and youth with special needs, additional front line hiring will occur to ensure staff is in place. The improved centralized hiring processes will greatly support this work.

Reporting

- Preliminary hiring panel reporting indicates that from March 2015 to March 15, 2017, 452 people will have been hired through the centralized hiring process.
- Currently, an additional 11 applicants have begun working as of April 30, 2017. (See Appendix 2, Child Protection Social Work Hires.)
- There is also a current hard to recruit competition underway. That competition currently has 19 applicants who passed the interview process and are moving to completion of reference checks.
- A second posting for both provincial and hard to recruit locations will occur shortly. The forecast following that competition is 90 new hires in place between now and August, 2017.
- In addition the Ministry has 42 accepted offers for social worker assistant positions of which 40 have begun their employment with the Ministry.

Decision required:

- **No decision is required at this time. This is an ongoing issue.**
- As mentioned above hiring panels continue on a quarterly basis. “Hard to recruit” is ongoing.
- Next reporting to the Minister is scheduled to occur in June 2017.

Appendix 1 – Hiring and Exits:

Year by Year Analysis of Regular and Auxiliary Hiring and Exits

(For the CHIPS categories child protection and guardianship only):

Year	2010	2011	2012	2013	2014	2015	2016
Hires	104	135	107	78	154	165	253
Exits	76	83	88	126	96	91	130
Net Change	28	52	19	(-48)	58	74	123

Appendix 2 - Child Protection Social Worker Hires

The table below outlines the number of social workers that have been hired through the provincial process since its inception in 2015, and provides a forecast to April 30, 2017. These numbers are preliminary as data from the panels is still being analyzed.

Panel Type	Hired	Offered
Quarterly Panels (x7)	383	7
Hard to Recruit (x9)	58	4
Total	441	11

Information Note

Issue: Service Delivery Re-Design – Centralized Services Hub and Predictive Workflow Model

Background:

- Workload has long been a key concern by front line MCFD staff. An internal review of workload was initiated in 2013.
- MCFD's plan to address workload based on its analysis was released in November 2014. The plan includes a combination of service delivery design and staffing supports. This was entitled 'Service Delivery Re-design'.
- Coincidentally, in November 2014 the BCGEU released its workload report at the same time. "Choose Children" detailed these same concerns based on surveys with workers and budget information from ministries. The report argued for additional resources for front line workers in MCFD, SDSI, and community-based agencies.
- In October 2015, the Representative for Children and Youth also released a workload report entitled "The Thin Front Line".
- The intention of service delivery re-design is to find opportunities for business process refinement, identify and centralize transactional services and find efficiencies. Increasing the front line staff complement through improved hiring and retention practices and an overall budget lift is a continuing focus of service delivery redesign.
- The overall objective of service delivery redesign is to maximize professional time, allowing social workers, clinicians and other front line staff more face to face time with children and families and ensuring clients get to the right service quickly.
- The first business process re-design initiative completed was the development and implementation of provincial 24/7 centralized screening.
- Service delivery re-design has moved on to focus on other projects, including the Centralized Services Hub ("The Hub") and a Predictive Workflow Model.

Centralized Services Hub

- Established in August 2015, the Hub provides initial screening for all potential extended family (EFP) caregivers, Out of Care Caregivers, Foster Parents and Adoptive Parents. Caregiver screening in the Hub went live on June 4, 2016, and full implementation occurred on March 31, 2017.
- The caregiver screening undertaken by the Hub provides a consistent and efficient approach to the caregiver screening process.
- Caregiver screening at the Hub has an overall objective to improve the wellness and quality of care for children and youth, and provide an easy and accessible means for the public to become caregivers.
- In terms of service delivery re-design, the Hub also decreases the workload of front line staff by undertaking administrative functions in a centralized location rather than in district offices.
- Caregiver screening includes the completion and review of critical documents to safely approve future caregivers. These documents include: consents to obtain and disclose information, a prior contact check, detailed file reviews, criminal record check (CCRA),

references, medical checks and out of jurisdiction records checks when required. Additionally, Hub staff manage and provide similar screening for new applications submitted through the professional side of the Adopt BC Kid portal. In reviewing these documents, Hub staff pay particular attention to active and serious child protection concerns and/or serious criminal history, and subsequently make recommendations as to whether a potential caregiver should proceed to a home study stage.

- In February 2017, the Hub initiated a project to expand its work to include screening of all new potential caregivers employed by contracted residential resources. This expansion will improve the safety and quality of care of children and youth residing in these resources. Implementation of contracted caregiver screening is expected by December 2017.

Predictive Workflow Model for Child Protection

- Significant work has begun on the development of a new robust analytical Predictive Workflow Model.
- The Predictive Workflow Model will replace the outdated staffing model (KIDS model) which has been used to determine staffing requirements in relation to workload.
- The new model will also replace the “equity allocation” method which was more recently developed to assist in allocating the recent commitment of 300 new front line staff. This model focussed on allocating staff based on existing case load (50%) and forecasted incidents (50%). The equity model aimed to ensure all service delivery areas had equal coverage.
- The new tool will estimate the demand for services and the resources necessary to meet service levels. In addition, the tool can:
 - recommend resource allocations to meet service levels;
 - support decision making by forecasting future demand and resource estimates;
 - ‘scenario’ forecast service level risks;
 - evaluate implications of pre-defined practices, staffing mixes, resourcing mixes and process challenges.
- Overall the new tool will allow for rational, consistent and fact-based decision making including evaluation policy, process and resource decisions.
- The initial model is expected to be complete by May 31, 2017. The model may be developed for other service lines following this.

Decision required:

- **No decision is required at this time. These are ongoing issues.**
- Most of the work of both the Centralized Services Hub and Predictive Workload Model are ongoing; the next major milestones are:
 - Completion of the initial Predictive Workflow Model by May 31, 2017
 - Planning and implementation of the Hub expansion by December 31, 2017

Information Note

Issue: Provincial Centralized Screening

Background:

- Provincial Centralized Screening (PCS) was fully implemented to receive and screen all child protection calls on March 31, 2017.
- PCS screens child protection reports twenty four hours a day, seven days a week.
- The province moved to a centralized screening model to provide citizens of British Columbia immediate response to child protection reports and a process that frees up social workers to spend more time with families in communities.
- PCS receives an average of 25,000 to 30,000 calls per month.
- PCS staffing has increased by 15% since June 2016 to ensure calls are responded to in a timely way.
- PCS has two physical locations, one in Vancouver and one in Surrey.
- PCS provides a provincially consistent approach to screening child protection reports.
- There have been negative media reports about wait times at PCS and the BCGEU had raised concerns about staff and communication with PCS.
- The Minister requested monthly public reporting data, which is posted on a new public facing internet page along with updated centralized screening information.
- The internal facing intranet has been developed with key contacts for staff and names of the PCS reference group members from each SDA.
- The BCGEU has been provided a list of 31 union members who are part of the provincial reference group for PCS. The reference group members discuss practice issues between PCS and community offices. The list of members will also be posted on the MCFD intranet for staff to access.
- The public facing material has been reviewed with GCPE.
- In response to media reports a commitment was made to report publically on call volumes and average wait times on a monthly basis commencing in February 2017.
- The data on call wait times has been attached below.

Decision required:

- **There is no decision required at this time. This is an ongoing issue.**

Nov-16		Dec-16		Jan-17		Feb-17	
Average wait per call*	10 seconds	Average wait per call*	10 seconds	Average wait per call*	10 seconds	Average wait per call*	9 seconds
Total calls received this month**	27,493	Total calls received this month**	24,468	Total calls received this month**	26,834	Total calls received this month**	24,249
* This is the average time to reach a Ministry Representative. Wait times can vary.		* This is the average time to reach a Ministry Representative. Wait times can vary.		* This is the average time to reach a Ministry Representative. Wait times can vary.		* This is the average time to reach a Ministry Representative. Wait times can vary.	
** This excludes Helpline calls		** This excludes Helpline calls		** This excludes Helpline calls		** This excludes Helpline calls	
Average wait for Social Worker	5 minutes 36 seconds	Average wait for Social Worker	1 minutes 44 seconds	Average wait for Social Worker	1 minute 50 seconds	Average wait for Social Worker	1 minute 36 seconds
Average wait for Community Responder	3 minutes	Average wait for Community Responder	1 minute 38 seconds	Average wait for Community Responder	2 minutes 12 seconds	Average wait for Community Responder	1 minute 40 seconds

Child Care 101

Topic: Overview of Child Care Programs and Services

Context:

- Responsibility for child care is split between two ministries. The Ministry of Health (MOH) oversees child care licensing and monitoring, while Ministry of Children and Family Development (MCFD) is responsible for child care policies and programs.
- The Ministry of Education does not have any child care programs but supports early learning programs such as Kindergarten, StrongStart (a drop-in program for children aged 0-5 accompanied by their parents), and the Ready, Set Learn initiative (intended for families and children aged 3-5).
- MOH is responsible for the *Community Care and Assisted Living Act* (CCALA) and the Child Care Licensing Regulation (CCLR), which establish the minimum health and safety requirements that must be met. The CCALA and CCLR provide the legislative authority for the certification of Early Childhood Educators (ECEs) and establish the ECE Registry.
- The current child care programs and services in BC provide a mix of supply and demand-driven programs and services for parents and child care providers.
- Child care operations in BC can be licensed or unlicensed. Licensed child care operations must comply with the CCALA and the CCLR. A variety of licensed child care settings are available, including: group (offered in centres to specific age categories of children), family (offered in a person's home to no more than seven children), preschool, school-age, multi-age group (offered in centres to groups of children of various ages) and in-home multi-age (care provided by an ECE in their own home to no more than eight children of various ages)
- Unlicensed child care options include registered licence-not-required, licence-not-required, and in child's own home care. Registered licence-not-required operators work with their local Child Care Resource and Referral (CCRR) centre to become registered, by agreeing to meet and maintain specified health and safety requirements, including training. By registering, these providers are able to receive a higher child care subsidy rate, if they offer care to a parent receiving subsidy, and are able to receive referrals from the CCRR, which may inform parents about the option of placing their child with the registered licence-not-required provider, if they have available space.
- In 2013, the BC Government introduced the BC Early Years Strategy initiative announcing its intention to improve the integration, accessibility, quality, and affordability of BC's early years programs, including child care.

Child Care Operating Funding (CCOF):

- Child Care Operating Funding (CCOF) assists eligible licensed group and family child care providers with the cost of providing child care.
- All child care licence types under the CCLR are eligible for CCOF, with the exception of Occasional Child Care (centre-based care provided to children at least 18 months old but who have not yet entered grade 1, on an occasional or short-term basis) and Child Minding (care for a maximum of two hours per day, in which the child's parent is engaged in a recreational activity or parenting or life-skills class on the same premises and immediately accessible to the child).

- Funding is based on the number of children, ages, number of hours of care and the type of care. Child care providers may use the funds for any costs incurred to operate their child care programs, and do not need to account for expenditures, however, funding is intended to assist child care providers to develop best practices that contribute to quality child care.
- In 2016/17, MCFD allocated \$89 million in funding to the CCOF Program. The average monthly number of active licensed child care spaces funded through the program in 2016/17 was 105,900. In total, over 4,900 licensed group and family child care facilities received operating funding, representing over 116,000 licensed child care spaces.

Child Care Subsidy (CCS):

- CCS is a monthly payment to assist eligible low-income families with the cost of child care.
- The program is governed under the *Child Care Subsidy Act* and CCS Regulation.
- The amount of subsidy depends on the reason for needing child care, number of hours and days required per week, family's income and size, ages of children and type of child care.
- Many families that earn up to \$40,000 may be eligible to receive a full or partial subsidy. Families that earn up to \$55,000 may be eligible for partial subsidy, depending on their specific circumstances.
- In 2016/17, an average of 18,718 children aged 0-12 were supported each month through CCS, with a budget of \$119.9 million.

Child Care Major Capital Funding:

- Child Care Major Capital Funding supports child care providers to purchase equipment, build, renovate or expand existing child care facilities to create new licensed child care spaces.
- Since 2014, the Province has invested \$26million to support the creation of more than 4,300 new licensed child care spaces across British Columbia through the Child Care Major Capital Funding Program.

Child Care Minor Capital Funding:

- Child Care Minor Capital Funding helps non-profit child care providers with the cost of repairs and upgrades they need in order to meet licensing requirements.
- Licensed group child care providers may receive up to \$2,000 per facility (per physical address, not per licence).
- In 2016/17, with a budget of \$0.4M, 205 projects received Minor Capital Funding for emergency repair, replacement and relocation.

Child Care Resource and Referral (CCRR) Programs:

- CCRR offices help parents find child care and make informed choices regarding quality child care.
- CCRRs also provide training, resources and other support services to local child care providers.
- Through a budget of \$9.7 million in 2016/17, MCFD has supported thirty-eight local contracted agencies, including one contracted province-wide Aboriginal agency – the BC Aboriginal Child Care Society – to provide CCRR services in 41 locations to more than 400 communities across BC.

ECE Bursary Program:

- In partnership with the Early Childhood Educators of BC, the ECE Bursary program provides a bursary fund to assist ECE students with the cost of early childhood education programs at approved public and private educational institutions.
- Government has also allocated over \$3 million towards the Early Childhood Educator Bursary since 2014. Aboriginal students pursuing an education in early childhood education and care are eligible to apply for this bursary.
- Priority for the ECE Bursary is given to: Aboriginal students; students attending early childhood educational programs with an Aboriginal focus; and students working to achieve early childhood educator qualifications that are in short supply, for example, an infant/toddler designation.
- As of March 2017, over 1,500 bursaries have been awarded to assist students with the costs of furthering their education, of which 263 have been provided for Aboriginal students pursuing an education in Early Childhood Education.
- In addition to this ECE Bursary, government will invest \$1 million in a new Indigenous Early Years Bursary Program to be administered through a partnership with the New Relationship Trust Foundation (NRTF).

Provincial Child Care Council:

- The Provincial Child Care Council is a statutory council created in 1993, under the *Child Care BC Act*. The Council provides advice to the Minister on the policies and programs that affect the affordability, quality, stability and accessibility of child care. PCCC consists of at least 14 and not more than 21 members, each of whom is appointed by the Minister by Ministerial Order; with one or more designated by the Minister to chair Council meetings. Currently, 18 Board Members represent the following stakeholder groups: child care, Indigenous, education, business/law, non-profit, and supported child development.

Aboriginal Child Care:

- CCOF, CCS, Child Care Capital Funding programs, and CCRR programs are available to all children, including Aboriginal children living on and off-reserve.
- BC Aboriginal Child Care Society is contracted by the Province to provide services to Aboriginal communities both urban and on-reserve. These services include but are not limited to:
 - Develop, distribute and deliver culturally specific child care training and resources;
 - Assist in providing effective delivery of Child Care Resource and Referral services to Aboriginal children and families across B.C., including providing support on Aboriginal child care issues;
 - Engage in child care planning, including consulting with Provincial and Federally funded Aboriginal serving organizations;
 - fostering relationships with Aboriginal serving organizations and Aboriginal communities
- For Fiscal 2017/18 BC Aboriginal Child Care Society has been allocated \$348,677.66.

Information Note

Issue: Child Care Availability, Quality and Affordability

Background:

- In 2017/18, the Province will invest approximately \$352.5 million in child care for programs and services.
- In 2013, the Province adopted the BC Early Years Strategy, with the goals of improving the accessibility, affordability, and quality of early year's programs and services in BC.
- Despite these investments, three main challenges have been consistently raised with regards to child care in British Columbia (BC): a shortage of child care spaces, the high cost of child care, and a lack of qualified Early Childhood Educators (ECEs).

Accessibility/Availability:

- Currently, the demand for licensed child care spaces exceeds the supply. In 2015/16, there was a licensed child care space, in receipt of Child Care Operating Funding (CCOF), for 17 per cent of children aged 0-12, and for 21 per cent for children aged 0-5 years.¹
- Infant/Toddler spaces are in the most demand of all care types across the province, followed by spaces for 3-5 year olds. Most Service Delivery Areas in BC are experiencing pressures in terms of spaces for Infant/Toddler care.
- Overall, the population of children aged 0-12 in the province is expected to grow by 6 per cent between 2016 and 2022, which will increase the number of spaces needed.

MCFD actions to address accessibility

- Government has committed to creating 15,000 new licensed child care spaces by 2020, focusing on areas of the province underserved by child care.
- Since 2014, the Province has invested \$26 million to create more than 4,300 spaces across BC through the Child Care Major Capital Funding Program.
- With the creation of new child care spaces, it is expected that there will be child care spaces for approximately 19 per cent of the population aged 0-12 by 2020.

Affordability:

- A 2014 comparison of child care fees across the country² showed BC as having the second highest child care fees in the country after Ontario. The child care fees for children 0-5 years old in Vancouver are the second highest in the country, only lower than Toronto.³
- The median monthly child care fees for group facilities in BC receiving CCOF was \$1,050/month for infants (0-18 months), about \$980 for toddlers (19-35 months) and

¹ The ratio breakdown by age group 0-5 is underestimated, because over 12,000 licensed family spaces and close to 3,000 multiage spaces are not accounted for in the calculation (family and multiage licences can provide care to any age group).

² Childcare Resource and Research Unit (2014). *Early Childhood Education and Care in Canada*.

³ MacDonald, D., Friendly, M. Canadian Centre for Policy Alternatives. (2016). *A Growing Concern: 2016 Child Care Fees in Canada's Big Cities*.

https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2016/12/A_Growing_Concern.pdf

\$780/month for 3-5 year olds. The median rate for licensed family child care providers receiving CCOF was lower: between \$775-\$813/month for children 0-5 years old⁴.

- While child fees have increased by approximately 40 per cent since 2005⁵, child care subsidy rates have remained relatively static. In approximately 91 per cent of cases, child care subsidy only covers a portion of the total child care fees charged by providers, and families are required to pay the difference.⁶
- The widening gap between child care subsidy rates and child care fees may be making it unaffordable for many low-income families to access child care, and is believed to have contributed to the decreasing number of children receiving subsidies since 2010/11.

MCFD actions to address addressing affordability

- The Child Care Subsidy Program, with an annual budget of approximately \$119.9 million, supports nearly 20,000 children and their families each month throughout BC.
- MCFD provides CCOF to assist child care providers with the day-to-day costs of running a licensed facility. Over the fiscal year, CCOF funds approximately 5,000 licensed group and family child care facilities, representing over 116,000 licensed child care spaces.
- The Province provides the BC Early Childhood Tax Benefit, a tax-free monthly payment made to eligible families to help with the cost of raising children under the age of six.

Quality:

- BC does not have a mandated quality framework to guide child care services in the province. In 2008, BC created the Early Learning Framework, as a curriculum for child care practitioners for children up to five years old, but it remains a voluntary document.
- One of the key challenges facing licensed child care centres is the availability of ECEs. Facilities across the province have closed due to an inability to hire or retain qualified ECEs, especially ECEs with an Infant/Toddler certification.
- Some child care centres have hired internationally trained staff, but many individuals require additional education and/or training in order to be certified as ECEs in BC.
- Evidence⁷ suggests that there is a high turnover rate for ECEs, with half of all ECEs leaving the field within five years of entering the workforce.
- There are a number of issues that have been suggested as contributing to the high turnover rate for ECEs in BC: low wages⁸, a lack of benefits, pensions, and professional-development days, employee burnout, and a lack of respect for the profession.

MCFD actions to address addressing quality

- MCFD has invested over \$3 million since 2014 towards the provision of bursaries to students who are completing ECE studies. Since the fall of 2014, more than 1,000 bursaries

⁴ 2016/17 Annual Child Care Provider Profile Survey. Fees may be higher in some areas of the province. Fees in Metro Vancouver for infant/toddler care can exceed \$2,000/ month and \$1,600/month for 3-5 year olds.
[http://www.wstcoast.org/pdf/feesurvey/2016GDCFee%20SurveyResult%20\(Public\).pdf](http://www.wstcoast.org/pdf/feesurvey/2016GDCFee%20SurveyResult%20(Public).pdf)

⁵ 2016/17 Annual Child Care Provider Profile Survey. This is for infant/ toddler care and care for 3-5 year olds in licensed group and licensed family settings.

⁶ 2016/17 Annual Child Care Provider Profile Survey

⁷ See <https://journals.uvic.ca/index.php/jcs/article/view/16098/6816>

⁸ Median hourly wages for ECEs in BC are \$18.00, lower than the living wages for Vancouver and Victoria (~\$20.00/hr). 2016/17 Annual Child Care Provider Profile Survey.

have been awarded to students in order to increase the number of qualified, certified ECEs available to work in licensed child care programs across the province.

Decision required:

- **This is an ongoing issue.**
- No decision is required.

Information Note

Issue: Before and After School Recreation Program

Background:

- As part of Budget 2017, the Ministry of Children and Family Development (MCFD) received \$2.4 million for a new initiative to fund new before and after school recreation programs as part of the one-time \$20 million investment in additional child care spaces.
- The intention of the funding is to assist programs with the start-up costs of program delivery in order to meet the needs of families with school-aged children in kindergarten through grade 8 needing fewer than four hours of continuous care before and/or after school.
- MCFD and the Ministry of Community, Sport and Cultural Development (MCSCD) agreed to partner to administer this initiative. The partnership enables MCFD to build on established MCSCD partnerships with the British Columbia Recreation and Parks Association (BCRPA) and the After School Sport and Arts Initiative (ASSAI) Program, administered by the Directorate of Agencies for School Health (DASH-BC) in schools throughout British Columbia (BC). Funding will be administered over a three year period.
- By partnering with these existing programs, the program spaces created through these two initiatives will create more than 5,000 new recreation program spaces by 2020 (approximately 2,500 to 4,000 new recreation programs each in schools and through the BCRPA).
- Funding allocated to the BCRPA is being used to launch a province-wide grant application process to support subsidized before and after school recreational programs focussed on physical activity, connecting to nature, arts, or cultural programming and to build community capacity for supporting these types of programs.
- BCRPA plans to launch three application cycles in its first year of funding: March 2017-February 2018, in which community programs can apply for funding to create new recreational programming. The number of spaces to be created in the Fall of 2017 are expected to be more than 1,500, with additional spaces created over the winter and spring of 2018.
 1. The first application cycle closed in May 2017, for funding to be provided for programs starting in the Fall of 2017. Announcements of successful recipients are expected in June 2017.
 2. The second application cycle will close on September 20th for programs starting in early 2018.
 3. The third application cycle will close January 22, 2018 for programs starting in the Spring of 2018.
- Funding allocated to DASH-BC will be used to expand recreational programs in existing schools and into new schools and new School Districts. This will include offering before school programming and expanding the program in participating schools. It is anticipated that this expansion will create approximately 2,150 new program spaces in schools in 2017/18.
- Spaces created by both BCRPA and DASH-BC for the Fall of 2017, is expected to be more than 3,600, with additional program spaces becoming available in the Winter and Spring of 2018 by the BCRPA.

ASSAI and BCRPA

- The ASSAI program is available in 17 school districts, which service more than 30 communities across the province and provides two hours of sports or arts based programming after school, free of charge to parents. School districts were selected based on childhood vulnerability, considering results from the Early Development Instrument, geographical considerations (rural/urban), and community/School District readiness. Currently, the ASSAI program targets vulnerable children who might not otherwise have access to after school sport and arts programming due to financial, geographical, cultural, behavioural, family circumstances, and other factors, but there may be an opportunity to expand enrollment to all children in participating schools.
- The BCRPA is a not for profit organization dedicated to enhancing quality of life in BC. The Association provides leadership and training and fosters the principles of accessibility and inclusiveness to help its members meet provincial and local health and physical activity priorities. The BCRPA and its extensive network of members, in the parks, recreation, physical activity, and culture sector support the development of healthy individuals and communities and sustainable environments and economies.

Decision required:

- **This is an ongoing issue.**
- **There will be an opportunity in September 2017 to communicate the results of the allocation of spaces by BCRPA and DASH-BC**

Information Note

Issue: Update of Cross Ministry Early Years Strategy Refresh

Background:

- The Early Years Strategy (Strategy) was launched in 2013, outlining government's long term vision to support children and families. In 2016/17, the Ministry of Children and Family Development (MCFD) developed options for the renewal of the Early Years Strategy
- In determining the scope of action for the renewal of the Early Years Strategy, the Provincial Office for the Early Years collaborated across ministries and with the ADM Committee for Secure Tomorrow to identify emerging priorities that are shaping the early years landscape and provincial government programs and services for children and families. Included in these priorities are:
 - A focus on Indigenous children and families
 - Understanding social determinants of health
 - Working toward citizen centred services; and
 - Addressing mental health needs of British Columbians
- As part of the renewal of the Strategy, efforts for the next three years have been refocused to better align with emerging priorities and outline action that will improve access to supports and services children and families need, where and when they need them, including:
 - Supporting a universal platform of programs and services and information in BC
 - Addressing vulnerabilities for children and families that have extra needs with a clear pathway to enhanced programs, services and supports
 - Supporting Indigenous children and families by addressing service and program gaps and supporting improved access to programs
 - Strengthening workforce capacity to recruit and retain professionals with the necessary skills and knowledge to deliver programs and services
 - Fostering accountability with short and long term outcomes to monitor public taxpayer investment
- Ministries outlined actions and commitments under the Strategy renewal. MCFD, through the Provincial Office for the Early Years, will monitor these commitments and overall implementation of the Strategy.
- On February 17, 2017, the renewed and refocused Strategy was completed and shared across Ministries. Support was provided for continued implementation.
- There have been no public communications on the renewal of the Early Years Strategy.

- The EY Strategy is captured at a high level in the ministry's Multi-Year Action Plan (MYAP) which was released on March 1, 2017. Progress on Early Years actions in the MYAP will be reported on quarterly.

Decision required:

- There is an opportunity to communicate the refreshed Early Years Strategy.

Topic: Community-based Child and Youth Mental Health Services

Key Information:

- It is estimated that approximately 12.8% of children and youth aged 4-17 years have mental disorders at any time, or 84,000 children and youth in BC, with many more experiencing mental health challenges that warrant early intervention.
- The most prevalent mental disorders in children and youth aged 4-17 are: anxiety disorders, attention deficit/hyperactivity disorder, substance use disorders, conduct disorder and depression.¹
- The Ministry of Children and Family Development's (MCFD) "Child and Youth Mental Health" service line offers community-based child and youth mental health services, some residential child and youth mental health services, Youth Forensics Psychiatric Services and some youth substance use services for those involved in Youth Justice.

Community-based CYMH

- MCFD's community-based Child and Youth Mental Health (CYMH) and Aboriginal Child and Youth Mental Health (ACYMH) teams provide evidence-based therapeutic mental health interventions to infants, children and youth from birth through age 18, and their families, who experience mental health challenges or disorders that significantly impact their ability to function across a variety of settings and situations.²
- CYMH and ACYMH services are delivered by a mix of direct ministry staff, Delegated Aboriginal Agency staff and staff from other contracted agencies.
- Approximately 500 mental health practitioners, including those from the disciplines of counselling, nursing, psychology, clinical social work, and child and youth care, work on MCFD CYMH teams (direct ministry staff) in collaboration with child and adolescent psychiatrists and some pediatricians. MCFD has initiated hiring for approximately 120 new practitioners over the next 3 years linked to additional funding of \$15M annually beginning in 2017/18.
- CYMH services in the Vancouver-Richmond SDA are provided by Vancouver Coastal Health Authority (VCH) and in the city of Prince George, by Intersect. Both VCH and Intersect are "contract equivalent" services.
- "Contract equivalent" services are those contracted by MCFD to deliver the same range of services at the equivalent quality and standards as those provided directly by the Ministry.

¹ Waddell, C., Shepherd, C., Schwartz, C., & Barican, J. (2014). *Child and Youth Mental Disorders: Prevalence and Evidence-based Interventions. A Research Report for the British Columbia Ministry of Children and Family Development*. Vancouver BC: Children's Health Policy Centre, Simon Fraser University

² For the purposes of this note, CYMH will be assumed to include ACYMH unless otherwise noted

- Community-based CYMH services include general (core) mental health supports and services, as well as specialized approaches to address specific needs such as Early Psychosis Intervention, Infant Mental Health, Suicide Prevention, Intervention and Postvention, and Eating Disorders Programs.
- “Core” CYMH services include: referral and intake; universal and targeted prevention; assessment services; brief initial services; therapy and interventions; consultation services; family capacity building and support; and crisis intervention/coordination.
- Core CYMH services comprise the bulk of the work of community-based CYMH services and are provided by most teams across the province.
- Community-based CYMH services are delivered through a variety of approaches including individual, group, and family therapy and support, and in the following settings: office (including telehealth), home, schools, and other community settings.
- Currently more than 28,000 children and youth receive community-based mental health services annually- over double the number who received services in 2003.

Residential Child and Youth Mental Health Services

- The Maples Adolescent Treatment Centre (“The Maples”) in Burnaby is a designated provincial, tertiary mental health facility that offers a range of residential services for youth 12-18 years of age.
- The residential treatment beds at the Maples are a provincial resource.
- The Maples also offers specialized non-residential programs and consultation, and training support for families and professionals.
- The Maples is one of the resources designated as a mental health facility in the province for the detention and treatment of youth found Unfit to Stand Trial or Not Criminally Responsible by Reason of a Mental Disorder under the Criminal Code of Canada. It is the only facility providing longer term care and treatment to youth for this purpose in BC.

Youth Forensics Psychiatric Services

- Youth Forensic Psychiatric Services (YFPS) is a specialized provincial service that provides court-ordered and non-court ordered mental health assessment and treatment services to youth who are in custody or under community youth justice supervision as a result of their involvement with the criminal justice system.
- YFPS Services include:
 - Highly specialized, multi-disciplinary violent offence and sexual offence treatment programs to youth whose behaviour presents a high risk to the public.
 - General mental health outpatient assessment and treatment to young offenders, as well as consultation services to youth probation officers and youth custody centres.
 - Multidisciplinary teams of mental health professionals provide individualized services to youth in youth custody centres.

Youth Substance Use Services

- Youth Justice provides some community-based substance use services to young people involved with the youth justice system, including some detox.
- Most youth substance use services are provided through the one provincial and five regional health authorities.
- Health authority-provided youth substance use services include: outreach services; outpatient services; day program/intensive day treatment services; withdrawal management services; and residential treatment services.

Information Note

Issue: Child and Youth Mental Health Overview

- The Ministry of Children and Family Development (MCFD) offers community-based child and youth mental health services, residential child and youth mental health services, and some youth substance use services for youth involved in the justice system.
- These MCFD services, along with those provided by the Ministry of Health, health authorities, school districts, physicians, community agencies, and private practitioners, contribute to a continuum of services and supports offered in home, community, hospital and residential settings to BC infants, children, youth and families.

Background:

- It is estimated that approximately 12.6% of children and youth aged 4-17 years have mental disorders at any time, or 84,000 children and youth in BC, with many more experiencing mental health challenges that warrant early intervention.
- Currently, more than 28,000 children and youth receive community-based mental health services annually – over double the number who received services in 2003.
- Community-based CYMH services are delivered through a variety of approaches including individual, group, and family therapy and support, and in the following settings: office (including telehealth); home; schools; other community locations.
- Community-based CYMH services include general mental health supports and services, as well as specialized approaches to address specific needs such as Early Psychosis, Infant Mental Health, and Eating Disorders.
- About 500 mental health practitioners, including those from the disciplines of counselling, nursing, psychology, clinical social work, and child and youth care, work on MCFD CYMH teams in collaboration with child and adolescent psychiatrists and some pediatricians.
- It is estimated that about 69% of children and youth with a mental disorder do not receive the specialized, multidisciplinary mental health services they need.
- External reports and Government reviews indicate there are significant service gaps and shortfalls contributing to difficulties in accessing child and youth mental health and substance use services in a timely way in order to address challenges early in the course of illness.
- Accurate waitlist data has not been readily available due to inconsistent entry in the CYMH electronic client record system. A project is underway to confirm baseline waitlist data for CYMH services and improve consistency of data entry to support regular public reporting on waitlists beginning sometime in 2017/18.
- MCFD continues to work collaboratively across ministries and with community partners, to improve coordination and efficiency to facilitate easy access and smooth transitions for children, youth and their families who require mental health services.
- Improving access to appropriate mental health services for Aboriginal children and youth, and for children in care, are key priorities.

Decision required:

- **Ongoing issue.**

- No decision required at this time.

Information Note

Issue: Stakeholder Expectations for New Investments in Child and Youth Mental Health (CYMH)

Background:

- Government is investing \$45M over three years (\$15M new annualized funding) through the Ministry of Children and Family Development to hire approximately 120 additional community-based Child and Youth Mental Health (CYMH) practitioners beginning in 2017/18.
- The \$45M MCFD funding is a component of \$140M investment for mental health and substance use supports and services over 3 years across several ministries.
- With this new funding, the 2017/18 annual MCFD budget for child and youth mental health will be \$110M, including funding for Community-based CYMH teams, the Maples Adolescent Treatment Centre, mental health services for youth involved in the justice system (either in the community or in custody), and some substance use treatment in the youth justice system.
- When the additional 120 community-based CYMH practitioners are hired by 2020, it is estimated they will serve up to an additional 7,000 youth each year.
- While it is expected this will reduce wait times based on current requests for service, it is likely that some wait list pressures will remain given that an estimated 2/3 of children and youth do not receive the specialized community mental health services they require, and help seeking by families related to children's mental health challenges is increasing.
- MCFD has recently taken steps to increase the quality of waitlist data and enhance waitlist processes to better support families and improve reporting related to increased investments.
- Community partners and key stakeholders have varying priorities and expectations about how they think the new funding for CYMH should be allocated.
- The Select Standing Committee on Children and Youth received oral and written submissions from many community partners and key stakeholders, which contributed to recommendations in the January 2016 Final Report on Child and Youth Mental Health in British Columbia.
- These stakeholders included First Nations Health Authority, Foundry, Canadian Mental Health Association, Family Smart, BC Pediatric Society, Doctors of BC and the Child and Youth Mental Health Collaborative, and representatives from the education sector.
- Areas of continuing concern for stakeholders include access to school-based mental health supports and services and gaps in service for some populations with unique or additional needs (e.g., Aboriginal children and youth, children in care, children with dual diagnosis and other complex needs).
- New initiatives in development such as the Foundry (youth hubs) and Primary and the Community Mental Health and Substance Use Initiative led by Ministry of Health also wish to include MCFD CYMH Practitioners in their integrated service models.
- Stakeholders identify that the new MCFD investment is only a first step in addressing unmet mental health needs for children and youth, and that gaps in service will remain.
- It is estimated that approximately 84,000 children and youth in BC will experience a diagnosable mental disorder in any given year.

- Currently, only about 33% of these children are receiving the specialized CYMH services they need and by the end of 2019/20, about 42% of these children would be served annually.
- CYMH community-based teams currently serve approximately 28,000 children and youth annually provided by approximately 500 practitioners around the province.
- A “best practice”¹ estimate indicates 940² full-time equivalent practitioners are required to meet service demands based on 2015 BC population.
- This means that after the new 120 practitioners are hired, a service gap for CYMH services is likely to remain.
- As part of the MCFD Multi-Year Action Plan, MCFD is undertaking a service review and redesign that will include innovative service delivery approaches, such as increased use of telehealth to improve access, and other initiatives to increase quality, efficiency and effectiveness of CYMH services.

Decision required:

- **This is an ongoing issue.**
- A public commitment has been made to hire 120 CYMH community-based practitioners over three years beginning in fiscal year 2017/18.

¹ Royal College of Psychiatrists (2013). Building and sustaining specialist CAMHS to improve outcomes for children and young people. London. Accessed from <http://www.rcpsych.ac.uk/files/pdfversion/CR182x.pdf>.

² Note that this is a preliminary ROM estimate, based on modelling done in the UK, which has a similar service delivery model to BC CYMH.

Information Note

Issue: Children and Youth Waiting for CYMH Services

Background:

- Lengthy waits for community child and youth mental health services are a significant issue in many provinces, including British Columbia.
- The 2013 Representative for Children and Youth Report *Still Waiting: First-hand Experiences with Youth Mental Health Services in B.C.* expressed concern about lengthy waits for youth.
- The 2016 Select Standing Committee on Children and Youth Final Report: *Concrete Actions for Systems Change* included a recommendation that government “Establish targets to ensure that children, youth, and young adults identified as exhibiting signs of behavioural, emotional, or mental health issues are assessed within 30 days and begin receiving treatment within the next 30 days”.
- There are no agreed-upon access standards and very little data available on typical wait times for community mental health services for infants, children and youth in Canada or in British Columbia.
- Alberta is the only province that includes routine public reporting of wait time data. They report on “percentage of children aged 0-17 offered scheduled community mental health treatment within 30 days from referral”, with a target of 90% and with the most recent data indicating 76% as the provincial average.
- MCFD’s Multi-Year Action Plan includes the following for 2017/18 action: “Develop performance measures on accessibility of child and youth mental health (CYMH) services with the intention of reporting on them next fiscal year.”
- Over 28,000 children and youth received community-based Child and Youth Mental Health (CYMH) services during 2016.
- To streamline access to CYMH services, MCFD implemented a new intake clinic model, and an initial evaluation of needs now takes place on the same day a youth or parent/guardian attends one of the intake sessions available at least weekly in 90 locations in the province.
- MCFD has improved speed of access to initial intake and initial services, but average wait times for subsequent access to more specialized intervention services remains long.
- MCFD has recently enhanced its electronic client record system to improve the quality of waitlist data and waitlist reports, and all MCFD CYMH teams are currently verifying the accuracy of their waitlist data to support public reporting.
- MCFD will begin reporting on accessibility of CYMH services, including reporting on waitlists, at a yet-to-be determined point during fiscal 2017/18.
- Budget 2017 included new investments designed to improve access to mental health and substance use services, including \$45 million (\$15 million in each of 2017/18, 2018/19 and 2019/20) for MCFD to support hiring more than 120 additional mental health workers over three years.

- Once fully staffed, it is estimated the new workers will serve up to an additional 7,000 youth each year.
- It is anticipated this will reduce wait times based on current requests for service, but it is likely that some wait list pressures will remain given the frequently cited statistic that an estimated 2/3 of children and youth do not receive the specialized community mental health services they require.
- MCFD will be expected to report out on improved access (numbers seen, waitlist data) over the next three years as new investments support increased staff, further heightening the need for good quality data.
- The ministry will continue to enhance data availability and quality through a focused information management project.

Decision required:

- **Ongoing issue.**
- A decision on when to commence reporting of wait list data will be required once the data is ready.

CYSN 101

Topic: Overview of Services for Children and Youth with Special Needs (CYSN)

Context:

- Children and Youth with Special Needs (CYSN) refers to children and youth up to 19 years of age who require significant additional educational, medical/health and social/environmental support – beyond that required by children in general – to enhance or improve their health, development, learning, quality of life, participation and community inclusion.
- There are approximately 67,000 children and youth with special needs in BC and approximately 30,000 access ministry intervention and support services between birth and the age of 19.
(Source: MAIM)
- Services and supports are intended to promote children's healthy development, maximize their quality of life, assist families in their role as primary caregivers and support full participation in community life.
- MCFD works in partnership with the Ministries of Health and Education, and regional and community agencies throughout the province, to plan and coordinate services.
- Our goal is to deliver accessible high-quality intervention and support services for children and youth with special needs and their families through an integrated service delivery approach.
- CYSN services model is comprised of a range of services that are diagnostic based (such as Autism Funding), or functional based in eligibility (such as the At Home Program), or represent a mixed model (such as the CYSN Family Support Services).

MCFD CYSN Programs and Services:

- CYSN Family Support Programs – assist families to care for children and youth diagnosed with Developmental Disability, Autism Spectrum Disorder, or eligible for the At Home Program. Eligibility determined based on diagnostic (Developmental Disability, Autism Spectrum Disorder) or functional assessments (eligible for the At Home Program).
- CYSN Specialized Provincial Services – address the unique needs of families of children with severe disabilities and/or special health care needs (E.g. At Home Medical Benefits, Autism Funding Program, Provincial Serviced for Deaf and Hard of Hearing). Eligibility determined based on diagnostic (Autism Funding Program) or functional assessments (At Home Program).
- Services for CYSN in Care of the Ministry – offer a range of services from residential care to professional services and medical services.
- Foundational Programs – Contracted services that provide direct support and early intervention (E.g. Aboriginal/Infant Development Program, Early Intervention Therapy).

CYSN Family Support Programs:

- 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.
- Children and youth are eligible for FSS if they have a diagnosis of Developmental Disability (Intellectual), Autism Spectrum Disorder (ASD), or are eligible for the At Home Program (severe disability – see below).
- Families access FSS services through a CYSN worker, who interviews the family to determine the

nature and level of family need, using a Priority for Service Tool (PST) to determine a family's relative level of need/urgency.

- Respite Services: Offer families an interval of rest and relief, provided through either contracted respite or funding directly to families to purchase the respite services that best meet their needs.
- Support Services: Provide homemaker support, child and youth care workers, family supports and professional supports to parents with CYSN.
- Specialized Supports: Include FASD Key Worker and Parent Support which support families of children and youth with FASD and similar conditions; micro board services; and the residential associate family program.

CYSN Specialized Provincial Services:

- CYSN Specialized Provincial Services include a range of programs aiming to address the unique needs of families of children with severe disabilities and/or special health care needs.
 - Autism Funding under Age 6 (\$22K) and Autism Funding Ages 6-18 (\$6K):
 - Assists families with the cost of purchasing autism intervention services, based on best practices that promote the development of children with Autism Spectrum Disorder.
 - Eligibility based on diagnosis of Autism.
 - The BC Autism Assessment Network (BCAAN) provides diagnostic assessments for those with suspected autism spectrum disorder and accepts referrals from all physicians.
 - Provincial Outreach and Professional Supports: Provides prescription and fitting of customized assistive devices, complex feeding and nutritional assessment, and professional support services for community-based therapists serving children with complex disability-related needs.
 - At Home Program Medical Benefits:
 - Provides essential medical equipment, supplies, hearing aids, orthotics, dental, orthodontic, optical benefits, PharmaCare and MSP coverage for children 0-18 years of age who have significant disabilities and are dependent in at least 3 or 4 areas of daily living (toileting, dressing, feeding and washing).
 - The AHP application process and eligibility determination is administered at the Service Delivery Area (SDA) level by Children and Youth with Special Needs (CYSN) workers.
 - Eligibility based on a functional assessment completed by Nursing Support Service Coordinators.
 - Community Brain Injury: Provides planning, co-ordination and funding for short-term, acute rehabilitation services and assistance with important life transitions for children and youth with acquired brain injuries.
 - Provincial Deaf and Hard of Hearing Services: (PDDHS): Provides a range of direct and contracted services to clients who are deaf, hard of hearing, or deafblind, and their families. Direct services include a residential program for children and youth attending the schools for the deaf in Burnaby, family support, youth transition supports and

consultations for social workers. PDHHS also manages contracts that provide services to blind or visually impaired children and their families.

Services for Children in Care with Special Needs:

- Services for children and youth with special needs who are in care range from residential care to professional services and medical services.

Foundational Programs:

- Foundational CYSN services provide direct support and intervention to young children who have - or are at risk of - a developmental delay or disability and their families.
- Service Delivery Areas contract with close to 155 individual organizations deliver CYSN Foundational Programs.
 - Infant Development Program (IDP) and Aboriginal IDP: Provide home-based prevention/early intervention services to infants up to three years of age (up to five years in Aboriginal IDP). Consultants assess children, and help families acquire the tools, skills and community connections needed to promote optional child development.
 - Supported Child Development (SCD) and Aboriginal SCD Programs: Community-based programs that help families of children with extra support needs to access inclusive child care. The programs provide training, support and consultation to children, families and child care staff. Most children receiving SCD services are between 0 and 12 years of age. Services for youth between 13 to 19 years of age are available in some communities.
 - Early Intervention Therapy: Provides community-based physiotherapy (PT), occupational therapy (OT), speech-language pathology (SLP) and family support worker services to infants and children who have or are at risk for developmental delay and/or disability. The age range for the program is from birth to school entry.
 - School-Aged Therapy: Provides OT and physical therapy services to school-aged children with special needs. The program is funded and administered jointly by MCFD and the Ministry of Education in partnership with boards of education, independent school authorities and 13 MCFD Service Delivery Areas.

Information Note

Issue: Access to CYSN Services and Waitlists

Background:

- MCFD funds a range of programs and services for children and youth with special needs (CYSN) and their families to promote healthy child development, maximize quality of life, assist families in their role as primary caregivers, and support inclusion and participation in community life.
- Approximately 30,000 CYSN access MCFD-funded intervention and support services – many of these programs and services have significant wait-times, which was profiled in a sector-produced report *“Kids Can’t Wait: The Case for Investing in Early Childhood Intervention Programs in British Columbia”* (Cliff #231063)
- The quality and availability of data on wait times and waitlists for CYSN services is limited.
- Wait issues are described for the following three ‘program’ areas:
 - Access to Foundational Programs
 - Access to Family Support Services
 - Access to Specialized Provincial Services

Access to Foundational Programs

- MCFD contracts with a range of organizations to deliver foundational programs, which include: Aboriginal Infant Development Program (AIDP), Aboriginal Supported Child Development (ASCD), Early Intervention Therapy (EIT), Infant Development Program (IDP), Supported Child Development (SCD), and School Aged Therapy (SAT).
- Families are able to self-refer to these services and do not necessarily have a CYSN social worker or direct involvement with the ministry.
- Until 2017/18 funding of the non-compensation components of the contracts had not increased for over a decade and has attributed to the challenge with meeting the demand for service.
- In 2017/18, \$8 million in new annualized funding has been allocated to enhance access to Foundational programs.
- Starting in October 2016, MCFD no longer collects waiting data for Foundational programs using the Service Indicator Reporting Framework (SIRF) due to concerns with data quality. SIRF data collection is now focused on children receiving service, Aboriginal children receiving service, direct hours (individual and group), and new children receiving service.

Agency Reported SIRF Program Waitlists as of March 31, 2015:

Foundational Program		Waitlist
AIDP & IDP		599
ASCD & SCD	Intervention	919
	Linking and Brokerage	628
EIT	Occupational Therapy	1,105
	Physical Therapy	609
	Speech-Language Pathology	3,246
SAT	Occupational Therapy	869
	Physical Therapy	231

- ❖ *The SIRF data did not differentiate children who were waiting for a service but in receipt of another.*
- ❖ *Data Source: SIRF, MAIM Branch, MCFD as per February 2016 Estimates Notes.*
- Contracted agencies keep their own waitlists and have their own processes for screening and prioritizing services. A draft Early Childhood Intervention Services Prioritization Framework has been developed to assist with creating a common and consistent approach to how agencies prioritize families to receive services of AIDP, ASCD, EIT, IDP and SCD.

Access to Family Support Services

- FSS programs are accessed through a MCFD CYSN worker and can include: respite, child and youth care worker, parent support, professional support, behavioural support, and homemaker support.
- All children who have been diagnosed with a Developmental Disability (i.e. Intellectual Disability), Autism Spectrum Disorder, or are eligible for the At Home Program have an assigned CYSN Social Worker and are eligible for CYSN Worker support services and FSS.
- As of January 30 2017, there were approximately 17,337 families eligible for FSS.
- There is a significant demand for FSS. Waitlists exist for all services, but the demand is highest for respite services.
- In 2017/18, \$3.7 million in new annualized funding has been allocated for respite, behavioural support and in-home support
- In 2012, the ministry developed a central database to collect information on service request and usage.
- This **Priority for Services List (PSL)** is managed at the local level and there is inconsistent usage across offices. As a result, there are data quality issues that prevent a provincial-level analysis of FSS service requests.
- In 2017, the ministry implemented the use of the new CYSN Consolidated Assessment Tool (CCAT), which includes the revised Priority for Service Tool (PST). The CCAT, used by CYSN field staff, is designed to create greater efficiencies in operations, improve the prioritization of services to those most in need, and once linked to ICM in 17/18 will improve data information.

Access to Specialized Provincial Services

- Some CYSN services do not have waitlists; for example, Autism Funding: Under Age 6, Autism Funding: Ages 6 to 18, and the At Home Program - Medical Benefits (AHP-MB) are demand-driven programs that do not have waitlists or require income testing. There are, however, waitlists for assessments to determine eligibility for the programs. The length of wait time varies greatly throughout the province and from month to month.
- Assessments for AHP-MB are completed through the Provincial Health Services Authority following a referral from a CYSN worker. The wait time for assessment can be long at times, but once a child is assessed and deemed eligible they can immediately access AHP-MB.
- There are also waits for diagnostic assessments for Autism Spectrum Disorder through the BC Autism Assessment Network (BCAAN), which is funded through the Ministry of Health; however, families do have the option of purchasing a private assessment.

Decision required:

- **This is an ongoing issue.**

Information Note

Issue: Transition of ACT-Autism Community Training's services to MCFD

Background:

- The Ministry of Children and Family Development (MCFD) provides individualized funding for autism intervention services to families of children with Autism Spectrum Disorder (ASD).
- Within this model, families require support to make informed decisions regarding the purchase of effective autism intervention therapies and related services designed to improve their child's functioning in their home, school, and community.
- Since 2005, provincial autism information and support services have been provided to families across BC through a contracted agency – ACT-Autism Community Training Society.
- The contracted services include:
 - managing the Registry of Autism Service Providers (RASP), a listing of professionals whom parents contract with to provide services to children under 6 with an autism diagnosis.
 - collecting and disseminating information and resources, including information on the diagnostic process and to how make informed choices in developing individualized therapeutic programs; and
 - providing cost-effective training to support families, service providers and other stakeholders related to evidence-based ASD treatment and intervention.
- In September 2016, the ministry completed a procurement process for Autism Information and Support Services.
- Four proposals were received from three proponents, including two from ACT.
- Overall, the RFP evaluation process raised concerns as to whether any of the proponents could fully meet the business requirements within the budget.
- After considering the service delivery challenges confronting ACT, and the risks to implementation, MCFD made a decision to:
 - Cancel the RFP;
 - Transition the services back to the ministry (under the Policy and Provincial Services Division); and
 - Negotiate with Pacific Autism Family Center (PAFC) to locate and deliver the services from the new Hub in Richmond, beginning July 4, 2017.

Transition Planning

- The decision was made to transition information and resource services, including the management of the RASP, into the ministry to ensure a sustainable, long-term approach for the delivery of high quality supports to the growing number of families with children and youth diagnosed with ASD.
- In-house services will take advantage of partnerships with new initiatives such as the Pacific Autism Family Network, the MCFD autism outreach program, and the network of inter- and cross-ministry services and supports across the province.

- MCFD will also improve linkages with the autism funding program and ministry CYSN social workers, and take advantage of internal expertise in training and support to ensure that families continue to have access to the resources and information that help them to make informed decisions for their child.
- The result will be continued access, by families and stakeholders, to unbiased and evidence-based information, supports and resources.
- Since the decision to bring the services in-house, MCFD has actively engaged with ACT on a transition plan. Work is underway to:
 - offer all relevant ACT staff equivalent positions in the new MCFD program in order to maintain their expertise;
 - ensure families have continued access to information officers for individualized support;
 - build a new MCFD web domain for new and existing online information and resources, including uninterrupted access to the Registry of Autism Service Providers (RASP); and
 - secure physical space within the PAFC Hub in Richmond.
- The ministry will also continue to work with the broader autism community to ensure effective and collaborative relationships between MCFD and other service organizations.

Decision required:

- **This is a 90 day issue.**
- No decision is required. A public commitment has been made to bring the services in-house and work is underway to complete the transition and initiate service delivery from the PAFC in Richmond by July 4, 2017.

Aboriginal Child Welfare 101

Topic: Aboriginal Child Welfare

Key Information:

- Aboriginal children and youth continue to be over-represented in the child welfare system in BC and across Canada.
- This is recognized as a result of a number of factors including the legacy from the colonial system, residential schools, the 60's Scoop and discriminatory child welfare practices.
- The Aboriginal child and youth population in British Columbia is approximately 9% (79,455 - 2011 National Household Survey) of the total child population.
- As of March 31, 2017, there were 6,950 children in care in BC and 4,363 (62.8%) are identified as Aboriginal children.
- Aboriginal children include children who are identified as First Nations, Métis and Inuit.

Legislation/Policy

- Since 1996 the legislative authority to provide child welfare services in the province is *the Child, Family and Community Service Act (CFCSA)*. This includes child welfare services provided to Aboriginal children, youth, families and communities.
- There are sections in the *CFCSA* where a designated band must be served notice if the child is registered or entitled to be registered as a member of a band. For Metis children the designated community set out to receive notice is the Metis Commission for Children and Families of BC (MCCF).
- For many years there have been two separate yet comparable sets of practice standards: one set for child welfare workers employed by the ministry and another set, the Aboriginal Operational and Practice Standards and Indicators (AOPSI), that apply to staff working in Delegated Aboriginal Agencies (DAA's).
- In recent years a phased-in approach has been taken to revising practice standards with the goal of one set of practice standards for both the ministry and DAA's. The Aboriginal Policy and Practice Framework (APPF) was developed to guide this work.
- In 2015 the ministry and DAA's collaboratively finalized the APPF.
- The APPF is the culmination of extensive engagement with the Aboriginal community that began in 2009 and is an overarching framework intended to improve outcomes for Aboriginal children, youth, families and communities through restorative policies and practices.
- It applies to policy and practice involving Aboriginal children, youth and families on and off reserve regardless if they are being served by a DAA or the ministry.
- An APPF team has been established within the ministry to work with the ministry and DAA's to lead the implementation of the APPF.

Service Delivery

- Aboriginal children, youth and families are served by the ministry and Delegated Aboriginal Agencies. (DAA's)
- Through delegation agreements the Provincial Director of Child Welfare delegates authority to DAA's and their staff to undertake administration of parts of the CFCSA.
- DAA's represent approximately 116 First Nations bands, as well as Urban Aboriginal and Métis communities.
- The ministry serves Aboriginal children and families who are from the approximately 84 First Nations bands that are not represented by a DAA.
- 44% of Aboriginal children and youth in care are served by DAA's and 56% of Aboriginal children and youth in care are served by the ministry.
- There are 23 DAA's:
 - 12 are delegated to provide full child-protection services
 - this area of service includes child protection services and the responsibility of guardianship services for children in temporary court-ordered care
 - 8 are delegated to provide guardianship services
 - this level of service is specific to the guardianship of children in continuing custody
 - 3 are delegated to provide voluntary services
 - this includes family support services
 - voluntary care agreements (temporary non-protection care) special needs agreements
 - youth agreements
 - establishing residential resources
- There is a Memorandum of Understanding (MOU) between the ministry, Métis Nation BC (MNBC) and the Métis Commission for Children and Families of BC (MCCF) regarding services for Metis children and families in BC.
- In September 2016 the ministry, MNBC and MCCCf entered into a second five year Memorandum of Understanding (MOU).
- The MOU establishes a working group to identify, discuss, and strategize to address systemic issues concerning services to Métis children and families in BC.

Funding

- Funding for child welfare services on-reserve is provided by the federal government and off-reserve is the responsibility of MCFD.
- In some situations the DAA's also receive funding for the delivery of services off-reserve from MCFD.

Recent Developments

- Recent reports such as the 2016 *Truth and Reconciliation Report* and the 2016 *Canadian Human Rights Tribunal*, have called for actions to reduce the number of Aboriginal children in care and to provide equitable and sufficient funding of services for Aboriginal people.
- In 2016 Grand Chief Ed John released his report, *Indigenous Resilience, Connectedness, and Reunification – From Root Causes to Root Solutions*, which provided 85 recommendations, many of which are directed to the ministry.
- In 2017 the ministry released its Multi Year Action Plan (MYAP) which is largely based on the recommendations in Grand Chief Ed John's report and other reports and recommendations, as well as consultations with Indigenous leaders, community and service providers.
- Goal 1 in the MYAP is to reduce the number of children and youth in care, particularly the over-representation of Aboriginal children and youth in the child welfare system.
- A number of strategies are underway that are aimed at directly improving services for Aboriginal children, youth and families or are systemic in nature, changing the way in which the ministry approaches child welfare as it pertains to Aboriginal children, families and communities.

Information Note

Issue: Engagement with First Nations Leadership Council

Background:

- 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 Nations Leadership Council (FNLC) in attendance to discuss the current state of child welfare.
- At that meeting, Minister John Rustad, on behalf of the Province of British Columbia, 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.
- The Tripartite First Nations Children and Families Working Group was formed and consists of representatives from the First Nations Leadership Council, Ministry of Aboriginal Relations and Reconciliation, Ministry of Children and Family Development (MCFD), Ministry of Justice and Indigenous and Northern Affairs Canada.
- The Working Group has developed and agreed to a Terms of Reference, a Reconciliation Charter and a draft workplan which drives to solution-building in 2018/2019 in the areas jurisdiction and funding in order to affect systemic change, while improving child welfare practices in the immediate term.

Decision required:

- **No decision is required at this time. This is an ongoing issue.**
- The Tripartite First Nations Children and Families Working Group continue to meet with FNLC on a regular basis with a work plan identified goals extending to 2018/2019.

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Information Note

Issue: Engagement with First Nations Health Council

Background:

- On March 3, 2016, the First Nations Health Council (FNHC) and Minister John Rustad, Aboriginal Relations and Reconciliation, on behalf of the Government of British Columbia, signed a *Memorandum of Understanding: A Regional Engagement Process and Partnership to Develop a Shared Ten-Year Social Determinants Strategy for First Nation Peoples in BC (MOU)*. In March 2017, the FNHC signed a similar MOU with Indigenous and Northern Affairs Canada.
- The MOU seeks to affirm a shared understanding and commitment of the parties to define an engagement framework which will determine mutual priorities and interests, establish bilateral structures regionally and provincially to engage in planning, priority setting, decision-making and reporting, to develop a ten year social determinants strategy and to set out expectations for the parties to engage with the Government of Canada.
- In the Fall of 2016, MCFD presented on the ministry's proposed Multi-Year Action Plan (MYAP) at each of the five regional FNHC caucus sessions held throughout the province to request input and feedback on the direction of MCFD.
- At each of the presentations, representatives from MCFD provincial office and service delivery area staff were in attendance, as well representatives from the FNHC, First Nations and Delegated Aboriginal Agencies.
- In December 2016, MCFD representatives attended the Gathering Wisdom conference held by FNHC, to present the feedback gathered from the five FNHC regional caucus sessions and how that feedback will be incorporated into the Multi-Year Action Plan moving forward.
- MCFD and FNHC continue to work together to collaborate on the findings of the caucus sessions and continue to engage at the local level to discuss regional priorities and improve relationships.

Decision required:

- **No decision is required at this time. This is an ongoing issue.**
- MCFD will be attending the next round of FNHC regional caucus sessions in May 2017 as an observer.

Information Note

Issue:

- Jurisdictional agreements with Aboriginal organizations and communities

Background:

- In 2007, the Ministry of Children and Family Development (MCFD) and BC First Nations began working together to support BC's Indigenous communities to determine their own approaches to the design, development and delivery of effective child and family service systems.
- This work, termed 'Indigenous Approaches' (IA), was designed to support indigenous communities to design and develop services based upon their customary laws, practices and traditions for the care and protection of their children and families.
- In 2013-2014 MCFD began the process of refocusing the IA contracts on direct prevention services or community development services in order to address the most urgent needs of the community while respecting the unique values, culture and laws of the Indigenous community the contract was designed to serve.
- On November 6, 2013, the Representative for Children and Youth released a report entitled, "When Talk Trumped Service: A Decade of Lost Opportunity for Aboriginal Children and Youth in B.C."
- The overall finding of the report was that since 2002/03 nearly \$66 million had been expended without Aboriginal children being directly served and with no clear connections to the needs, rights and best interests of Aboriginal children.
- MCFD was criticized for its contracting practices with Indigenous Approaches funding and all IA contracts were allowed to expire by March 31, 2014.
- The funding from IA was used to support a new program called Aboriginal Service Innovations (ASI) which focused on the delivery of culturally appropriate and culturally safe services directly to Aboriginal children.
- Although the redirection of IA funding to the new ASI program supported the overall direction of the RCY report, the transition to the ASI program left a gap in the area of child welfare governance.
- In May 2016, at the BC First Nations Child and Family Gathering, the Province of British Columbia made several commitments which included the Province, Canada and the First Nations Leadership Council (FNLC) working together in a tripartite working group to address new jurisdictional and funding frameworks in the area of child welfare.
- This commitment opened the door for tripartite discussions at a systemic level and for the Province to engage in discussions with individual First Nations on matters relating to child welfare jurisdiction and governance.
- The Province, Canada and the First Nations Leadership Council have developed a working group on child and family wellness to address these systemic issues. A Reconciliation Charter, which is a high level political commitment document, is ready to be signed off by all three parties.
- BC has signed an agreements with the Wet'suwet'en First Nation and Splatshin to explore jurisdictional transfer. BC has also engaged with Northern Secwepemc te Qelmucw (NsTQ) to discuss jurisdictional transfer in a treaty context.

Decision required:

- **There is no decision required at this time.**
- **This issue is ongoing.**
- **The Province is engaged in a number of individual discussions with First Nations and there is the potential for further discussions and engagements to occur.**
- **It is expected that this work will occur over the period of several years.**

Information Note

Issue: Strengthening the MCFD and Delegated Aboriginal Agency Partnership Relationship

Background:

- The tripartite working relationship between the Ministry of Children and Family Development (MCFD), Delegated Aboriginal Agencies (DAAs) and Indigenous and Northern Affairs Canada (INAC) has historically been supported by quarterly Partnership Forum (PF) meetings.
- The principle purposes of the PF meetings were:
 - To provide a venue for dialogue between the parties regarding service, policy and practice;
 - To provide an opportunity for structured and informal information sharing;
 - To identify systemic issues and barriers impacting the delivery of child welfare services by the DAAs; and,
 - To advise on the development of policy, and make recommendations to address, systemic issues and barriers identified.
- The participation in the meetings has varied over time but has always included Executive Directors from each of the 23 DAAs, senior MCFD Aboriginal Services Branch staff, and management representatives from INAC.
- Associated with the PF were regular Directors Forum (DF) meetings which were closed door meetings that excluded MCFD and INAC and took place during the day and a half prior to the PF meeting.
- Between approximately 2009 and 2012 the PF and DF meetings were also attended by Executive Directors from seven Aboriginal organizations that had aspirations to become DAAs.
- The meetings were frequently attended by MCFD ADMs, the MCFD Deputy Minister, and guests from INAC and other organizations including the Ombudsperson, Public Guardian and Trustee, and the Representative for Children and Youth.
- INAC provided financial support for the participation in the PF meeting by DAA representatives from land based or First Nation agencies, while MCFD supported the Métis and Urban DAAs.
- In 2012, in an attempt to refocus the discussion on service and practice, MCFD Executive (Deputy Minister and the Provincial Director of Child Welfare) supported the development of a core working group to establish the agenda for PF meetings. This core leadership group was comprised of the Provincial Director of Child Welfare, Executive Director Aboriginal Services Branch, an INAC representative and five or six select members of the broader DAA collective and was referred to as the Delegated Aboriginal Agency Executive (DAAE).
- Though the PF meeting was not intended to be a political forum, a number of the DAA participants are of the view that political and social service issues cannot be separated, and at times the PF meeting appeared to become a platform for political statements and calls to action rather than work around the practice of child welfare.

- The effectiveness of the meetings has varied over time. In recent years meetings had become increasingly acrimonious, and communication between the appointed DAA leadership, MCFD and INAC had broken off and the sense of partnership appeared to dissolve, resulting in the PF discontinuing following the June 2016 meeting.
- MCFD values the perspective and information that can be gathered from interaction with DAA leadership in a collective venue and recognizes the importance of re-establishing the PF meeting in order to support a focus on practice and policy issues and to ensure effective roll-out of the Aboriginal Policy and Practice Framework.
- INAC also has an interest in re-establishing and accessing the PF as part of their necessary engagement strategy for redesigning their funding model in response to the 2016 Human Rights Tribunal decision which found the current funding model discriminatory.
- MCFD Aboriginal Services Branch has been actively leading an exploration of the re-establishment of the PF meeting. Four meetings of the DAAE were held between February and May 2017, and a full PF meeting occurred June 13-15, 2017.
- The June 2017 meeting provided the opportunity to consult with the full DAA membership specific to the Mandate and Terms of Reference for the PF going forward.
- MCFD and INAC will continue to work with the DAAs on strengthening the Partnership relationship and confirmed specific strategies during the meeting about how this will be achieved.
- Subsequent quarterly PF meetings and monthly DAAE meetings have been confirmed, with the next full PF meeting scheduled for September 2017.

Decision Required:

- **This is an ongoing issue.**
- **No decision required.**

Information Note

Issue: Aboriginal Policy and Practice Framework Implementation

Background:

- The Ministry of Children and Family Development (MCFD) is committed to a pathway forward, in collaboration with Aboriginal people, to support increasing successful outcomes for Aboriginal children, youth and families that access ministry services.
- The MCFD Multi-Year Action Plan calls for:
 - Strengthening relationships in each Service Delivery Area with local Aboriginal leadership, bands, and communities;
 - Cultivating constructive and collaborative partnerships with Delegated Aboriginal Agencies (DAAs); and,
 - Implementing the Aboriginal Policy and Practice Framework (APPF).
- The APPF is intended to provide *“A pathway towards restorative policy and practice that supports and honours Aboriginal peoples’ systems of caring, nurturing children and resiliency”*.
- The APPF is the culmination of engagement with the Aboriginal community that began in 2009 when the redesign of the Aboriginal practice standards for DAAs commenced.
- The scope expanded in 2012 to include all services delivered to Aboriginal children and families, whether provided by DAAs or the Ministry. This expanded scope resulted in the creation of the APPF that would guide ministry policy and practice.
- The APPF was endorsed by both the Ministry and DAAs in 2015.
- In 2016, the ministry committed to the creation of an implementation team to lead the change management process for the implementation of the APPF.
- The APPF implementation team has been established and is situated in the Aboriginal Services Branch of the ministry. The team currently consists of a Director and Manager. A plan is in place to hire additional staff including admin support and five Program Analysts who will be strategically placed throughout the Service Delivery Areas.
- The APPF embraces a circle process that is grounded in values and foundations that supports all aspects of the work of the Ministry, DAA’s, and contracted service providers.
- Outcomes expected to be achieved include:
 - The APPF is applied across Early Years Services, Services for Children and Youth with Special Needs (CYSN), Child and Youth Mental Health (CYMH), Child Safety, Family Support and Children in Care Services, Adoption Services, and Youth Justice Services, to support staff to use relationship based and restorative approaches in their work that is grounded in the values and foundations of the framework;
 - Aboriginal communities will be more involved in the services that are delivered to their children, youth, and families, by strengthened relationships with Aboriginal leadership, bands and communities through the use of the Framework;
 - Aboriginal children, youth, and families are not over-represented in the child welfare system; and,
 - Aboriginal children and youth experience greater cultural, relational, physical, and legal permanency.

- Grand Chief Ed John's report '*Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions*' identifies the APPF as a path shifting towards patterns of connectedness.
- The APPF implementation is an opportunity for the ministry to engage in restorative and reconciliatory approaches in its work.
- The APPF supports the ministry's responsibility to accommodate the perspectives of Aboriginal peoples in creating programs and policies affecting their peoples as required by Section 35 of the *Constitution Act 1982*, and in the honor of the Crown. The APPF does this through supporting Aboriginal peoples' participation in the design and delivery of services for Aboriginal children, youth, and families, as well as reconciliation-driven approaches.

Decision Required:

- **This is an ongoing issue with a multi-year approach.**
- No decision is required.

Information Note

Issue: Registration and support of Aboriginal Custom Adoption

Background:

- On September 7, 2016, Premier Clark made a commitment at the BC Cabinet and First Nations Leaders' Gathering to change the *Adoption Act* to support custom adoption.
- On November 21, 2016, Grand Chief Ed John released his report, "Indigenous Resilience, Connectedness and Reunification – from Root Causes to Root Solutions". The report recommended government establish a custom adoption registry and provide post adoption services and supports, to be determined through further consultation with Aboriginal communities.
- Custom adoption is a consensual process where Aboriginal parents entrust their child to a person whom they designate to assume parental responsibilities. This is done using the traditions, practices and customs of the Aboriginal community. The practices vary reflecting the diversity of the Aboriginal communities in BC.
- Aboriginal custom adoptions are witnessed by family, community members and elders. This witnessing confirms the new relationship between the child, adopters and birth family.
- Custom adoptions are only legally recognized in BC through an application to the Supreme Court of British Columbia.
- However, this process is seldom used due to the complexity and cost of making an application to the court.
- Custom adoptions in BC are not currently eligible for post adoptive assistance or supports.
- Legislative amendments to enable a custom adoption registry are planned for Fall 2018.
- Further engagement and consultation with Aboriginal people is planned to ensure that the registration approach fulfills the recommendations of Grand Chief Ed John and is responsive to the diversity of over 200 distinct Aboriginal cultures in BC.
- It is expected that an improved process for recognition of custom adoption, as well as possible post adoption assistance, would increase the possibility that more Aboriginal children would be taken care of by their communities and not come into the care of the MCFD.

Decision required:

- **This is ongoing issue.**
- Consultation with Aboriginal Communities is planned for Fall 2017.

Youth Transitioning 101

Topic: Youth Transitioning

Key Information:

- On behalf of government, the Ministry of Children and Family Development (MCFD), Delegated Aboriginal Agency (DAA), and the Public Guardian and Trustee (PGT) are the guardians of children and youth whose parents no longer have parental rights.
- Government becomes a guardian through the Child Family Community Service Act via a Continuing Custody Order, or through a Youth Agreement which offers an out-of-care alternative to youth 16 to 18 years of age who are in need of assistance.
- Many of these children and youth have experienced trauma, abuse and have health issues or special needs, which continue to present as challenges in their transition to adulthood.
- When these youth turn 19, and the legal relationship with government as parent concludes, they often do not have the on-going family supports that are available to most other young adults.
- Youth from care are on their own to navigate the complex web of government supports. Youth report that they struggle with understanding what services are available to them, where to find more information about government services, and how to apply for and access services.
- In the current service system there is no way for other ministries to identify youth from care and provide services to this unique population.
- Consequently, youth from care experience poorer outcomes than the general population and have increased reliance on a broad range of government services as adults. This results in increased costs to government through the provision of social, justice and health care services.
- Greater consideration of the unique relationship government has as parent of and provider of services to these youth is needed in order to improve outcomes for this population.

Youth Voice

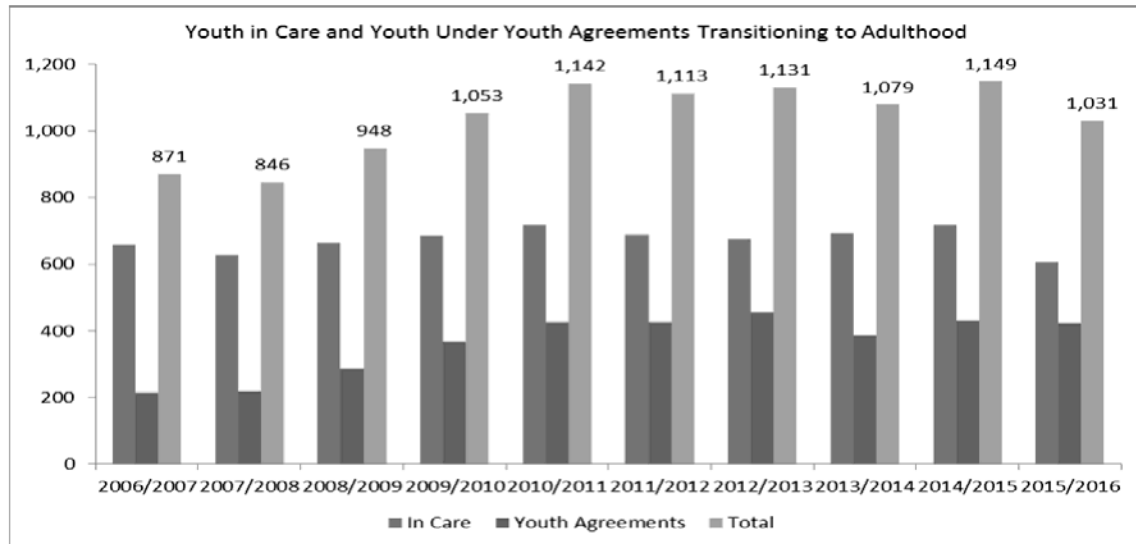
- Youth from care are identifying that the top issues they face are housing (51%), education (44%), relationships (28%), and health care (29%)ⁱ.
- Approximately 65% percent of youth in care have been diagnosed with a mental health issue at least once during their childhoodⁱ.
- Approximately 40% of homeless youth have some history in the child welfare system and 14% of youth in care receive income assistance (expected to work category) within six months of leaving MCFD's careⁱⁱ.
- Other issues highlighted include mental health, lack of employment, limited income assistance and disability benefitsⁱ.

ⁱ Vancouver Foundation, 2015

ⁱⁱ UCount, 2014

- Many of the needs identified reflect services provided by other ministries (e.g. Social Development and Social Innovation; Jobs, Tourism and Skills Training; and Natural Gas Development and Health).

Statistics:



Youth Aging out of care on CCO and Youth Agreements based on March 2017 data.

Young adults who aged out and are currently 19 to 25 years, as of March 31, 2017								
Legal category	19 years	20 years	21 years	22 years	23 years	24 years	25 years	Total
CCOs	437	481	544	538	547	551	595	3,693
YAGs	454	427	427	393	448	423	426	2,998
CCOs & YAGs	891	908	971	931	995	974	1,021	6,691

Note: The count of CCOs includes a small number of young adults who aged out from F.R.A. or Adoption Act Ward.

Information Note

Issue: Transitioning youth framework development

Background:

- The Ministry of Children and Family Development (MCFD) and Delegated Aboriginal Agencies (DAAs) lack a documented and approved overarching Youth Transition Framework to guide policy, support, service development and accountabilities in preparing youth to transition into adulthood.
- During the past decade, there have been numerous reports which have identified the need to better support youth transitions to adulthood (e.g. Vancouver Foundation Reports, McCreary Reports, Residential Review (2012), and Representative for Children and Youth, “On Their Own” (2014)).
- As part of the Ministry’s 2015-2018, Strategic Plan work began on a Youth Transitions Service Framework Project to improve practice and supports for transitioning youth and young adults. Key phases of the work plan include:
 - Phase 1: State of Transition Supports for MCFD Youth - 2014-2015 (Complete)
 - Phase 2: Design a Youth Transition Service Framework - 2016-2018 (Underway)
 - Phase 3: Implement a Plan for Youth Transitions Service Framework - 2018-2019
- A high level Youth Transition Policy was developed and is pending so it can be incorporated into the Youth Transitions Service Framework.
- An Advisory Team comprised of key partners across DAAs, the Youth Advisory Council, MCFD, and community organizations was established in December 2015 to provide input into the development of this framework.
- The work of this Advisory Team paused in July 2016, to await the results and recommendations of Grand Chief Ed John’s (GCEJ) report, and the MCFD’s Multi-Year Action Plan (MYAP).
- Prior to GCEJ’s report and the MYAP, the Youth Transition Framework focused on identifying the front line minimum service to help ensure consistency in supports and services.
- After consideration of GCEJ’s report and the MYAP, it was identified that the framework should include an overarching strategy for supporting youth to transition to adulthood, as well as identification and coordination of front line services.
- With the shift in focus on this framework, the phased work plan was updated:
 - Phase 1: Develop a Strategic Youth Transition Framework (March 2017-2018) (underway).
 - Phase 2: Expand framework to include services (March 2018 - March 2019).
- Further consultation and engagement with the Advisory Team and Aboriginal partners is required. Development of a consultation and engagement strategy is underway.

No Decision required:

- **This is an ongoing issue.**

Information Note

Issue: Cross-Government Youth Transitioning Action Plan

Background:

- Youth from care lack the traditional family support network that would be available to help them through their transition into early adulthood. For many youth from care, government programs and supports may be the only support network they have.
- Young adults transitioning out of care report that they struggle to understand what services are available and appropriate in addressing their needs, find information about services, and determine how to apply for and access these services.
- Supporting transitioning youth is a shared responsibility of all government ministries.
- MCFD is the lead on a Cross Government Youth Transition Action Plan Committee consisting of representatives from thirteen ministry and agencies. The purpose of this committee is to identify youth from care as a vulnerable and unique population, and to collaboratively develop an Action Plan that strengthens and aligns supports for these youth.
- This Action Plan will support five main domains of support. These domains are based on input from youth in care as to what they regard as important for transitioning out of care. These are: (1) social, cultural and relational, (2) health and wellness, (3) education and employment, (4) living and housing, and (5) personal life and transition skills.
- In meeting the needs of this population, youth from care must be able to access services without the traumatization of re-telling their story. To address this issue, 13 ministries have reviewed their programs and policies to develop individual initiatives plans which:
 - Identify youth from care as a unique and vulnerable population;
 - Increase eligibility and improve access to programs and services for youth transitioning from government care;
 - Document and clarify the programs and services available to youth from government care and how they receive those services; and
 - Make recommendations on service and program alignment across government and future priorities to address needs.
- A unique identifier working group has been established to explore options and solutions for youth from care to be identified as a unique population where they do not have to keep retelling their story.
- Efforts are currently underway to develop the draft Action Plan, as well to develop options for a unique identifier. Further consultations are being planned. Based on the results of this work, there may be a requirement for policy changes or additional funding.

Decision Required:

- This is an on-going issue.

Information Note

Issue: Supports to youth in care up to 19

Background:

- Through contracted community agencies or direct service delivery, youth services include the following:
 - Parent-youth mediation - supports family preservation and re-unification by helping families resolve problems and build on the strengths within their family relationships;
 - Outreach - on the street and/or facility-based outreach for youth to reduce the risks of street life, enhance support opportunities, and support reconnections with their families and communities; Safe Houses/Emergency Shelters - provide safe and supportive short-term accommodation for youth who wish to leave the streets or other unsafe situations;
 - The ministry provides funding for approximately 85 safe housing and emergency shelter beds across B.C.; and
 - Youth, including those receiving ministry services, can also access beds funded by the federal government and by charitable societies and foundations.
 - Youth Support Workers - provide ongoing support to youth, to help them make successful transitions back to their families or into independent living;
 - Services for Sexually Exploited Youth - sexually exploited youth may receive individualized “wrap-around” support services; and
 - Youth Agreements - out-of-care alternative for youth aged 16 to 18 that can provide residential, educational or other support services, as well as financial assistance through a Plan for Independence.
- The ministry also provides supports to youth living in foster or group care, plus specialized services to youth as it relates to their special needs, mental health, education, and/or criminal justice issues (through other program budgets).
- Government established the Learning Fund for Young Adults (LFYA) to give former youth in care, age 17 to 35 years, an alternative source of support to mirror what is available through the BC Training and Education Savings Grant (BCTES Grant) for those born in 2007 or later. The LFYA is less restrictive and allows grant funding for the types of education and training that former children and youth in care sometimes require. Funds will grow in trust until first grants will be disbursed in 2024.
- On June 1, 2015, the ministry, along with the Adoptive Families Association of BC and the BC Federation of Youth in Care Networks (BCFYCN) launched a new website, AgedOut.com, which contains resources designed to help current and former youth in care with their transition to adulthood.
- MCFD continues to fund and work closely with the BCYICN, which provides support, transition and advocacy services to youth in and from care, and youth receiving ministry services.
- The ministry provided funding to help establish a youth and young adult mentorship program that is being delivered through Covenant House Vancouver.

- The ministry has established an 18-member Youth Advisory council with membership from youth and young adults in and from ministry care. Council members are involved in the planning and delivery of ministry services for youth and young adults.
- The ministry is a signatory to the Cross-Ministry Transition Planning Protocol for Youth with Special Needs. The Protocol supports an integrated and coordinated approach to early transition planning for youth between the ages of 14 and 25 who require significant additional educational, medical and social support.
- The ministry has established a Youth Mental Health Transition Protocol Agreement with the Ministry of Health to support positive mental health service experiences and improve mental health outcomes of youth in the transition years (from 17 years of age until the 21st birthday), and their families by promoting coordinated, continuous, and responsive service planning and support.
- Through a collaborative partnership with Government and private partners, youth can access integrated service centres providing youth mental-health, substance-use, primary-care and social-services in Kelowna, North Vancouver, West Vancouver, Campbell River, Prince George and Abbotsford. The ministry has committed to providing in-kind resources in the form of child and youth mental-health clinicians and youth social-work services for each centre.
- The ministry is leading a Cross Government Initiative involving 13 other ministries to improve supports for youth and young adults which will:
 - Identify youth from care as a unique and vulnerable population;
 - Increase eligibility and ease access to programs and services for youth transitioning from government care;
 - Document and clarify the programs and services available to youth from government care and how they receive those services; and
 - Make recommendations on services and programs alignment across government and future priorities to address needs.

Decision required:

- **This is an ongoing issue.**

Information Note

Issue: Supports for young adults from care over 19.

Background:

- Youth from care lack the traditional family support network that would be available to help them through their transition into early adulthood. In comparison with other provinces, B.C. exceeds youth transitioning support available to youth in-care and young adults transitioning to adulthood.
- Some of the supports provided to young adults from care over 19 years are the same as those provided to young adults up to 19 years. There is cross over if the support is provided earlier at 17 years or is web based.
- The Agreements with Young Adults (AYA) program supports young adults in their transition to adulthood until their 26th birthday, if they were formerly on a Continuing Care Order or on a Youth Agreement on their 19th birthday. Youth can receive support and financial assistance for up to 48 months to upgrade their education, vocational training or take part in a life skills or rehabilitative program. Current work is ongoing to develop options for additional expansion for the AYA Program.
- The Youth Educational Assistance Fund (YEAF) supports former youth on a Continuing Care Order aged 19-24 to engage in up to four years of vocational training and post-secondary education.
- Government established the Learning Fund for Young Adults (LFYA) to give former youth in care, aged 17 to 35 years, an alternative source of support to mirror what is available through the B.C. Training and Education Savings (BCTES) Grant for those born in 2007 or later. The LFYA is less restrictive and allows grant funding for the types of education and training that former children and youth in care sometimes require. Funds will grow in trust until the first grants are disbursed in 2024.
- Government also contributes to the Youth Futures Education Fund. This fund is held in trust by the Vancouver Foundation and will be available to help cover expenses beyond tuition that may be a barrier to post-secondary education for former youth in care.
- The ministry contributes to the YWCA Metro Vancouver's Strive program, which offers under-employed former youth in care aged 17-24 hands-on guidance in life skills such as financial planning, time management, decision-making and problem solving.
- Eleven post-secondary institutions across the province have developed Tuition Waiver Programs for young adults from government care, with most having no age limit restrictions.
- The ministry has partnered with TELUS to offer up to 1,000 free phones and data plans for young adults on AYA through the Strategic Investment Fund. The project launched in the spring of 2017 and will continue to distribute phones until 2020. The ministry will continue

to work with TELUS to develop a mobile application to facilitate greater communication between the ministry and the young adults, enabling push notifications and survey tools.

- The ministry is working in partnership with IBM Canada Computers and the Ministry of Technology, Innovation and Citizens' Services (MTICS) to provide free laptop computers to a target population of 369 young adults from government care currently receiving funding under the AYA program who are between 19 and 21 years old and enrolled in post-secondary education.
- On June 1, 2015, the ministry, along with the Adoptive Families Association of BC and the BC Federation of Youth in Care Networks (BCFYICN), launched an innovative experiential website, AgedOut.com, which contains important life skills resources and information to support youth and young adults with their transition to adulthood.
- The ministry funds, and works closely with, the BCYICN, which provides support, transition and advocacy services to youth in and from care or receiving ministry services.
- The ministry is leading a Cross Government Initiative involving 13 other ministries to improve supports for youth and young adults which will:
 - Identify youth from care as a unique and vulnerable population;
 - Increase eligibility and access to programs and services for youth transitioning from government care;
 - Document and clarify the programs and services available to youth from government care and how they receive those services; and
 - Make recommendations on service and program alignment across government and future priorities to address needs.

Decision required:

- **This is an ongoing issue.**

Information Note

Issue: Agreements with Young Adults

Background:

- Under the *Child, Family and Community Service Act* (CFCSA) the Agreements with Young Adults (AYA) program supports young adults with direct financial assistance to help cover living expenses, child care, tuition fees and health care while they complete high school, attend a post-secondary education or vocational training program, attend an approved life skills program, or complete a rehabilitative program to help overcome issues that may be affecting their ability to become independent and self-reliant.
- Amendments to the CFCSA were enacted October 17, 2016 and increased the maximum duration of support from 24 to 48 months and age limit from 25 years to 26th birthday, and moved the eligibility for the AYA program from Legislation to Regulations. This change allows for flexibility and the ability to make future evidence-based decisions about eligibility as circumstances permit or dictate over time.
- The amended Regulations contain the same eligibility requirement for AYA that are currently in force under section 12.3(1) of the CFCSA, namely, a person who, until their 19th birthday:
 - received support services or financial assistance, or both, under section 12.2;
 - was in the continuing custody of a director or the permanent custody of the Superintendent of Family and Child Service; or
 - was under the guardianship of a director of adoption or of a director under section 51 of the *Infants Act*.
- Also included in the amendment to s.12.3 is the addition of “*taking part in a life skills program*” to the list of eligible programming for which a young adult may receive support services or financial assistance under an AYA.
- Eligibility criteria for the life skills programs was developed based on a literature review of best practices in life skills development and focus groups with community agencies in B.C. providing life skills programming to youth and young adults, and a scan of life skills programs in B.C.
- The Cost Estimate Guide provides guidance on AYA spending. Average annual direct financial support given to a young adult on AYA is \$8000 (approx. \$1000/month) with the addition of extended health coverage, MSP premium coverage, mobile phones with data plans, laptop computers, low cost internet and access to AgedOut.com.
- An in-house AYA Online Resource Centre was developed and launched to provide front line staff, managers and executives with timely and relevant information for administering an AYA.
- As part of the change management process, webinars, communications, social media and teleconferences were held across the province for stakeholders, youth and young adults. Approximately 480 staff from the MCFD and DAAs participated in the webinars.
- Time task estimates for the AYA program were gathered by the Modelling, Analysis and Information Management Branch with the input of frontline staff to establish a baseline for the time it takes a worker to administer the full AYA process.
- ICM changes included improved monitoring and data collection through the inclusion of data fields for the type of program (rehabilitation, education, vocational or life skills) and the name of the program/institution attended, as well as the duration of the program the young adult is enrolled in.

- Now that the AYA program has had a full six months of post-expansion operation, the implementation evaluation can begin. Further analysis is underway to determine how to AYA can be further expanded.
- Refer to **Appendix A** for questions and answers about AYA.

Decision required:

- This is an ongoing issue.

Appendix A: Questions for MCFD on Agreements with Young Adults

Application Process

1. What is the procedure for receiving, processing, and assessing AYA applications?
 - Who is responsible for this?

The Social Worker located at the office where the young adult is applying for AYA support is responsible. Applications are available online and all AYA information is available both on the Government website and on Agedout.com

- When are cases opened in ICM? Does the open date in ICM represent the date when the first AYA application was received but not yet approved for funding?

A memo in ICM is created when the application is received and cases are opened upon request for service.

- How long do cases remain open?

It depends on the assessment and the needs of the individual applying for the program. Maximum duration for AYA payments is 48 months.

- What are the reasons for why cases are closed?

There can be a variety of reasons why a case is closed, for example;

- Program graduation
- Decides program not appropriate
- Does not complete plan

- What are the reasons for why cases are re-opened?

There can be a variety of reasons why a case is re-opened, for example

- A new plan
 - Young adult is participating in a different program
 - There is a change in life circumstances
 - Young adult is continuing on with initial plan, but chose to take a break and then restart again.
- At what point of the application process is the following information entered into ICM:
 - Last known legal status of the Young Adult

Will depend on how much information a worker has received from an applicant and if the application is filled out in full.

- Length of current AYA

The length of current AYA is entered on ICM when the contract is entered and then updated for each subsequent AYA contract.

2. Can Youth in Care apply for an AYA before they turn 19? If so, how are applications processed in this case?

Yes early planning is preferred. The Services to Former Permanent Youth in Care (SP) file is opened and pay begins when individual turns 19 years of age.

3. Is support provided to Young Adults who would like to complete an AYA application? If so, what form of support is provided?

Preference is that young adults attempt to complete their application on their own. If help is needed then a worker can support them.

4. How are Young Adults assessed for their ability and readiness to enter into an Agreement?
 - What are the criteria?

There are no set criterions for readiness. Social workers use their clinical assessment and the resources available to them to assess readiness. The AYA Online Resource Center has been developed to provide workers with the practice information needed to create plans and help Youth and Young Adults achieve their goals as they transition to independence.

<https://intranet.gov.bc.ca/mcfd/content?id=CF018DCEA9F341FBA85AC5A8D8E1AE2D>

- If a Young Adult is assessed as being not ready, how are they supported so that they can be ready for an Agreement at a later time?

If a Young Adult does not have a viable plan the worker will provide them with the needed information to access the resources needed. For example, young adults are encouraged to utilize academic counsellors and advisors at local colleges and universities as well as counsellors in local employment programs.

5. Are AYA applications and decisions to either proceed or not proceed with an Agreement entered into ICM or another database/format (e.g., paper records, Excel, etc.)? If so, what is the process of documenting applications and decisions? If not, why are applications and decisions not documented?

A memo is created on ICM when an application is received. If the application does not proceed the reason is entered onto the memo before closing.

6. When a decision is made by MCFD to not proceed with the AYA process, what does the Young Adult need to do if they would like to appeal the decision?

Any client with a concern can approach team leaders and Directors of Operations for re-consideration. If an individual feels that they have not been fairly treated they can make complaint and go through the Complaints Process to have their case reviewed.

7. What is the average wait time and range for the following:

- A Young Adult to receive a decision from MCFD on their AYA application?

The wait time varies between offices but on average it is less than a month.

- A Young Adult to receive financial assistance through an AYA?

Young adults usually receive support as soon as their program starts.

8. What is the process if a Young Adult is applying for another AYA (or renewing)?
 - What is the time period for processing this application?

The amount of time depends on the young adult providing the information necessary to process an application. If the young adult is renewing their AYA it will be processed quickly.

- What happens if a young adult applies for two AYAs consecutively; does their file get 'closed' and then 'reopened'?

There are not consecutive AYAs.

- How are subsequent applications entered into ICM (or other databases)? Are previous applications maintained in ICM (or other databases)?

There would be one AYA case on ICM. If the young adult applies for AYA support of a different program, it would be added onto the same case. All applications entered as a Memo from which a SP (AYA) case is created.

AYA Application: http://www2.gov.bc.ca/assets/gov/family-and-social-supports/foster-parenting/agreement_young_adult_application.pdf

9. Do Delegated Aboriginal Agencies (DAAs) have the authority to administer and oversee AYAs? If yes, are AYA payments distributed through DAAs? If not, how are payments coordinated through MCFD offices?

DAA can administer AYA however the payment comes from MCFD. Each service delivery area and DAA works out the administration of the AYA program.

Funding

1. How much financial assistance (in dollars) can a Young Adult on an AYA receive?

On average an individual receives approximately \$1000.00 per month for living expenses. In addition other supports may be provided, such as damage deposit, tuition support, MSP, Dental, Optical, emergency medical or other incidental supports.

2. How does MCFD assess the amount that a Young Adult will receive through an AYA? Does having income from other sources affect this amount?

Social workers have a variety of tools to determine financial needs. Cost Estimate Guide, the STOB descriptors and the financial worksheet are used to support the assessment of financial need.

Cost Estimate

Guide: https://intranet.gov.bc.ca/assets/download/2AE4EBE2C5794A4A904358D743783200&filename=cost_estimate_guide.pdf

STOB

Descriptors: https://intranet.gov.bc.ca/assets/download/0800252379144A24AC63B94368EFD6CD&filename=aya_stob_descriptors.pdf

Financial

Worksheet: https://intranet.gov.bc.ca/assets/download/39A914475AB648F7A9548AB1829D6DED&filename=cf_0709.pdf

3. Does the Young Adult receive additional financial support for MSP and extended health benefits (e.g., dental and optical) while on an AYA? If so, how much can they receive?

Young Adults with an AYA are eligible for the same general dental coverage as children in care. Dental benefits coverage is provided through MCFD/Pacific Blue Cross to an annual limit of \$700 for non-Aboriginal AYA.

Young Adults with an AYA are eligible for optical coverage, generally \$200 per year for eyeglasses or contact lenses.

Funding agreements are different depending on Aboriginal status, although the total amount is equivalent.

Orthodontic services are not provided.

4. How are payments distributed to Young Adults and how often does this occur?

Generally Young Adults on the program receive a direct monthly payment. This can be adjusted depending on the young adult and the frequency they wish the funding ie: bi-weekly.

5. How is funding provided to Young Adults on an AYA allocated to SDAs?
 - a. What are the criteria for allocating funds to SDAs?

The annual allocation of AYA budget to SDAs takes into consideration prior year spending patterns, caseload, equity among SDAs and the location of community colleges/post-secondary institutions within an SDA.

- b. Is this dedicated funding that can only be used for the AYA program?
AYA funding is dedicated for AYA only.

Each SDA is provided a dedicated budget amount for AYA spending and encouraged to access the budget for AYA spending. There is also a process for an SDA to request and access additional AYA budget if the SDA is successful in increasing expenditures in this area.

6. If an SDA does not use up the entire allocated amount within the year, can the remaining amount be used the following year?

Annual operating budget is the authority to spend within the fiscal year. The operating budget (AYA budget) does not carry over to future years.

7. Of the youth who have been approved for an AYA, how many are still waiting to receive financial assistance because there is no funding available in the SDA?

There are no waitlists for AYA

8. If there is not enough funding within an SDA for all the Young Adults eligible for AYAs, what options are provided to a Young Adult who is eligible but is not yet receiving financial assistance?

All individuals eligible for AYA with a viable plan may get funding for AYA.

Monitoring

1. Are there Social Workers specifically responsible for the monitoring of Young Adults on an AYA? If so, how many Social Workers are designated for this role per SDA?

Depending on the needs and mutually agreed upon individual plan of the young adult individual social workers will review progress at varied times.

There are a variety of staffing models across the province with some SDAs designating specific workers to do AYA only.

2. Who meets with the Young Adult to review the progress in achieving the identified goals within the plan? Who is responsible for initiating the meetings?

The social worker who holds the case meets with the individual to review progress. This is pre-agreed in the agreement and varies with individual needs of the Young Adult.

3. Are any strategies and supports being offered to Young Adults to ensure that they are achieving the goals identified within the plan? If so, what types of strategies and supports are offered?

Social workers use their clinical skills as well as use resources to assist young adults in reaching their goals. Each of the institutions has support services in areas of academic counselling, emotional counselling, student skill development, tutoring etc.

Life Skills Programming & Rehabilitative Programs

1. Are service providers being contracted by MCFD to provide Life Skills Programming? If so, provide the RFP that was placed on the BC Bid website. If not, how are service providers assessed to be ministry-approved service providers for the AYA program.

This was not an RFP it is an application process to be on the Ministry AYA Approved Life Skills List.

Life Skills

Certification: <http://www.bcbid.gov.bc.ca/open.dll/downloadFile?sessionID=983095938&charID=34184844&disID=34184813&blobID=1093244370&filetype=Blob>

Life Skills

Application: <http://www.bcbid.gov.bc.ca/open.dll/downloadFile?sessionID=983095938&charID=34184843&disID=34184813&blobID=1830915085&filetype=Blob>

2. Will the list of ministry-approved service providers for the life skills programming be updated periodically with additional service providers? If so, how often will this occur?

The BC Bid application is open and intakes occur 3-4 times a year.

3. Can a Young Adult use funds received through an AYA to cover costs related to private Mental Health, Addictions Counselling and Addiction detox supports? If so, what is the process of applying and receiving approval for these supports? Is there a limit to how much funding can go towards these supports?

No, AYA funds are not used for programming costs. AYA funds are for direct support to young adults on the program.

Cost Estimate

Guide: https://intranet.gov.bc.ca/assets/download/2AE4EBE2C5794A4A904358D743783200&filename=cost_estimate_guide.pdf

STOB

Descriptors: https://intranet.gov.bc.ca/assets/download/0800252379144A24AC63B94368EFDfCD&filename=aya_stob_descriptors.pdf

Information Note

Issue: Developing a future-state system of care model

Background:

- The residential system of care includes all forms of out-of-home support in the province, ranging from family-based care (e.g., foster homes and living with extended family) to tertiary staffed care (e.g., intensive mental health treatment facilities). Wraparound services and supports are also considered to be part of the system of care (e.g., social workers, foster supports, professional services, youth transitions, etc.).
- These care environments are underpinned by efforts to keep young people from coming into care in the first place – preserving the family. In circumstances where care is necessary, actions are taken to seek permanency or transition successfully into adulthood.
- The system of care has become misaligned with the current and projected needs of the children, youth and families it serves. In addition, the average cost to provide residential services for a child or youth is rising at an unsustainable rate.
- Since 2012, there have been a number of reports conducted by the ministry, external partners, Grand Chief Ed John, and the Representative for Children and Youth on how to strengthen the residential system of care. This also includes the Residential Review Report, which was a joint report by the Ministry of Children and Family Development and the Federation of Community Social Services. There is interest from the Federation and other key stakeholders on the progress of this report (see **Appendix A** for a summary of the progress to date).
- While the MCFD has made progress to improve the system of care, it has been primarily through a number of discrete projects. To address this issue and build off the many reports and recommendations to the MCFD, efforts are currently underway to develop an overarching vision for the system of care that will help guide realignment of the system and ensure it meets the needs of the children, youth and families that it serves.
- Once the vision is drafted then planning activities will shift to identifying and addressing any framework gaps. A new model for the system of care will then be confirmed and collaboratively distilled to a level of detail that enables financial forecasts, implementation planning and change management to occur.
- The strategic direction for the residential system of care is outlined as follows in the Multi-Year Action Plan (MYAP):
 - Goal: Youth in care, or formerly in care, have improved well-being outcomes.
 - Objective: Enhance services, supports and systems to better serve all children and youth and their families and to improve outcomes for children and youth in care.
 - Strategy: Align the residential system to better meet the needs of children and youth, and to provide culturally-safe supports that allow Aboriginal children and youth to thrive.

- A Residential System of Care executive Steering Committee has been formed to support those MYAP directions, goals, objectives and strategies pertaining to the residential system.
- Additionally, a Residential Design Steering Committee has been in place since early 2015 to guide the recommendations and project work originating from the Residential Review. This committee is comprised of a diverse group of ministry leaders and partners from throughout the social services sector.
- Further consultations with key stakeholders and partners on the new model will be required.
- Future policy changes and funding may be required.

Decision required:

- **This is an ongoing issue.**

Appendix A: Summary of Progress of Residential Review (2012) Recommendations

Below is a summary of the progress the ministry has made on the Residential Review recommendations.

Strategic Direction #1 – Achieving Permanency

(3 Recommendations, 17 Supporting Actions)

Status: Substantial Progress

- Aboriginal Policy and Practice Framework
- Permanency Framework
- Permanency Training (adoption and guardianship workers first; eventually all workers)
- Plans of Care prioritization across Service Delivery Division
- Introduction of SDA permanency tables
- Ongoing adoptions and permanency options initiative (year 3)
- Adopt BC Kids

Strategic Direction #2 – Enhancing Kinship Care

(2 Recommendations, 14 Supporting Actions)

Status: Some Progress

- Adding CFCSA S. 54.01 in 2013 (permanent transfer of custody without first coming into care)
- Kinship education program under development (fall 2017)
- Policies updated to reflect preference for kinship placements
- Out of care caseload increased 56% since 2012 (687 to 1,072)
- In care caseload decreased 12% since 2012 (7,925 to 6,950)

Strategic Direction #3 – Strengthening Foster Care

(5 Recommendations, 17 Supporting Actions)

Status: Some Progress

- Caregiver recruitment and awareness campaign
- PRIDE model of practice and philosophy, including a Caring for Aboriginal Children module
- Centralized Services Hub
- Resource Work Policies
- Caregiver Support Networks

Strategic Direction #4 – Planning and Developing an Accessible Array of Residential Care and Treatment Services

(10 Recommendations, 23 Supporting Actions)

Status: Some Progress

- Philosophical foundation and guiding principles for system of care
- Child and Youth in Care Policy and Resource Work policies
- Complex Care Unit at Maples and Community Beds, as well as other complex care resources and supports

Strategic Direction #5 – Planning and Developing an Accessible Array of Residential Care and Treatment Services

(3 Recommendations, 8 Supporting Actions)

Status: Some Progress

- Permanency framework
- Child in Care policies
- AgedOut.com website
- Agreements with Young Adults program expansion
- Strive pilot program

Strategic Direction #6 – Working Together Effectively

(3 Recommendations, 6 Supporting Actions)

Status: Some Progress

- PRIDE model of practice
- Resource Worker training
- Child in Care and Resource Work Policies

Strategic Direction #7 – Enhancing Accountability in Residential Care

(4 Recommendations, 10 Supporting Actions)

Status: Minimal progress

- Baselines for all indicators in the Performance Management Reports

Information Note

Issue: Caregiver Training

Background:

- The Residential Review Final Report (2012) called for the Ministry of Children and Family Development (MCFD), service partners, and Delegated Aboriginal Agencies (DAAs), to update the existing caregiver training program with content that meets the contemporary learning and skill development needs of foster and extended family caregivers.
- The existing caregiver training program has been in place for approximately 20 years and has gradually become outdated. A number of communities have adapted the training to suit their needs, which has led to an inconsistent caregiver learning experience.
- These curriculums have also historically been delivered in-person by MCFD staff and/or contracted service providers, but the frequency and availability of offerings is sporadic leading some caregivers to receive minimal or no training at all. The in-person delivery model has also contributed to a number of participation barriers, including difficulties with class scheduling, travel, child care and more.
- In response, MCFD partnered with the BC Federation of Foster Parent Associations (BCFFPA) to identify and develop a new training program that includes an enhanced focus on the important topics of trauma, attachment, permanency, culture and collaboration.
- Significant collaborative engagement with stakeholders and community partners has occurred throughout this project in order to obtain insights on the preferred topics and learning outcomes as well as to prepare for a successful implementation.
- This work resulted in the provincial decision to licence the PRIDE (Parent Resources for Information, Development, and Education) caregiver training curriculum and model of practice, with BC adaptations, from Governors State University (GSU) in Illinois, USA.
- PRIDE is a well-established model that was developed by the Child Welfare League of America, the Illinois Department of Children and Family Services, GSU and caregivers. It has been successfully implemented in seven other Canadian jurisdictions, with BC representing the eighth.
- There are three separate curriculums within the PRIDE program:
 - *Pre-service* – enables prospective caregivers to make an informed decision about their commitment and prepares them with foundational knowledge prior to their first placement.
 - *In-service* – ongoing professional development provided to caregivers following approval to strengthen their knowledge and skills in specific topic areas.
 - *Kinship* – a specialized curriculum for individuals who are caring for children with whom they already have a significant relationship (e.g., grandparents).

- BC has also obtained and customized an individual caregiver training session developed by the Province of Saskatchewan called *Caring for Aboriginal Children*. This session will be embedded within the pre-service and kinship curriculums.
- All three caregiver curriculums are intended to be delivered through an engaging, facilitated online platform where possible, with the intent of enhancing accessibility and timeliness of training.
- Alternatives are being developed to accommodate those individuals who experience a range of barriers to online learning.
- At this point, the pre-service curriculum has already been fully adapted to suit BC needs and piloted with stakeholders. The curriculum was soft-launched on March 31, 2017 and will be fully implemented for all new caregivers by the summer of 2017.
- All frontline staff will be expected to receive varying degrees of PRIDE training dependant on their role; empowering them to work effectively with caregivers.
- MCFD is also in the process of determining if a retroactive PRIDE training program should be introduced for existing caregivers.
- The project team is currently in the process of customizing the in-service and kinship curriculums. Both are expected to be ready for implementation by the fall of 2017.
- Once fully implemented, all relevant MCFD policies and practices will be updated accordingly to reflect the PRIDE model of practice.

Decision required:

- **Decision is not required**
- The broad social services sector is aware and eagerly anticipating the full implementation of the PRIDE training and model of practice.

Information Note

Issue: Provincial Implementation of the Complex Care and Intervention Program

Background:

- There are young people with complex needs living in communities throughout BC and government's goal is to ensure they have access to a support system that responds to the challenges they face.
- To address these needs, MCFD has developed the Children and Youth with Complex Care Needs (CYCCN) Model of Care.
- The CYCCN Model of Care consists of 4 program components:
 1. The Complex Care Unit (CCU), a residential treatment program housed at Maples Adolescent Treatment Center in Burnaby (6 beds);
 2. Two Complex Care Community Residential Resources in Vernon (4 beds) and Prince George (4 beds), providing residential supports to children and youth living in those regions; and
 3. Outreach Clinicians providing support to families and communities as children transition to and from the CCU;
 4. The Complex Care and Intervention (CCI) Program, is the community based component of the CYCCN network which provides support to children and youth in the care of MCFD who experience complex needs in their home communities. Once fully implemented, the CCI program will serve approximately 700 children and youth annually.
- The CCI Program exists in 26 communities, within 6 Service Delivery Areas (SDAs), and is based on current best practices supporting children and youth who have experienced complex trauma (many different types of maltreatment over a long period of time).
- CCI is a coaching model that supports foster parents, social workers and other service providers in implementing unified trauma specific strategies to help children and youth to recover and increase functioning, resulting in improved life outcomes.
- Implementing the CCI Program province-wide is a priority of MCFD's current Multi Year Action Plan and once operational will complete the network of the CYCCN Model of Care.
- Funding of \$1.6M has been allocated for this MYAP initiative in 2017/2018.
- CCI has shown promising results and an evaluation will be completed within the first year of provincial implementation to confirm preliminary results and help guide the future of CCI.
- CCI aligns with another priority to ensure the practice of social workers is trauma informed. As such, implementation of CCI will align with any Trauma Informed Practice (TIP) implementation activities.

No Decision required:

- This is an on-going issue.

Provincial Office of Domestic Violence (PODV) 101

Topic: Provincial Office of Domestic Violence

Key Information:

- In 2012, the B.C. government established the Provincial Office of Domestic Violence (PODV) in response to the Representative for Children and Youth's Report "Honouring Kaitlynn, Max and Cordon: Make Their Voices Heard Now."
- PODV is the provincial lead to coordinate and strengthen the Province's systemic response to domestic violence. Its mandate is to:
 - Ensure that provincial government policies, programs and services related to domestic violence are effective and are delivered in a comprehensive, unified way across government;
 - Lead a coordinated, systemic response to domestic violence through engagement and consultation with community stakeholders, law enforcement agencies and other ministries; and
 - Monitor, evaluate and report progress on improvements to programs and services outlined in the Provincial Domestic Violence Plan.
- The Provincial Domestic Violence Plan (the Plan) was a three year plan. Its focus was to strengthen the systemic response to domestic violence by building on the work of the anti-violence sector and other government ministries. The third year of the Plan concluded on March 31, 2017.
- With respect to funding:
 - Year 1 included actions across government and the anti-violence sector that required no new funding.
 - Year 2 and 3 of the Plan included a \$5.5M investment in four focus areas:
 - Direct services for women, children and men (\$1 million);
 - Direct services for Aboriginal children, youth and families (\$2 million);
 - Direct services for perpetrators of domestic violence (\$1 million); and
 - Direct services for rural/remote communities (\$1.5 million).
- PODV has been reporting out annually on the progress of the Plan. The First and Second Annual Reports are available on the PODV website. The Third Annual Report will be released in the fall of 2017, and will reflect work completed between April 1, 2016 and March 31, 2017.
- All commitments made in the Plan have been met or exceeded, except for one. This exception is a result of a delay in the Safe Relationships, Safe Children Project, which is a Ministry of Health deliverable.
- An independent evaluation of Year 1 and 2 of the Plan has been completed. PODV is currently analyzing the evaluation results and anticipates completing this analysis by July 2017. Results will inform the development of next steps for PODV.
- Additionally, \$1.5M has been secured for the 2017/18 fiscal year to allow for continuity in programming while cross ministry discussions continue on the next steps for PODV and sustainability of a systemic response to domestic violence.

Information Note

Issue: Provincial Domestic Violence Plan Evaluation: Years 1 and 2

Background:

- The Provincial Office of Domestic Violence (PODV) is accountable for improving coordination and collaboration between various government ministries, community, anti-violence sectors and strengthening the province's systemic response to domestic violence.
- As government's permanent lead for domestic violence in BC, PODV led consultations across government with the anti-violence community sector and the public to develop the three-year Provincial Domestic Violence Plan (the Plan).
- The Plan was released in 2014, and several ministries contributed a total of \$5.5 million to deliver on government's commitment to make BC a safer place for women, children and families who are impacted by domestic violence.
- The Plan includes the creation of additional domestic violence units and interagency case-assessment teams (ICATS), programs for Aboriginal families, direct services for perpetrators, and improved access to services and social housing for survivors in rural, remote communities.
- The Plan includes Aboriginal approaches to domestic violence and specific approaches to address the unique needs of immigrant and refugee women, and of women with disabilities.
- The Plan works in harmony with the Violence Free BC Strategy (VFBC), which is a blueprint for addressing violence against women, children and families in BC over the next decade (2015-2025).
- An evaluation framework was developed in conjunction with the Plan; approval for evaluating the implementation and reach of Year 1 and 2 of the Plan was obtained in the summer of 2016.
- An RFP followed, and an independent evaluator was selected in early fall 2016.
- The evaluation framework was updated by the evaluator and a thorough evaluation was undertaken and completed by March 31, 2017.
- PODV is in the process of analysing the results of the evaluation, which will inform the development of next steps for government on the issue of domestic violence.
- This evaluation fulfills the Minister's commitment in the Plan.

Decision required:

- **This is a 90 day issue.**
- Upon completion of PODV's analysis in July 2017 options will be provided to the Deputy Minister.

Information Note

Issue: Be More Than a Bystander Initiative/Campaign (BMTB).

Background:

- A partnership between Ending Violence Association of BC (EVA BC) and the BC Lions Football Club, BMTB supports BC Lions players to go into BC schools to educate students about violence against women and girls.
- BMTB focuses on helping boys and girls learn what to say and do when other boys they know are abusing or disrespecting women or girls.
- The program has many key elements, including:
 - Public service announcements featuring BC Lions players;
 - School-based workshops hosted by BC Lions players;
 - BC Lions players facilitating clinics for university, high school, and recreational league football coaches; and
 - The development of an educational film.
- Over 83,000 students have been reached through the program since its launch in 2011.
- The Provincial Office of Domestic Violence (PODV) works very closely with EVA BC and promotes the campaign as a good example of anti-violence prevention efforts, a resource for “bystanders” and partnership between sectors.
- The BMTB is aligned with focus areas of PODV’s Provincial Domestic Violence Plan, including a focus on increasing capacity in Indigenous communities, and initiatives that aim to prevent violence against women in the workplace.
- In February 2017, EVA BC met with Minister Stephanie Cadieux (Ministry of Children and Family Development) and Minister Shirley Bond (Ministry of Jobs, Tourism, and Skills Training) for a day-long facilitated strategic planning session regarding the expansion of the BMTB. Next steps for the initiative include:
 - Evaluating the outcomes of the initiative.
 - Expanding current program touch points to have a greater impact on behaviour changes (e.g. integrating the program into educational curriculum, connecting youth in rural/remote areas to the program via technology).
 - Creating an online train-the-trainer option to increase accessibility and uptake of current training by interested organizations.
- In March 2015, MCFD provided the program with a grant \$480,000 to support the initiative for the next three years and will end March 2018.
- In March 2017, an additional \$160,000 grant was provided for this initiative.
- MCFD has funded this program since its inception through grants and provided \$1,280,000, including the most recent grant.

Decision required:

- **No anticipated issues.**

Information Note

Issue: #SaySomething Campaign

Background:

- To support the release of the Violence Free BC Strategy (VFBC), government launched the #SaySomething Campaign (the Campaign) on March 6, 2015 to focus attention on domestic violence.
- The Campaign used social media (e.g. Facebook, Twitter, Instagram) to issue a call to action for everyone to share the responsibility of ending violence against women.
- The Campaign's goals included: raising awareness about violence against women, changing societal attitudes and behavior, linking British Columbians to existing services/resources on the #SaySomething website, and highlighting government investments in responding to domestic violence.
- The first Campaign was run in March 2015 and focused on domestic violence. Central Government Communications and Public Engagement (GCPE Central) coordinated the design and development of the campaign in partnership with the Ministry of Public Safety and Solicitor General (PSSG), Ministry of Aboriginal Relations and Reconciliation (MARR) and the Provincial Office of Domestic Violence (PODV).
- GCPE Central funded Year 1 through its advertising budget.
- The second Campaign was run in March 2016. It was led and funded by PSSG and focused on sexual violence. Content on the Campaign website was expanded to include information on sexual violence, including statistics on prevalence, dispelling common myths about sexual violence, and available resources.
- These two Campaigns ran during the month of March; however, news channels periodically cycle through old materials every few months when air time permits and without further cost.
- There is no formal commitment to run the Campaign for a third year.
- An emerging domestic violence issue is the impact of domestic violence in the workplace and could be the focus for the next Campaign.
- Domestic violence in the workplace is already an area of focus for PODV; preliminary work has been done in collaboration with the Public Service Agency (PSA) to develop an internal awareness campaign.
- PODV could leverage its experience and collaboration with PSA to lead Year 3 of the Campaign with a launch date in fall 2017.

Decision required:

- **This is a 90 day issue.**
- For PODV to lead Year 3 of the Campaign with a focus on domestic violence in the workplace.

Information Note

Issue: Introducing Neighbours, Friends and Families (NFF) in BC

Background:

History of NFF:

- Established in 2005, the NFF is a public education campaign and program designed to give people who are close to an at-risk woman or an abusive man, their neighbours, their friends and their families, the information they need to get involved and prevent escalation of violence.
- The NFF is managed by Western University's *Centre for Research and Education on Violence against Women and Children* and is part of the government of Ontario's Action Plan on Domestic Violence.
- A panel of experts guided the development of the campaign and supported the initial implementation in communities across the province; the campaign was recently implemented in Alberta and Saskatchewan.
- NFF activities have included: distribution of community toolkits, brochures and safety cards, the establishment of a website, presentations/training sessions, train-the-trainer workshops, and communications activities (media campaigns etc.) adapted to meet the individual needs of each community.
- According to an evaluation of NFF, the *Make it Our Business: Workplace Domestic Violence Program* (one of the components of NFF) is the strongest means of reaching and educating the general public in local communities.

Introducing NFF in BC:

- The RCMP has approached the Provincial Office of Domestic Violence (PODV) to partner in introducing NFF in BC, specifically through a train-the-trainer approach.
- The RCMP has committed to covering the costs of this initiative (approximately s.13,s.16 venue and hospitality) s.13,s.16 will be allocated for the three-day training and s.13,s.16 for participant licensing costs.
- The training will occur in fall 2017, with the first day of training focusing on the NFF broadly, and the last two days focusing on the Make It Our Business: Workplace Domestic Violence Program.
- 30 individuals from different BC organizations will be invited to participate in this training, including but not limited to: Coroner's Office, RCMP, Domestic Violence Units, Victim Services, WorkSafeBC, the anti-violence sector, Aboriginal organizations, the disability sector, Crown Counsel and government.
- The NFF is aligned with the Provincial Domestic Violence Plan's focus on public awareness and prevention, research, training and evaluation, and the Public Service occupational health policies and procedures related to domestic violence in the workplace.

- Partnership with the RCMP on this initiative will entail: co-hosting the three day event, providing human resources for the coordination of the training, and dissemination of info/materials after the training.

Decision required:

- **No anticipated issues.** The introduction of NFF in BC has been approved and training will take place fall 2017.

Information Note

Issue: Oversight of Contracted Residential Agencies

Background:

- Three high profile investigations into the services provided by Residential Contracted Agencies to children and youth in care have occurred since 2015. Two of these investigations resulted in a decision by the Ministry of Children and Family Development (MCFD) to end all contracts with these agencies.
- These investigations revealed several systemic issues.
- The plan to substantially strengthen oversight of Residential Contracted Agencies includes the following measures:
 - a new program for ongoing audits of these agencies to Ministry standards;
 - a new protocol for investigating reports of child maltreatment in these agencies;
 - the ministry will screen for Prior Contact Checks and Criminal Record Checks for approximately 4,000 current and future caregivers hired by these agencies;
 - enhancing the current Contract Assurance Reviews program; and,
 - a service provider “health check” is being developed to provide an ongoing assessment of service provider quality.
- The plan also includes designating ministry staff to liaise with, monitor and support each Contracted Residential Agency. The liaison staff will be designated by May 30, 2017. These staff will: monitor the functioning of the agencies; track significant problems that arise (e.g. financial issues, child protection investigations); maintain a central repository of ministry records about the agency; and, act as a ministry contact for the agency executive. The agency liaisons will flag issues for resolution with Service Delivery Areas and Delegated Aboriginal Agencies that have contracts with the agency.
- Work has begun to develop an electronic portal for agencies to provide information to MCFD for auditing purposes. This portal will be implemented in June 2017.

Decision required:

- **The audit program will be available within 90 days.**
- **No decision is required for this issue.**
- The minister has made public comments about these measures.

Information Note

Issue: Expansion of Quality Assurance activities and Implementation of a Continuous Quality Improvement (CQI) System

Background:

- Quality Assurance (QA) is a key legislated responsibility of the 'Director' under the *Child, Family and Community Service Act* (CFCSA) in the Office of the Provincial Director and Aboriginal Services Division.
- Since the 1980s, the Ministry of Children and Family Development (MCFD) has implemented a number of quality assurance activities such as: case reviews, audits, reportable circumstance reporting, accreditation and complaints program.
- MCFD has a ministry wide QA framework, including a 'rigorous quality assurance system' that includes an expansion of quality assurance activities. Implementation of this framework has been underway for several years.
- The quality assurance system follows a 'continuous' quality improvement approach and applies to MCFD and Delegated Aboriginal Agencies (DAAs) across all six service lines. This approach informs services, policy and standards, legislation, practice, training and service delivery models in an effort to improve services and client outcomes.
- This is consistent with recommendations from external reviews and reports, including the Hughes Review and the Plecas Report (Decision Time). It is identified as a key strategy in the ministry's Multi-Year Action Plan 2017-2020.
- In 2016/17, \$2.1M was provided on an ongoing basis to hire up to 21 staff to enhance the ministry's quality assurance and oversight functions over three years.

Multi-Year Action Plan – Implementation of a Quality Assurance System

- In the Multi-Year Action Plan the goal is to complete implementation of a comprehensive and robust QA system within three years that includes the following functions and components:
 - **Monitoring:** data collection and analysis, research, performance expectations, and public accountability;
 - **Conducting Reports/Reviews:** case reviews, audits, special reviews, foster parent appeals, administrative reviews, aggregate analysis;
 - **Engagement:** including staff in planning and decision making and collaborative planning with partners, communities and clients;
 - **Learning:** data interpretation and performance debriefing within the organization, communities and client groups; and,
 - **Improvement planning:** annual improvement plans founded upon the above components to support senior management in the development of ministry service and strategic plans.
- To achieve this vision, the QA system aims to complete the following objectives:
 - Finish implementing a comprehensive QA system within three years based on a strengthened QA framework;

- Build a culture of QA and continuous quality improvement where staff at all levels of MCFD and DAAs expect, support and promote a culture of QA; and,
- Fully implement a system that gathers and interprets information to assess quality and performance, informs decisions for continuous improvement and evaluates the effectiveness of those decisions.

Expansion of Quality Assurance Activities

- Since 2011, the quality assurance activities in the ministry have expanded, these include:
 - Conducting 'Special Case Reviews' in a variety of circumstances (2012);
 - Completing case reviews on every child in care who dies and young adults up to 20 years of age who were in care until turning 19 years of age (2015);
 - Broader policy in reporting criteria for critical injuries and fatalities of children/youth and expanded definition of critical injury (2015);
 - Completing aggregate analysis reporting of quality assurance activities (2015);
 - Fully operationalizing resource and adoption audits (2015/16, 2016/17);
 - Creating a Quality Assurance/Quality Improvement Committee (2016); and,
 - Two LEAN projects in the complaints and case review program areas that have resulted in stronger programs (2016/17).
- Over the next three years, the ministry will continue expansion of quality assurance activities in the following areas:
 - Audits of contracted agencies that deliver residential services (planned for 2017/18);
 - Fully implement child service audits for Service Delivery Areas;
 - Develop and implement a Child and Youth with Special Needs (CYSN), Child and Youth Mental Health (CYMH) and Youth Justice audit program;
 - Continue conducting special reviews and investigations; and,
 - Complete case reviews and administrative reviews according to standards and legislation.
- As the QA system expands, the requirement for new or enhanced QA data and/or enhancements to information systems may be required in order to carry out quality assurance functions.

Decision Required:

- No decision required.

Information Note

Issue: Litigation in MCFD

Background:

- MCFD civil litigation claims and Human Rights complaints are managed through the Legislation, Litigation and Appeals Branch, which works collaboratively with the barristers and solicitors at the Ministry of Attorney General (JAG) to ensure that MCFD and government interests are effectively represented.
- Currently, MCFD has over 100 open cases, which include a mix of active files, and dormant cases where claims have been filed but are not currently being advanced by the plaintiffs.
- The caseload is highly variable, with cases arising from the 1960s to the present, from different service areas, and a range of complexity and risk.
- The types of files with the most significant risks and/or implications include:
 - ***Catastrophic injuries to young infants in care and/or receiving services*** (Shaken Baby Syndrome or similar)
 - Settlements/damage awards for this type of case can be roughly estimated at approximately s.13,s.17
 - JAG advises that over time there has been an average of 1 such case settled or decided every other year.
 - s.12
 - There are two open civil cases of this nature. The first civil case involves twin infants and trial dates are expected to be set for 2018, and the other has one infant plaintiff and the trial dates are expected to be set for fall 2018 or spring 2019.
 - In addition, there is also a wrongful death claim arising where an infant experienced catastrophic brain injury and subsequently died.
 - ***Class Action files***
 - These cases are brought by representative plaintiffs on behalf of an entire class of plaintiffs.
 - Class action files can take many years and may have significant financial implications for both legal costs as well as costs of settlement and/or damage awards.
 - Currently there are 7 open class action files, but only one or two where significant activity is anticipated in the upcoming year.
 - ***Cases with significant public or media attention***
 - Some cases have generated significant public or media attention.
 - There is almost always media interest in cases where the Representative for Children and Youth has already issued a public report in relation to the particular circumstances.

- Current cases that have had significant media attention, and may generate future interest are:
 - JP v HMQ (see separate issue note for case specifics)
 - CS v HMQ (CS is a child who was tasered by police at age 12, and the RCY did a report about his life in care)
- ***Human Rights Complaints***
 - MCFD does not have a significant number of Human Rights complaints, but a single complaint can have significant policy implications.
 - One example is the series of cases that alleged discrimination in relation to how diabetes in the school is managed. The Ministries of Health, Education and MCFD worked collaboratively to develop and implement a new and comprehensive policy regarding administration of insulin in school settings.

Decision required:

- **This is an ongoing issue**

Information Note

Issue: MCFD Legislative Priorities

Background:

- MCFD's current legislative priorities arise primarily from the report of Grand Chief Ed John: *Indigenous Resilience, Connectedness and Reunification* (GCEJ Report).
- MCFD priorities for legislative amendment are to our two main statutes: The *Adoption Act* and *Child, Family and Community Service Act*.

Decision required: **Ongoing**

Adoption Act – Fall 2018 (estimated)

- MCFD's first priority is to amend the *Adoption Act* to respond to GCEJ's recommendation for a custom adoption registry to facilitate recognition of indigenous custom adoption.
- Consultation on custom adoption will commence in fall 2017, with the goal of legislative amendment in the fall 2018 legislative session.

Child, Family and Community Service Act (CFCSA) – No immediate timeframe for amendments

- The GCEJ Report made a number of recommendations for legislative amendments that are currently under review.
- The recommended amendments aim to connect indigenous children and youth more strongly to their communities and culture, strengthen permanency planning, and promote culturally respectful and accessible services.
- Discussions are also underway regarding First Nations jurisdiction over child welfare. Implementation of any changes to jurisdiction will likely require legislative amendments, and only after extensive consultation with the indigenous community.
- A number of additional amendments to the CFCSA and Adoption Act are required to address process issues and improve effectiveness of the legislation.
- The current plan is to address the GCEJ Report recommendations along with First Nations jurisdiction matters and other needed amendments as part of an overhaul of the CFCSA over the next few years.

Information Note

Issue: Safe Care for Adolescents in British Columbia

Background:

- “Safe care” or “secure care”, is the involuntary detainment of youth (up to age 19) in a secure, residential facility in order to ensure their immediate safety within a therapeutic environment and to engage them in treatment to address their complex needs and serious risks to their safety and wellbeing.
- BC does not currently have Safe Care legislation in place and some parents, police, social workers and health care professionals have expressed concerns about a lack of legal authority to intervene with youth who engage in very high risk activities and who are unable or unwilling to engage in voluntary services.
- Others have supported a focus on development of a full continuum of voluntary service as a priority before investing in safe care.
- BC has explored safe care legislation and services in the past:
 - 2000 - the *Secure Care Act* was passed but was never proclaimed in force;
 - 2009 - Government reviewed safe care but did not introduce legislation.
- In Canada, eight provinces (all except BC and Prince Edward Island) have legislation permitting some form of secure care for children (for substance use, sexual exploitation, and other unsafe behaviour, variously) with detainment periods ranging from 7 to 45 days.
- Although forms of secure care are available in numerous jurisdictions, there is a relative lack of research on the effectiveness or outcomes of such care, including information on the potential harms linked to the use of such care.
- The existing evidence suggests limited short-term benefit for the purpose of withdrawal from substances (detoxification) and/or temporary removal of youth at high risk from potentially dangerous situations; there does not appear to be a clear benefit in terms of long-term outcomes, with potential harms linked to the use of such intrusive measures.
- Notwithstanding the limited research findings, there may be ways to develop specific forms of secure care or similar approaches that could maximize potential benefits and reduce potential longer-term harms for some populations of youth.
- Several recent reports from the Office of the Representative for Children and Youth (RCY) and one from the Auditor General have included recommendations about the need for safe care (or something similar) in BC.
- Government continues to explore secure care as a potential component of its continuum of mental health and substance use services. As part of this, MCFD completed a review of secure care legislation and services across Canada and in New Zealand.
- On March 9, 2017, Gordon Hogg, MLA for Surrey-White Rock, introduced a private members bill (Bill M240- Safe Care Act, 2017), to the legislature. Bill M240 was introduced however it did not proceed beyond First Reading.

- Government recently announced significant new investments of \$140 million over the next three years that will help strengthen the voluntary continuum of mental health and substance use services, including a specific focus on improving access to services for children and youth.
- Some of the targeted investments that will help improve access for youth include:
 - \$12 million for the Ministry of Health to establish up to 28 highly specialized treatment beds for youth struggling with significant and complex substance use disorders. These beds will ensure up to 84 young people needing the most complex level of care are supported each year.
 - \$9 million to expand the new BC Integrated Youth Centres (Foundry) into up to 11 B.C. communities (up to five additional to what is already open or planned). Each centre will provide mental health, substance use, primary care and social services for up to 2,500 youth each year.
 - \$2.25 million to establish a youth e-mental health online/phone coaching for youth with mild to moderate mental-health concerns, such as depression and anxiety.
 - \$45 million (\$15 million in each of 2017/18, 2018/19 and 2019/20) for the Ministry of Children and Families to provide early mental health treatment and resources for children and youth to prevent and reduce problems in later years. Approximately 120 new mental health practitioners will be hired over 3 years beginning in 2017/18, and by the end of 2019/20 about 7,000 additional children and youth will be served annually.

Decision required:

- **This is an ongoing issue.**
- It is expected that government will continue to be asked by some stakeholders to implement safe care in BC
- No public commitment has been made regarding the introduction of safe care in BC.

Information Note

Issue: Representative for Children and Youth (RCY)

Background:

- The RCY is an independent Officer of the Legislature whose statutory responsibilities as they relate to the Ministry of Children and Family Development include exercising the functions as set out in Section 6(1)(a), (b) and (c) of the *Representative for Children and Youth 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;
 - Review, investigate and report on the critical injuries and deaths of children and youth receiving reviewable services.
- Bernard Richard was appointed as Representative effective February 16, 2017. He was acting in the position since November 27, 2016.
- The new 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.
- The new protocol is not limited to information sharing and access, but also speaks to communication and collaboration between the two organizations.
- There are three joint projects underway between MCFD and RCY:
 - RCY recommendations issued to MCFD – This project is intended to result in updates and improvements to the agreed upon process for informing the development of and response to recommendations and to review past RCY recommendations issued to MCFD that have not been implemented and consider what, if any, further action is required by MCFD with respect to these recommendations.
 - Audit of Care Plans – The purpose of this project is to develop and implement an audit of care plans for children in care that focusses on both the quality of care plans and compliance to standards.
 - Develop a process for evaluating future improvements using the recent RCY report, *Delegated Aboriginal Agencies: How resourcing affects service delivery*, as a baseline.
- These three joint projects affirm a commitment by both organizations to strengthen their working relationships in the service of children, youth and families.
- The next report from the RCY is expected to be a monitoring report regarding education outcomes of children and youth in government care.
- Other upcoming RCY reports include:

- Adoption Update (Monitoring)
- AM Investigation (CID)

Decision Required:

- No decision required

Bernard Richard

Representative for Children and Youth



Bernard Richard was confirmed by the British Columbia Legislature as the province's second Representative for Children and Youth effective Feb. 16, 2017.

Mr. Richard was previously appointed by the Select Standing Committee on Children and Youth as British Columbia's Acting Representative for Children and Youth, effective Nov. 27, 2016.

Mr. Richard is a bilingual lawyer whose early career was in social work and as Secretary General of the Société Nationale de l'Acadie. He was elected to the Legislative Assembly of New Brunswick, where he served from 1991 to 2003. During this time, he held several cabinet positions and also served as leader of the Official Opposition, Opposition House Leader and chair of the Official Opposition caucus.

In January 2004, Mr. Richard became New Brunswick's sixth Ombudsman. In November 2006, he was named New Brunswick's first Child and Youth Advocate. Mr. Richard has chaired the Forum of Canadian Ombudsman, the Canadian Council of Parliamentary Ombudsman and the Association des Ombudsmans et Médiateurs de la Francophonie

Since leaving the Ombudsman position in 2011, Mr. Richard has completed assignments for a variety of organizations, including the New Brunswick Legislative Assembly, the City of Fredericton, the P.E.I. Auditor General and New Brunswick First Nations Chiefs.

Mr. Richard has been the recipient of numerous awards, most notably the Léger-Comeau Medal of the Société Nationale de l'Acadie, the Queen Elizabeth II Diamond Jubilee Medal, an Honourary Ph.D from Mount Allison University, the Lieutenant Governor's Dialogue Award, the Learning Partnership's Champion of Public Education Award, the New Brunswick Human Rights Award and the designation of Queen's Counsel.

He is actively involved in several charitable organizations, mostly in the areas of children's rights, youth mental health and enhanced opportunities for Aboriginal children.

Summary of Recent RCY Reports

Delegated Aboriginal Agencies: How resourcing affects service delivery

- This report was released on March 30, 2017.
- It is the result of a review by the RCY into front-line staffing issues in Delegated Aboriginal Agencies (DAAs) that provide full child protection services.
- This review included a literature review, analysis of budgeting and staffing information, and interviews conducted in 2015 and 2016 with DAA staff, including 17 executive directors, 11 team leaders and 17 practitioners.
- The findings in the report include:
 - The federal funding system for DAAs is flawed and discriminatory.
 - The uncertain status of provincial planning for Indigenous child welfare, combined with inequitable and confusing funding to DAAs, has resulted in differences in support for children depending on where they live.
 - Lack of trust and communication among DAAs, MCFD and INAC affects service delivery to children, youth and families.
 - Funding issues leave DAAs short-staffed and unable to provide full services.
 - Child welfare practice, including the availability of culturally based services, is undermined by funding and staffing issues.
- The report sets a baseline against which future improvements can be assessed.
- The report contains no recommendations.

Broken Promise's: Alex's story

- This report was released on February 6, 2017.
- It is the result of the investigation by the RCY into the death of ADG, an Aboriginal male (born May 23, 1997) who committed suicide on September 18, 2015 at the age of 18 years.
- The overall finding in the report is that ADG's death was a predictable outcome of his journey through the child welfare system. Constant destabilizing ministry-initiated moves during his early life, along with lost opportunities for him to have found permanence with extended family or a connection to his Aboriginal culture, left him with a burden of trauma that was never addressed. His final weeks in care, as he faced aging out with no plan in place and a largely absent caregiver, were a nightmarish combination of heavy substance use coupled with Alex's own overwhelming sense of abandonment.
- Other findings include:
 - MCFD and the DAA consistently failed to find a culturally appropriate, permanent family placement for ADG, even though multiple opportunities to place him with extended family were available to them.
 - The lack of oversight by both MCFD and the DAA of the contracted agency caring for ADG directly contributed to the multiple harms he suffered while in care and to his eventual death. Although MCFD and the DAAs are reliant on contracted agencies to provide care for children and youth, there are currently no robust and appropriate mechanisms to ensure the quality of that care or adequate financial accountability.
 - ADG's cultural identity was largely ignored by social workers and caregivers during the 11 years he was in care.

- ADG was never connected to appropriate mental health services despite overwhelming evidence that he desperately needed robust and effective mental health interventions to cope with repeated traumatization.
- The report contains four recommendations issued to MCFD.

Information Note

Issue: Continuing to achieve adoption and permanency placements for children in care

Background:

- The Ministry of Children and Family Development (MCFD) is committed to finding permanent homes for children and youth in care and improving adoption services for families waiting to adopt.
- The first choice for permanency for any child in care is always family. All decisions regarding permanency for children in care are made in their best interests.
- Permanency placement options for children in care include transfer of custody, reunification and adoption.
 - Permanent transfer of custody of a child/youth to an extended family member(s) or other person through Section 54.1 of the *Child, Family and Community Service Act* (CFCSA) after a Continuing Custody Order (CCO).
 - In 2016/2017, 30 children and youth in care achieved permanency through a 54.1 placement.
 - Reunification
 - In 2016/2017, 1,061 children and youth in care found permanency through reunification with their families of origin.
 - Adoption
 - A child becomes legally available for adoption after the court has granted a CCO or when the parent(s) have placed the child for adoption or consented to the child coming into care under the *Adoption Act*.
 - In 2016/17, 285 children and youth were placed for adoption.
 - Between 2014/2015-2016/17, 923 children and youth in care were placed for adoption.
 - As of March 31, 2017, there are approximately 955 children in care registered for adoption.
- Since 2014/15, MCFD has invested an additional \$2 million each year to support increased adoption placements for children and youth in care.
- On October 31, 2016, MCFD launched Adopt BC Kids, an online portal streamlining the adoption process in terms of administrative paperwork.
- The Adopt BC Kids portal is the first of its kind in Canada - no other jurisdiction has a computerized system that has all children available for adoption and all families applying to adopt in one database.
 - Adopt BC Kids is an online digital portal for prospective adoptive parents to submit, track, and manage their adoption application using a personalized and user friendly web site.
 - The Adopt BC Kids portal allows prospective adoptive applicants to apply online 24/7. Families no longer need to go to a local office or attend a session with a social worker as they can get the information they need and complete their paperwork online.
 - Since going live November 1, 2016, more than 340 prospective adoptive families have registered on AdoptBCKids and 97 families have submitted applications to adopt.

- In November 2014, the 1000FamiliesBC social media campaign was launched to encourage British Columbians to adopt a waiting child. By raising the profile of ministry adoptions in BC, the campaign is intended to recruit up to 1,000 adoptive parents, but also seeks to dispel common myths about adoption and promote unique and diverse adoptive families through online advertising, Tweets and Facebook posts.
- The MCFD Multi-Year Action Plan calls for a focus on seeking permanent living arrangements outside the child welfare system with a focused effort on improving permanency planning and cultural connections for Aboriginal children and youth already in care. The following key actions from the MYAP are underway:
 - Improve planning and increase permanency placements;
 - Integrate culture and language into Care Plans;
 - Educate staff and caregivers on plans/changes to practice.

Decision required:

- **This is an ongoing issue.**
- No decision required.

Information Note

Issue: Responding to Child Protection Matters

Background:

Disclosure of Information to the Minister

- The *Child, Family and Community Service Act (CFCSA)*, the *Adoption Act*, and the *Youth Criminal Justice Act (YCJA)* are the primary Acts governing the disclosure of personal information held by the Ministry of Children and Family Development (the Ministry).
- The Minister, as head of the Ministry has public accountability to British Columbians for the leadership of the Ministry. To carry out that responsibility it is necessary for the Minister to publicly speak to the administration and operations of the Ministry.
- The Ministry, more than many others in government, holds the personal information of a highly sensitive and private nature regarding children and their families.
- Due to the provisions of the *CFCSA*, the “director” under that Act, is responsible for protecting the information under that Act and only the “director” is authorized to disclose case specific information to individuals, including the Minister.
- Before any disclosure of *CFCSA* information can be made to the Minister, the director must determine that there is a compelling rationale to do so.
- The director, as guardian of a child in care, is required to act in the child’s best interests.
- The director is answerable to the Minister but the director must do so within the confines of the *CFCSA*. The director must ensure that any disclosure to the Minister of personal information for a child in care is disclosed in the child’s best interests and considers the child’s privacy rights.
- The *Adoption Act* provisions of disclosure are similar to that of the *CFCSA*.
- The *YCJA* prohibits publication of information that would lead to the identification of a young person being dealt with under the *YCJA*.
- The Minister of Children and Family Development designates a Director or Directors.
- A Designated Director is an individual with statutory responsibility for carrying out powers, duties and functions authorized by the *CFCSA*.
- Designated Directors, in turn delegate authority to other individuals, assessed by the Designated Director to be qualified and competent, to carry out specific powers, duties and functions under the *CFCSA*. This individual is called a delegated director.
- A Designated Director is legally responsible and accountable for the actions or omissions of those who perform the powers, duties and functions on her or his behalf.

Responding to child protection reports under the *Child, Family and Community Service Act*

- Under the *CFCSA* an individual is obligated by law to make a report to the Ministry for Child and Development when there a possibility of possible abuse or neglect of a child.

- All reports are reviewed by a social worker to determine if:
 - a child protection investigation is required;
 - a referral to available community services for further support is appropriate; or
 - no further action is required.
- If the concerns reported require further assessment to determine if the child is being abused or neglected, then a child protection investigation is conducted. A child protection investigation includes:
 - Reviewing existing ministry records about the family;
 - Interviewing the person(s);
 - Visiting the child's home;
 - Collateral checks (neighbours, police, coroner, community professionals involved);
 - Medical examinations if there is a report of physical abuse; and,
 - Involvement by police or other agencies if a criminal matter.
- A report is completed at the conclusion of the investigation outlining actions taken:
 - close the file;
 - provide support services; or
 - Provide services to protect the child- this can include removal of the child from the family home.
- A decision to remove a child is not made lightly – and is made to protect the child from harm.
- Whenever possible, children are placed with extended family and/or persons known to a child who are assessed to be safe and appropriate to provide care.
- The ministry must appear before the courts within seven days of a removal. A Judge makes the final decision about whether a child should remain in care or be returned to the parents.
- Our goal is always to return a child to his or her family – but only when and if it is safe to do so.

Decision required:

- **This is an ongoing issue.**
- **No decision is required. Information only.**

Information Note

Issue: Request for Proposals – Information Technology (IT) Services

Background:

- Quartech (QSL) and Avocette provide a range of IT services: Base Services of Legacy Systems and Ad Hoc Services, such as business analysis and project management. Their contracts will be expiring on September 30, 2017.
- ISD is currently re-procuring the Base Services and Ad Hoc Services provided by QSL and Avocette to achieve the following benefits:
 - Enhancing ISD's ability to manage the contracts through clearer contractual obligations
 - Upgrading the contract to reflect business needs for more flexible contract methodologies, such as Agile
 - Clustering of application maintenance and support resulting in greater efficiencies
 - Increasing value for money through a pre-qualified list for Ad Hoc Services
 - Establishing an ISD Enterprise Artifact Repository to hold all relevant application system documentation
- Progress made:
 - RFQ process concluded in February 2017
 - RFP will qualify a single proponent for Base Services support for the Legacy Systems (single vendor; one agreement), on track for awarding by June 2017
 - The ISD Governance process will make the final decision on the procurement model to be utilized
- Relevant stakeholders have been engaged for assistance: contracted resource (BDO), MTIC Procurement Advisors, and Finance Governance Committee
- Term: 3 years, with two 1 year optional renewals (3+1+1)
- The existing contract with QSL and Avocette has been extended to September 30, 2017 to ensure a smooth transition should a net new vendor be deemed as the successful proponent

Decision required:

- **This is a 60 day issue.**
- No decision required.
- We have issued Notice to Vendors indicating our intent to extend the existing agreements explaining they are being re-procured.
- Contract will be awarded after the interregnum period.

Information Note

Issue: ICM System Performance

Background:

- The Integrated Case Management (ICM) project is a partnership between the Ministries of Social Development and Social Innovation (SDSI), Children and Family Development (MCFD), and Technology, Innovation and Citizens' Services (MTICS).
- The goal of ICM was to implement a modern technology platform and provide better tools for workers to manage information and provide services to citizens accessing numerous social services.
- In May 2014, ICM experienced a system malfunction causing it to slow down, which made it difficult for clients to access government services. While the slowdown generated significant media attention, SDSI staff ensured that assistance cheques were delivered to clients.
- Since the slowdown, Information Services Division has made significant improvements to the system. The system is available over 99% of the time.
- In November 2014, SDSI signed a maintenance and support contract with Deloitte Inc. for an annual cost of approximately \$10 million, MCFD's share is 50 % of the total contract (approximately \$5 million). The contract expires in February 2020 and is well within the average cost for similar IM/IT systems.
- Services covered under the contract include management and monitoring of all ICM environments, application of patches and upgrades, and investigation and resolution of issues.
- Improved information sharing includes:
 - Timely access to complete client information for better decision making and quicker turnaround.
 - Frontline staff have the necessary tools to make eligibility decisions and identify situations that require immediate attention.
 - Information can be shared appropriately between program areas so clients don't have to provide personal information and repeat their story multiple times.
 - ICM has also helped the ministry quickly roll out significant policy changes like the Single Parent Employment Initiative, higher gifts and assets limits for people with disabilities, and child support exemptions.
- While the project is complete and the system is in operation, we will continue to enhance ICM to ensure it remains a secure and reliable system.

Decision required:

- **Continually Monitored.**
- No decision is required.

Information Note

Issue: OCIO Business Cases

Background:

- *Mainframe Transition Project (MTP):*

The Management Information System (MIS) currently constrains government, not only in the Social Sector, from designing and implementing new policy solutions because of the cost, complexity and end of life status of the MIS. The ability and flexibility that would result from a modern solution is anticipated to deliver options and benefits for citizens and government as a whole. MSDSI and MCFD are currently the largest tenants of the MIS system at 43%, and the transition off MIS through the MTP will be an initiator for all other MIS tenants to transition off the legacy system. The MTP project, as a result, will enable increased standardization of corporate solutions across the various Ministries.

- *Children & Youth with Special Needs (CYSN):*

The duplication of work and lack of integration between the various systems and tools impair the ability to make informed business decisions and generating useful reports is a significant challenge for CYSN staff and management alike. Existing documentation processes are predominantly paper focused and do not support alignment with the BC government's goal of reducing paper and streamlining administrative tasks. The CYSN LEAN project has developed an interim approach to address these issues. However, ICM changes will be required for full resolution of the problems. If CYSN documentation is not integrated into ICM, manual data collection and analysis from the new Adobe form will be costly and time consuming. Without making this investment, growing caseloads will either cause increasing service disruption or require additional resources.

- *Children and Youth with Complex Care Needs (CYCCN):*

The current configuration of MCFD data systems does not support the introduction of a new system of care that requires a variety of integrated data management functionality to ensure a seamless service delivery platform. A creation and reconfiguration of existing ICM functionality will allow for clear identification and tracking of children and youth served by CYCCN services, provide case management recordings that are consistent with the CYCCN Model of Care, allow for system level outcomes and performance measurement consistent with CYCCN Evaluation Framework, and ensure the ability to demonstrate that services delivered are consistent with Aboriginal Policy and Practice Framework and are coordinated with Delegated Aboriginal Agencies (DAAs).

Decision required:

- This is an ongoing issue.
- Decision is not required at this time.

**Ministry of
Children and Family Development**

**2017/18 – 2019/20
SERVICE PLAN**

February 2017



For more information on the British Columbia Ministry of Children and Family Development, see Ministry Contact Information on Page 14 or contact:

Ministry of Children and Family Development:

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

or visit our website at
www.gov.bc.ca/mcf

Published by the Ministry of Children and Family Development

Minister Accountability Statement



The *Ministry of Children and Family Development 2017/18 - 2019/20 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.

A handwritten signature in black ink, appearing to read 'Scadieux'.

Honourable Stephanie Cadieux
Minister of Children and Family Development

February 6, 2017

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Purpose of the Ministry

The Ministry of Children and Family Development (MCFD) works together with Delegated Aboriginal Agencies, Aboriginal service partners and approximately 5,400 contracted community social service agencies and foster homes, cross government and social sector partners to deliver inclusive, culturally respectful, responsive and accessible services to 175,000 children, youth and families in the province. Ministry services are complementary and families may access a combination of services, ranging from early years programs to children and youth with special needs, children and youth mental health, child welfare, adoption and youth justice. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. For information on specific programs and services, visit the Ministry of Children and Family Development internet site.

Strategic Direction and Context

Strategic Direction

The ministry has refocused its strategic priorities and actions over the next three years to achieve its long-term vision of children and youth living in safe, healthy and nurturing families. Taking into consideration many past reports and recommendations made to the ministry, efforts will be redirected towards prevention, early years services, youth transition services to adulthood and supports that help families to stay together. These efforts align with Government's corporate priorities for a Secure Tomorrow, identified in the current *Province of British Columbia Strategic Plan*.

The Minister's Mandate Letter speaks to Government's priorities and a commitment to continuously improve social programs to ensure that children and families have the opportunities they need to be successful. MLA Jane Thornthwaite is supporting the Minister as Parliamentary Secretary for Child Mental Health and Anti-Bullying.

Government's commitment to delivering services well and affordably, as outlined in the Taxpayer Accountability Principles, is reflected throughout this three year plan, which focuses on working together to effectively and efficiently deliver ministry programs and services.

Strategic Context

The Economic Forecast Council (EFC) expects British Columbia's real GDP to grow by 2.3 per cent in 2017 and 2.2 per cent in 2018. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2017 and 2.0 per cent in 2018. As such, BC's economic growth is expected to outperform Canada in the coming years. Downside risks to BC's economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, slower than anticipated Asian demand (particularly in China), and uncertainty in the outlook for the Canadian dollar.

In response to these challenging economic times, the Government of BC remains committed to sound fiscal management for the growth of a strong economy and reconciliation with First Nations to close socio-economic gaps between Aboriginal and non-Aboriginal British Columbians. The ministry is supporting Government's overall fiscal discipline through effective budget management, undertaking process improvement activities as part of the cross-government Lean initiative and clarifying and prioritizing its strategic work. This repositioning and efficient use of ministry services supports the goal of making the best use of available resources.

Collaboration with Aboriginal leaders, other government ministries, service delivery partners, communities and organizations will help MCFD to collectively reach its vision of children and youth living in safe, healthy and nurturing families that are strongly connected to their communities and culture.

Goals, Objectives, Strategies and Performance Measures

Goals have been refined from last year to align with the ministry's renewed focus on prevention, early years and early intervention services and supports that help keep families together. This includes changes to six of the ministry's performance measures in order to measure and report on our progress. A number of additional performance indicators are tracked and publicly available in the ministry's [Performance Management Report](#).

Goal 1: The number of children and youth in care, and particularly the over-representation of Aboriginal children and youth in the child welfare system, will be reduced

Objective 1.1: Children and youth will be supported to safely remain with their families, extended families or be placed in permanent homes that promote a connectedness to their culture

The ministry met with First Nation communities, as represented by Chiefs and other leaders in regional health caucus sessions in fall 2016. These sessions provided opportunities to hear from First Nation leadership throughout the province and helped to confirm the following key strategies:

Strategies

- Provide resources and direct supports to families and communities to ensure that children and youth have every opportunity to safely remain at home with their families
- Focus on seeking permanent living arrangements outside the child welfare system with a focused effort on improving permanency planning and cultural connections for Aboriginal children and youth already in care
- Collaborate with Aboriginal, provincial and federal government partners to address issues of funding and jurisdiction to ensure equitable and culturally safe child and family services for Aboriginal children, youth and families
- Improve and strengthen services to Aboriginal children, youth and their families by increasingly reflecting an Aboriginal perspective in policies, practices and services
- Ensure all staff are provided training regarding individual Aboriginal identities and cultures, including Aboriginal rights and the impacts of inter-generational trauma

- Continue to improve communication, build connections, and work to strengthen and revitalize mutually respectful relationships with Aboriginal partners, leadership, communities and families
- Increase the number of Aboriginal staff at all levels of the ministry
- Work closely with the Ministry of Justice to improve access to justice for Aboriginal people involved in the child welfare system

Performance Measure 1: Rate of Children and Youth in care per 1000 population

Rate of children and youth in care per 1,000 (0-18) population	2014/15 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
All children and youth	8.1	8.0	8.0	7.9	7.9
Aboriginal children and youth	55.4	55.3	55.2	55.1	55.0
Non-Aboriginal children and youth	3.4	3.3	3.25	3.2	3.2

Data Source: Integrated Case Management System (ICM)

Discussion

Strategies that focus on family preservation and permanency for children and youth will reduce the rate of children and youth in care (CYIC). Last year's measure focused on the rate of Aboriginal children and youth in care. This year, this measure has expanded to look at overall rates and also rates for non-Aboriginal CYIC.

Performance Measure 2: Family Preservation

Percent of children assessed with a protection concern that can live with family or extended family	2015/16 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
All children and youth	84.4%	84.7%	85.0%	85.3%	85.5%
Aboriginal children and youth	78.9%	79.5%	80.0%	80.5%	81.0%
Non-Aboriginal children and youth	87.9%	88.1%	88.3%	88.9%	89.1%

Data Source: ICM

Discussion

Managing safety such that more children can continue to live with their families results in better education, health and, later, job outcomes for these children while improving the sustainability of the child welfare system. This new measure is the percentage of children who were assessed with a protection concern and, after receiving services, were able to still live with family.

Performance Measure 3: Children and Youth in Care who achieved permanency

Percent of children and youth in care as of March 31 of each year who, after two or more months in care, were placed in a permanent home over the following 12 months	2014/15 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
All children and youth	19.6%	19.8%	20.0%	20.6%	21.2%
Aboriginal children and youth	14.7%	15.0%	16.0%	17.0%	18.0%
Non-Aboriginal children and youth	24.7%	24.8%	24.7%	24.8%	24.9%

Data Source: Adoption Management System and ICM

Discussion

Permanence is achieved by leaving the care of the Director of Child Welfare through return to family, adoption or permanent transfer of custody under the *Child, Family and Community Service Act (CFCSA)*. This measure is the proportion of children and youth in care more than two months that achieved permanency over a twelve month period. This year, this measure also includes rates for Aboriginal and non-Aboriginal CYIC.

Goal 2: Children and youth are supported to reach their potential and grow up as successful young adults, able to contribute to the economy of British Columbia

Objective 2.1: Collaborate with our partners to develop integrated, community based child and family services

Strategies

- Improve outcomes for young children with special needs by enhancing access, effectiveness and coordination of services
- Work with cross-sector partners to develop a system wide approach for supporting mental health and wellness for children and youth
- Work with the Federal Government to support early learning and child care programs and services in communities, including Aboriginal communities
- Enable staff through technology and improved business processes to increase the time available to provide direct client service delivery
- Develop performance measures on accessibility of child and youth mental health (CYMH) services with the intention of reporting on them next fiscal year
- Continue to fund the creation of up to 13,000 new licensed child care spaces by 2020 to improve child care availability

- Continue successful diversion practices to support better outcomes for youth involved in the youth justice system

Performance Measure 4: Access to CYMH Services – Measure Under Development

Performance Measure	2016/17	2016/17 Baseline	2017/18 Target	2018/19 Target	2019/20 Target
Average waiting time to receive services	Develop New Measure	Set Baseline	TBD in 2017/18	TBD in 2017/18	TBD in 2017/18

Data Source: Community and Residential Information System (CARIS)

Discussion

This is a new performance measure for 2017/18 and is under development. 2016/17 will be the baseline year. Working to reduce wait times is a priority for the ministry.

Performance Measure 5: Contracted licensed child care spaces

Performance Measure	2013/14 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Average monthly number of contracted licensed child care spaces	98,432	104,000	106,000	108,000	110,000

Data Source: Child Care Operating Funding Program Datamart

Discussion

This measure speaks to the average monthly number of licensed spaces with contracted service providers who receive funding through the Child Care Operating Funding Program. Increasing the number of child care spaces across BC is an objective of the [Early Years Strategy](#).

Performance Measure 6: Youth Justice – First Community Sentence

Performance Measure	2015/16 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
First Community Sentence per 10,000 Youth Population	21.4	21.0	20.6	20.2	19.8

Data Source: JUSTIN, CORNET

Discussion

This is a new performance measure for 2017/18. Sentencing in the Youth Justice system is often the result of previously poor outcomes throughout childhood. Additionally, outcomes for young people are, on average, better if sentencing youth can be avoided through other types of community justice services (e.g. diversion). This measure looks at those youth who are sentenced under the *Youth Justice Act* and who serve their first sentence in the community, rather than a custody centre.

Goal 3: Youth in care, or formerly in care, have improved well-being outcomes

Objective 3.1: Enhance services, supports and systems to better serve all children and youth and their families and to improve outcomes for children and youth in care

Strategies

- Prioritize recruitment, retention and training in key areas
- Improve data collection and enhance use of data to promote ongoing improvement to programs and services
- Continue implementation of a comprehensive quality assurance system and support staff in the creation of a culture of continuous quality improvement
- Build public and sector confidence in the work of the ministry through increased openness and transparency
- Improve policies and practices related to the interface between social work and legal processes to promote understanding and collaboration in the best interests of the child
- Align the residential system of care to better meet the needs of children and youth, and to provide culturally safe supports that allow Aboriginal children and youth to thrive
- Work with cross-sector partners to ensure consistent practice and provide appropriate services to better support and prepare youth and young adults transitioning to adulthood, helping them to lead healthy and productive lives

Performance Measure 7: High School Completion Rates

Performance Measure	2013/14 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percent of youth in care who turn 19 with a high school credential	47.4%	53.2%	54.7%	55.2%	55.7%

Data Source: ICM, Ministry of Education enrolment data.

Discussion

Education is a key determinant of long term well-being and social inclusion. The strategies in this goal contribute towards supporting youth and young adults for transition to adulthood. The proportion of youth in care who attain a high school credential by age 19 and are at an age appropriate level is a good measure of whether the system of support for youth in care supports their education. This measure includes all youth in care by court order under the CFCSA.

Resource Summary

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses (\$000)				
Early Years Services	305,879	329,670	309,848	309,848
Services for Children and Youth with Special Needs	303,568	331,824	335,395	335,395
Child and Youth Mental Health Services	80,374	96,492	97,658	97,658
Child Safety, Family Support and Children in Care Services	536,918	603,360	611,797	611,500
Adoption Services	30,678	31,203	31,332	31,332
Youth Justice Services	45,157	46,061	46,964	46,964
Service Delivery Support	133,820	142,265	143,610	143,907
Executive and Support Services	14,766	15,047	15,194	15,194
Total	1,451,160	1,595,922	1,591,798	1,591,798
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Service Delivery Support	1,519	4,005	3,816	3,816
Total	1,519	4,005	3,816	3,816

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Plan	2019/20 Plan
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 (Requirements)	31	31	31	31
Total Receipts	31	31	31	31
Total Disbursements	0	0	0	0
Total Net Cash Source (Requirements)	31	31	31	31

¹ For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates. Note: There were no restatements required for this planning cycle.

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

Appendices

Appendix A: Ministry Contact Information

General Ministry Enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

[Contact Us](#)

[Ministry's Homepage](#)

[Residential Review Project - Final Report](#)

[Performance Management Report](#)

[Community Living British Columbia](#)

[Ombudsperson](#)

[Public Guardian and Trustee of British Columbia](#)

[Representative for Children and Youth](#)

Information Note

Issue: Summary of Plecas Report

Background:

- Mr. Justice Walker released his decision in *J.P. v. B.C.* in July 2015 (the JP case). Subsequently, government filed a Notice of Appeal of Mr. Justice Walker's decision; the decision by the BC Court of Appeal (BCCA) is still pending.
- To address the serious concerns about the child protection practices of social workers raised in the decision, the Ministry announced that Mr. Bob Plecas would lead a child protection practice and policy review (the 'Review') in the matter JP and an investigation into whether systemic problems exist that can be improved through recommendations.
- Unforeseen legal proceedings caused a delay in Mr. Plecas meeting the original timelines in the July 24, 2015 Terms of Reference. These proceedings included a complaint to the Information and Privacy Commissioner by JP, and an injunction application to the Supreme Court of BC to prohibit the Policy and Practice Review. The result was the amendment of the Terms on August 10 to include the designation of Mr. Plecas as a Director pursuant to section 91 of the *Child, Family and Community Service Act (CFCSA)*. A further amendment on October 9 added a provision to provide an Interim Report, and clarified that the date of a Final Report would be determined when the above-mentioned legal and tribunal matters were resolved.
- On Dec. 14, 2015, Bob Plecas released Phase One of his Review titled, *Decision Time - A Review of Policy, Practice and Legislation of Child Welfare in BC in Relation to a Judicial Decision in the J.P. Case* (the 'Report').
- This Report provides a roadmap for a multi-year, multi-faceted strategic plan with identified milestones to guide budget development and assess progress. It recommends spending much of the first year engaging with staff and stakeholders to develop a multi-year plan with identified milestones that address practice and policy areas identified in the Report.
- It also includes 54 points of consideration, organized into eight themes:
 - Rethink the management model
 - Strengthen staff resources
 - Restore MCFD's programs
 - Respect and support professional decision making and professional growth, including technological tools
 - Streamline policy, and move practice towards evidence based, structured delivery
 - Fully implement Quality Assurance
 - Provide appropriate and effective oversight, and
 - Put appropriate financial resources in place
- The scope of the Plecas Review did not include Aboriginal child welfare. This was a concern for Aboriginal organizations and leaders.

MCFD's Response:

- The ministry carefully considered the 54 points of consideration included in the Report. The following progress has been made:
 - 7 recommendations have been substantially completed, including an increase in Quality Assurance full time employees, program enrichment, funding considerations, ministry spokespersons, and ICM improvements;
 - 30 are underway with specific actions being taken;
 - 14 are under consideration by a Cabinet Committee; and
 - 3 recommendations are not proceeding.
- Refer to **Attachment A** for an overview of the 54 points of consideration and the ministry's response.
- To address the recommendations in the Plecas Review, \$22M was provided in 2016.
- The Plecas Report was one of many reports and recommendations that informed the development of the 2017-2020 Multi-Year Action Plan (MYAP). Other examples include those from: the Office of the Representative of Children and Youth, Public Guardian and Trustee, Grand Chief Ed John and the Coroner's Review.

Decision required:

- This is an ongoing issue.

Decision Time Points of Consideration Governance – February 2017

Visual for mapping purpose only



Confidential - Not for Distribution

Information Note

Issue: Summary Grand Chief Ed John Report

Background:

- In September 2015 Grand Chief Ed John (GCEJ) was appointed as Special Advisor on Indigenous Children in Care to:
 - focus on improving permanency for Indigenous children in care,
 - identify next steps for B.C. following the 2015 report *Aboriginal Children in Care – Report to Canada’s Premiers*, and
 - assist the MCFD Minister to develop advice to Cabinet on these matters.
- In November 2016, GCEJ’s submitted his 219 page final report titled, *Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions* (the ‘Report’).
- It included 85 recommendations that called on B.C., Canada and Indigenous governments, communities and families to work together in partnership to recognize, constructively address, and reconcile our respective interests to better support the needs of all Indigenous children.
- The Report was publically released on November 16, 2016.

Key Recommendations or Findings:

- To inform the development of the Report, GCEJ consulted with 86 of B.C.’s 203 First Nations, 10 Delegated Aboriginal Agencies and 12 other organizations and interest groups. He also met with representatives from the federal and provincial governments including B.C.’s judiciary system.
- The 85 recommendations are themed to focus on:
 - reducing the need for Indigenous children and youth to come into care;
 - increasing support services that help keep families together;
 - enabling greater access to judicial services;
 - creating a more equitable funding formula between the Province and the federal government;
 - increasing early intervention services; and
 - targeting more MCFD staff within First Nations communities.

MCFD’s Response:

- MCFD has carefully considered the recommendations in the Report.
- Many of the recommendations call for an overhaul of current practice, policy and legislation and many require significant injections of funding by the Province and the federal government.
- Overall, specific action including engaging with the federal government and Aboriginal leadership has begun on 52 of the recommendations. Budget 2017 will enable MCFD to begin

implementing another 13 of the recommendations immediately. Further consideration, planning, and engagement with the federal government and ministry partners is required to address the remaining 20 recommendations. The systemic, wide scale change called for in the Report will not be fully realized for many years and depends on funding partnerships with the federal government.

- Of the 85 recommendations, 71 are directed solely towards MCFD or require MCFD to work closely with federal and Aboriginal partners.
 - 14 relate to systemic changes, such as jurisdiction and self-governance;
 - 9 require review of the *Child, Family and Community Service Act (CFCSA)*;
 - 11 require federal government participation and/or funding; and
 - 37 are being currently being addressed through on-going operations, or are complete.
- A further 14 are assigned to other organizations where MCFD may play a supporting role.
- With respect to the recommendations that call for legislative changes, MCFD is currently engaged with the federal government and Aboriginal leadership to explore opportunities to better meet the needs of Aboriginal peoples within the current legislative framework of the *CFCSA*.
- This process is expected to culminate in a recommendation on the future of the *CFCSA*, which could include amendments, major revision and/or replacement of the Act. While this work is underway, MCFD will address as much as possible the intended outcomes of the GCEJ requested amendments to the *CFCSA* through policy and practice changes. Recommendations directed at the *Adoption Act* will proceed.
- The MCFD's 2017/18 – 2019/20 Service Plan included high level strategy statements for the GCEJ recommendations where MCFD is the clear lead, or needs to work with the federal government, other provincial ministries, or Indigenous leaders and communities.
- The 85 recommendations in Grand Chief Ed John's report have all been considered in the Multi-Year Action Plan, which is an overarching framework that sets out the key strategies that will be taken over the next three years to achieve the ministry's new long-term vision for children, youth and their families in British Columbia.

Decision required:

- **This is an ongoing issue.**

Information Note

Issue: Coroners Service of British Columbia

Background:

- The Coroners Service is responsible for the investigation of all unnatural, sudden and unexpected, unexplained or unattended deaths in British Columbia. It makes recommendations to improve public safety and prevent death in similar circumstances.
- The Child Death Review Unit (CDRU) of the Coroners Service reviews the deaths of all children and youth age 18 and under in BC.
- The ministry and the Coroners Service have an information sharing agreement to support their respective mandates in the areas of investigation, review and prevention of child deaths. The information sharing agreement is in the process of being updated.
- Key contacts in the ministry and the Coroners Service maintain a collaborative and supportive relationship providing each other with information and advice on a regular basis consistent with the information sharing agreement.
- Key contacts in the Coroners Service have read-only access to the ministry's Integrated Case Management (ICM) system that is used for documentation and case management of client records.
- If the Coroners Service finds, after reviewing ICM, that a deceased child or a deceased child's family has been served by the ministry or a Delegated Aboriginal Agency, the coroner notifies the ministry of the death.
- Other ways in which the ministry interfaces with the Coroners Service includes through death review panels and coroner's inquests.
- Death review panels are undertaken to fully examine the circumstances in deaths, in order to develop recommendations to reduce the likelihood of similar deaths in the future.
- The child death review panel process brings together expertise from a variety of fields including but not limited to health, education, police and the ministry's Deputy Director of Child Welfare.
- Recent child death review panel reports include:
 - A Review of Road-Related Pedestrian, Cyclist and Boarder Deaths in Children and Youth 2005-2014 (June 2016)
 - A Review of Fire-Related Deaths in Children and Youth 2005-2014 (March 2016)
 - A Review of Overdose Deaths in Youth and Young Adults 2009-2013 (January 2016)
 - A Review of Young Driver Deaths 2004-2013 (February 2015)
 - A Review of Drowning 2007-2013 (June 2014)
 - A Review of Unexpected Infant Deaths 2008-2012 (April 2014)
 - A Review of Child and Youth Suicides 2008-2012 (September 2013)
- Other recent death panel reports related to MCFD include:
 - Intimate Partner Violence Deaths from 2010-2015 (November 2016)

- The ministry is currently developing an action plan in response to recommendations in this report.
- A coroner's inquest is held if a coroner's investigation determines that it would be beneficial in addressing community concern about a death, assisting in finding information about the deceased or circumstances around a death and/or drawing attention to a cause of death if such awareness can prevent future deaths.
- When an inquest is held, a Verdict at Inquest is written. Inquests are formal court proceedings, with a five to seven person jury, held to publicly review the circumstances of a death. The jury hears evidence from witnesses under subpoena in order to determine the facts of the death. The presiding coroner is responsible to ensure the jury maintains the goal of fact finding, not fault finding.
- Coroner's inquests were held in Prince Rupert on September 28 to October 3, 2015 into the deaths of Angie Robinson and her son, Robert Robinson.
 - A total of 23 recommendations were made including 17 issued to MCFD
 - MCFD developed action plans in response to the recommendations and copies of these action plans were sent to the Chief Coroner on March 24, 2016
- A coroner's inquest is scheduled to begin in Victoria on May 15, 2017 into the death of Rhett Mutch who died at the age of 21 and who had been served by the ministry prior to turning 19. Two MCFD staff members have been called as witnesses at this inquest.

Decision required:

- No decision required

Information Note

Issue: Ombudsperson

Background:

- The Ombudsperson is an Officer of the Legislature whose mandate is to determine whether provincial public authorities, including British Columbia government ministries, have acted fairly and reasonably and whether their actions and decisions are consistent with relevant legislation, policies and procedures. The Ombudsperson conducts investigations of complaints and publishes case summaries and reports on investigations and outcomes as well as larger-scale systemic investigation reports that address wider concerns. The Ombudsperson has the power to make recommendations but cannot enforce action.
- In meetings held in January 2014 and January 2016, staff in the Office of the Ombudsperson brought to the ministry's attention a number of issues related to implementation of the ministry's new complaints policy, which they had identified based on correspondence from complaints specialists to complainants who had subsequently taken their concerns to the Ombudsperson. The issues had to do with:
 - How complaints specialists determined the eligibility of complaint matters;
 - Whether and how they informed complainants about the availability of the administrative review process;
 - The clarity, completeness, and frequency of communications with complainants;
 - Timeliness of completion of administrative reviews; and,
 - Implementation of recommendations that resulted from administrative reviews.
- In January 2015, the ministry initiated a Lean project to clarify provincial complaints policy, standardize the complaints process across the province, improve access to the complaints process for complainants, and reduce complaint processing times. As a result of the Lean project, a single point of entry and phone number was implemented on April 1, 2016. Complaints are now processed through a centralized intake and standardized process, including standard templates for correspondence and other communications.
- In addition, the ministry has increased staffing to complete administrative reviews and the Provincial Director of Child Welfare is working with the Executive Directors of Service in the service delivery areas to ensure that action is taken on the recommendations resulting from administrative reviews.

Decision required:

- No decision required

Issue Note

Issue: Public Guardian and Trustee (PGT)

Background:

- The Public Guardian and Trustee (PGT) is a corporation established under the *Public Guardian and Trustee Act (PGTA)* with a statutory role to protect the interests of British Columbians who lack legal capacity to protect their own interests.
- The PGT acts on behalf of children and youth under a number of provincial laws and the responsibilities include property guardian services, trust services and other services to ensure the legal and financial interests of children and youth are protected.
- As property guardian, the PGT's mandate is to protect the legal and financial interests of children in continuing care of a Director under the CFCSA, those undergoing adoption, those without a legal guardian, and in some limited cases, children in temporary care for whom the court has ordered the PGT be property guardian.
- When a child is in continuing care of a Director under the CFCSA, the director is the sole personal guardian of the child.
- PGT staff in Child and Youth Guardianship Services work to ensure that all financial benefits to which individual child and youth clients are entitled (e.g., estate proceeds, death benefits, life insurance proceeds, etc.) are collected and viable legal claims are pursued.
- PGT property guardianship services end by law when the child reaches 19 years of age, when the child is adopted or when guardianship of the child is transferred or when the child is returned to the parent(s).
- The ministry continues to work with the PGT to improve services children receive from both organizations and to ensure the personal and financial interests of children in care.
- In order to foster a strong working relationship, senior staff in the ministry meets with senior staff in the office of the PGT on a monthly basis to address areas of common concern including but not limited to systemic issues and issues related to specific cases.
- The PGT receives notifications from the ministry and the Delegated Aboriginal Agencies of deaths, critical injuries and serious incidents regarding children and youth in the continuing custody of a Director under the CFCSA.
- The ministry sends copies of case reviews to the PGT when the subject child or youth is in the continuing custody of a Director under the CFCSA.
- In December 2016 the PGT released the eighth annual Report from the Public Guardian and Trustee Regarding Child and Youth Guardianship Services 2015-2016.
- The PGT also releases an annual report each year that provides a more comprehensive picture of their overall performance in relation to their service plan.
- The recent guardianship report contains three issues for the ministry.
 - The first issue is that sexual assault is the second most common type of harm reported to the PGT regarding children and youth in continuing care.

- This issue was highlighted recently in the report from the Representative for Children and Youth titled *Too Many Victims: Sexualized Violence in the Lives of Children and Youth in Care*, released on October 4, 2016. It found that based on an aggregate review, sexualized violence is not a rare occurrence for children and youth in care and children and youth are more vulnerable if they are Aboriginal girls or have complex needs.
- The second issue is that the report identifies foster parents as a category of alleged harmers of children and that the reported average number of incidents 2007/2008 – 2015/2016 in which a foster parent has allegedly harmed a child is higher than the reported average number of incidents in which a parent has harmed a child during the same period.
 - The children who are the subject of these reports were all in continuing custody living with foster parents, not parents, at the time when the alleged incidents occurred so it is not surprising that foster parents are identified as alleged harmers in the majority of these cases.
 - Whenever it is alleged that a foster parent has harmed a child in care, the ministry investigates to ensure the child's safety.
- The third issue is that in 2015/2016, the PGT collected approximately \$24.1 million from legal services carried out on behalf of children and youth in continuing care, an amount that far surpasses what has been reported for previous years. This was due to very large awards in two cases.
- There are discussions ongoing between the PGT, the ministry and the Ministry of Justice regarding proposed legislative changes to the *PGTA* and the *Infants Act* to clarify the PGT's authority to become guardian of children whose guardians die.

Decision required:

- No decision required

Information Note

Topic: Select Standing Committee on Children and Youth (SSCCY)

Background:

- On February 11, 2015, the Legislative Assembly agreed that the Select Standing Committee on Children and Youth be appointed to foster greater awareness and understanding among legislators and the public of the BC child welfare system, and in particular to:
 1. Receive and review the annual service plan from the Representative for Children and Youth (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;
 2. Be the committee to which the Representative reports, at least annually;
 3. Refer to the Representative for investigation the critical injury or death of a child;
 4. Receive and consider all reports and plans transmitted by the Representative to the Speaker of the Legislative Assembly of British Columbia; and
 5. Pursuant to section 30(2) of the *Representative for Children and Youth Act*, SBC 2006 c. 29, complete an assessment by April 1, 2015 of the effectiveness of section 6(1)(b) in ensuring that the needs of children are met.
- The Committee also provides a public forum for discussion of reports by the Representative for Children and Youth.
- The Select Standing Committee on Children and Youth is one of nine permanent all-party committees of the Legislative Assembly of British Columbia.

Information Note

Issue: Capital Park

Background:

- Capital Park is a new mixed-use development property under construction south of the Legislature Buildings in Victoria, and will include office, retail, residential, and commercial space. The Government of BC will be leasing space within the two office buildings planned for the site.
- A total of approximately 110,000 sq. ft. will be leased by government within the first office building (Phase 1) which is anticipated to be completed by September 2017.
- The Ministry of Children and Family Development - along with the Ministry of Environment - was selected by the Ministry of Technology, Innovation, and Citizens' Services (MTICS) to occupy space in Phase 1. A Memorandum of Understanding was signed between the ministry and MTICS in January 2016 to outline the agreement of the office consolidation.
- The project involves a consolidation of existing ministry office space in Victoria to Capital Park, including approximately 360 staff from:
 - 765 / 777 Broughton Street;
 - 940 Blanshard Street, and
 - 4460 Chatterton Way.
- The buildings are designed to the LEED Platinum standard. The floor space is designed using government's 'Leading Workplace Strategies' principles and will meet the Leading Workplace criteria and certification.
- The ministry is responsible for operating costs relating to provision of smartphones and virtual private network (VPN) accounts for staff to better enable mobility in a leading workplace strategies office design.
- MTICS is responsible for all capital costs and all other operating costs.

Decision required:

- **No decision is required.**

Government Communications and Public Engagement Overview

Government Communications and Public Engagement (GCPE)

GCPE provides the following services and expertise:

- Ensures ministry communications are aligned with and support government objectives
- Primary communications link to ministry executive
- Provides communications support to executive
- Media Requests, providing written responses to media on behalf of minister/ministry, setting up interviews
- Issues Notes
- FOIs – GCPE review
- Key Messages, news releases, events, speaking notes
- Logo approvals for third-party ads/materials
- Media clips
- Communications plans
- Advertising and marketing campaigns
- Third-party Reports – responses from government
- Reports – edits/graphics
- Web page/content approvals
- Works with dedicated ministry spokespeople who, based on subject-matter expertise, are used for media interviews on an as-needed basis

GCPE Duties – General	Contact	Contact #
<i>Primary strategic contact for MO/PS and primary media contact for Minister/Parliamentary Secretary</i>	<u>Karen Johnston</u>	Work: 250 356-2007 Cell: s.17
<i>Ensures ministry communications are aligned with and support government objectives</i>		
<i>Primary communications link to ministry executive and provides communications support to executive</i>		
<i>Advertising & Marketing Campaigns (with GCPE HQ)</i>		
<i>Media Relations – Initial Point of Contact</i>		
<i>Media Requests</i>	Based on portfolio:	Shawn Work:

<i>Issues Notes</i>	<u>Shawn Larabee</u>	250 356-1639
<i>FOIs – GCPE review</i>		Shawn Cell:
<i>Key Messages</i>		s.17
<i>News releases, events, speaking notes</i>	<u>Kirsten Lauvaas</u>	
<i>Communications plans</i>		Kirsten Work:
<i>Web updates/approvals</i>		250 356-1553
<i>Third-party Reports – responses from government</i>		Kirsten Cell:
<i>Ministry reports – edits/graphics</i>		s.17
<i>Logo approvals for third-party ads/materials</i>	<u>Keely Brandt</u>	
<i>Advertising & Printing</i>		250 356-0233
<i>Media clips</i>		

GCPE Staff Portfolios	PAO Responsible	Manager Responsible
Aboriginal Services	Kirsten Youngs (Sr. PAO)	Kirsten Lauvaas
Adoption	Kirsten Youngs (Sr. PAO)	Shawn Larabee
Advertising, Logos & Branding	Keely Brandt (Comm. Coord.)	Kirsten Lauvaas
Budget, Service Plan, Throne Speech & Multi-Year Action Plan	Kirsten Youngs (Sr. PAO)	Karen Johnston
Business Redesign	Corinne Deshaw (PAO)	Shawn Larabee
Child Protection	Karen Johnston & Shawn Larabee	Karen Johnston & Shawn Larabee
Child and Youth Mental Health	Kirsten Youngs (Sr. PAO)	Kirsten Lauvaas
Children and Youth with Special Needs	Corinne Deshaw (PAO)	Shawn Larabee
Corporate & Core Calendar updates	Keely Brandt (Comm. Coord.)	Team – by file
Daily Media Wrap	Brendan Wright (PAO) Back-up	Shawn Larabee

Domestic Violence	Brendan Wright (PAO)	Kirsten Lauvaas
Early Years: Child Care & Early Childhood Development	Brendan Wright (PAO)	Kirsten Lauvaas
Editing Ministry Reports & Publications	Brendan Wright (PAO)	Kirsten Lauvaas
Foster Care/Residential Services	Brendan Wright (PAO)	Shawn Larabee
Freedom of Information (FOI) Coordination	Brendan Wright (PAO) & Keely Brandt (Comm. Coord.) Back-up	Shawn Larabee/Karen Johnston
Grand Chief Ed John Report & Recommendations	Kirsten Youngs (Sr. PAO)	Kirsten Lauvaas
Legislation	All – by file	Karen Johnston, Shawn Larabee, Kirsten Lauvaas
Media Monitoring	Keely Brandt (Comm. Coord.)	Shawn Larabee
Media Relations	All – by file	Karen Johnston, Shawn Larabee, Kirsten Lauvaas
Ministry Systems (Software, Website, Phone Lines)	Corinne Deshaw (PAO)	Kirsten Lauvaas
Office Support & Coordination	Keely Brandt (Comm. Coord.)	Karen Johnston, Kirsten Lauvaas, Shawn Larabee
Plecas Report & Recommendations	Kirsten Youngs (Sr. PAO)	Karen Johnston
Poverty	Corinne Deshaw (PAO)	Kirsten Lauvaas
RCY Reports	All – by file	Karen Johnston, Shawn Larabee, Kirsten Lauvaas
Staffing	Corinne Deshaw (PAO)	Kirsten Lauvaas
Travel	Keely Brandt (Comm. Coord.)	Karen Johnston
Youth Justice	Brendan Wright (PAO)	Kirsten Lauvaas
Youth Services & Post-Majority Supports	Corinne Deshaw (PAO)	Shawn Larabee
Web Projects & Updates	All – by file	Kirsten Lauvaas

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

Child Care Space Pressures in Schools May 1, 2017

Advice and Recommended Response:

- **Government is aware of the situation at some child-care facilities that are currently operating in schools.**
- **The Ministry of Children and Family Development and the Ministry of Education are currently exploring all options.**

School Space (EDUC)

- **Schools are, first and foremost, for K-12 educational purposes.**
- **If there is available space in a school, districts may opt to lease out space for other uses, including child care.**
- **Districts are currently estimating space needs for the upcoming school year.**
- **If instructional space is needed, then districts may reclaim leased space for educational purposes.**
- **Districts will be better able to determine the impact of the restored language in the fall once enrolments have been determined.**
- **As such, districts may not need all the space currently being considered.**
- **The Ministry of Education is currently assessing requests for capital funding of tenant improvements or portable installations to create additional instructional space for September.**
- **Assessment of these requests is anticipated to be complete by the end of May.**

Coquitlam School District

- **The Coquitlam School District is estimating it will need additional instructional space next year.**
- **As such, it is serving notice to a number of non-instructional tenants, including six child-care facilities.**

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

Key Facts Regarding the Issue:

- As a result of growing enrollment and/or the implementation of the agreement with the BCTF to restore class size and composition language from the 1990's, some school districts are serving notice to leasing child-care operators that they will not be renewing their leases as of September 2017.
- These notices are being served now, as many leases have a six-month notice requirement.
- However, student enrollment may vary greatly by school between now and September 2017.
- As such, school districts will continue to work on and refine actual enrollment and space needs over the coming months.
- Districts are not serving notice to StrongStart BC or Early Years programs as these are viewed as an extension of the K-12 education system.
- As well, districts are trying to maintain their adult education programs.
- On March 23, 2017, the Ministry of Education requested that all districts submit business cases for the identification of immediate capital needs for the September 2017 school year.
- Districts submitted these business cases on April 28, 2017, and the ministry is assessing these needs over the month of May.
- To date, the Coquitlam, Maple Ridge, Victoria, Conseil scolaire francophone (CSF) and Saanich School Districts have indicated they are serving notice to child-care programs about potential impacts.
- Media have reported that several school districts (including Sooke, Coquitlam and others) are facing a situation where they have had to ask child-care providers to free up spaces they have been operating in.
- MCFD is aware of the potential impact to child-cares within schools.
- They are considering broadening their Child Care Major Capital and Minor Capital programs to help provide assistance to impacted child-care operators.

Child Care Major Capital Program:

- MCFD is supporting the creation of up to 4,100 new licensed child-care spaces in B.C. in 2017-18 as part of its commitment under the B.C. Early Years Strategy.
- One of the funding streams aims to build child-care spaces that are co-located on school grounds.
- Depending on the number of School Districts looking to reclaim space currently leased for child care, this funding stream may be at risk.
- MCFD will work closely with the Ministry of Education as School Districts confirm their capital requirements for September 2017.

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Overview of enrolment in Coquitlam:

- Across the Coquitlam School District, student enrolment is static, with some modest increases or decreases over time.
- For 2016/17, enrolment is 33,033, a 0.2% increase from 2015/16 (compared to a 0.6% decrease in 2015/16). Moving forward, enrolment projections indicate continued modest changes, however, mostly positive.
- This trend is similar for younger students: kindergarten enrolment in 2016/17 is 2,017, slightly down from 2,126 in 2015/16.
- Notwithstanding overall static levels of students, many elementary schools in the district have experienced significant increases, whereas several middle schools have experienced decreases.

Program Contact: Christine Massey (CFD)/Shanna Mason (EDUC)
GCPE contact: Brendan Wright (CFD)/Kimberley Hudson (EDUC)

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

JP v. HMTQ et al
May 2, 2017

Advice and Recommended Response:

If government loses the appeal:

- **We will need to take some time to review the decision and consider the implications for the ministry.**
- **We will have more to say in the weeks to come.**

About government's decision to appeal:

- **Justice Walker's decision raised issues of general importance for child protection practice, for which government sought clarity from the B.C. Court of Appeal.**
- **Our decision to appeal was not about the family involved, but about every family that the ministry may interact with in the future.**
- **B.C. government lawyers advised me there was reason to believe the trial judge erred in a number of areas, and an appeal was warranted.**
- **Social workers perform important responsibilities in often difficult circumstances. The finding that social workers in this case acted in bad faith has serious consequences for individual employees and others who perform the crucial public function of child protection.**
- **A factum outlining government's position is available to the public (court file number: CA43000).**
- **As the matter is before the courts, I am unable to comment further.**

If asked about court proceedings in relation to Plecas review:

- **Government is committed to fulfilling the terms of reference provided to Mr. Plecas.**
- **However, the review will not be completed and made public until the Court of Appeal reaches its decision, ensuring the Court is unencumbered to hear and decide on important matters for all parties.**

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

If asked about counselling:

- **The appeal in no way diminishes the support services available from government to those who have been – and continue to be – impacted by this case, and the ministry will be extending additional supports as needed.**

If asked about HR implications:

- **I would caution anyone against rushing to judgement in this regard.**
- **While the appeal is before the courts, and pending the review of case practice in Mr. Plecas' next report, appropriate HR decisions have been taken to protect the interests of both children and our staff.**
- **Beyond that, I have no further comment.**

Key Facts Regarding the Issue:

The appeal was heard from Nov. 14-18, 2016. The panel of judges hearing the appeal reserved their decision. The standard is to issue a final decision within 6 months, though it is not a requirement.

A factum outlining government's position with respect to the appeal of Judge Walker (civil law) decision was posted on Jan. 11, 2016.

Mr. Plecas submitted his interim report to the Minister on Dec. 14, 2015. The report was provided to the Representative of Children and Youth in advance of the Minister making the report public. Plecas has committed to a second phase of the report which will focus on a review of case practice in the JP v HMTQ matter.

Background:

A BC Supreme Court judge ruled against the Ministry in civil court where a mother was suing the ministry for negligence, bad faith, and breach of public duty. Government initiated an appeal and a policy review through Bob Plecas.

On Nov. 23, 2015, the BC Court of Appeal approved the applications by William Strickland (MCFD team leader at time of involvement) and BG to be added as parties to the appeal. Both applicants filed their own factums and challenged the findings made by Justice Walker in relation to them personally.

There are a number of negative findings contained in the BC Supreme Court judge decision.

Justice Walker found that the plaintiffs had proven the following:

- Misfeasance
- Intentional misconduct
- Bad faith

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

- Reckless disregard for the director's obligation to protect children; and
- Breach of the standard of care
- Breach of fiduciary duty

He found that:

- the Director did not owe a duty of care to JP, so her claims in negligence and breach of duty fail – but her claims in misfeasance do not.
- the Director failed to adequately assess and investigate the report of sexual abuse of the 3 older children and unreasonably supported the father's claim to custody of the children even if he had sexually abused them. He also finds the Director approached the case with a closed mind.
- the immunity that ordinarily attaches to good faith discretionary decisions is not afforded to the Director and social workers in this case.

The individual staff members who were involved and who testified are named (full names and roles) in the decision and critical comments are made. The decision sets out that fault is not attributable to a single employee. Judge Walker finds that "different employees are at fault for different and not necessarily mutually exclusive reasons depending on the point in time".

The plaintiff also made a complaint to the Office of the Privacy Commissioner that she does not want Mr. Plecas to review her files. The OIPC has since ruled that the disclosures in question were authorized under s.33.2(c) of the *CFCSA*, and that security arrangements made by the Ministry for the conduct of its review met its obligation, pursuant to s. 30 of the *Act*, to make reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal.

History:

- The Plaintiff, JP filed a Writ of Summons and Statement of Claim served on Legal Services Branch Dec. 11, 2011.
- JP is acting on her own behalf, and as litigation guardian for her minor children, who are also plaintiffs in the action.
- In the Statement of Claim the plaintiff alleges that MCFD owed a duty of care to her and her children while investigating allegations of sexual abuse against her ex-spouse as disclosed by her children.
- The children were removed from plaintiff's care in December 2009. They were returned to her care in 2012.
- Plaintiff is seeking damages alleging negligence, and breach of fiduciary duty vis-à-vis this Ministry and its staff in respect of the investigation of sexual abuse and the subsequent apprehension of her children.
- Media has covered the trial. An editorial published in the Vancouver Sun on July 5, 2013 states: "This is an ugly indictment of the ministry and calls out for an investigation by the Representative of Children and Youth. Aside from the liability issues, there is a serious question about how this happened and why it took so long to resolve."

Program Contact: Christine Massey

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

Plecas report – Part 2 April 3, 2017

Advice and Recommended response:

- **We have provided Bob Plecas with terms of reference for the completion of part 2 of his special report, reviewing matters arising from the JP case.**
- **The intent is to see whether there are any systemic issues that can be addressed through recommendations for improvement to ministry practice, policy and standards or child protection.**
- **The review will not be completed and made public until the Court of Appeal reaches its decision, ensuring the Court is unencumbered to hear and decide on important matters for all parties.**

Key Facts Regarding the Issue:

- On March 16, 2017, the ministry designated Bob Plecas as a director under the CFCSA for the purposes of completing phase 2 of his report, reviewing matters arising from the judicial decision: JP v. British Columbia (CFD) 2015 BCSC 1216.
- The RCY is being advised that phase 2 is commencing.
- Under the Terms of Reference, this is designated as a file review to determine what improvements can be made to address systemic issues through recommendations.
- The review will consider ministry legislation, policy and standards – particularly, looking at what was in place from 2009 to 2012 – with respect to child protection practice in cases involving custody and access disputes, and determine whether they were sufficient to provide the appropriate level of guidance and support to staff.
- This review includes how orders from the provincial and Supreme Courts of British Columbia and/or under the authority of other Acts may interact with Ministry legislation, policy, standards and practice.
- It will also consider all records pertaining to the J.P case up to December 31, 2012 that are necessary to achieve the objectives of the Review, to determine whether the actions taken by the Director under the CFCSA were consistent with legislation, policy and standards.
- For the purpose of the Review, Mr. Plecas has been designated as a Director pursuant to section 91 of the CFCSA with authority to carry out a service review as contemplated by section 93.2 of the Act and the authority under s. 92 to

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

delegate individuals for the purpose of this Review.

- The review is not to be completed prior to the release of the decision by the BC Court of Appeal on JP v. British Columbia (CFD) 2015 BCSC 1216. On publication of this decision, the Terms of Reference will be revisited.
- The final report will include.
 1. An analysis of the J.P. case and how it informs systemic issues with legislation, policies, standards and practice;
 2. Findings related to each objective; and
 3. Recommendations.

Program Contact: Lori Wanamaker, Carolyn Kamper
GCPE Contact: Shawn Larabee

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

Social Worker Pay March 16, 2017

Advice and Recommended response:

- **I certainly acknowledge that the work done by our dedicated social workers each and every day of the year, the kind of decisions they make, and the ramifications of those decisions on people are extraordinary — that's why Plecas' recommendation with regard to better supporting those social workers is one of my priorities.**
- **We have been making changes to address workloads by adding staff, changing how we do our work, and taking some of the administrative duties out of the hands of the front-line so they can focus on direct services to clients.**
- **In addition, we reached an agreement with the BCGEU to provide front-line social workers in designated hard-to-recruit areas with an additional \$3,000 to \$6,000 per year.**
- **This new pilot program is part of the ministry's strategy to support its employees and ensure the quality and availability of services throughout the province, consistent with the direction of the December 2015 Plecas Report.**
- **Location-specific incentive pay is unique in the B.C. civil service and recognizes the significant impact that child protection social workers have on the children, families and communities they serve.**
- **Senior representatives from government and the BCGEU have also agreed to discuss specific Plecas Report recommendations on child protection social worker compensation.**

Key Facts Regarding the Issue:

- On March 16, 2017, the BCGEU put out a media release accusing the ministry of failing to implement Bob Plecas' recommendations on child protection social worker wages (<http://www.bcgeu.ca/ministry-refuses-fund-plecas-recommendations-social-worker-compensation>).
- MCFD's ADM of Service Delivery met with the BCGEU on this issue in February 2017.
- The Plecas report notes that, "maximum hourly rates for delegated child protection workers appear to be about 11 per cent below the Canadian maximum salary

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

average show in the table below”

Comparison of BC hourly rates to Canadian hourly rates

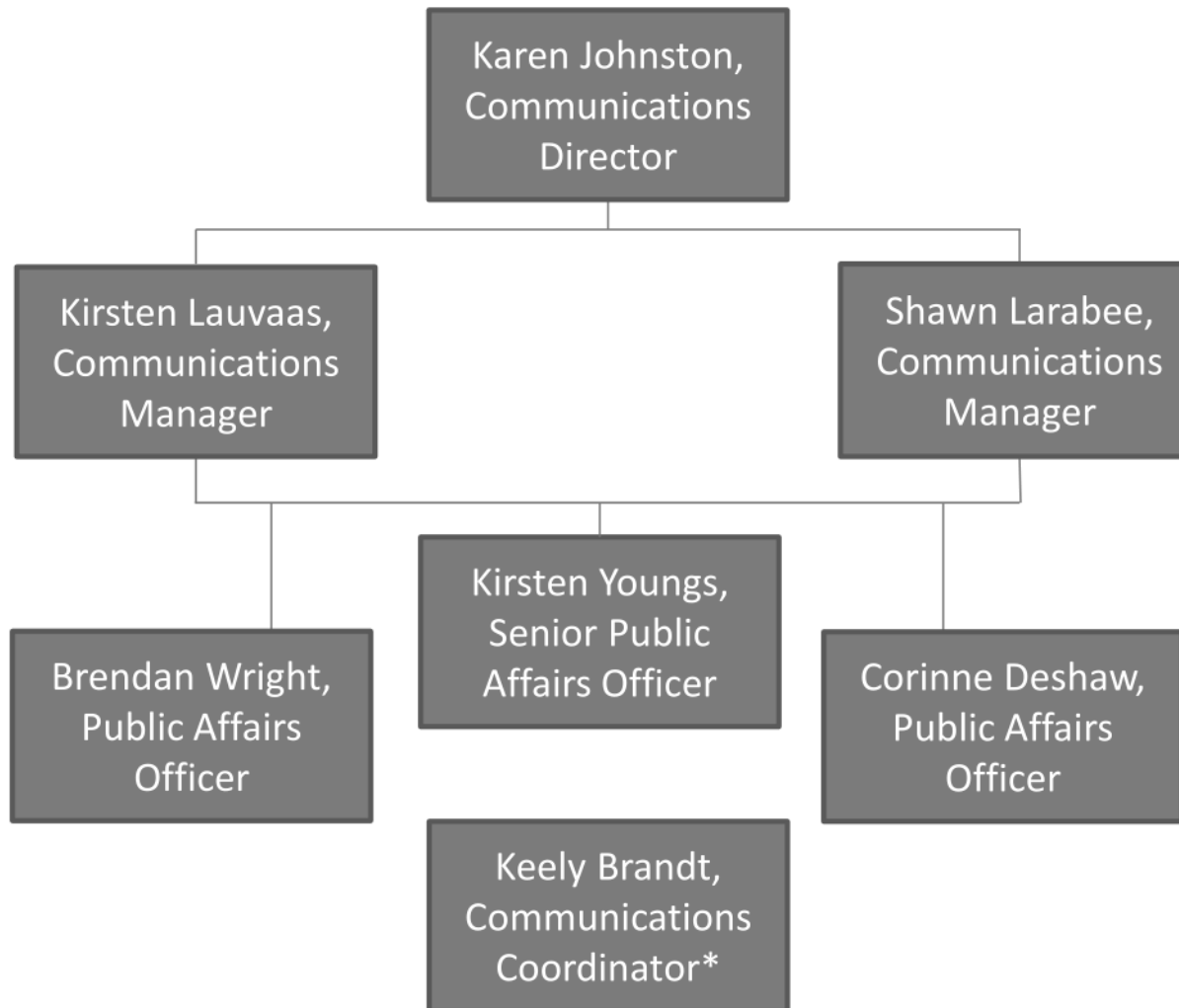
Classification	Canada Average Minimum	Canada Average Maximum	BC Minimum	BC Maximum	% Difference Minimum	% Difference Maximum
Entry level SW	\$31.64	\$40.92	\$31.94	\$36.50	1%	-11%
Senior SW	\$ 37.02	\$ 45.61	\$ 36.03	\$ 41.22	-3%	-10%

- The next round of collective bargaining with the BCGEU will take place in 2019.

Program Contact: Allison Bond
GCPE contact: Shawn Larabee

250 387-3810
250 356-1639

Government Communications and Public Engagement (GCPE)



*Supports all members of the GCPE team

Information Note

Issue: Performance Management Report

Background:

- MCFD is committed to improving:
 - Outcomes of the children, youth and families that it serves;
 - The efficiency of the ministry; and
 - Its accountability to the public
- To this end MCFD has committed to reporting publicly on its performance twice annually
- The Performance Management Report is published twice annually using data to September 30 and to March 31 of each year;
- All six service lines are included
- The report describes, by service line and program:
 - the numbers of children, youth and families served;
 - the budget and expenditures
 - performance indicators
- Both operational and outcome performance are included:
 - operational e.g. practice outputs, utilization rates and unit costs; and
 - outcomes for the children, youth and families that we serve
- Currently the report includes 41 established performance indicators. Some service lines such as Child and Family Services have many indicators. Other service lines, such as Child and Youth with Mental Health, have very few. Additional performance indicators will be developed in these service lines and added to the report over time.
- Areas where performance is improving include:
 - For Children and Youth in Care (CYIC) permanency, placement stability, transitions into adulthood and some aspects of education (turned 19 with a high school credential, age-appropriate grade, and annual grade transition).
- Areas where performance has slightly deteriorated include:
 - Escalating residential costs for CYIC and very high utilization rates for group infant/toddler child-care (a proxy for available spaces).
- Both the Select Standing Committee for Children and Youth and the RCY have been briefed on the report.

- The latest report, volume 8 (data to March 31, 2016) incorporates much of recommendation 5 of the RCY report “When Talk Trumped Service”: to public report on the safety and well-being of Aboriginal children receiving services, especially children in care.
- With respect to publicly reporting on performance, MCFD compares favourably with other jurisdictions:
 - Alberta, Manitoba, Saskatchewan, New Brunswick, Nova Scotia, PEI, Ontario Children’s Aids Societies - brief caseload descriptions, some recidivism and adoption outcomes
 - USA – Annual report to congress of States performance on Child Welfare Outcomes. Some states report some additional indicators
 - UK – Annual statistical release on CYIC outcomes at the national and local government levels.

Appendix: MCFD Performance Management Dashboard March 31, 2016

Service Line	Performance Indicator	Direction	Page
Early Years Services: Early Childhood Development and Child Care	<u>1.01</u> Spare Capacity in Licensed Child Care Spaces	●	Error! Book mark not define d.
		●	Error! Book mark not define d.
	Group Infant / Toddler	●	Error! Book mark not define d.
		●	Error! Book mark not define d.
	Group Age 3-5	●	Error! Book mark not define d.
		●	Error! Book mark not define d.
	Group School Age	●	Error! Book mark not define d.
	Total Group	●	Error! Book mark not define d.
Services for Children and Youth with Special Needs (CYSN)		●	Error! Book mark not define d.
	<u>2.01</u> Median Annual Cost per CYSN Residential Placement	●	Error! Book mark not define d.
Child and Youth Mental Health	<u>3.01</u> Child and Youth Mental Health Services Client Service Satisfaction	●	Error! Book

CFS & Adoption
Services

Permanency

4.01 Families with a FDR with a Subsequent Investigation and Protection Finding

4.02 Ratio of FDR to INV

4.06 Children Admitted into Care That Previously had a Recent Out-of-Care Placement

4.11 Investigations with Prot. Finding with a Subsequent Investigation with Prot. Finding

4.16a OCO Admissions per 1,000 CIC Admissions

4.16b Admissions into Care per 1,000 Protection reports

5.01 CYIC who Exited to Permanency

5.06 Recurrence of Maltreatment

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		●	mark not define d. Error! Book mark not define d. Error! Book mark not define d.
<u>5.21</u> Age Appropriate Grade (CYIC)		●	Error! Book mark not define d.
<u>5.26</u> High School Credential Rate (CYIC)		●	Error! Book mark not define d.
<u>5.31a</u> Foundation Skills Assessment, Reading		●	Error! Book mark not define d.,Err or! Book mark not define d.
<u>5.31b</u> Foundation Skills Assessment, Writing		●	Error! Book mark not define d.,Err or! Book mark not define d.
<u>5.31c</u> Foundation Skills Assessment, Numeracy		●	Error! Book mark not define d.,Err or! Book mark not define d.
<u>5.41</u> Age Appropriate Grade (YAG)		●	Error!

Youth Justice

5.46 Grade Progression (YAG)

5.51 High School Completion Rate (YAG)

5.36 Claiming Income Assistance Within Six Months of Aging-Out (CYIC)

5.56 Claiming Income Assistance Within Six Months of Aging-Out (YAG)

6.01 Clients Receiving Formal Diversion Services That Did Not Commit a New Offence

6.06 Clients Receiving First Community Sentence Services That Did Not Commit a New Offence

6.11 Clients Receiving a First Custody Sentence Services That did Not Commit a New Offence

6.16 Youth Court Cases per 10,000 Youth Population

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<u>6.21</u> Youth in Custody per 10,000 Youth Population	●	d. Error! Book mark not define d.
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Key:

Green - Performance Improving

Black - Status Quo

Yellow - Performance challenges

Red - Performance Deteriorating

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT PERFORMANCE MANAGEMENT REPORT

Volume 8 March 2016



Ministry of
Children and Family
Development

Reporting October 2015 – March 2016

NOTE: Data Changes impacting volumes 1 – 4 of this report

At the end of July 2015 MCFD completed a project to improve the quality of electronically held Children and Youth in Care data. Because of a time lag between the closure of some files and the electronic data entry of closure, volumes 1 - 4 of this report over-stated the true number of Children and Youth in Care by approximately 1,000.

At-A-Glance

MCFD Performance Management Dashboard March 31, 2016

Service Line	Performance Indicator	Direction	Page
Early Years Services: Early Childhood Development and Child Care	<u>1.01</u> Spare Capacity in Licensed Child Care Spaces	●	14
	Group Infant / Toddler	●	17
	Group Age 3-5	●	17
	Group School Age	●	17
	Total Group	●	17
	Family	●	17
	Group and Family	●	17
Services for Children and Youth with Special Needs (CYSN)	<u>2.01</u> Median Annual Cost per CYSN Residential Placement	●	25
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	<u>5.11</u> In First Year of Current Episode of Care - CYIC That Did Not Move	●	58
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	<u>5.66</u> Average Annual Cost per Child and Youth in Care (Non-CYSN)	●	70
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	<u>5.16</u> Grade Progression (CYIC)	●	77
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	<u>5.26</u> High School Credential Rate (CYIC)	●	79
	<u>5.31a</u> Foundation Skills Assessment, Reading	●	84,87
	<u>5.31b</u> Foundation Skills Assessment, Writing	●	85,88
	<u>5.31c</u> Foundation Skills Assessment, Numeracy	●	83,86
	<u>5.41</u> Age Appropriate Grade (YAG)	●	93
	<u>5.46</u> Grade Progression (YAG)	●	94
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	<u>5.36</u> Claiming Income Assistance Within Six Months of Aging-Out (CYIC)	●	66
	<u>5.56</u> Claiming Income Assistance Within Six Months of Aging-Out (YAG)	●	89
Youth Justice	<u>6.01</u> Clients Receiving Formal Diversion Services That Did Not Commit a New Offence	●	109
	<u>6.06</u> Clients Receiving First Community Sentence Services That Did Not Commit a New Offence	●	109
	<u>6.11</u> Clients Receiving a First Custody Sentence Services That did Not Commit a New Offence	●	109
	<u>6.16</u> Youth Court Cases per 10,000 Youth Population	●	110
	<u>6.21</u> Youth in Custody per 10,000 Youth Population	●	111

Key:

Green - Performance Improving

Black - Status Quo

Yellow - Performance challenges

Red - Performance Deteriorating

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PURPOSE OF THE REPORT

The Ministry of Children and Family Development (MCFD) supports healthy child development through its commitment to collaborative professional practice delivered across a range of services. These services strive to maximize the potential of children and youth and achieve meaningful outcomes for children, youth and families. MCFD's approach to service delivery is focused on service excellence, operational excellence and continuous learning and growth.

MCFD is committed to improving outcomes for children, youth and families by implementing effective performance management. Performance management supports the ministry in measuring progress with its strategic and operational agenda.

This Performance Management report is designed to support improvements in service delivery, outcomes, human resource and financial and costs management performance by providing information to support effective decision making. This semi-annual public report highlights the importance of increasing the overall scope, quality and usability of operational data to improve practice effectiveness and operational efficiency.

For more information or to provide feedback, please contact:

<https://extranet.gov.bc.ca/forms/gov/contact/index.html>

Key Elements

This report includes the following key elements:

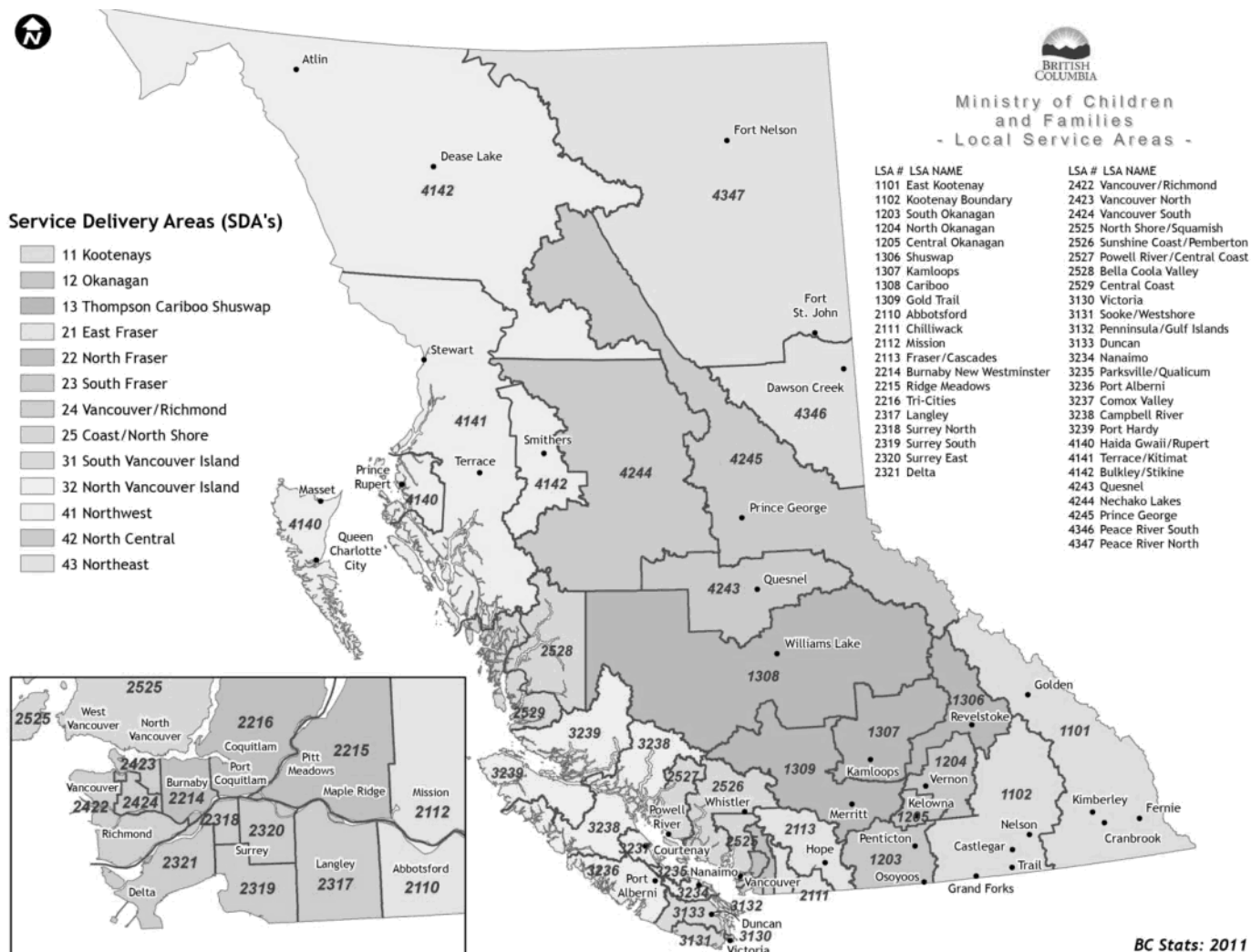
- Service Lines and Service Delivery Structure – an outline of ministry service lines and structure.
- Service Delivery Area (SDA) Demographic Data – a snapshot of the relative potential demand for services across each SDA to help inform service delivery, human resource and budget planning.
- Provincial Level Service, Human Resource and Expenditure Data – basic provincial level data on MCFD operations.
- Service Line Operational Data – operational case, expenditure, and outcome data for each of the service lines. As this section is further developed in future reports, it will provide basic analysis of trends and variation in demand/accessibility, workload, and costs.

Service Lines and Service Delivery Structure

MCFD delivers or funds services across six service lines to approximately 157,000 children, youth and families every year:

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

With the exception of Early Years Services, some Services for Children and Youth with Special Needs, and Youth Justice Services that are administered centrally, services are delivered across the province in 13 Service Delivery Areas (SDA). Each SDA is divided into Local Service Areas (LSA). There are 47 LSAs:



MCFD teams (each led by a Team Leader):

- Children and Youth with Special Needs Service Teams
- Child and Youth Mental Health Service Teams
- Child Safety Service Teams
- Children in Care Guardianship Service Teams
- Adoption Service Teams
- Youth Justice Probationary Service Teams
- Youth Service Teams

Delegated Aboriginal Agencies (providing a range of services):

- Voluntary Family, Youth and Kinship Care Support Services
- Child Safety Services
- Children in Care Guardianship Services
- Adoption Services

Contracted Community Social Services Agencies (including Aboriginal community social service agencies, providing a range of services):

- Early Childhood Development
- Children and Youth with Special Needs
- Child and Youth Mental Health Services
- Child Safety Voluntary Family, Youth and Kinship Care Support Services
- Children in Care Guardianship Support Services (includes foster care)
- Adoption Services
- Youth Justice Services

In addition to SDA services, a number of services are coordinated and delivered provincially including: Child Care Subsidy and Child Care Operating Funding; Autism, Services for the Deaf and Hard of Hearing; campus based Mental Health Services; and Youth Justice Institutions and Forensic Services.

Service delivery is linked to a provincial office located in Victoria with sub-offices in Vancouver, Kelowna and Prince George that provide:

- Service Delivery Oversight
- Legislation and Policy
- Offices of the Provincial Director of Child Welfare
- Justice
- Adoptions
- Aboriginal Service Improvement
- Quality Assurance
- Corporate Services (Finance, Contract Management, Strategic Human Resource Management, and Modelling, Analysis & Information Management)

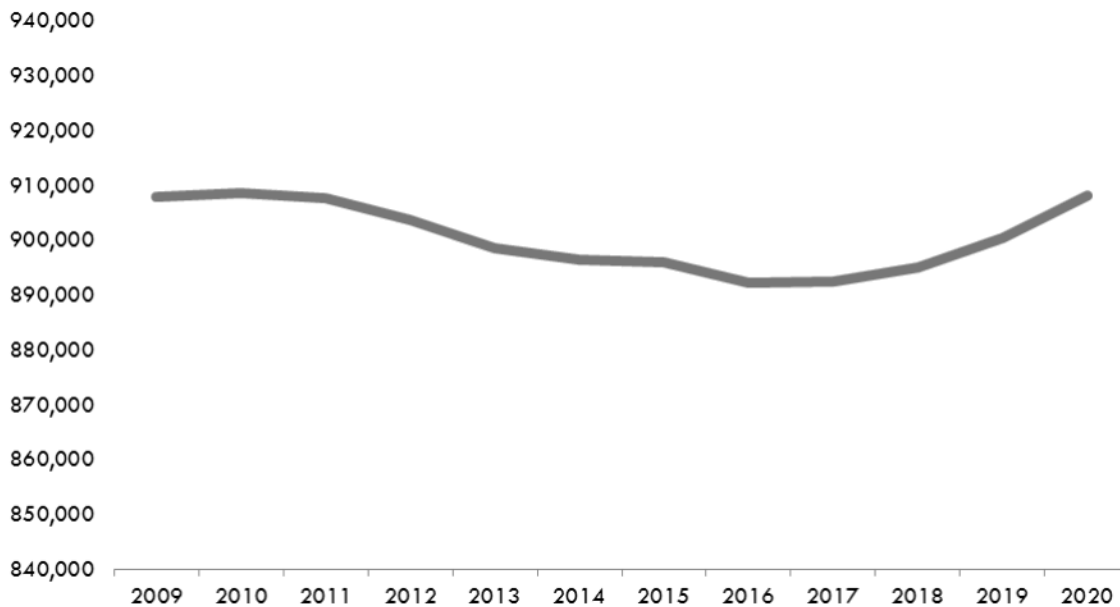
SDA DEMOGRAPHIC DATA

Population and Population Proportion by Age Cohort, by SDA 2016

Service Delivery Area	Population	0 to 18 yrs.	0 to 2 yrs.	3 to 5 yrs.	6 to 12 yrs.	13 to 18 yrs.
BC	4,740,124	892,265	134,460	135,492	324,737	297,576
Kootenays	154,737	28,267	4,041	4,322	10,663	9,241
Okanagan	366,489	62,832	8,694	8,893	23,368	21,877
Thompson Cariboo Shuswap	222,991	40,947	5,824	6,104	15,226	13,793
East Fraser	299,958	67,967	10,364	10,650	25,310	21,643
North Fraser	664,619	126,810	20,749	19,535	44,674	41,852
South Fraser	805,954	178,476	25,958	27,332	65,620	59,566
Vancouver/Richmond	883,809	133,628	22,092	19,668	45,972	45,896
Coast/North Shore	283,352	55,319	7,202	8,022	20,866	19,229
South Vancouver Island	454,247	76,220	11,431	11,813	27,952	25,024
North Vancouver Island	321,242	56,039	7,975	8,589	20,688	18,787
Northwest	72,901	17,208	2,518	2,688	6,444	5,558
North Central	139,214	30,553	4,535	4,719	11,419	9,880
Northeast	70,611	17,999	3,077	3,157	6,535	5,230

Service Delivery Area	Population Proportions	0 to 18 yrs.	0 to 2 yrs.	3 to 5 yrs.	6 to 12 yrs.	13 to 18 yrs.
BC	100%	100%	100%	100%	100%	100%
Kootenays	3.3%	3.2%	3.0%	3.2%	3.3%	3.1%
Okanagan	7.7%	7.0%	6.5%	6.6%	7.2%	7.4%
Thompson Cariboo Shuswap	4.7%	4.6%	4.3%	4.5%	4.7%	4.6%
East Fraser	6.3%	7.6%	7.7%	7.9%	7.8%	7.3%
North Fraser	14.0%	14.2%	15.4%	14.4%	13.8%	14.1%
South Fraser	17.0%	20.0%	19.3%	20.2%	20.2%	20.0%
Vancouver/Richmond	18.6%	15.0%	16.4%	14.5%	14.2%	15.4%
Coast/North Shore	6.0%	6.2%	5.4%	5.9%	6.4%	6.5%
South Vancouver Island	9.6%	8.5%	8.5%	8.7%	8.6%	8.4%
North Vancouver Island	6.8%	6.3%	5.9%	6.3%	6.4%	6.3%
Northwest	1.5%	1.9%	1.9%	2.0%	2.0%	1.9%
North Central	2.9%	3.4%	3.4%	3.5%	3.5%	3.3%
Northeast	1.5%	2.0%	2.3%	2.3%	2.0%	1.8%

Child Population (Ages 0 to 18) Years 2009 to 2015 and Forecast to 2020



Aboriginal Child Population by Age Cohort and SDA, 2011 National Household Survey

Service Delivery Area	Aboriginal Population (2011)	0 to 18 yrs.	0 to 2 yrs.	3 to 5 yrs.	6 to 12 yrs.	13 to 18 yrs.
BC	232,290	79,455	11,835	12,030	27,835	27,755
Kootenay	8,465	3,075	390	440	1,150	1,095
Okanagan	19,200	7,095	930	1,000	2,705	2,460
Thompson Cariboo Shuswap	26,530	8,880	1,230	1,425	3,060	3,165
East Fraser	18,405	7,295	1,030	1,010	2,590	2,665
North Fraser	14,545	4,425	675	645	1,485	1,620
South Fraser	18,870	6,875	1,090	840	2,625	2,320
Vancouver Richmond	14,780	3,600	570	535	1,285	1,210
Coast / North Shore	12,425	3,690	520	485	1,270	1,415
South Vancouver Island	22,050	7,435	1,250	1,180	2,500	2,505
North Vancouver Island	25,395	8,825	1,445	1,445	2,975	2,960
Northwest	22,080	7,275	1,100	1,325	2,535	2,315
North Central	20,360	7,600	1,090	1,155	2,590	2,765
Northeast	9,180	3,370	520	525	1,110	1,215

PROVINCIAL LEVEL SERVICE, HUMAN RESOURCE AND EXPENDITURE DATA

Children Served:

Over a one year period MCFD serves approximately 157,000 distinct children and their families, 18% of the 0 to 18 population.

Human Resource Management:

*MCFD Workforce Composition – Regular Employees by Service Delivery Area, March 31, 2016
(Employee Count Regular and Auxiliary Employees by SDA, March 31, 2015 and March 31, 2016)*

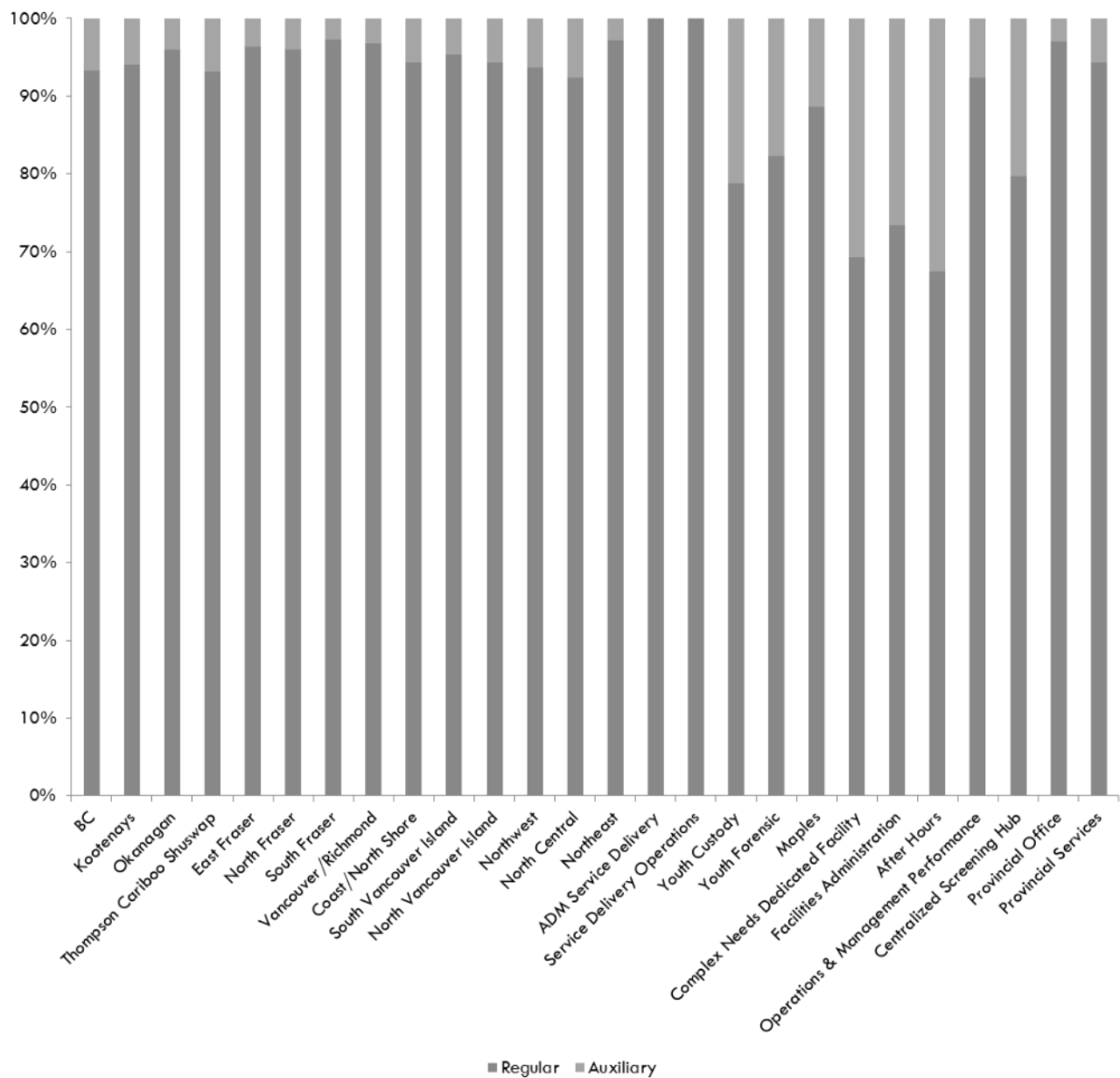
Service Delivery Area	Employee Count ¹ March 31, 2015	Employee Count March 31, 2016
BC ²	4,476	4,556 ³
Kootenays	133	135
Okanagan	242	253
Thompson Cariboo Shuswap	237	260
East Fraser	203	223
North Fraser	306	320
South Fraser	416	433
Vancouver/Richmond	240	246
Coast/North Shore	163	158
South Vancouver Island	315	304
North Vancouver Island	293	298
Northwest	134	141
North Central	186	196
Northeast	77	71
ADM Service Delivery	2	2
Service Delivery Operations	9	7
Youth Custody	259	250
Youth Forensic	118	113
Maples	120	123
Complex Needs Dedicated Facility	21	26
Facilities Administration	23	30
After Hours	105	43
Operations & Management Performance	8	13
Centralized Screening Hub	-	84
Provincial Office	635	597
Provincial Services	231	230

¹ Data includes both regular and auxiliary employees, including those currently on leave.

² Source: CHIPS.

³ As of March 31, 2016, the total employee count of 4,556 was comprised of 4,247 regular and 309 are auxiliary employees.

MCFD Workforce Composition – Regular/Auxiliary Employees on March 31, 2016^{1,2}



¹ The bar chart presents regular employees as a proportion of the total workforce within a given service delivery area, whereas auxiliary employees account for the remaining proportion of the workforce. Data includes both active employees and those currently on leave.

² Source: CHIPS.

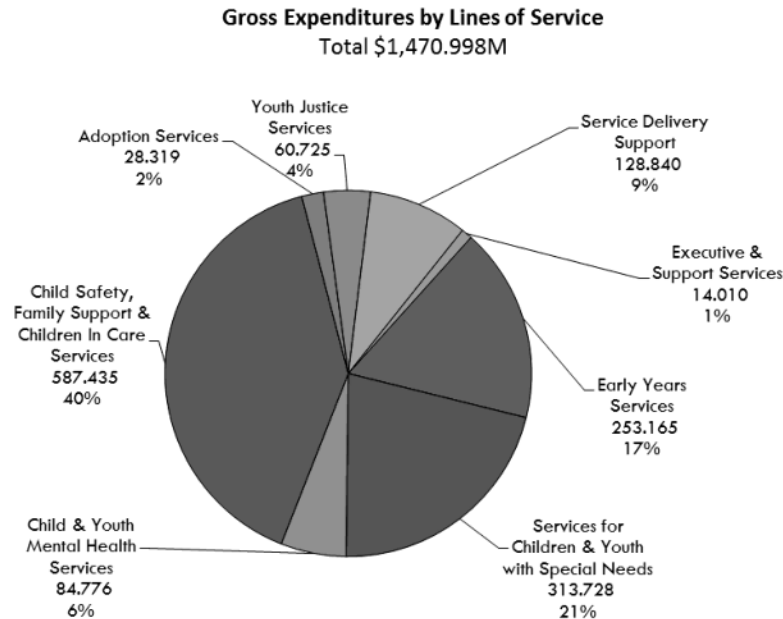
Full-Time Equivalent* Staffing Utilization for 2015/16

SDA/Corp Service	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
SDA 11 - Kootenays	110.8	109.4	108.8	108.2	106.9	107.8	105.9	104.9	105.3	105.9	106.6	108.8
SDA 12 - Okanagan	213.9	218.2	219.6	225.7	224.6	225.2	228.7	228.0	226.8	225.8	225.8	227.2
SDA 13 - Thompson Cariboo Shuswap	214.3	216.7	215.8	222.9	223.2	223.0	228.6	232.0	239.5	236.4	232.6	231.8
SDA 21 - East Fraser	178.1	179.5	184.1	188.4	192.6	189.9	192.1	194.8	193.4	193.6	197.6	196.4
SDA 22 - North Fraser	265.5	262.5	269.8	281.1	280.9	287.4	288.3	286.2	285.3	287.9	288.4	287.4
SDA 23 - South Fraser	350.9	357.7	366.2	365.6	367.3	365.6	364.7	348.7	367.7	356.5	368.8	373.3
SDA 24 - Vancouver/Richmond	213.6	212.9	212.0	208.7	211.6	212.3	214.6	216.9	217.8	222.9	228.7	226.3
SDA 25 - Coast/North Shore	134.5	139.2	137.9	140.3	141.3	138.1	139.6	138.2	136.9	134.6	137.6	136.4
SDA 31 - South Vancouver Island	283.2	280.2	277.3	282.6	284.8	283.4	283.8	285.3	287.3	285.8	283.8	280.7
SDA 32 - North Vancouver Island	262.7	263.5	264.5	268.5	274.3	269.8	267.3	268.3	273.6	271.3	273.2	278.9
SDA 41 - Northwest	119.6	120.4	121.2	122.2	126.1	124.5	127.1	128.2	130.6	129.6	127.3	125.0
SDA 42 - North Central	175.0	173.5	178.8	183.5	181.9	179.6	175.6	173.9	176.5	178.1	179.4	180.8
SDA 43 - Northeast	66.2	65.3	64.7	61.5	61.3	62.4	64.2	62.4	62.1	61.8	61.5	60.5
ADM Service Delivery	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
After Hours	81.6	79.5	79.0	81.4	80.7	79.3	74.7	75.3	74.5	56.0	28.2	29.6
Operations & Management Performance	8.0	9.8	10.0	10.2	10.5	10.8	11.3	11.5	12.0	12.5	13.2	12.5
Centralized Screening Hub	-	-	-	-	-	-	-	-	6.0	29.1	61.2	68.7
Service Delivery Operations	9.0	8.6	9.0	9.0	9.0	9.0	9.0	9.0	9.3	10.0	9.7	8.3
Total	2,688.8	2,698.7	2,720.8	2,761.8	2,779.1	2,769.9	2,777.5	2,765.6	2,806.5	2,799.8	2,825.5	2,834.6

*One full-time equivalent = 1,820 hours of staff time per year.

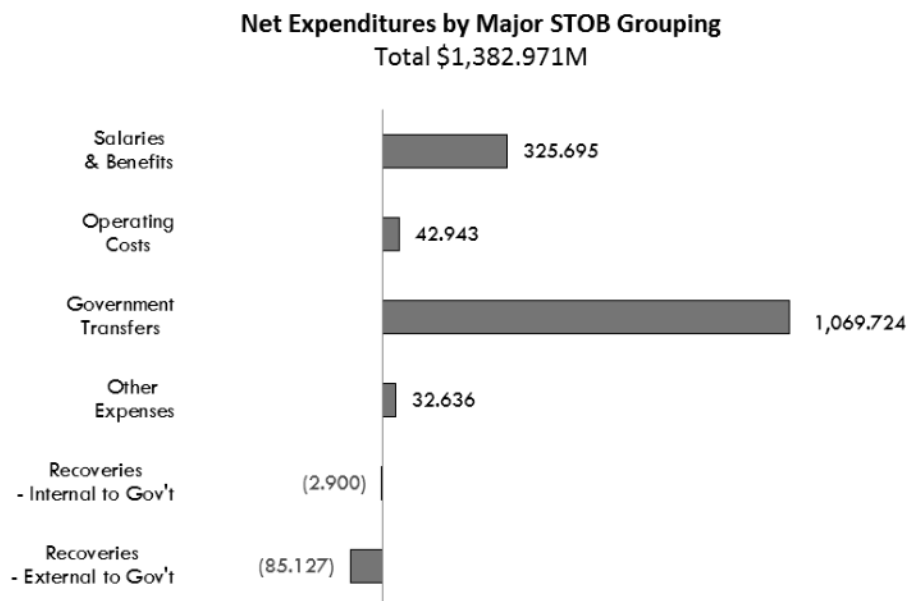
PROVINCIAL EXPENDITURE

Expenditure by Service Line April 2015 to March 2016 (\$ Millions)



Child Safety, Family Support and Children in Care services make up 40% of overall ministry expenditures.

Expenditure by Account Classifications April 2015 to March 2016 (\$ Millions)



Over 72% of ministry gross expenditures before recoveries from other ministries, governments and/or agencies are Government Transfers. Government Transfers are payments to other individuals or organizations for goods and services received by clients.

Contract/Vendor Counts and Expenditures April 1, 2015 to March 31, 2016¹²³

Program/Service Type	Vendors	Contracts	Expenditures (\$ Millions)
Adoption Services	1,508	2,495	23.75
Adoption Supports	1,507	2,493	23.58
Planning for Permanency	1	2	0.17
Child & Youth Mental Health Services	164	349	39.97
Community Based Programs- CYMH	154	339	39.77
Program Delivery- CYMH	10	10	0.20
Child Safety, Family Support & Children In Care Services	3,999	6,558	398.67
Alternates to Care	1222	1,784	13.82
Children & Youth In Care	2,507	4,162	263.99
Family Support Programs- CS, FS & CIC	241	544	96.24
Program Delivery- Child Welfare	1	2	1.20
Youth Support Programs	28	66	23.43
Early Years Services	130	294	43.61
Child Care Programs	17	45	9.83
ECD Programs	113	249	33.78
Services for Children & Youth with Special Needs	333	919	191.32
Family Support Programs- CYSN	151	365	39.04
Foundational Programs	61	261	112.66
Special Needs Children In Care	103	273	34.75
Specialized Provincial Services- CYSN	18	20	4.87
Youth Justice Services	121	197	24.27
Community Based Programs- YJ	50	117	20.21
Specialized Provincial Programs- YJ	71	80	4.06
Grand Total	6,255	10,812	721.58

¹ Source: CDW GL report for STOB 80 FY2015/2016 Expenditures (April 1, 2015 to March 31, 2016).

² Each Vendor and Contract is counted only once even if represented in multiple programs/service types.

³ Table does not include Executive Support Services – Service Delivery Support (12 contracts, \$2,072,001).

SERVICE LINE OPERATIONAL DATA

This report contains case, expenditure and, where available, outcome data.

Early Years Services: Early Childhood Development and Child Care

Summary:

This section provides data on Child Care Subsidy, child care spaces, utilization, Early Childhood Development and child care expenditures, and average child care costs.

Case Data and Trends:

Child Care Programs and Services April 2015 to March 2016

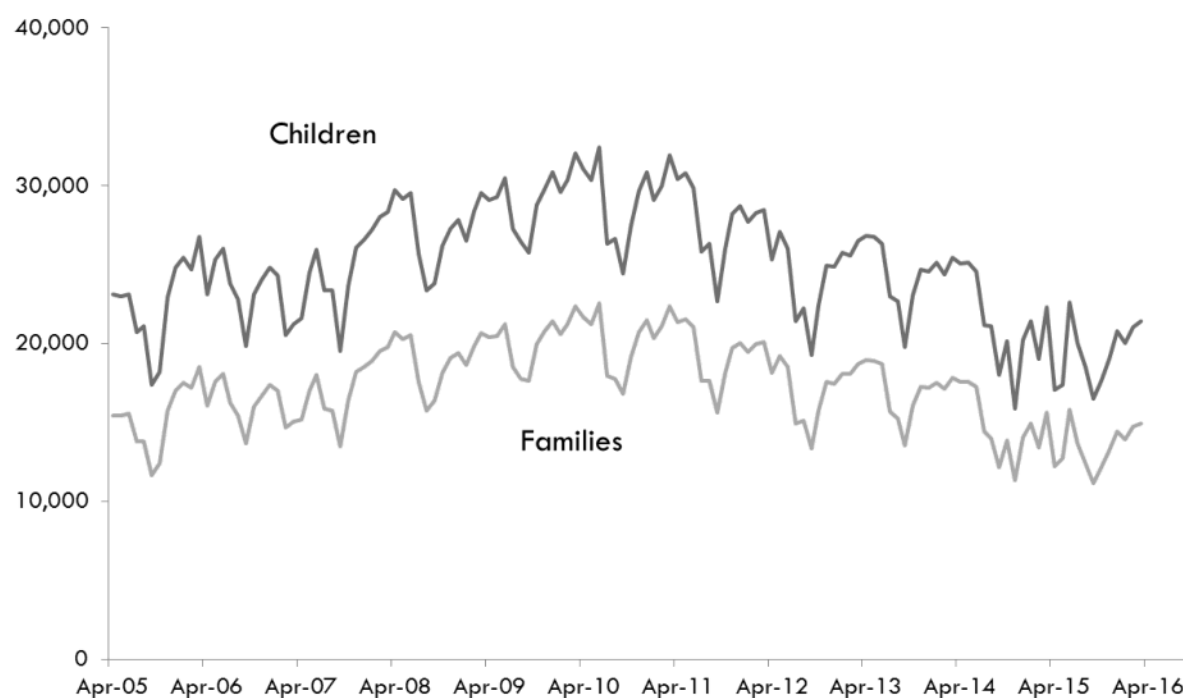
Program	April 2015 to March 2016
Child Care Operation Funding Program (Facilities Supported)	3,842 Organizations (4,982 Facilities)
Minor Capital Funding (Facilities Supported)	231 Facilities
Major Capital Funding (Facilities Supported)	28 Facilities
Early Childhood Educator Registry (Registered individuals and organizations)	2,039 New ECE Certifications/1,424 ECE Assistant Certifications 16,085 Total Active ECE Certifications/6,163 Total Active ECE Assistant Certifications 33 Approved Educational Institutions
Child Care Resource & Referral (Number of Referrals)	68,825 individuals ¹

¹ As at March 31, 2016, 68,825 families received referrals to local child care services. Child Care Resource & Referral programs also assisted 17,682 parents with completing the Child Care Subsidy application forms; registered 115 new license-not-required child care providers, maintaining 449; assisted 35 license-not-required child care providers become licensed; provided 6,022 drop-in community development activities; the BC Aboriginal Child Care Society 4,391 and 37 culturally specific training courses and workshops.

Children Whose Child Care is Subsidized, 2015/16 and 2014/15, Monthly Average

Service Delivery Area ¹	2015/16	2014/15	Change
BC	19,340	21,172	-8.7%
Kootenay	553	616	-10.2%
Okanagan	1,542	1,661	-7.2%
Thompson Cariboo Shuswap	1,224	1,300	-5.8%
East Fraser	1,861	2,000	-6.9%
North Fraser	2,190	2,487	-11.9%
South Fraser	3,606	3,828	-5.8%
Vancouver Richmond	2,212	2,519	-12.2%
Coast / North Shore	581	671	-13.5%
South Vancouver Island	1,862	2,034	-8.5%
North Vancouver Island	2,058	2,220	-7.3%
Northwest	490	520	-5.9%
North Central	918	1,020	-10.0%
Northeast	132	134	-1.6%

Distinct Children and Families Receiving Monthly Child Care Subsidy April 2005 to March 2016



The subsidy caseload has decreased since 2011/2012 because of the implementation of full-day kindergarten, and amendments to the Child Care Subsidy Regulation to reduce subsidy rates and income thresholds for kindergarten aged children, to align with the rates and thresholds for older children who attend all-day classes.

¹ SDA boundaries are determined using child care facility postal codes. In a small number of cases there are facilities where the SDA cannot be determined; these facilities' child care spaces are presented in the BC average count, but not the SDA average counts. Because of this, SDA average counts may not sum to the BC average count.

In total over 39,000 children in over 27,000 families received child care subsidy at some time between April 2015 and March 2016.

In an average month during 2015/16, MCFD funded over 101,000 licensed child care spaces in almost 4,500 group and family child care facilities. Over the course of 2015/16 almost 5,000 licensed group and family child care facilities with almost 113,000 licensed child care spaces received operating funding (higher than the average as some spaces were funded for short durations).

Contracted Group & Family Child Care Spaces, 2015/16 and 2014/15, Monthly Average

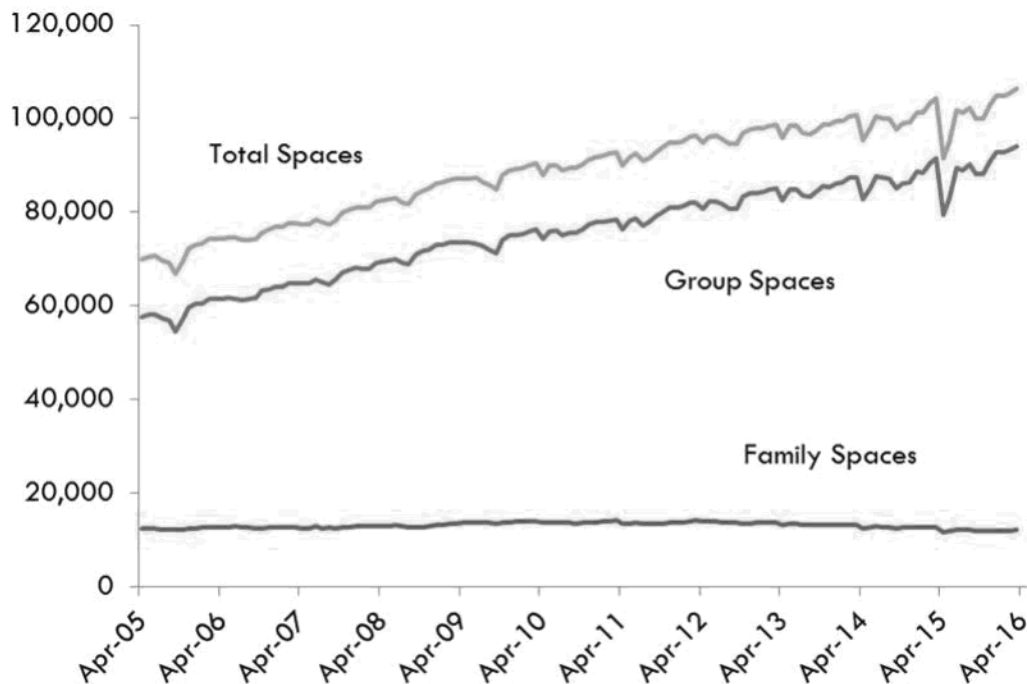
Service Delivery Area ¹	2015/16	2014/15	Change
BC	101,371	100,001	1.4%
Kootenay	2,401	2,472	-2.8%
Okanagan	6,801	7,037	-3.4%
Thompson Cariboo Shuswap	4,930	5,059	-2.6%
East Fraser	5,655	5,606	0.9%
North Fraser	15,521	15,323	1.3%
South Fraser	15,891	15,320	3.7%
Vancouver Richmond	16,935	16,248	4.2%
Coast / North Shore	6,770	6,733	0.5%
South Vancouver Island	11,739	11,314	3.8%
North Vancouver Island	8,443	8,298	1.8%
Northwest	1,918	1,778	7.9%
North Central	3,261	3,437	-5.1%
Northeast	957	918	4.3%

South Fraser and Vancouver Richmond SDAs saw increases of 600-700 CCOF contracted child care spaces, while Okanagan and North Central SDA saw large decreases of approximately 200 each.

As shown in the following graph, the monthly CCOF contracted child care spaces has been steadily increasing since 2005, driven by the increase of group spaces. The noticeable decreases in April and May, 2015 were due to changes in the contract renewal process and the positive trend in the number of contracted child care spaces continues over the rest of the year.

¹ SDA boundaries are determined using child care facility postal codes. In a small number of cases there are facilities where the SDA cannot be determined; these facilities' child care spaces are presented in the BC average count, but not the SDA average counts. Because of this, SDA average counts may not sum to the BC average count.

Monthly Child Care Operating Funding Program (CCOF) Contracted Child Care Spaces, April 2005 to March 2016¹



Performance Indicators:

Performance Indicator 1.01 Spare Capacity in Licensed Child Care Spaces^{2,3}

Rationale:

A child care facility's Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrollments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

For example, a child care facility with one child enrolled full-time in each child care space, for 22 days in a month will have a utilization rate of 100% (as will a facility with two children enrolled part-time in each child care space, for 22 days in a month).

For the calculations of utilization rates by group age cohorts, facilities with 'Group Multi-Age' spaces have been excluded as it cannot be determined which spaces a facility's reported enrollments are utilized.

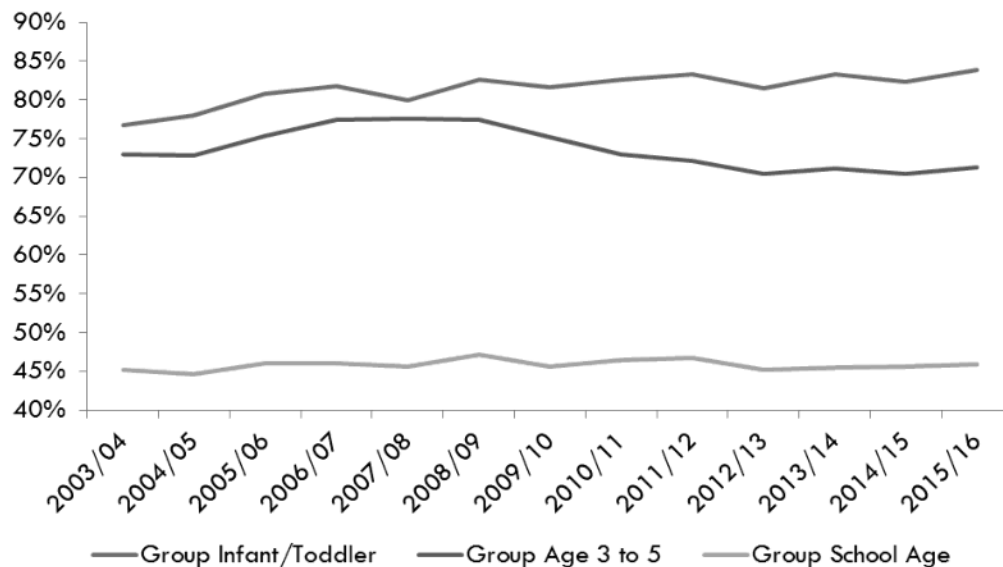
¹ The noticeable dip in contracted child care spaces on April 2015 reflects a change in the processing of contracts; the number of monthly contracted child care spaces reverts to trend in subsequent months.

² Licensed child care spaces are spaces from Child Care Operating Funding Program (CCOF) contracted facilities and include both group and family facilities.

³ Licensed 'preschool' child care spaces have been excluded from these calculations as preschool facilities may be open on a part-time basis both with morning and/or afternoon sessions, and from one to five days per week.

Child care space utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available in the province. Efficient use of child care spaces will be reflected in high utilization rates. However, at very high utilization rates, in excess of 80 to 85%, finding child care becomes progressively more challenging, potentially impacting the time taken to find a space and fees.

Trend in Child Care Space Utilization Rates by Space, Monthly Average, 2003/04 to 2015/16



Trend in Child Care Space Utilization Rates by Type of Providers, Monthly Average, 2003/04 to 2015/16

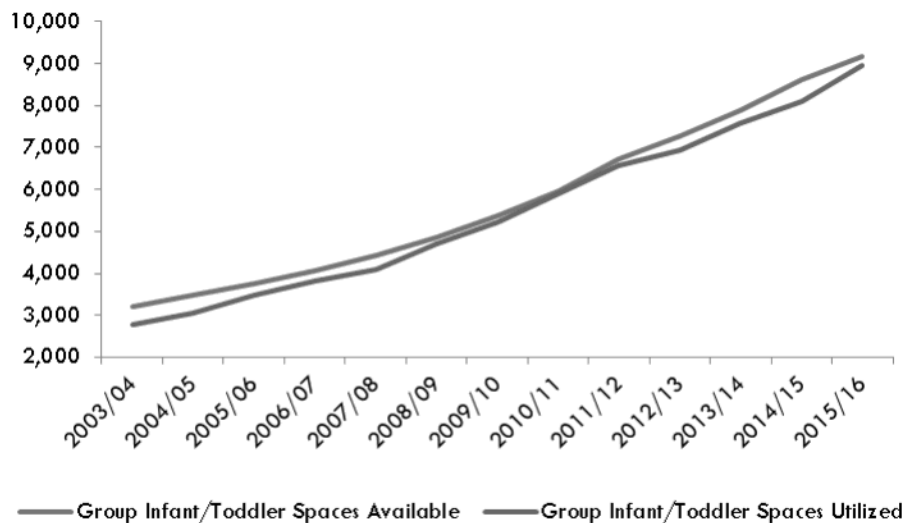


Analysis:

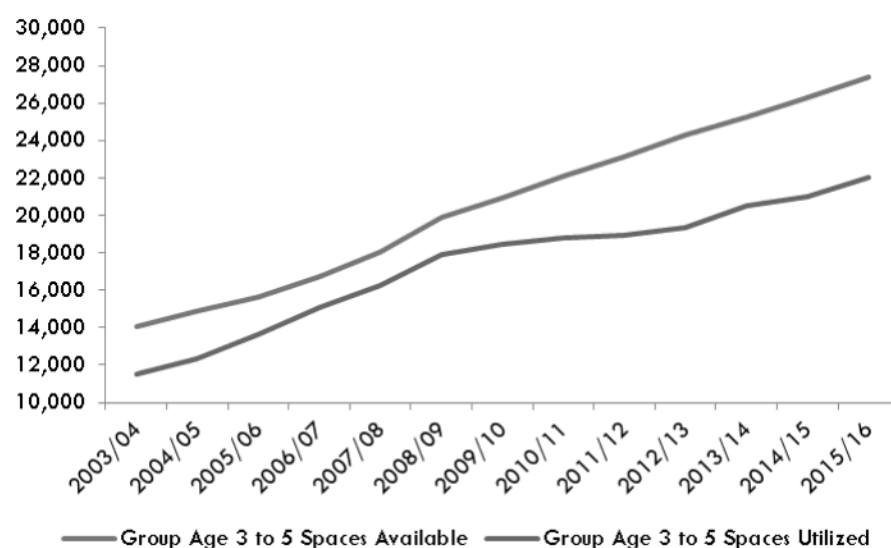
Contracted group Infant/Toddler child care spaces continue to grow at approximately 9% each year, more than doubling over the last 10 years. Despite this growth the utilization rate for group Infant/Toddler has been in an upward trend since 2003/2004, showing the capacity pressure this cohort faces. Group Age 3 to 5 child care spaces have increased by approximately 4% each year.

The graph below further demonstrates the capacity pressure that the group Infant/Toddler cohort faces by showing the gap between child care spaces available and spaces utilized. The number of child care spaces utilized is estimated by dividing the total full-time equivalent enrollments by 22 (100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month). This allows comparison between spaces available and enrollments in the same scale. The gap between spaces available and spaces utilized for Infant/Toddler have always been small, which means even though spaces have been growing, so are enrollments. Because the growth of enrollments outpaces the creation of spaces, the utilization rate for group Infant/Toddler spaces continues to increase. On the other hand, the gap between spaces available and spaces utilized for children Age 3 to 5 has become much larger in the last five years.

Group Infant/Toddler Spaces Available vs. Spaces Utilized, Monthly Average, 2003/04 to 2015/16



Group Age 3 to 5 Spaces Available vs. Spaces Utilized, Monthly Average, 2003/04 to 2015/16



With growth in group Age 3 to 5 child care spaces typically surpassing growth in enrollments, the group Age 3 to 5 utilization rate has a decreasing trend since 2007/2008. The utilization rate for group school age has remained relatively stable in the past 10 years.

Average Monthly Child Care Space Utilization Rates, April 2015 – March 2016

Service Delivery Area	Group Infant / Toddler ¹	Group Age 3 to 5 ¹	Group School Age ¹	Total Group ¹	Family	Group and Family
BC	83.9%	71.3%	45.8%	68.1%	70.0%	69.1%
Kootenays	82.0%	57.8%	31.4%	50.0%	61.5%	54.9%
Okanagan	79.8%	71.6%	38.4%	58.1%	69.4%	64.2%
Thompson Cariboo Shuswap	81.0%	70.9%	40.6%	61.9%	67.8%	65.5%
East Fraser	73.1%	69.3%	39.7%	55.5%	69.7%	63.1%
North Fraser	89.9%	78.5%	58.5%	75.1%	71.9%	74.8%
South Fraser	77.9%	73.0%	52.4%	69.6%	71.2%	71.3%
Vancouver/Richmond	88.2%	76.9%	49.8%	77.8%	71.9%	76.0%
Coast/North Shore	83.4%	67.4%	41.9%	69.3%	69.4%	69.9%
South Vancouver Island	85.5%	66.9%	41.8%	63.3%	69.3%	66.6%
North Vancouver Island	81.7%	59.8%	36.4%	59.8%	66.2%	61.4%
Northwest	85.2%	61.9%	39.0%	63.0%	75.4%	66.6%
North Central	78.4%	71.3%	36.6%	53.7%	70.5%	64.8%
Northeast	76.4%	61.9%	31.7%	47.0%	69.7%	57.1%

A symptom of higher rates of utilization, above approximately 80%, is progressive difficulty in finding a child care space to suit individual needs.

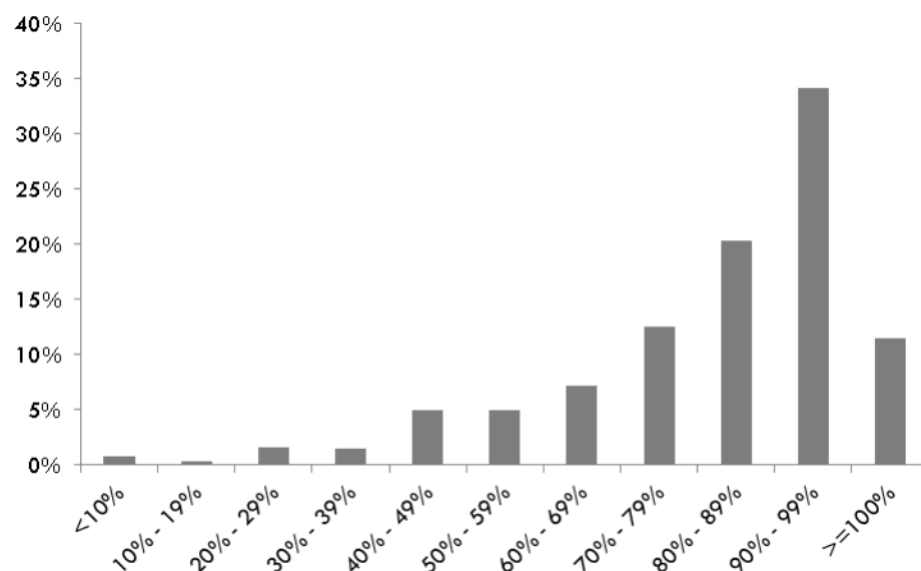
¹ For utilization rates by individual Group age cohorts, facilities with 'Group Multi-Age' child care spaces are excluded.

Group Infant/Toddler spaces have the highest utilization rates, with Group 3 to 5 child care spaces close behind (although, there are three times more CCOF contracted Group 3 to 5 child care spaces in the province than Infant/Toddler spaces). Infant/Toddler utilization rates of approximately 90% in North Fraser and Vancouver/Richmond indicate significant unmet demand for Infant/Toddler child care.

Difference in Average Monthly Child Care Space Utilization Rates, April - March, 2015/16 to 2014/15

Service Delivery Area	Group Infant / Toddler ¹	Group Age 3 to 5 ¹	Group School Age ¹	Total Group ¹	Family	Group and Family
BC	1.5%	0.9%	0.3%	1.2%	1.0%	1.0%
Kootenay	4.2%	0.7%	0.1%	-0.3%	0.4%	-0.5%
Okanagan	1.1%	-1.0%	-1.3%	1.1%	0.2%	0.7%
Thompson Cariboo Shuswap	1.9%	5.3%	-0.2%	2.6%	2.8%	2.9%
East Fraser	5.9%	0.7%	-0.9%	0.8%	1.7%	0.8%
North Fraser	-0.3%	-0.7%	0.2%	0.2%	1.3%	1.0%
South Fraser	1.8%	3.1%	-0.1%	1.5%	1.5%	1.0%
Vancouver/Richmond	0.0%	0.1%	2.5%	1.2%	-0.8%	0.7%
Coast / North Shore	3.0%	1.1%	-1.0%	1.2%	2.0%	1.3%
South Vancouver Island	2.7%	1.5%	1.0%	1.5%	1.1%	1.3%
North Vancouver Island	-1.2%	-1.6%	0.0%	0.2%	0.0%	0.2%
Northwest	1.1%	-2.2%	-1.7%	0.1%	3.5%	0.7%
North Central	10.4%	7.9%	-0.5%	2.6%	1.9%	1.7%
Northeast	4.2%	-4.8%	2.1%	-1.5%	-1.0%	-2.4%

Per Cent of Infant/Toddler Facilities by Average Monthly Child Care Space Utilization, 2015/16



While Infant/Toddler average facility utilization rates were 84% over 2015/16, there was a wide range of utilization rates across facilities. 66% of all Infant/Toddler facilities had

¹ For utilization rates by individual Group age cohorts, facilities with 'Group Multi-Age' child care spaces are excluded.

utilization rates of 80% or more, representing 62% of Infant/Toddler child care spaces. Burnaby, for example, a community with a relatively large number of group Infant/Toddler spaces (over 550), showed an average monthly utilization rate of over 90%; Langley with a similar number of Infant/Toddler spaces, showed an average monthly utilization rate of almost 75%

There is clustering of high utilization rates in Infant/Toddler care and a wider range of utilization rates in each of the other care types, resulting in average utilization rates of less than 100% for the province. The wide range in utilization is also noticeable across types of communities.

Average Monthly Child Care Space Utilization Rates, by Community Size, 2015/16

	Group Infant / Toddler ¹	Group Age 3 to 5 ¹	Group School Age ¹	Total Group ¹	Family	Group and Family
Communities of 10,000+ Population	85.0%	73.2%	47.7%	70.0%	70.7%	70.9%
Communities of Less Than 10,000 Population	75.2%	59.0%	33.7%	52.3%	65.4%	56.8%
Difference	9.8%	14.2%	14.0%	17.7%	5.3%	14.0%

There is a significant difference in the average facility utilization rates of facilities in communities of more than 10,000 population compared to communities of less than 10,000 population where there is anywhere between ten to 18 percentage point differences in the utilization rates of group child care. This may be an indication that the mix in the types of child care in less populated areas is not optimal, rather than that there is an excess supply of child care.

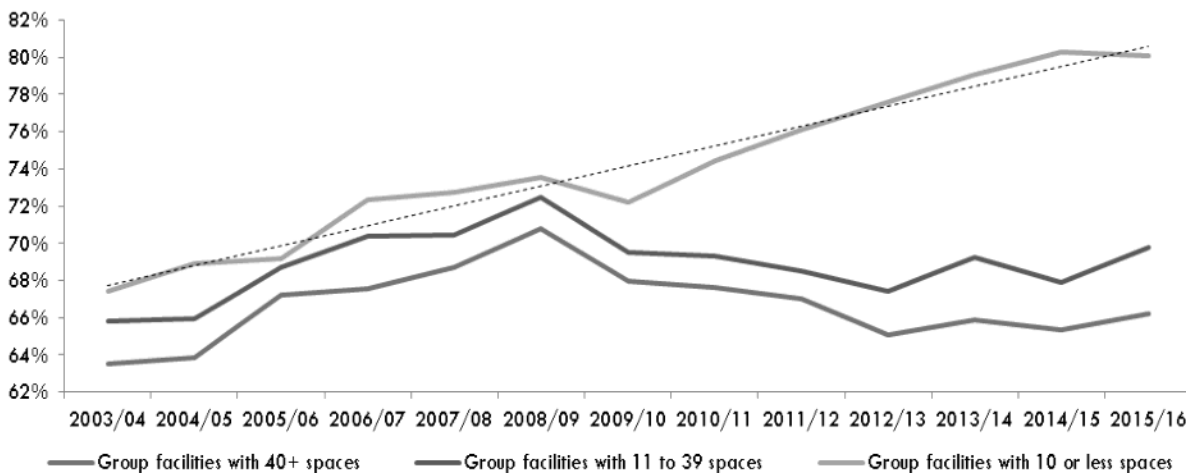
Average Monthly CCOF Contracted Child Care Spaces to Child Population (Ages 0 to 12), 2015/16

Service Delivery Area	Average Monthly CCOF Contracted Child Care Spaces	0-12 Population (2015)	CCOF Space/ 0-12 Population
BC	101,371	589,237	17.2%
Kootenay	2,401	18,924	12.7%
Okanagan	6,801	40,671	16.7%
Thompson Cariboo Shuswap	4,930	27,073	18.2%
East Fraser	5,655	45,962	12.3%
North Fraser	15,521	83,642	18.6%
South Fraser	15,891	118,551	13.4%
Vancouver/ Richmond	16,935	85,803	19.7%
Coast / North Shore	6,770	36,346	18.6%
South Vancouver Island	11,739	50,379	23.3%
North Vancouver Island	8,443	36,971	22.8%
Northwest	1,918	11,684	16.4%
North Central	3,261	20,672	15.8%
Northeast	957	12,559	7.6%

¹ For utilization rates by individual Group age cohorts, facilities with 'Group Multi-Age' child care spaces are excluded.

The above table compares the average monthly CCOF contracted child care spaces with the child population. While there are CCOF contracted child care spaces for 17.2% of the 0 to 12 population, not all children may need a child care space. Some families may choose to use unlicensed child care or family options to provide care for their children. A child care space may also be utilized by more than one child (at different times of the day).

Utilization Rates for Group Facilities by Size, 2003/04 to 2015/16



A child care facility's utilization rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used a month. In general, smaller Group facilities tend to have higher utilization rates as there would be fewer spaces to enroll, as shown in the graph above. The number of Group spaces used in this calculation is the sum of Group spaces for all care types, excluding preschool spaces (preschool facilities may be open on a part-time basis both with morning and/or afternoon sessions, and from one to five days per week). From April to September 2015, approximately 770 Group facilities had 40 or more spaces, 1,060 Group facilities had between 11 and 39 spaces, and 340 Group facilities had 10 or fewer spaces.

*Median Monthly Parent Fees by Care Type and Age Cohort – Child Care Operating Funding
Program Group Facilities – 2015/2016*

Service Delivery Area	Infant 0 to 18 Months	Toddler 19 to 35 Months	30 Months to 5 Years	Licensed Preschool		School Age Care Kindergarten (Full-day K ¹)	School Age Care (Grade 1+) ²
				3 Days/ Week	5 Days/ Week		
BC	\$1,000	\$953	\$755	\$180	\$320	\$400	\$315
Kootenay	\$1,000	\$989	\$800	\$180	\$350	\$338	\$300
Okanagan	\$960	\$950	\$745	\$180	\$300	\$360	\$296
Thompson Cariboo Shuswap	\$900	\$835	\$680	\$180	\$305	\$375	\$315
East Fraser	\$850	\$750	\$650	\$145	\$238	\$350	\$260
North Fraser	\$1,100	\$1,000	\$750	\$185	\$320	\$424	\$355
South Fraser	\$950	\$900	\$700	\$190	\$295	\$428	\$350
Vancouver/Richmond	\$1,253	\$1,230	\$875	\$212	\$405	\$393	\$350
Coast / North Shore	\$1,250	\$1,200	\$905	\$270	\$500	\$543	\$395
South Vancouver Island	\$1,000	\$950	\$800	\$180	\$315	\$380	\$280
North Vancouver Island	\$850	\$800	\$650	\$175	\$280	\$345	\$250
Northwest	\$800	\$785	\$715	\$190	\$300	\$350	\$300
North Central	\$800	\$800	\$698	\$150	\$230	\$360	\$300
Northeast	\$775	\$700	\$700	\$160	-	\$372	\$270

*Median Monthly Parent Fees by Care Type and Age Cohort – Child Care Operating Funding
Program Family Facilities – 2015/2016*

Service Delivery Area	Infant 0 to 18 Months	Toddler 19 to 35 Months	3 to 5 Years Old	School Age Care Kindergarten (Before & After) – Full- Day K ¹	School Age Care (Grade 1+)		
					Before	After	Before & After
BC	\$800	\$800	\$750	\$400	\$225	\$300	\$400
Kootenay	\$800	\$800	\$760	\$330	\$200	\$245	\$330
Okanagan	\$770	\$750	\$720	\$367	\$160	\$262	\$374
Thompson Cariboo Shuswap	\$738	\$700	\$700	\$400	\$220	\$300	\$400
East Fraser	\$735	\$700	\$700	\$400	\$250	\$300	\$425
North Fraser	\$850	\$800	\$750	\$420	\$220	\$300	\$400
South Fraser	\$800	\$800	\$750	\$450	\$250	\$300	\$426
Vancouver Richmond	\$1,050	\$1,000	\$900	\$500	\$300	\$355	\$450
Coast / North Shore	\$1,000	\$1,000	\$908	\$495	\$250	\$400	\$550
South Vancouver Island	\$800	\$800	\$800	\$400	\$237	\$250	\$350
North Vancouver Island	\$800	\$750	\$700	\$400	\$200	\$300	\$393
Northwest	\$800	\$800	\$800	\$400	\$200	\$200	\$400
North Central	\$700	\$700	\$700	\$400	\$250	\$300	\$400
Northeast	\$800	\$900	\$900	\$475	\$225	\$225	\$500

¹ School Age Care Kindergarten (Full-day K) – for children in full-day kindergarten, reflects the parent fees for child care surrounding a full-day of kindergarten.

² School Age Care (Grade 1+) reflects fees for out of school care including before school, after school and before & after school child care.

Expenditure Data:*Early Childhood Development (ECD)*

Service Delivery Area	Expenditures ^{1,2} (\$ Millions) As at March 31, 2016
BC	\$33.614
Kootenays	0.760
Okanagan	1.257
Thompson Cariboo Shuswap	1.866
East Fraser	0.884
North Fraser	1.305
South Fraser	1.372
Vancouver/Richmond	1.269
Coast/North Shore	0.747
South Vancouver Island	1.453
North Vancouver Island	2.200
Northwest	1.967
North Central	1.524
Northeast	1.257
Service Deliver Operations ³	0.061
Early Years & Aboriginal Early Years Provincial Office ⁴	15.691
Other	0.000

The budget for this line of service is \$34.722 million.

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures.

² ECD Programs are aimed at helping parents, families and service providers provide the best possible start for BC's children (aged 0 to 6) and support their healthy development. Examples of ECD programs and initiatives include: Success by Six funding, the Roots and Seeds of Empathy Programs, Children's First Initiatives, Building Blocks, Family Resource Programs & Aboriginal Early Childhood Development. These services are provided at the SDA and Provincial Office level.

³ Service Delivery Operations includes contracts not specific to any one SDA.

⁴ Majority of expenditures are for provincially- held contracts.

Child Care Services

Service Delivery Area	Expenditures ¹² (\$ Millions) As at March 31, 2016			
	Child Care Subsidy	Child Care Operating Fund (CCOF)	Child Care Other ³	Total Expenditures (\$Millions)
BC	\$109.039	\$85.745	\$24.738	\$219.521
Kootenays			\$0.814	\$0.814
Okanagan			\$0.533	\$0.533
Thompson Cariboo Shuswap			\$0.742	\$0.742
East Fraser			\$0.772	\$0.772
North Fraser			\$0.914	\$0.914
South Fraser			\$1.165	\$1.165
Vancouver/Richmond			\$0.832	\$0.832
Coast/North Shore			\$0.813	\$0.813
South Vancouver Island			\$0.777	\$0.777
North Vancouver Island			\$0.674	\$0.674
Northwest			\$0.633	\$0.633
North Central			\$0.442	\$0.442
Northeast			\$0.233	\$0.233
Service Delivery Operations ⁴			\$0.136	\$0.136
Early Childhood Development Policy & Support			\$0.013	\$0.013
Child Care Operations	\$109.039	\$85.745	\$15.245	\$210.029

The budget for this line of service is \$266.735 million.

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures.

² Services provided include Child Care subsidies to parents and organizations that provide, or support, child care services and Child Care Resource and Referral centres.

³ 'Child Care Other' includes Referral Supports in SDA's, Child Care Administration and Child Care Capital Fund in Child Care Operations.

⁴ Service Delivery Operations includes contracts not specific to any one SDA.

Service for Children and Youth with Special Needs (CYSN)

Summary:

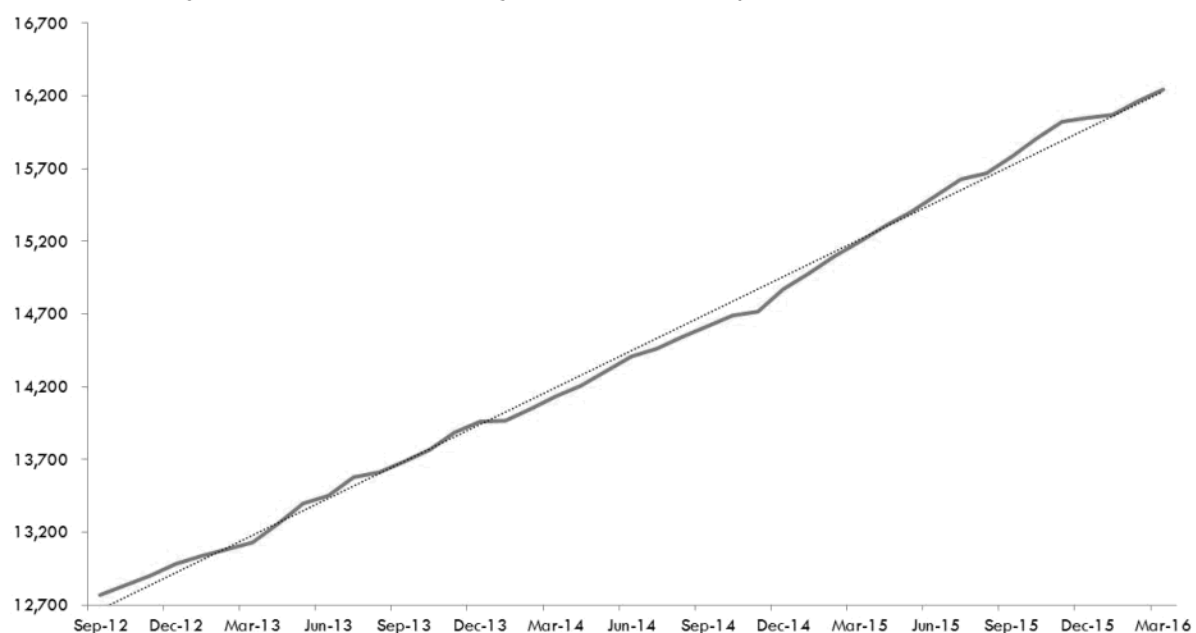
This report provides data linked to family support files for children and youth with special needs.

Case Data and Trends:

Open CYSN Family Service Cases, March 2016

Service Delivery Area	Open CYSN Family Service Cases, March 2016
BC	16,245
Kootenays	603
Okanagan	1,449
Thompson Cariboo Shuswap	1,036
East Fraser	1,149
North Fraser	2,278
South Fraser	2,754
Vancouver/Richmond	2,196
Coast/North Shore	809
South Vancouver Island	1,573
North Vancouver Island	1,354
Northwest	280
North Central	521
Northeast	243

Trend in Monthly Number of CYSN Family Service Cases, September 2012 to March 2016



Performance Indicators:

Performance Indicator 2.01 Median Residential Cost per Child and Youth in Care with Special Needs

Rationale:

Cost pressures often stem from a shortage of skilled foster parents, which translates into a higher usage of more expensive contracted resources. Other factors that can impact costs per case include the use of exceptional payments to service providers and the level of care required by the current caseload composition.

Annualized Cost, Children and Youth in Care with Special Needs, 12 Month Period Ending March 2016

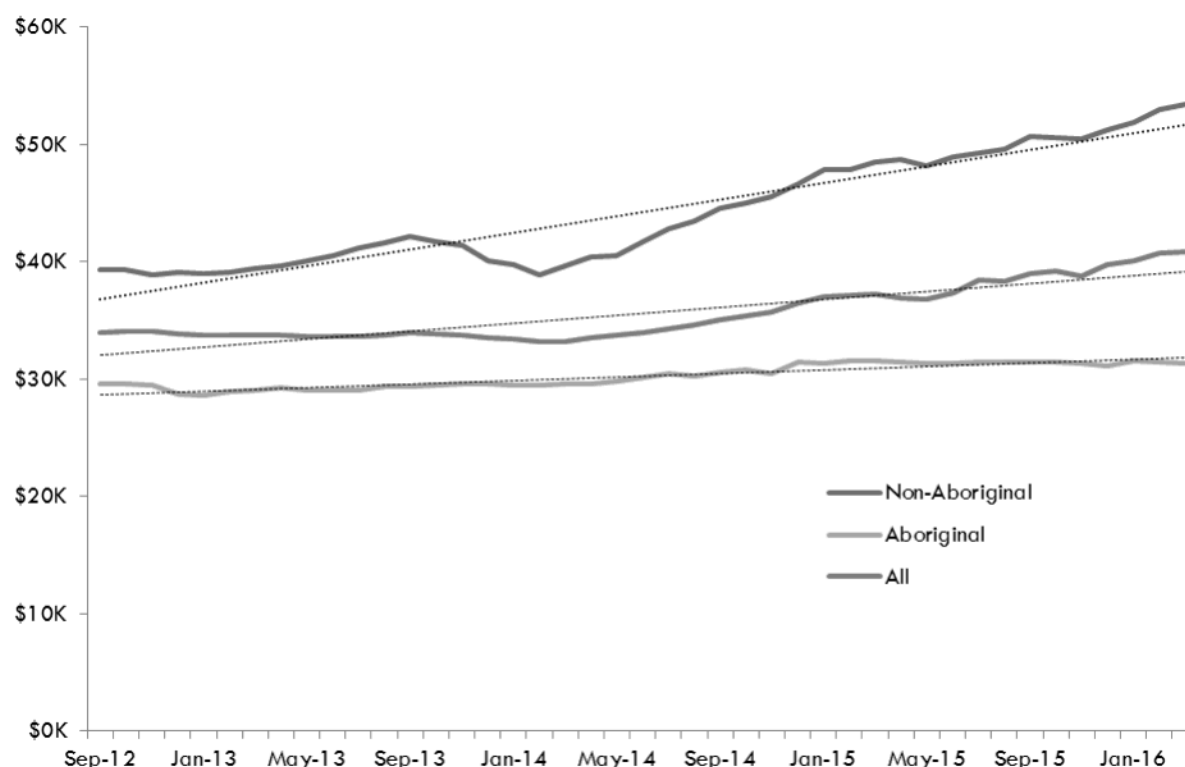
Service Delivery Area	Total Number of Placement Days	Median Annual Cost per Placement		
		All	Aboriginal	Non - Aboriginal
BC	404,657	\$40,982	\$31,381	\$53,438
Kootenays	12,164	40,198	31,873	59,374
Okanagan	47,163	31,409	28,281	32,832
Thompson Cariboo Shuswap	32,307	32,126	24,600	35,474
East Fraser	24,126	52,386	193,237	41,949
North Fraser	37,045	55,490	38,620	61,632
South Fraser	65,254	69,450	42,411	101,426
Vancouver/Richmond	29,167	53,393	35,174	60,090
Coast/North Shore	15,549	40,570	33,586	63,777
South Vancouver Island	45,331	44,125	43,459	44,125
North Vancouver Island	50,280	32,126	25,738	35,258
Northwest	11,942	29,621	29,404	31,565
North Central	24,859	78,770	41,621	101,146
Northeast	9,470	78,260	29,567	119,206

Analysis:

1,418 Children and Youth in Care, identified with special needs, were cared for by MCFD paid residential resources at some point this period. They represented 21% of all the CYIC in paid residential care over the reporting period. The annualized median cost to provide residential care for these children and youth was approximately \$41K.

The overall number of CYIC who received residential services over a 12 month period declined from 1,525 in September 2012 (baseline) to 1,418 this period.

Trend in Median Annual Cost per Placement, Children and Youth in Care with Special Needs, September 2012 to March 2016



The median annualized cost per CYIC with special needs has increased by 20% since the baseline, or an average of 5.7% per year. Most of the increase occurred in the last two years and was steeper for non-Aboriginal CYIC than their Aboriginal counterparts.

Age of Children and Youth in Care with Special Needs, 12 Month Period Ending March 2016

Age Group	Percent of Cases			Median Annualized Cost (\$)		
	Aboriginal	Non Aboriginal	Total	Aboriginal	Non - Aboriginal	Total
0-5 years old	11%	6%	8%	24,826	28,266	25,738
6 - 11 years old	32%	20%	24%	26,823	32,928	30,349
12-15 years old	28%	30%	29%	32,652	51,448	41,489
16 and over	29%	45%	39%	43,273	58,725	53,647
Total	100%	100%	100%	31,381	53,438	40,982

More than two thirds (68%) of the Children and Youth in Care with special needs were aged 12 or older. The contrast with CYIC without identified special needs is significant: only approximately 40% of the CYIC without special needs were aged 12 or older.

Non-Aboriginal CYIC with special needs identified were older than their Aboriginal counterparts, with 3 out of every 4 CYIC aged 12 or older.

Service Type of Children and Youth in Care with Special Needs, 12 Month Period Ending March 2016

Service Type	Foster	Contracted	All CYSN CYIC
Aboriginal	72%	28%	100%
Non-Aboriginal	61%	39%	100%
All CYSN CYIC	65%	35%	100%

The higher median cost for non-Aboriginal CYIC with special needs is partly a result of the Aboriginal CYIC cohort being more likely as their non-Aboriginal peers to be in foster care rather than contracted resources (which offer more complex and expensive care options). This is partly because these Aboriginal CYIC are significantly younger (therefore more appropriately served in foster care) than their non-Aboriginal counterparts; 43% were under the age of 12 compared to 26% of non-Aboriginal CYIC with special needs. Aboriginal CYIC also have a greater range of needs, many of which can be appropriately accommodated through foster care.

The North Central and North East SDAs had the highest residential costs, at close to \$80K for CYSN.

MCFD Specialized Provincial Services, Clients Served March 2015 and March 2016

Program	March 2015	March 2016
Autism Funding Unit	10,823	11,971
Under 6	1,637	1,801
6 and Over	9,186	10,170
Provincial Deaf and Hard of Hearing Services (PDHHS)		
Victory Hill Residential Program	25	28
Family and Community Services ¹	July – December 2015: 138 January – June 2016: 195	
Through PDHHS Contracts		
Early Intervention (Deaf)	345	299
Early Intervention (Deaf/Blind)	28	30
Early Intervention (Blind)	145	100
Parent Support and Education (Blind) ²	167	161
Mental Health and Addictions ³	306	181
Deaf/Blind Intervener Services	48	44
Deaf Youth Development ⁴	215	210
Medical Benefits⁵	3,237	3,399

¹ Service and client tracking changes have been made to the Family and Community Services Program making year over year comparisons difficult.

² Parent Support and Education (Blind) statistics reflect children and adults attending camps and parent groups between April 2015 and March 2016. Some may be double counted as they attend multiple camps and groups.

³ Mental Health and Addictions statistics reflect unique client numbers – some clients receive multiple services. Clients can be children, youth, adults and family members.

⁴ Deaf Youth Development statistics reflect total number of children/youth attending camps during 2015 and 2016 summer programming. Some children/youth may be double counted as they attended multiple camps.

⁵ Estimate does not include children in care because all children in care are eligible for dental and optical at any time during the year.

At Home Respite Cases As of March 31, 2016

Service Delivery Area	Open Respite Cases ¹ , March 2016
BC	1,355
Kootenays	42
Okanagan	100
Thompson Cariboo Shuswap	47
East Fraser	139
North Fraser	240
South Fraser	252
Vancouver/Richmond	113
Coast/North Shore	71
South Vancouver Island	136
North Vancouver Island	108
Northwest	28
North Central	50
Northeast	29

¹ Respite caseload consists of: 1. CYSN case contacts that qualify for Respite according on their CYSN tab 2. Clients whose Child at Home Program case has not been converted to a CYSN case.

Expenditure Data:

Services for Children & Youth with Special Needs (CYSN)

Service Delivery Area	Expenditures ^{1,2} (\$ Millions) as at March 31, 2016
BC	\$309.127
Kootenays	7.210
Okanagan	15.106
Thompson Cariboo Shuswap	11.038
East Fraser	15.128
North Fraser	27.514
South Fraser	28.422
Vancouver/Richmond	28.035
Coast/North Shore	13.758
South Vancouver Island	17.609
North Vancouver Island	19.562
Northwest	6.282
North Central	10.069
Northeast	5.259
Provincial Deaf & Hard of Hearing Services- Provincial Services	5.706
Autism- Provincial Services	74.311
Medical Benefits- Provincial Services	24.348
Nursing Support- Provincial Services	0.034
Aboriginal Infant Development Program ³	0.383
Service Delivery Operations ⁴	1.257
Other	2.536
Recoveries ⁵	(4.439)

The budget for this line of service is \$285.460 million.

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures.

² CYSN services include: foundational programs (i.e. Early Intervention Therapy, Infant Development, Supported Child Development), Family Support programs (i.e. respite services) and services for Special Needs Children in Care. These programs and interventions are intended to support children's healthy development, maximize quality of life and assist families in their role as primary care givers. Included in these expenditures are the staffing costs for direct service delivery for these programs.

³ Annual contract to BC Association of Aboriginal Friendship Centres to act as host agency for the Office of the Provincial Advisors.

⁴ Service Delivery Operations includes contracts not specific to any one SDA.

⁵ Recoveries are received from the Federal Government for Special Needs children in care.

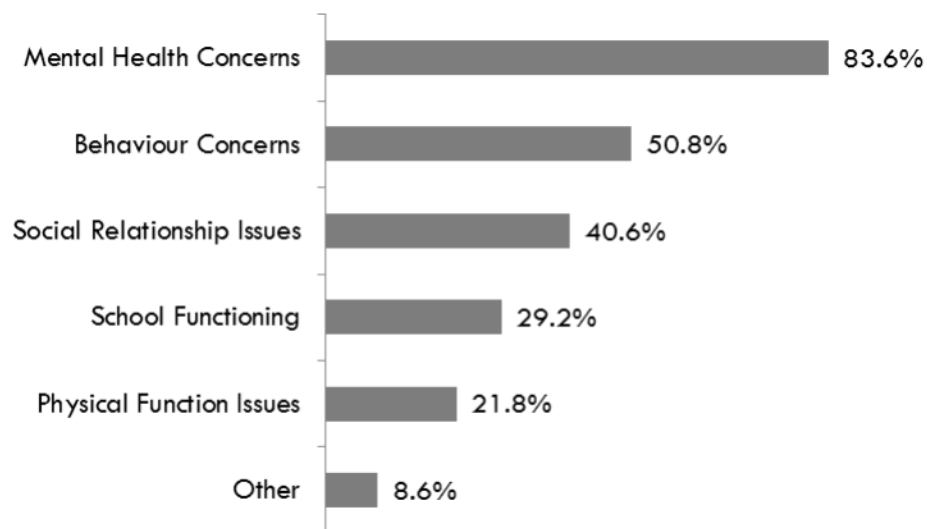
Child and Youth Mental Health (CYMH)

Summary:

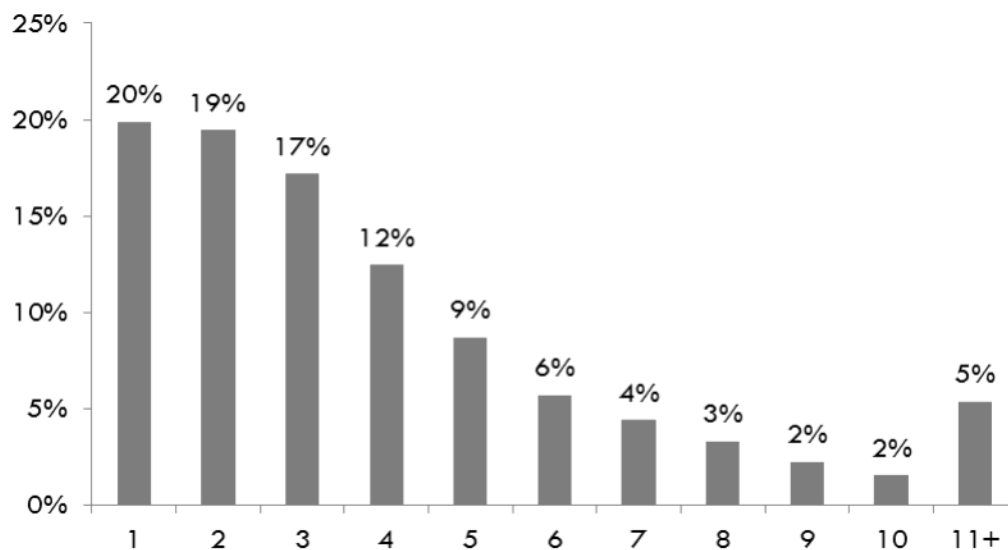
This section provides data on case levels and expenditures and client satisfaction levels. More data sets will be added as MCFD progresses with the key action on strengthening child and youth mental health services.

Case Data and Trends:

CYMH Referrals in 2015/2016, with At Least One Presenting Issue, by Proportion of Types of Presenting Issue



CYMH Referrals in 2015/2016 with At Least One Presenting Issue, by Number of Presenting Issues



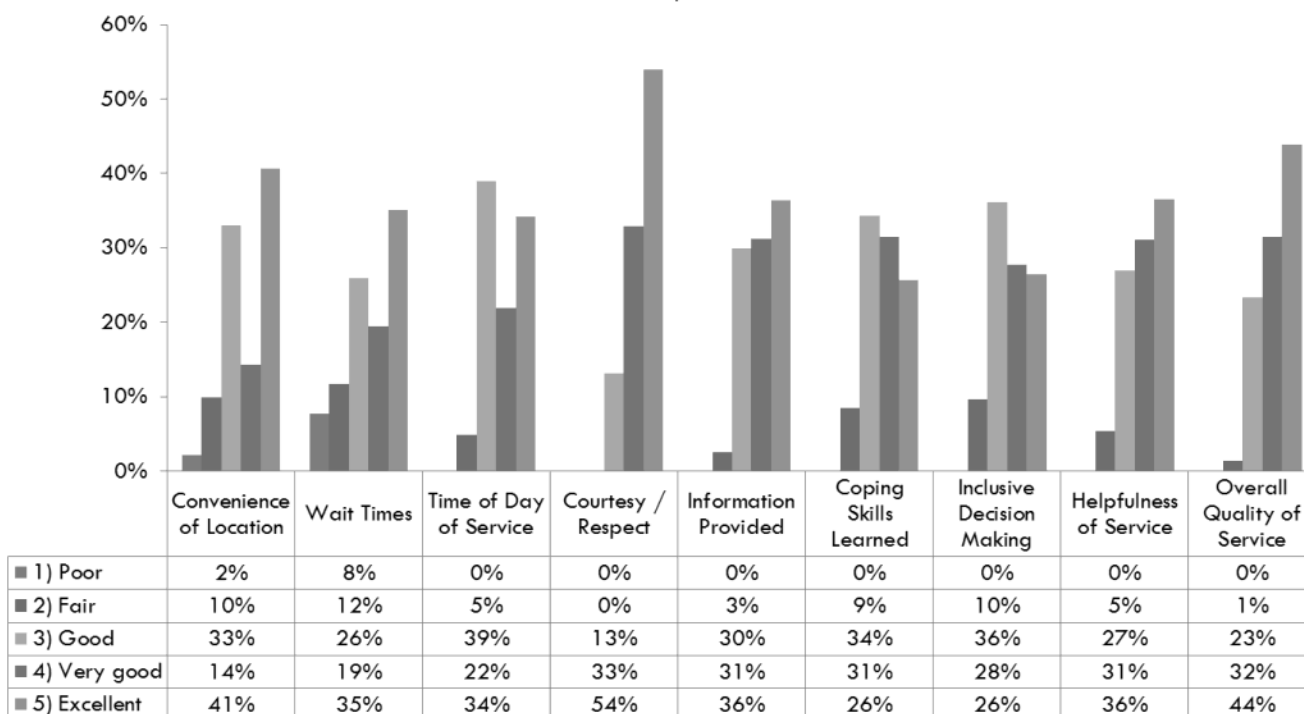
CYMH Referrals in 2015/2016, with At Least One Presenting Issue, Ten Most Frequent Presenting Issues

Presenting Issue	Proportion of Clients with Presenting Issue
Fears or Anxieties	60.0%
Depressed Mood	42.3%
Relations with Family	22.4%
Relations with Peers	20.1%
Suicidal Thoughts	18.0%
Attentional Problems	16.6%
Sleeping Problems	16.3%
Excessive Anger	12.1%
School Avoidance	12.0%
Oppositional	11.6%

Performance Indicators:

Performance Indicator 3.01 Child and Youth Mental Health Services Client Service Satisfaction

Child and Youth Mental Health Service Satisfaction for April 2015 to March 2016



The data over the twelve month period, April 1, 2015 to March 30, 2016 is based on 91 surveys.

Child and Youth Mental Health Service Satisfaction Fiscal Year 2011/2012 and 2012/2013 (Baseline)

	Convenience of Location	Wait Times	Time of Day of Service	Courtesy / Respect	Information Provided	Coping Skills Learned	Inclusive Decision Making	Helpfulness of Service	Overall Quality of Service
1) Poor	3%	5%	1%	1%	0%	1%	1%	1%	1%
2) Fair	7%	16%	5%	1%	3%	5%	4%	2%	2%
3) Good	38%	26%	30%	16%	28%	31%	34%	26%	21%
4) Very good	21%	21%	28%	22%	22%	23%	28%	27%	23%
5) Excellent	31%	31%	36%	61%	46%	39%	33%	44%	53%

The baseline is based on 232 surveys collected between April 1, 2011 and March 31, 2013.

Expenditure Data:

Child & Youth Mental Health (CYMH) Services

Service Delivery Area	Expenditures ^{1,2} As at March 31, 2016		
	Maples	Other Services ³	Total Expenditures (\$ Millions)
BC	\$10.139	\$71.359	\$81.498
Kootenays		2.758	2.758
Okanagan		5.265	5.265
Thompson Cariboo Shuswap		5.212	5.212
East Fraser		4.561	4.561
North Fraser		6.359	6.359
South Fraser		8.932	8.932
Vancouver/Richmond		8.849	8.849
Coast/North Shore		4.215	4.215
South Vancouver Island		7.327	7.327
North Vancouver Island		6.508	6.508
Northwest		2.591	2.591
North Central		4.573	4.573
Northeast		1.907	1.907
Service Delivery Operations ⁴		0.918	0.918
Maples	11.212		11.212
Provincial Deaf & Hard of Hearing Services		1.300	1.300
Other Centralized Payments		2.291	2.291
Recoveries ⁵	(1.073)	(2.206)	(3.278)

The budget for this line of service is \$80.141 million.

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures. This figure does not include costs for mental health services for young offenders in the community or in custody and substance abuse treatment in the youth justice system, which if included would bring Mental Health spending to approximately \$93 million annually.

² Provide services to children and youth who are experiencing mental, emotional and behavioral disorders. Also includes staffing costs for direct service delivery for these programs.

³ 'Other Services' includes Sessional Services, Support Services, Specialized Services, and Program Delivery.

⁴ Service Delivery Operations includes contracts not specific to any one SDA.

⁵ Recoveries are primarily received from the Ministry of Health for psychiatric physician sessions.

Child Safety, Family, Youth and Children in Care Services

Child Safety Services: Investigations and Family Development Response

Summary:

A response to a Child Protection report may include a Family Development Response (FDR), an investigation, a Youth Service Response, or a non-protective response such as offer of support services or referral to community agency. Over the past several years MCFD has increasingly focused on using the Family Development Response by working in collaboration with families to address child protection concerns and using investigations for situations when evidence is required to determine if a child needs protection. This report presents data and outcome indicators that support the appropriate use of FDR as an alternative to investigation.

MCFD receives approximately 39,000 protection reports annually. All protection reports are assessed and the outcome of which is one of:

- A Family Development Response (FDR);
- A Child Protection investigation;
- Provision of or referral to support services; or
- No intervention required by the ministry.

For many families, providing appropriate access to community-based support services as needs arise has been necessary to reduce the risk of harm to children and youth. FDR is the preferred approach to working with families where a time-consuming and intrusive investigation is unnecessary. It is designed to keep children safe within their families through a collaborative and supportive process. FDR is intended to serve low-risk families who need community-based services quickly without the need for an investigation (the majority of families working with the ministry).

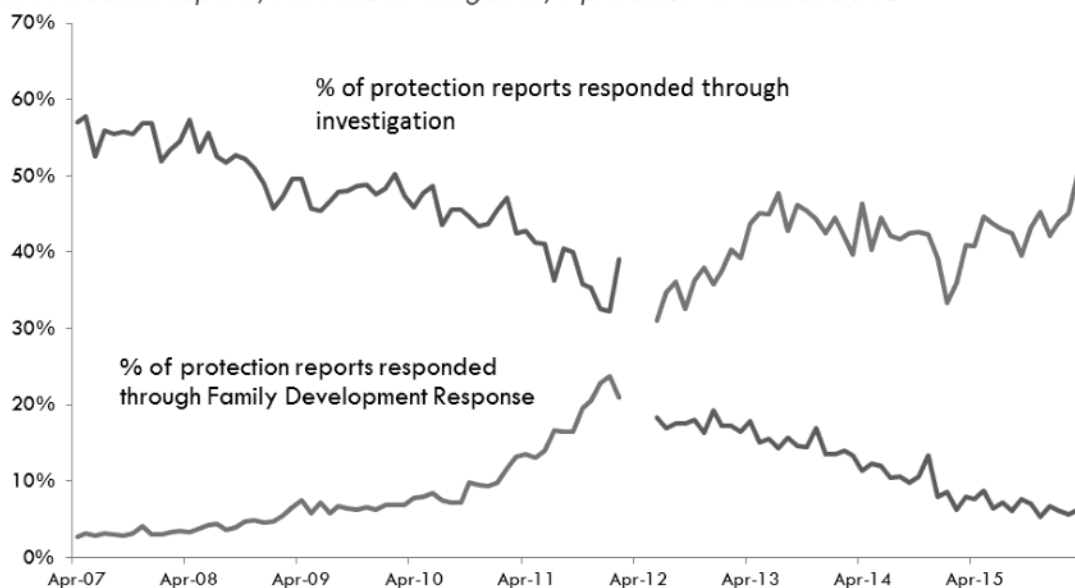
Better prevention through the use of safe alternatives to being brought into Care has helped to lower the children and youth in Care (CYIC) caseload. Compared with September 2007 there are over 1,800 (20%) fewer children and youth in Care.

Case Data and Trends:

Families, Children and Adults Receiving Child Protection Services, March 2016

Service Delivery Area	Open Family Service and Child Service Cases March 2016 ¹		
	Total Children ²	Total Adults	Total Open Files
BC ³	23,113	26,627	17,998
Kootenays	769	883	606
Okanagan	1,423	1,560	1,192
Thompson Cariboo Shuswap	2,430	3,064	1,877
East Fraser	2,116	2,231	1,681
North Fraser	1,614	2,046	1,234
South Fraser	2,960	3,481	2,336
Vancouver/Richmond	2,527	3,000	1,888
Coast/North Shore	933	998	749
South Vancouver Island	2,272	2,435	1,727
North Vancouver Island	2,690	2,968	2,115
Northwest	2,047	2,411	894
North Central	1,344	1,537	1,421
Northeast	433	437	278

Response to Protection Reports, FDR and Investigation, April 2007 to March 2016⁴



¹ A child service case is opened when a child or youth is in care or the subject of a Youth Agreement or some other child specific service.

² The count of total children is the unique count of children appearing on Child Service cases and/or Family Service cases. There are some children that appear on both case types.

³ The total number of open cases and adults on open cases do not match the provincial totals because there were some cases that could not be associated to an SDA and some adults have open cases in more than one SDA.

⁴ Data for March 2012 to May 2012 are unavailable due to the transition from MIS to ICM information systems.

In addition to family development response and investigation, other responses to protection reports include referring the family to services, providing ongoing services and support, or no further action was required.

Performance Indicators:

Performance Indicator 4.02 Ratio of Family Development Response to Investigations

Rationale:

A number of families need extra support to provide safe and nurturing care for their children. Under the Child, Family and Community Service Act (CFCSA), child welfare workers assess every report about a child's need for protection and respond through the Child Protection Response Model with a variety of approaches including: Family Development Response (FDR), Child Protection Investigation Response and Youth Services Response. Family Development Response is the preferred response when the circumstances do not involve severe abuse or neglect and families are able and willing to participate in collaborative assessment and planning. FDR, through building on the family's strengths, focuses on how to keep children safe while the family stays together and works through challenges.

By building upon their inherent strengths, families can increase their capacity to safely care for their children. FDR is used as an alternative to investigation. FDR is an approach that focuses on keeping a child safe while living in the family home and, through the provision of services, works to address safety issues by building on the family's strengths and support system. This response does not include determining findings of abuse or neglect but does involve an assessment of safety.

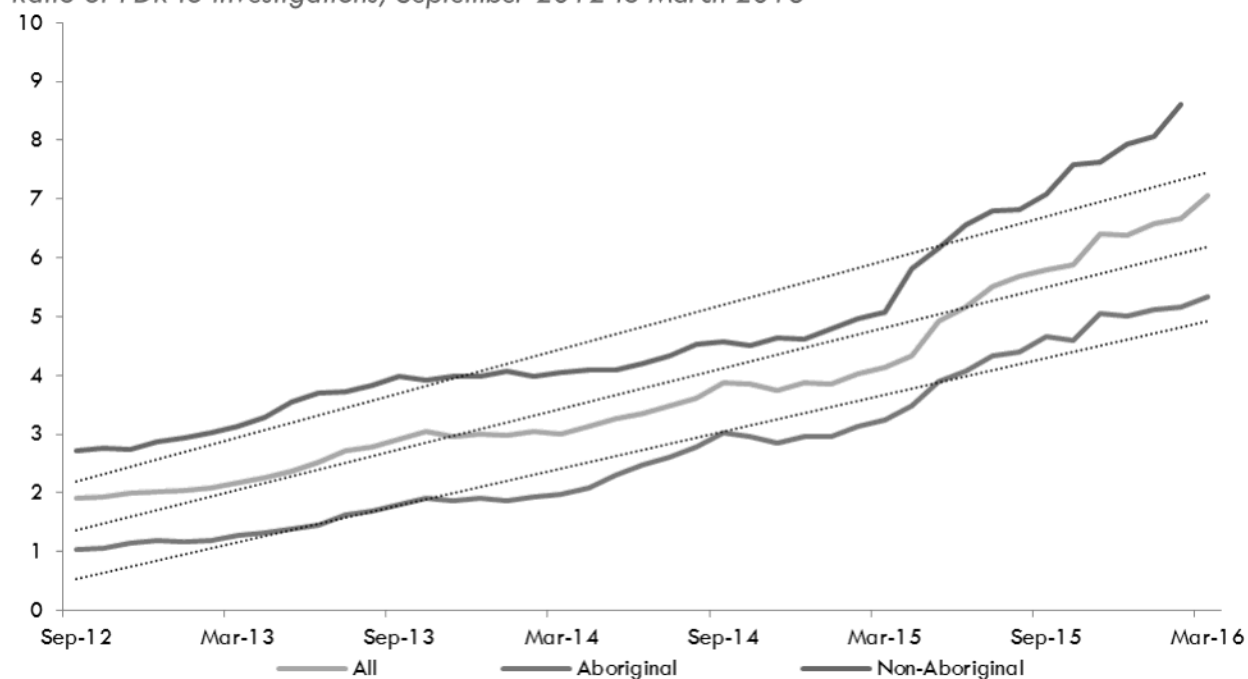
This performance indicator compares the use of FDR to the use of investigations. The ratio rises as the use of FDR increases and the use of investigations decreases. For example, a ratio of 0.5 means that the number of completed FDRs was half the number of completed investigations. A ratio of 2.0 means that as twice as many FDRs were completed relative to the number of completed investigations.

Ratio of FDR to Investigations, April 2015 to March 2016 by SDA

Service Delivery Area	Completed Family Development Responses (FDR), October 2015 to March 2016	Completed Investigations, October 2015 to March 2016	Ratio of FDR to Investigations, October 2015 to March 2016		
			All	Aboriginal	Non-Aboriginal
BC ¹	9,960	1,409	7.1	5.3	8.6
Kootenays	444	60	7.4	2.8	17.3
Okanagan	505	65	7.8	5.1	10.4
Thompson Cariboo Shuswap	993	135	7.4	8.1	6.7
East Fraser	827	175	4.7	5.9	4.1
North Fraser	888	99	9.0	5.5	10.5
South Fraser	1,574	256	6.1	3.8	7.5
Vancouver/Richmond	851	82	10.4	7.0	13.4
Coast/North Shore	433	35	12.4	11.6	12.7
South Vancouver Island	1021	175	5.8	2.9	8.6
North Vancouver Island	1136	161	7.1	4.7	11.4
Northwest	379	33	11.5	12.7	8.2
North Central	587	108	5.4	4.7	6.7
Northeast	320	25	12.8	7.8	28.5

Analysis:

Ratio of FDR to Investigations, September 2012 to March 2016



¹ The counts for BC might exceed the total counts as some cases are not associated to an SDA but included with the provincial figure.

The strong upward trend, the result of the introduction of the new Child Protection Response Model in April 2012, continues. Under the new response model, FDR is the primary pathway that the ministry uses to address child protection concerns. All SDAs have experienced a significant increase in the use of FDR over time. Vancouver/Richmond and Northwest have led the way with an increase of nine FDRs per investigation; followed by Coast/North Shore with an increase of eight FDR per investigation and by Okanagan and Northeast with an increase of seven FDR per investigation. Vancouver/Richmond had the second highest per cent change, after Okanagan, since the September 2012 baseline.

The ratio of FDR to Investigations is lower for Aboriginal families at the provincial level but has almost doubled within one year to reduce the gap with non-Aboriginal families.

Performance Indicator 4.01 Proportion of Families with a Closed Family Development Response with a Subsequent Investigation and Protection Finding in the Next 12 Months

Rationale:

Family Development Response (FDR) is an approach to responding to Child Protection reports where an investigation is not required. Based on strong evidence, FDR is a shift from an over-reliance on investigation and removing children from their families to a range of responses and community based options intended to keep children safe within their families and communities. This is an indicator of safety for children and youth involved in FDR.

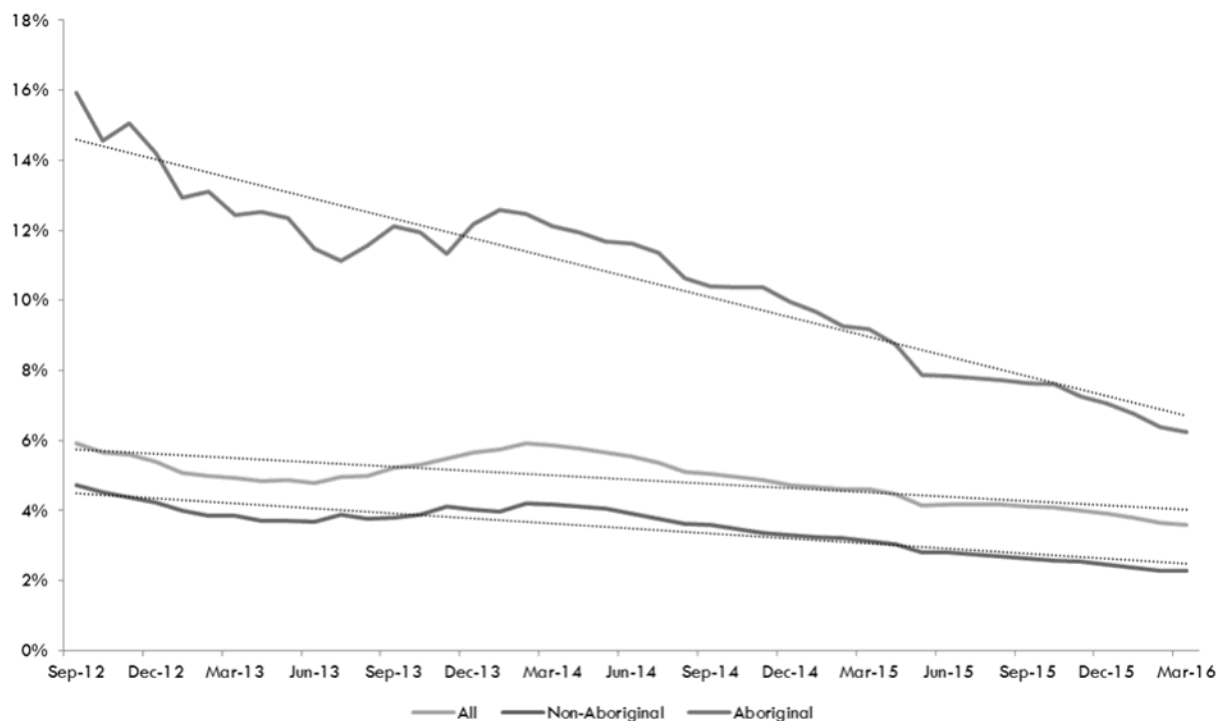
Families with Closed Family Development Response between April 2014 and March 2015 That had an Investigation Resulting in a Protection Finding within the Next 12 Months, by SDA

Service Delivery Area	Families with Closed Family Development Response between April 2014 and March 2015 ¹	Families Subsequently Investigated with a Protection Finding within Next 12 Months (%)		
		All	Aboriginal	Non-Aboriginal
BC	14,314	3.6%	6.2%	2.3%
Kootenays	529	1.7%	3.6%	1.0%
Okanagan	609	3.4%	7.0%	1.3%
Thompson Cariboo Shuswap	1,524	4.8%	6.2%	3.7%
East Fraser	940	4.0%	6.5%	2.8%
North Fraser	1,273	3.7%	7.7%	2.6%
South Fraser	2,104	3.0%	6.2%	2.0%
Vancouver/Richmond	1,597	3.3%	8.6%	1.7%
Coast/North Shore	618	2.6%	4.6%	1.7%
South Vancouver Island	1,438	3.3%	7.7%	2.1%
North Vancouver Island	1,398	4.2%	5.7%	3.2%
Northwest	584	3.3%	3.9%	1.4%
North Central	1,243	4.7%	6.8%	2.8%
Northeast	451	2.9%	5.4%	1.1%

¹ There were six families that could not be associated to an SDA therefore the total SDA family count does not match the provincial total.

Analysis:

Families with Closed Family Development Response That had an Investigation Resulting in a Protection Finding within the Next 12 Months, September 2012 to March 2016



The overall downward trend continues gradually. This is the case for both Aboriginal and non-Aboriginal families but the trend is stronger for Aboriginal families. This is a positive sign indicating the strong and improving effectiveness of FDR in these situations for keeping children safe while keeping families together.

Overall, the number of families with a closed FDR 12 to 24 months ago has almost quadrupled between September 2012 and March 2016. It was more than 12 times higher for Aboriginal families over the same period, contributing to the stronger trend for Aboriginal families.

Greater use of FDR relative to investigation combined with lower rates of former FDR families that later receive a Child Protection investigation is an encouraging sign that more Aboriginal children are prevented from coming into Care and can live at home safely.

Performance Indicator 4.11 Proportion of Families Investigated with a Protection Finding with a Subsequent Investigation and Protection Finding in the Next 12 Months

A key outcome indicator for any Child Protection system is recidivism: further maltreatment in a family subsequent to MCFD intervention.

Rationale:

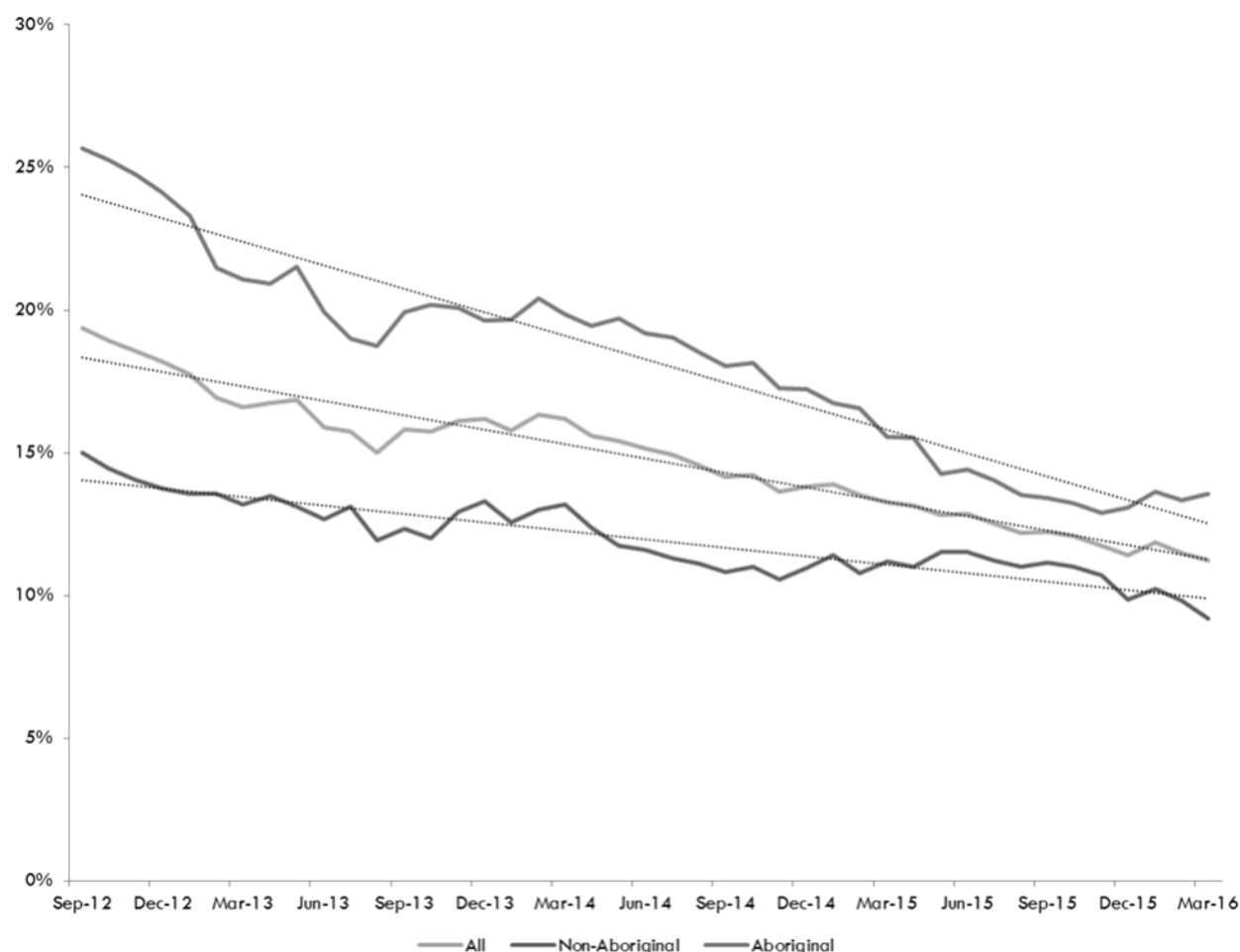
A Child Protection investigation is opened when a social worker has established a child's safety or health may be in immediate danger or may be vulnerable to serious harm. When it has been established that a child is at risk, the ministry works with the family to ensure child safety and reduce the risk of future harm by providing services that will address the needs of the child and their family. One of the ministry's core objectives is to protect children who have been victims of abuse or neglect from further maltreatment. This is an indicator of keeping children safe with families whose children have been found by an investigation as in need of protection through quantifying how many of these families have subsequently been reinvestigated.

Proportion of Families Investigated with a Protection Finding between April 2014 to March 2015 with a Subsequent Investigation and Protection Finding in the Next 12 Months, by SDA

Service Delivery Area	Families Investigated with a Protection Finding between April 2014 and March 2015 ¹	Families Subsequently Investigated with a Protection Finding within Next 12 Months (%)		
		All	Aboriginal	Non-Aboriginal
BC	1,738	11.2%	13.6%	9.2%
Kootenays	56	12.5%	21.1%	8.1%
Okanagan	131	7.6%	8.6%	6.8%
Thompson Cariboo Shuswap	170	14.1%	19.5%	9.7%
East Fraser	181	9.9%	9.2%	10.3%
North Fraser	142	14.1%	11.8%	15.4%
South Fraser	286	7.3%	7.8%	7.1%
Vancouver/Richmond	155	11.0%	16.9%	4.2%
Coast/North Shore	41	14.6%	15.0%	14.3%
South Vancouver Island	163	11.0%	13.2%	9.5%
North Vancouver Island	161	16.1%	19.8%	11.4%
Northwest	45	4.4%	2.9%	10.0%
North Central	167	13.8%	15.9%	10.0%
Northeast	38	7.9%	11.5%	0.0%

¹ There were two families that could not be associated to an SDA therefore the total SDA family count does not match the provincial total.

Trend in Proportion of Families Investigated with a Protection Finding with a Subsequent Investigation and Protection Finding in the Next 12 Months, September 2012 to March 2016



Analysis:

The positive, strong downward trend continues; the likelihood of a family being reinvestigated by these criteria is now more than one third less than in September 2012. Over the report period, the number of distinct families investigated with a protection finding decreased by 53%, while the number of families with a subsequent investigation and protection finding decreased by 73%.

The range across SDAs is between 4% in the Northwest to 16% in the North Vancouver Island. Provincially this indicator is relatively higher for Aboriginal families.

Trends were similar for both Aboriginal and non-Aboriginal families with a stronger downward trend for Aboriginal families until about November 2015 where the gap between Aboriginal and non-aboriginal families narrowed to 2% compared to 11% in April 2012 (see above). At this point, the trend for Aboriginal families appears to have levelled off while the trend for non-Aboriginal families continues downward.

Family, Child and Youth Support and Care Services

Summary:

This report provides case data and the following outcome performance indicators on key areas of Family Support/Extended Family Care/Children in Care/Youth Services:

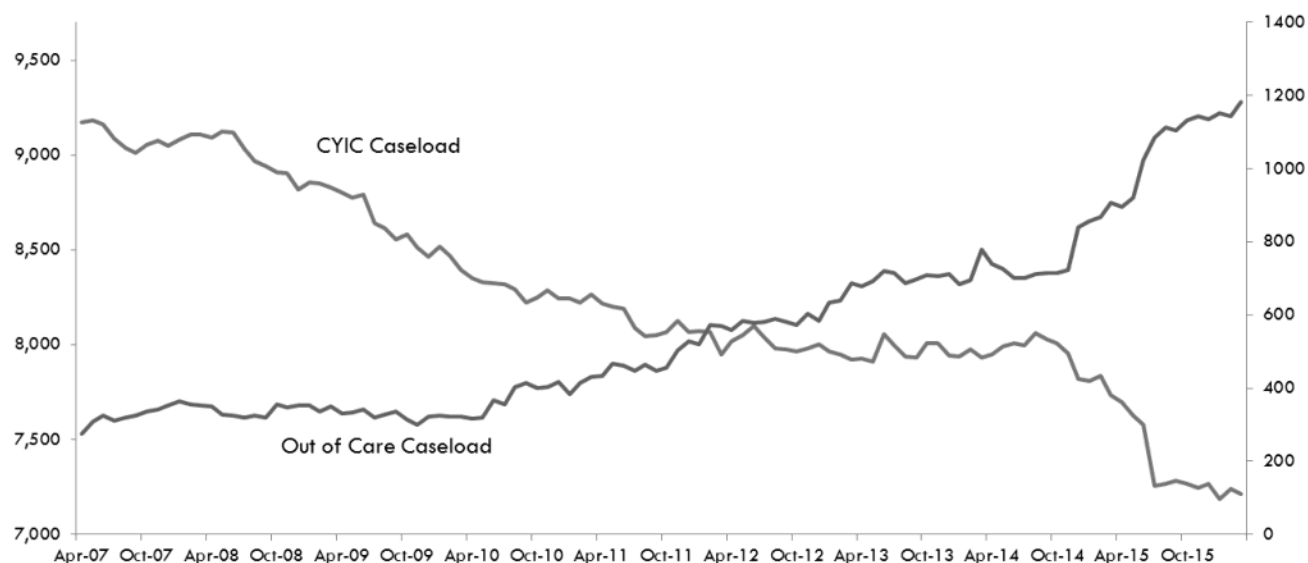
1. The use of Out-of-Care placements such as through the Extended Family Program Agreements as an alternative to coming into Care.
2. The issues of permanency and placement stability for children and youth in Care.
3. Cultural connection for Aboriginal children and youth in Care.
4. Educational attainment for children and youth in Care and in receipt of youth services.
5. Transitioning to post majority independence.
6. Per Diem costs and placement utilization.

In the first section on case data and trends, two areas are highlighted. For higher-risk families, one outcome to an investigation is the use of an 'Out-of-Care option' (either the use of extended family agreements as a safe family based alternative to bringing children into Care or a court order allowing children to be placed with extended family members). Evidence shows that 'Out-of-Care' type arrangements with extended family can be a much better alternative than coming into Care in providing for the long-term well-being of children who cannot live with their parents.

Youth between 16 and 18 years of age whose safety is at risk if they live at home and who do not have a caregiver willing and able to provide care are eligible for a Youth Agreement. Such agreements allow youth to receive financial assistance and support without being brought into Care.

Case Data and Trends:

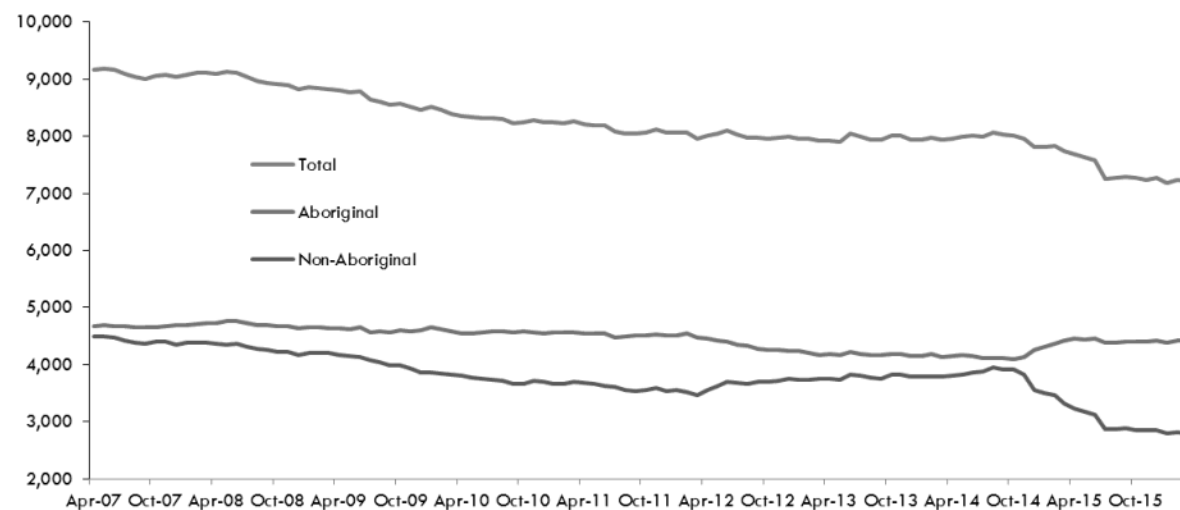
Children and Youth in Care (CYIC), Out-of-Care Caseloads, April 2007 to March 2016¹



Since April 2007 the number of Children and Youth in Care has steadily declined by approximately 2,000 (over 21%). The main reason for this decline is greater emphasis on family preservation, such as Out-of-Care residential services, when appropriately safe to do so.

The decline in numbers of CYIC has occurred for both Aboriginal (slight) and non-Aboriginal (significant).

Children and Youth in Care by Aboriginal Status, BC, April 2007 to March 2016¹



Note: The kink in the blue and red lines in 2014 reflects improved coding of Aboriginal CYIC in ICM.

¹ Please refer to the note at the end of the Service Line Index for explanation of the drop in caseload in July 2015.

Children and Youth in Care, BC, March 31, 2016 by SDA (CYIC)

Service Delivery Area	Children and Youth in Care March 31, 2016	% of Aboriginal Children and Youth in Care March 31, 2016
BC	7,216	61.2%
Kootenays	190	48.4%
Okanagan	515	52.4%
Thompson Cariboo Shuswap	691	60.3%
East Fraser	741	55.7%
North Fraser	409	37.2%
South Fraser	981	53.0%
Vancouver/Richmond	751	66.2%
Coast/North Shore	295	71.5%
South Vancouver Island	774	57.1%
North Vancouver Island	928	67.6%
Northwest	293	93.2%
North Central	541	80.8%
Northeast	107	63.6%

Performance Indicator 4.14 Rate of Aboriginal Children and Youth in Care per 1,000 Population

Rationale:

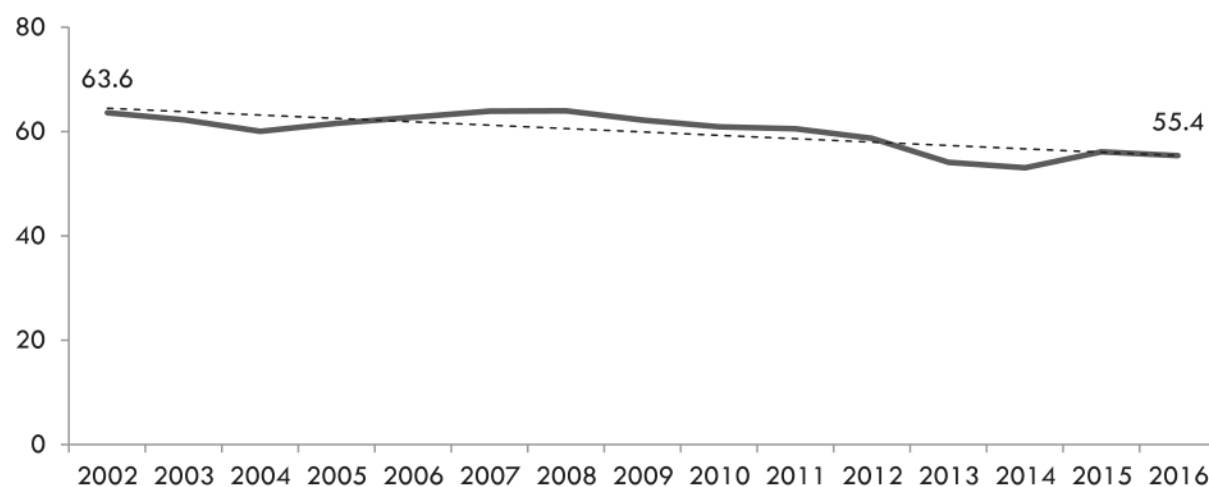
A strategic priority of MCFD is to Improve safety and well-being outcomes for Aboriginal children, youth and families (goal 1 of the 2016/17 – 2018/19 Service Plan

<http://www.bcbudget.gov.bc.ca/2016/serviceplans.htm>).

Evidence shows that, where appropriately safe, keeping families together rather than placing a child into care results in better outcomes overall for these children. Consequently MCFD's practice emphasises family preservation, when appropriately safe, keeping Aboriginal children and youth from coming into care. Similarly, if a child needs to be placed in care, evidence stresses the importance on outcomes of finding permanency for CYIC through either reunification with parents, adoption or permanent transfer of guardianship.

Keeping more children and youth safe through family preservation and finding permanency for CYIC will influence the rate of CYIC downwards.

Rate of Aboriginal CYIC per 1,000 Aboriginal 0-18 Population, BC, March 2002 – March 2016



The slight downward trend in this rate continues. Strategies that will extend this downward trend into the future include greater use of family preservation strategies (such as Out-of-Care options where children live with family or extended family when unable to live with parents) and higher rates of permanency (return to parents, adoption or permanent transfer of guardianship).

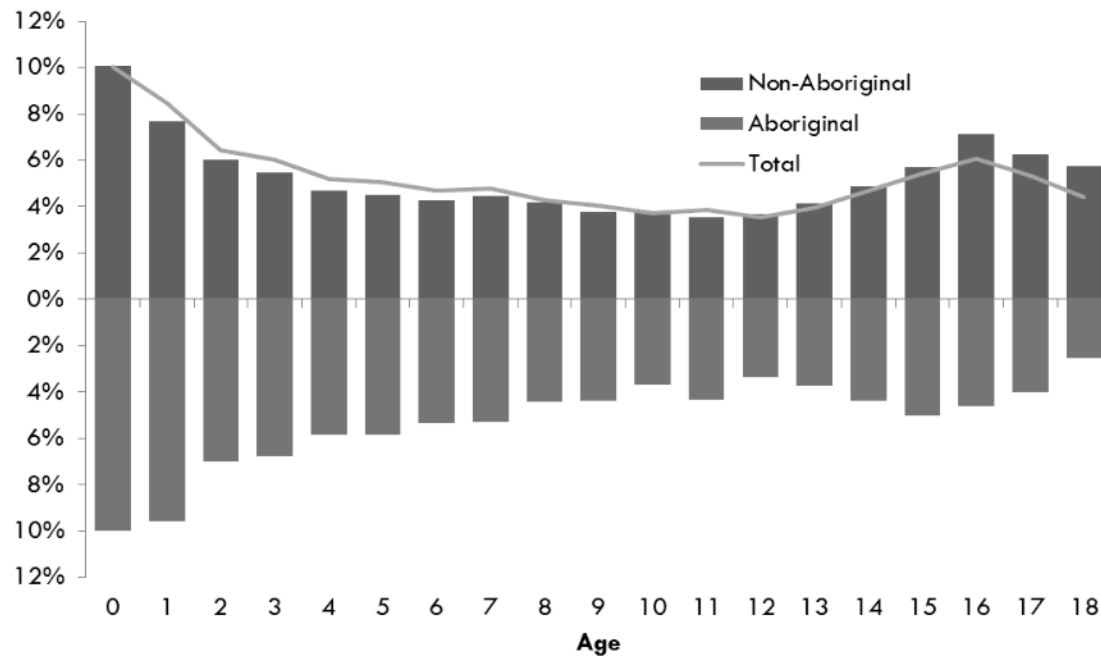
Children and youth may be in care through a court order for protection reasons (89%) or through either a Voluntary Care or Special Needs Agreement with parents (11%). With 70% of all reasons for care indicated, neglect is the largest reason for care, particularly for Aboriginal CYIC (74%) and non-Aboriginal CYIC (64%).

Percentage Reason for Care Indicated for CYIC by as at March 31, 2016

	All	Aboriginal	Non-Aboriginal
<u>Reasons for CYIC by Court Order for Protection:</u>	88.6%	91.1%	84.9%
Neglect	69.8%	73.8%	63.6%
Parent unable/unwilling to care	42.0%	43.4%	39.9%
Neglect by parent with physical harm	25.3%	27.9%	21.3%
Child abandoned: inadequate provision	2.0%	2.1%	2.0%
Deprived of necessary health care	0.5%	0.5%	0.4%
Physical harm by parent	9.3%	8.6%	10.4%
Emotional harm by parent	5.1%	4.1%	6.5%
Sexual abuse/exploitation by parent	0.8%	0.7%	1.0%
Other abuse/neglect concerns	3.7%	3.8%	3.4%
<u>Reasons CYIC by Agreement with Parents</u>	11.4%	8.9%	15.1%

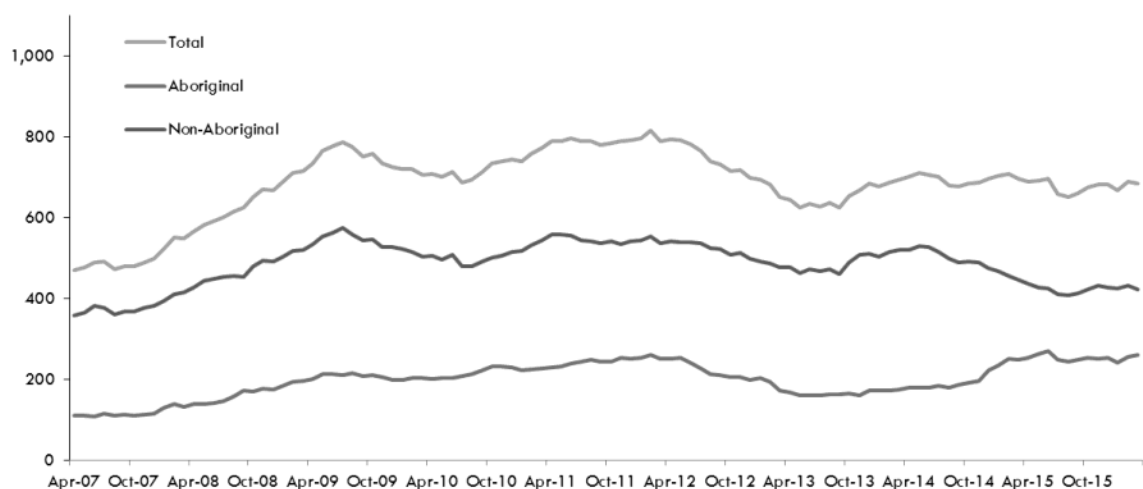
Younger children are more likely to be admitted into care. This is especially true for Aboriginal children. Because younger CYIC are more likely to find permanency through adoption, return to parents or permanent transfer of guardianship, most CYIC are aged 0-12 and Aboriginal CYIC are younger than non-Aboriginal CYIC.

Age Distribution of CYIC between September 2012 and March 2016 by Aboriginal Status



Most youth aged 16 – 18 that need residential services from MCFD are appropriately served through a Youth Agreement rather than being in care. In contrast to CYIC, most Youth Agreements are for non-Aboriginal youth, partially contributing to the over-representation of Aboriginal CYIC.

Youth on Youth Agreements, BC, April 2007 to March 2016



Performance Indicators:

Extended Family

Performance Indicator 4.06 Children and Youth Admitted into Care That Previously Had a Recent Out-of-Care Placement

Rationale:

Permanent, stable relationships are a major determinant of whether children feel safe and secure and therefore, of well-being overall. If a child or youth has to leave their parental home, the ministry or delegated Aboriginal agency strives to place the child or youth with people who know the child or youth and will maintain a positive, lifelong relationship with them, their families and communities, thereby minimizing disruptions to children, youth and their families.

When a child or youth needs to leave their parental home because they are at risk of abuse or neglect or are temporarily unable to live with their parents, the ministry or delegated Aboriginal agency can, if appropriate, arrange for an Out-of-Care placement with extended family or close friends, which is an alternate care arrangement to foster care. This indicates how effective Out-of-Care placements are at keeping children and youth from further involvement in the child welfare system by examining the proportion of children and youth who come into Care after leaving an Out-of-Care placement.

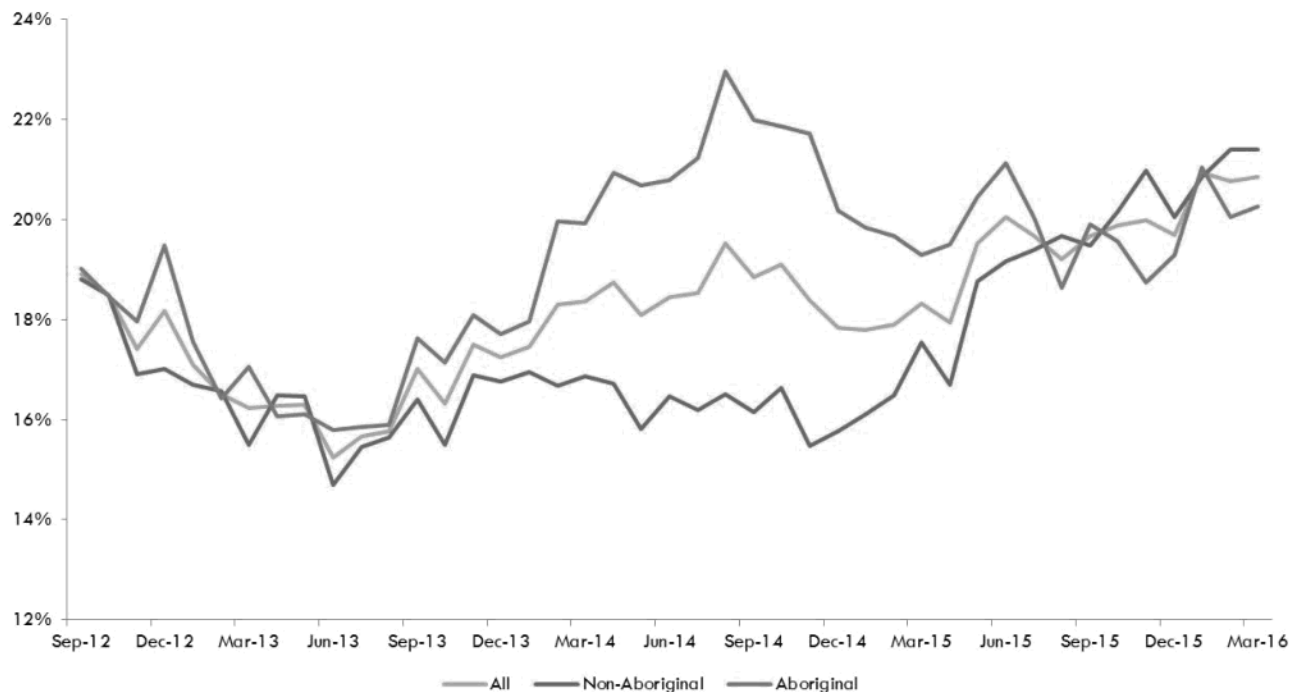
Children Admitted into Care with a Recent Out-of-Care Placement, March 2016

Service Delivery Area	Children and Youth Coming into Care within 6 Months of Exiting an Out-of-Care Placement (Up to March 2016)	Children and Youth Exiting From Out-of-Care Placements, October 2014 to September 2015	Children and Youth Coming into Care within 6 Months of Exiting an Out-of-Care Option (%)		
			All	Aboriginal ¹	Non-Aboriginal ¹
BC	298	1,429	20.9%	20.3%	21.4%
Kootenays	10	46	21.7%	18.8%	23.3%
Okanagan	23	118	19.5%	21.9%	16.7%
Thompson Cariboo Shuswap	27	167	16.2%	14.0%	20.0%
East Fraser	38	119	31.9%	27.6%	36.1%
North Fraser	25	112	22.3%	35.3%	16.7%
South Fraser	54	229	23.6%	31.9%	20.0%
Vancouver/Richmond	22	93	23.7%	7.0%	38.0%
Coast/North Shore	12	53	22.6%	20.0%	24.2%
South Vancouver Island	17	75	22.7%	19.0%	24.1%
North Vancouver Island	20	112	17.9%	18.6%	17.0%
Northwest	24	100	24.0%	23.4%	26.1%
North Central	24	176	13.6%	16.5%	9.6%
Northeast	*	29	*	*	*

¹ SDA data suppressed where the CYIC exiting Out-of-Care is less than 10.

Analysis:

Trend in Children Admitted into Care with a Recent Out-of-Care Placement, September 2012 to March 2016



The rate shows no change between the baseline month, September 2012, and March 2016, although it has fluctuated within a six percentage point range within this period.

Discharges from Out-of-Care have increased by 53% since September 2012, while in Care admissions after these discharges have increased by 68%.

South Fraser had the largest number of admissions into Care after Out-of-Care discharges (54) (but as the region also had the largest number of Out-of-Care discharges (229), the rate of children coming into Care after an Out-of-Care discharge has been fairly flat).

At a 17.5 percentage point increase, Coast/North Shore has experienced the largest percentage point increase since the baseline.

North Central, South Fraser, and Thompson Cariboo Shuswap are experiencing lower rates since the baseline, while North Vancouver Island and Vancouver/Richmond have rates at their baseline levels.

Performance Indicator 4.16 Relative Use of Admissions into Care and Admissions to Out-of-Care Controlling for Protection Reports

Rationale:

When appropriate, Out-of-Care options (OCO) are a best practice. The well-being of children and youth is, overall, better when children and youth can continue to live with their extended families. Sometimes children and youth can be placed in Out-of-Care options as a substitute for admission into Care.

Out-of-Care includes the following agreements and court orders: Extended Family Program Agreements; Interim Custody with Other under Director's Supervision – s. 35(2)(d); Interim Custody with Other under Director's Supervision – s. 35(2)(d) - Consent; Temporary Custody with Other under Director's Supervision – s. 41(1)(b), 42.2(4)(c), 49(7)(b), 54.01(9)(b); Temporary Custody with Other under Director's Supervision – s. 41(1)(b), 42.2(4)(c), 49(7)(b), 54.01(9)(b) - Consent; Extension to Temporary Custody with Other under Director's Supervision – s. 44(3)(b); and Extension to Temporary Custody with Other under Director's Supervision – s. 44(3)(b) - Consent.

Relative Use of Admissions into Care and Admissions to Out-of-Care Controlling for Protection Reports, March 2016

Service Delivery Area	Admissions into Out-of-Care Placements per 1,000 Closed Protection Reports, October 2015 to March 2016 ¹	Admissions into In Care Placements per 1,000 Closed Protection Reports, October 2015 to March 2016	Admissions into Out-of-Care Placements per 1,000 Admissions into In Care Placements, October 2015 to March 2016		
			All ¹	Aboriginal	Non - Aboriginal ¹
BC	39.8	84.0	474.3	570.5	375.0
Kootenays	34.0	69.5	489.8	684.2	366.7
Okanagan	34.0	87.4	389.4	363.6	413.8
Thompson Cariboo Shuswap	53.7	85.2	629.6	738.5	528.6
East Fraser	39.8	76.5	520.0	844.8	238.8
North Fraser	35.2	79.0	446.3	620.0	323.9
South Fraser	35.2	85.6	411.3	415.6	409.1
Vancouver/Richmond	21.2	70.5	301.3	345.2	250.0
Coast/North Shore	32.4	66.1	490.6	833.3	*
South Vancouver Island	22.8	79.4	286.7	253.5	316.5
North Vancouver Island	39.7	99.0	401.0	464.9	322.6
Northwest	103.9	105.2	987.7	1068.5	*
North Central	91.2	111.4	818.2	702.1	1222.2
Northeast	*	74.6	*	N/A	*

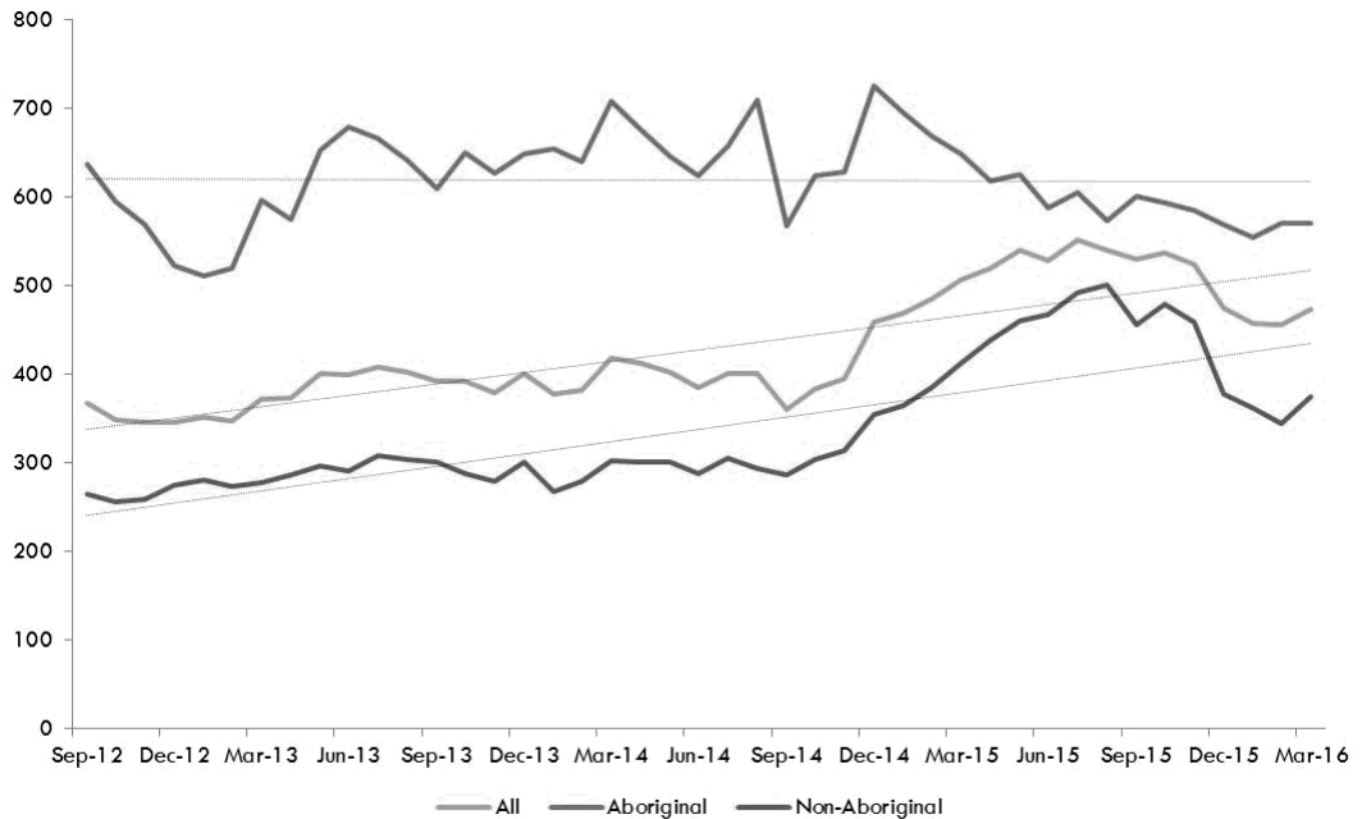
Since September 2014, this performance indicator increased significantly from 361 to 522 in September 2015. This recent upward, positive trend in this indicator is largely attributed to a significant drop in the number of non-Aboriginal children being admitted into Care and a relatively stable number of non-

¹ SDA's data suppressed where the number of admissions into Out-of-Care or In-Care is less than 10

Aboriginal children being admitted into Out-of-Care over time (based on a rolling six month period). For the Aboriginal children, since the growth in the number being admitted into Care outpaced the Out-of-Care admissions, this ratio has decreased over the same time period.

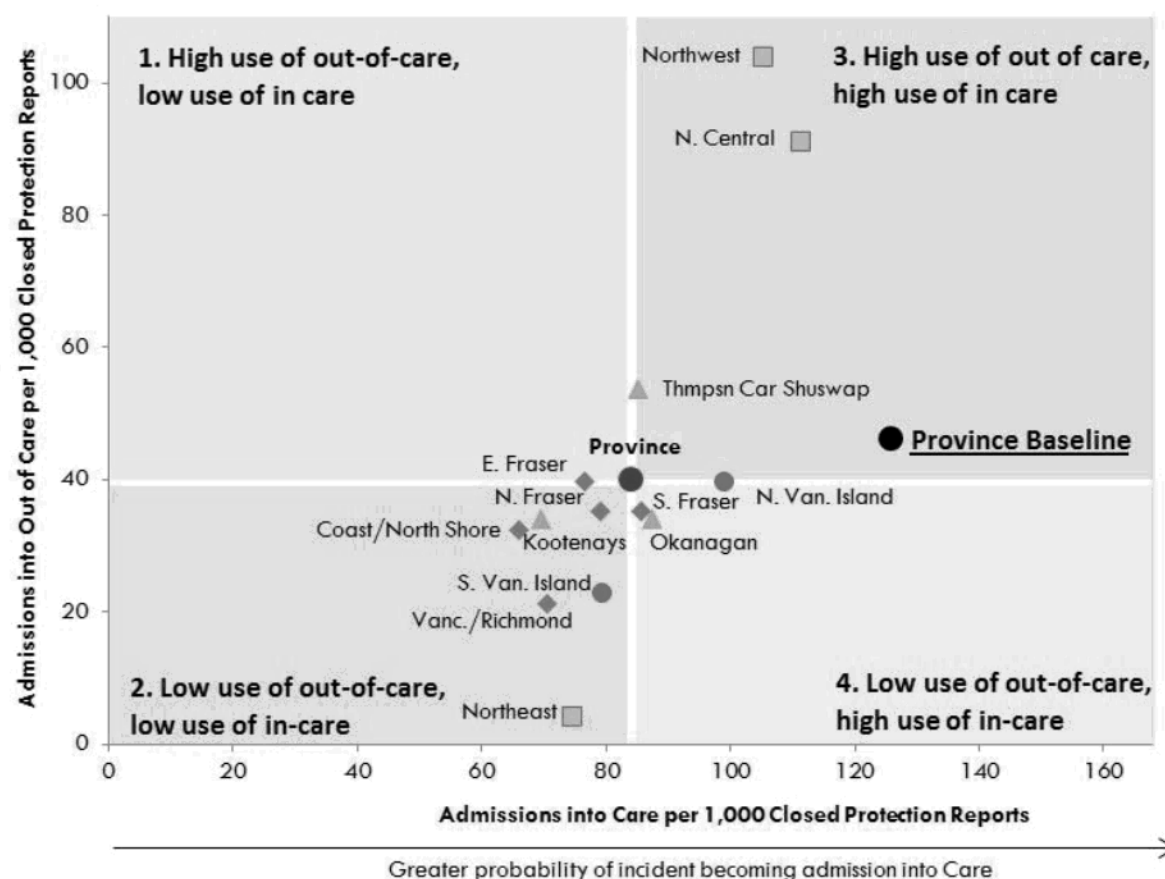
Analysis:

Trend in Admissions into Out-of-Care Placements per 1,000 Admissions into In Care Placements, September 2012 to March 2016



For the province and the majority of SDAs, there was relatively greater use of Out-of-Care options for Aboriginal children than for Non-Aboriginal children in March 2016. The Admissions into Out-of-Care Placements per 1,000 Admissions into In Care Placements ranged from 287 in South Vancouver Island to a high of 988 in Northwest SDA, with the provincial average of 474 in March 2016; excluding Northeast SDA with less than 10 admissions into Out-of-Care.

The chart below shows the relationship between Out-of-Care admissions and In Care admissions per 1,000 protection reports in March 2016. The chart is centered on the values for the province. In March 2016, there were 40 Out-of-Care admissions per 1,000 closed protection reports (vertical axis) and 84 In Care admissions per 1,000 closed protection reports (horizontal axis).



The chart is divided into four quadrants (defined by the province at the centre, e.g., horizontal and vertical dividing lines pass through the provincial data point):

1. High use of Out-of-Care, low use of in Care (compared with the province)
2. Low use of Out-of-Care and in Care (compared with the province)
3. High use of Out-of-Care and in Care (compared with the province)
4. Low use of Out-of-Care and high use of in Care (compared with the province)

Over time, it is anticipated that SDAs will shift to the left of the province baseline. This is happening for the province overall, which, on the graph, the current provincial value is to the left of the provincial baseline (September 2012).

Currently, a protection report is least likely to become an admission into Care in Coast/North Shore SDA (probability 6.6%), and most likely in North Central SDA (11.1%). Northwest SDA (10.4%) is also more likely to utilize admissions into OCO as a response to a protection report than any other SDA, while Northeast SDA is the least likely to utilize an OCO admission as a response to a protection report.

Children and Youth in Care

Case Data:

Service Days by Type of Residential Placements April 1 to September 30, 2016

Residential Service Type	Service Days	
	Number	Percentage
Foster Homes	740,230	84.629%
Contracted Resources	134,424	15.368%
Hotels	27	0.003%
Total	874,681	100.000%

Occasionally (one day in every 30,000 days of care) a CYIC is placed into a hotel. This is usually for emergency or travel reasons as noted below. For the six month period April 1 – September 30, 2016 there were 17 CYIC were placed into hotels (there were 18 placements as one CYIC was placed on two separate occasions). Placements by Service Delivery Area and Delegated Aboriginal Authority were:

Service Delivery Area/Delegated Aboriginal Agencies	Hotel Placements	Children Placed
Metis Family Services	1	1
North Central	3	3
North Island	1	1
Northwest	4	3
Okanagan	1	1
South Fraser	1	1
Surrounded by Cedar	1	1
Vancouver/Richmond	6	6
Total	18	17

In every hotel stay, children were accompanied by a caregiver.

Notes:

1. Reasons for hotel stays are:

Fire in Resource, caregiver and child stayed in hotel.	1 child
Household emergency in resource. Fumigation required and everyone needed to be out of resource due to health and safety concerns.	3 children
Emergency accommodation required for a sibling group of 5	5 children
No immediate suitable placement available due to Child's presenting needs	5 children
No emergency placement available that night in area.	3 children

2. Of the 18 stays, 16 were for one night, 1 was for four nights and one for seven nights (ave 1.7 days).

3. Of the 17 children and youth placed in hotels, 16 were Aboriginal

4. Number of children and youth placed in a hotel by age:

1 – 5:	5
6 – 12:	4
13 – 18:	8

Performance Indicators:

Performance Indicator 5.06 Recurrence of Maltreatment of Former Children and Youth in Out of Home Care¹

Rationale:

One of the ministry's core objectives is to protect children that have been victims of abuse or neglect from further maltreatment. The maltreatment recurrence rate measures how often children that had to leave their homes because of abuse or neglect fell victim to further suspected abuse or neglect after reunification with their family. A lower maltreatment recurrence rate means that, of the children that returned home, more did so safely.

Recurrence of Maltreatment, March 2016, Children & Youth in Out-of-Home-Care

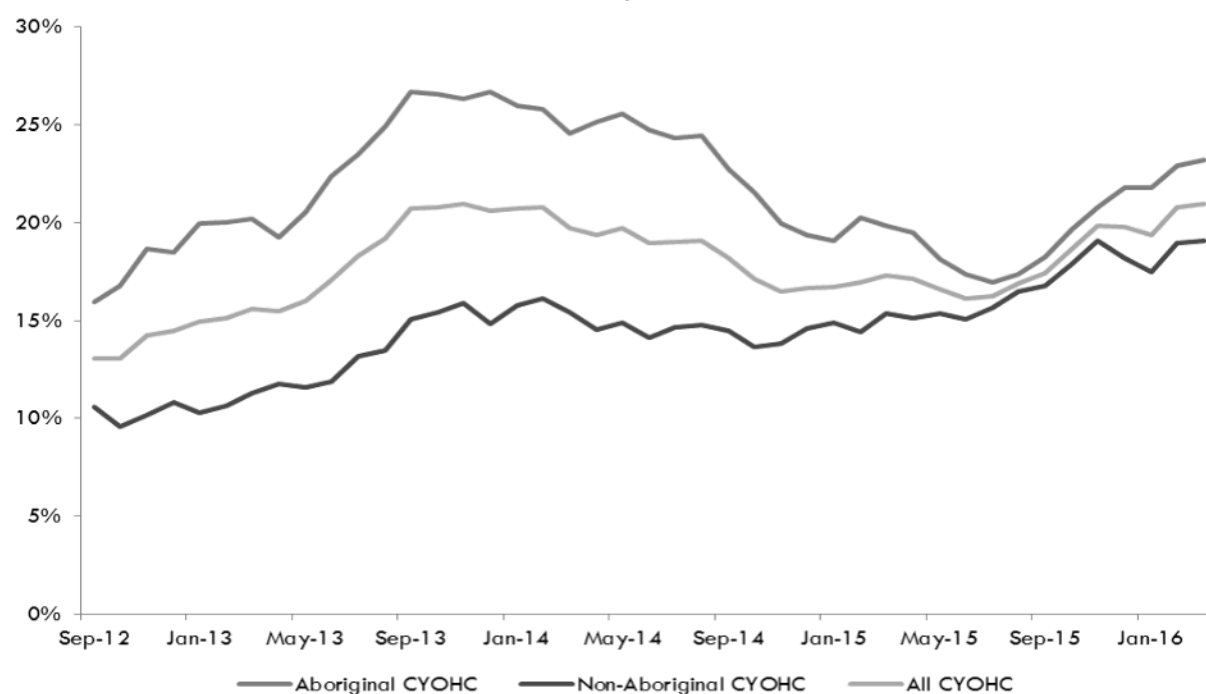
Service Delivery Area	Children and Youth Living Away From Home Due to Abuse or Neglect That Returned Home between April 2014 and March 2015	Children and Youth That Returned Home and Were the Subject of an FDR within 12 Months (Up to March 2016)(%)	Children and Youth That Returned Home and Were the Subject of an Investigation within 12 Months (Up to March 2016)(%)	Children and Youth That Returned Home and were the Subject of Either a FDR or an Investigation within 12 Months (Up to March 2016)(%)		
				All	Aboriginal	Non-Aboriginal
BC	1,752	16.3%	6.4%	20.9%	23.2%	19.1%
Kootenays	48	4.2%	0.0%	4.2%	6.7%	3.0%
Okanagan	181	11.0%	7.2%	16.6%	19.0%	15.3%
Thompson Cariboo Shuswap	154	20.8%	5.2%	24.7%	21.6%	28.8%
East Fraser	161	18.6%	5.6%	20.5%	28.9%	12.9%
North Fraser	123	17.1%	12.2%	28.5%	14.0%	36.3%
South Fraser	270	17.4%	6.3%	21.9%	23.9%	20.8%
Vancouver/Richmond	121	17.4%	3.3%	19.0%	25.9%	13.4%
Coast/North Shore	67	16.4%	3.0%	19.4%	15.6%	22.9%
South Vancouver Island	152	12.5%	6.6%	17.8%	27.7%	13.3%
North Vancouver Island	169	17.8%	10.7%	25.4%	29.9%	21.7%
Northwest	113	24.8%	9.7%	29.2%	33.3%	10.0%
North Central	147	14.3%	3.4%	17.7%	16.7%	18.8%
Northeast	46	8.7%	2.2%	10.9%	8.8%	16.7%

Analysis:

From a wide gap in 2013, provincially the recurrence of maltreatment rates for Aboriginal and non-Aboriginal CYOHC have almost converged in September 2015. Since September 2015, the recurrence of maltreatment increased by 3 percentage points to nearly 21%. This deteriorating trend has emerged for both Aboriginal CYOHC and non-Aboriginal CYOHC.

¹ Out-of-Home care includes children and youth in Care, Court-Ordered Out-of-Care Options, Extended Family Program and Youth Agreements. Children 16 years or older are excluded as they may not be available for the full cycle of the indicator.

Recurrence of Maltreatment of Former CYOHC, September 2012 to March 2016



As of March 2016, Children and Youth in Care (CYIC) made up 55% (down from 75% in 2012) of all children and youth who left In Out of Home Care. CYIC experienced recurrence of maltreatment at slightly lower rates compared all CYOHC.

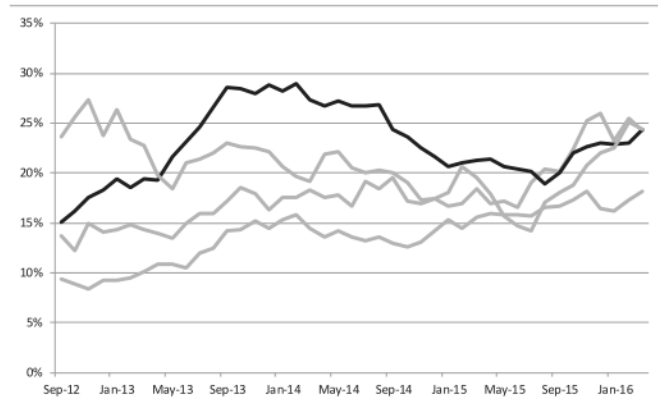
CYIC recurrence of maltreatment is approaching the peak seen in early 2014. CYIC recurrence of maltreatment rates are slightly lower than those for CYOHC and the gap between Aboriginal and non-Aboriginal rates is more significant at 6.2 percentage points higher for Aboriginal rates.

Recurrence of Maltreatment, Former CYIC and CYOHC, March 2016

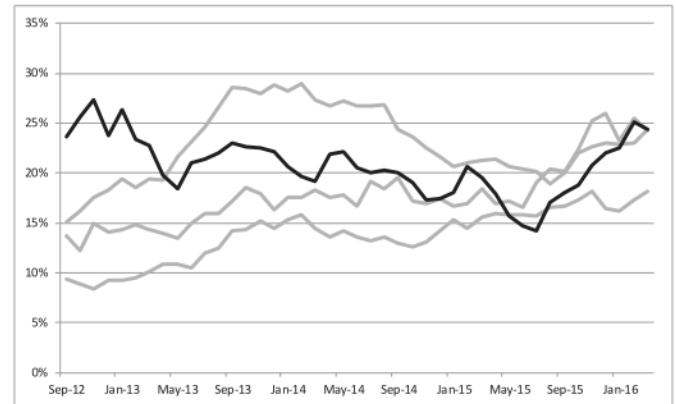
	All	Aboriginal	Non-Aboriginal
CYIC	20.6%	24.3%	18.1%
CYOHC	20.9%	23.2%	19.1%

Recurrence of Maltreatment of Former CYIC and Former Children and Youth who left an Out-of-Care Legal Status by Aboriginal Identity, September 2012 to March 2016

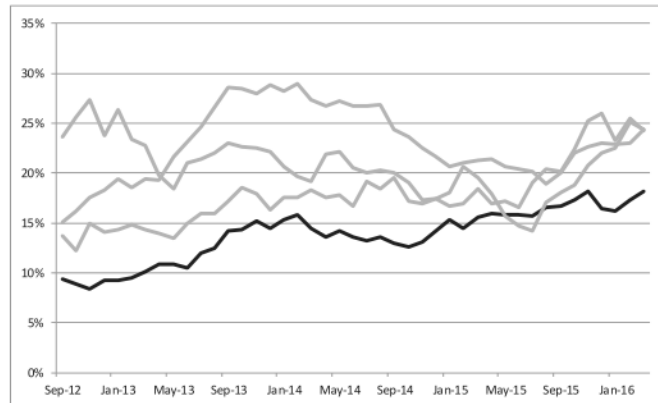
Recurrence of Maltreatment, Aboriginal In Care



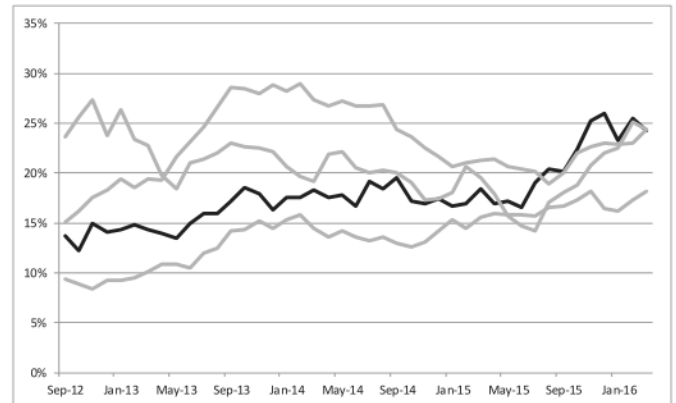
Recurrence of Maltreatment, Aboriginal Out-of-Care



Recurrence of Maltreatment, Non-Aboriginal In Care



Recurrence of Maltreatment, Non-Aboriginal Out-of-Care



Trends in recurrence of maltreatment are becoming more influenced by former Children and Youth in Out-Of-Care (CYOOC). As of March 2016, CYOOC Legal status made up 36% (up from 22% in 2012) of all children and youth who left In Out of Home Care.

Beginning mid-2015, CYOOC experienced deterioration of recurrence of maltreatment from around 15% to 25%. Historically, Aboriginal CYIC experienced the highest level of recurrence of maltreatment. As of March 2016, CYOOC now experience recurrence rates equal to Aboriginal CYIC, the highest rates among all legal status.

Performance Indicator 5.01 Children and Youth in Care Who Exited to Permanency

Rationale:

Permanent, stable relationships are a major determinant of whether children feel safe and secure and therefore, of well-being overall. Permanency is achieved by leaving the care of the Director of Child Welfare through family reunification, adoption or permanent transfer of custody under the CFCSA.

Since it is possible for a CYIC to re-enter Care after achieving permanency, whether a former CYIC has achieved permanency can only be measured over a span of time. This indicator is calculated using CYIC that achieved permanency over the twelve month period ending March 2016.

Discharges from Care to Permanency, March 2016

Service Delivery Area	Children Who Exited From Care between April 2015 and March 2016 for Reasons Other Than Aging Out	Children Who Had Been in Care for More Than Two Months on March 31, 2015 ¹	Children Who Exited to Permanency (%)			Median Time to Permanency (Months)	Median Duration For CYIC That Remained in Care (Months)
			All	Aboriginal	Non-Aboriginal ²		
BC	1,585	7,280	21.8%	17.1%	28.0%	19	55
Kootenays	83	237	35.0%	25.3%	42.0%	16	50
Okanagan	149	576	25.9%	24.2%	27.2%	22	58
Thompson Cariboo Shuswap	271	818	33.1%	28.2%	40.9%	17	47
East Fraser	150	750	20.0%	16.9%	23.9%	27	61
North Fraser	82	393	20.9%	19.1%	21.8%	16	54
South Fraser	198	957	20.7%	15.2%	26.3%	16	57
Vancouver/Richmond	90	710	12.7%	7.4%	23.2%	21	67
Coast/North Shore	31	252	12.3%	9.9%	18.3%	21	66
South Vancouver Island	186	851	21.9%	17.3%	25.8%	19	48
North Vancouver Island	220	910	24.2%	19.1%	32.1%	17	47
Northwest	40	240	16.7%	13.4%	45.8%	25	73
North Central	64	501	12.8%	10.8%	19.8%	21	57
Northeast	21	84	25.0%	26.4%	*	17	41

Analysis:

Over the twelve month period April 2015 to March 2016 1,585 CYIC (22% of all CYIC) found permanency, compared to the corresponding figures of 1,399 CYIC (or 19% of all CYIC) over the twelve month period one year earlier. There has been an upward trend since September 2012. A similar pattern is also observed for the Aboriginal and Non-Aboriginal CYIC. The overall upward trend in this indicator is largely attributed to a significant drop in the number of Non-Aboriginal children being admitted into Care and a relatively stable number of Non-Aboriginal children being admitted into Out-of-Care over time (based on a rolling twelve month period).

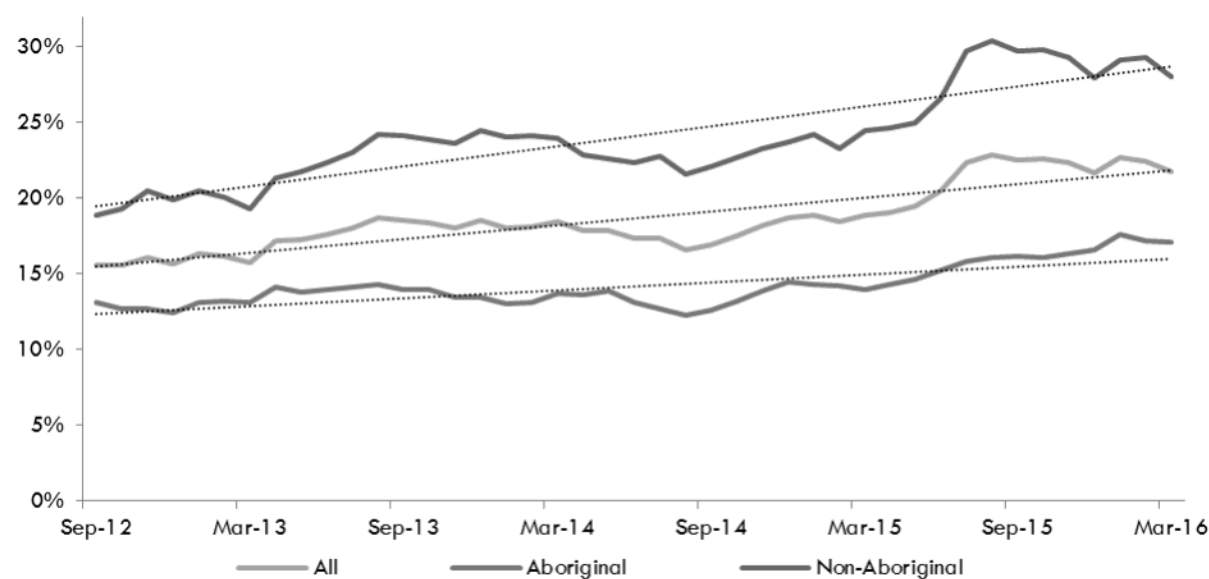
It is commonly accepted that the longer children remain in Care, the less likelihood they have of unifying with their parents or being adopted. Thus, the extra time spent in Care would reduce their chance of ever

¹ The SDA counts will not sum to the BC count (7,280) due to 1 child where SDA information cannot be determined.

² SDA's data suppressed where the number of children who exited to permanency is less than 10.

achieving permanency. Of these 1,585 CYIC who exited for permanency during April 2015 – March 2016, the median amount of time spent in Care is 19 months. Although there is a higher percentage of CYIC exited for permanency compared to September 2012 (16% in September 2012 vs. 22% in March 2016), the median time to permanency has gone up by 2 months, from 17 months in September 2012 to 19 months in March 2016. The median length of time to permanency also varies across SDAs, for a low of 16 months in Kootenays, North Fraser and South Fraser SDAs and a high of 27 months in East Fraser SDA. For those CYIC who remained in Care, the median length of stay in Care was 55 months (it should be noted that, due to the calculation criteria, all children and youth had to be in Care for more than two months), down from 59 months in September 2012. At the SDA level, the largest improvement in the median duration in Care occurred in Northeast SDA (down from 52 months to 41 months) while the largest deterioration in North Fraser SDA (up from 49 months to 54 months).

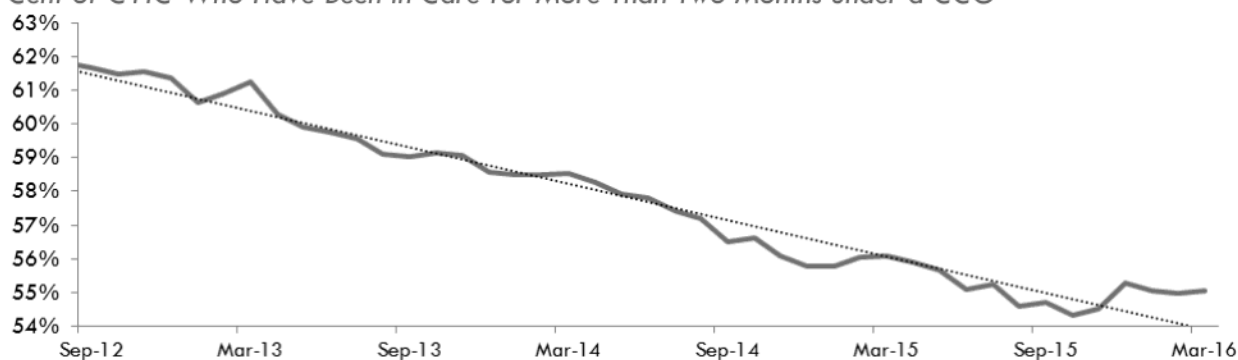
Discharges from Care to Permanency, September 2012 to March 2016



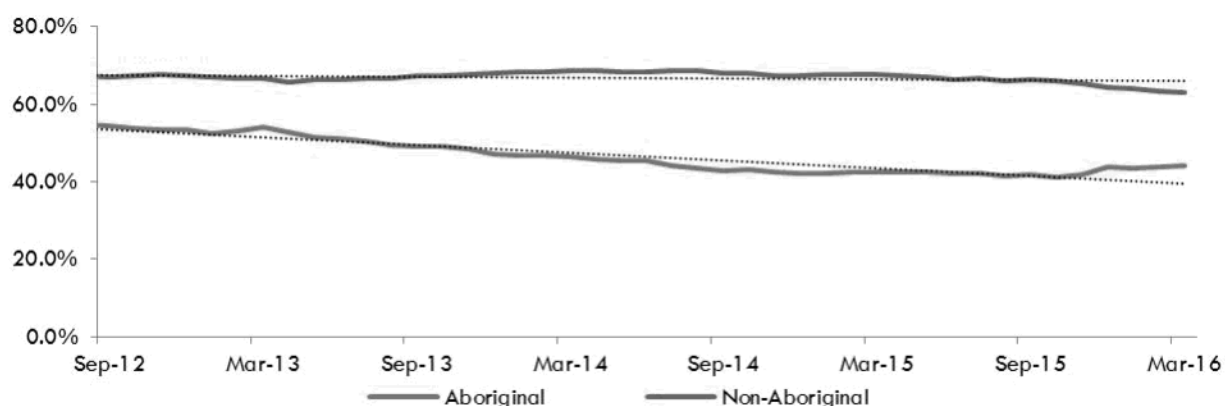
A positive implication of higher permanency rates is fewer CYIC becoming continuing wards of the province; children under Continuing Custody Orders (CCOs). CCOs, as a proportion of all CYIC, have been declining since 2004. However, this ratio increases slightly in the recent months that might be due to a substantial number of CYIC reported being discharged as a result of data cleaning efforts carried out by the ministry.

Furthermore, since September 2012, the per cent of CYIC who have been in Care for more than 2 months and under a CCO has declined by about seven percentage points from 62% to 54% in October 2015, followed by a slight rise to 55% in March 2016. The recent increase is largely driven by the substantial decrease in the number of Non-Aboriginal CYIC who have been in Care for more than two months, which is likely resulting from the data cleaning process.

Per Cent of CYIC Who Have Been in Care for More Than Two Months under a CCO



Per Cent of CYIC Who Have been in Care for More Than Two Months under a CCO, by Aboriginal/Non-Aboriginal, September 2012 to March 2016



Across the province, except in Northeast SDA, discharges to permanency were lower for Aboriginal children and youth compared to Non-Aboriginal children and youth. Aboriginal children and youth are less likely to be discharged from Care to permanency in twelve months since a higher proportion of them are under a CCO (68%) compared to Non-Aboriginal children and youth (43%) in March 2015.

Performance Indicator 5.11 Placement Stability in the First Year of Care

Rationale:

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. Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth, but generally avoiding or minimizing moves while in Care is an important goal. Evidence shows that attachment to a caregiver for children under six can occur within as little as two to three months, and takes only slightly longer for older children and youth. Additionally, most moves occur within the first year of care.

The following set of three tables present the count and percentage of CYIC who move zero times, one time, and two or more times within their current episode of care.

CYIC (1 to 12 Months Duration) with Zero Placement Changes in Current Episode of Care

Service Delivery Area	CYIC in 1 to 12 Months of Their Current Episode of Care in March 2016	CYIC That Did Not Move (%)		
		All	Aboriginal	Non - Aboriginal
BC	1,682	68.7%	67.2%	70.2%
Kootenays	56	76.8%	84.6%	70.0%
Okanagan	120	80.0%	76.6%	83.9%
Thompson Cariboo Shuswap	171	72.5%	77.0%	69.1%
East Fraser	163	73.0%	67.2%	77.1%
North Fraser	93	62.4%	53.1%	67.2%
South Fraser	236	69.9%	62.0%	75.0%
Vancouver/Richmond	176	74.4%	80.2%	68.9%
Coast/North Shore	60	66.7%	61.1%	75.0%
South Vancouver Island	149	61.1%	58.1%	64.0%
North Vancouver Island	228	62.3%	64.2%	59.3%
Northwest	85	45.9%	43.0%	83.3%
North Central	108	80.6%	83.8%	71.4%
Northeast	37	54.1%	63.6%	40.0%

CYIC with One Placement Change in Current Episode of Care

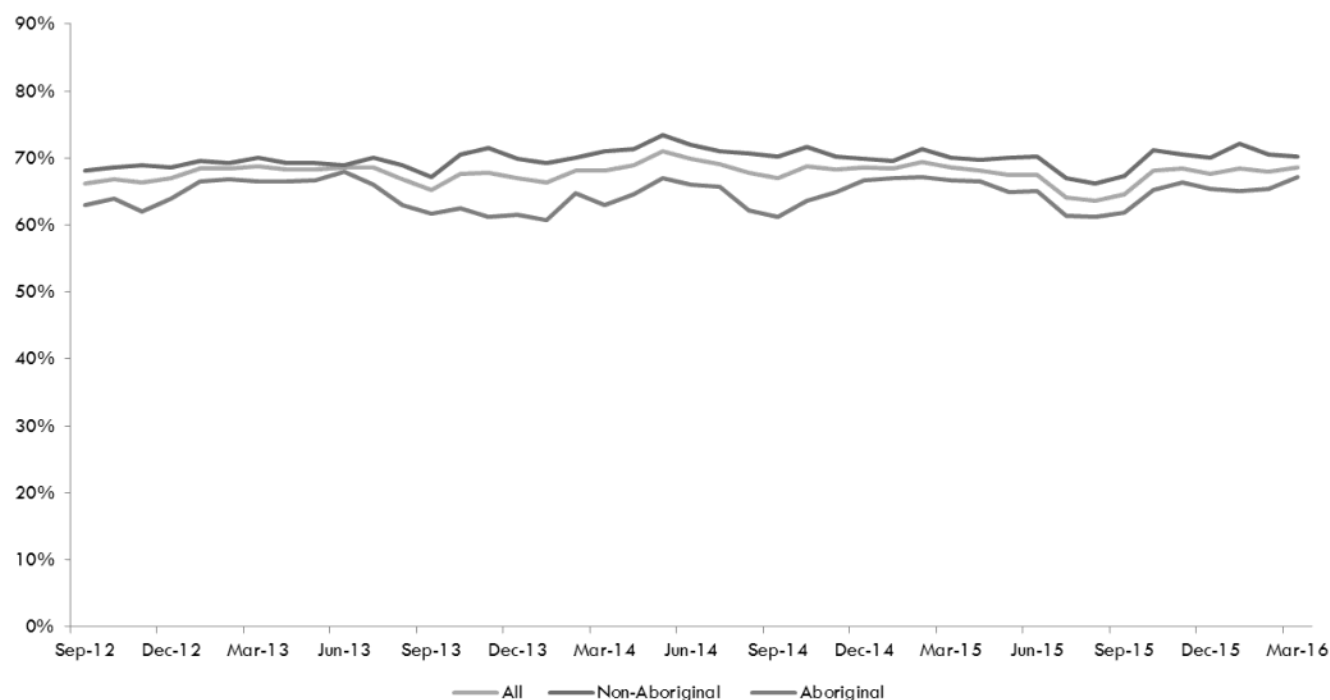
Service Delivery Area	CYIC in 1 to 12 Months of Their Current Episode of Care in March 2016	CYIC That Moved Once (%)		
		All	Aboriginal	Non - Aboriginal
BC	1,682	22.7%	24.1%	21.3%
Kootenays	56	16.1%	11.5%	20.0%
Okanagan	120	14.2%	14.1%	14.3%
Thompson Cariboo Shuswap	171	16.4%	13.5%	18.6%
East Fraser	163	17.8%	20.9%	15.6%
North Fraser	93	31.2%	40.6%	26.2%
South Fraser	236	23.7%	32.6%	18.1%
Vancouver/Richmond	176	19.9%	18.6%	21.1%
Coast/North Shore	60	18.3%	19.4%	16.7%
South Vancouver Island	149	32.9%	37.8%	28.0%
North Vancouver Island	228	27.6%	24.8%	31.9%
Northwest	85	32.9%	34.2%	16.7%
North Central	108	15.7%	13.8%	21.4%
Northeast	37	29.7%	31.8%	26.7%

CYIC with Two or More Placement Changes during the Current Episodes of Care

Service Delivery Area	CYIC in 1 to 12 Months of Their Current Episode of Care in March 2016	CYIC That Moved Two or More Times (%)		
		All	Aboriginal	Non - Aboriginal
BC	1,682	8.6%	8.7%	8.5%
Kootenays	56	7.1%	3.8%	10.0%
Okanagan	120	5.8%	9.4%	1.8%
Thompson Cariboo Shuswap	171	11.1%	9.5%	12.4%
East Fraser	163	9.2%	11.9%	7.3%
North Fraser	93	6.5%	6.3%	6.6%
South Fraser	236	6.4%	5.4%	6.9%
Vancouver/Richmond	176	5.7%	1.2%	10.0%
Coast/North Shore	60	15.0%	19.4%	8.3%
South Vancouver Island	149	6.0%	4.1%	8.0%
North Vancouver Island	228	10.1%	10.9%	8.8%
Northwest	85	21.2%	22.8%	0.0%
North Central	108	3.7%	2.5%	7.1%
Northeast	37	16.2%	4.5%	33.3%

Analysis:

Trend in CYIC (1 to 12 Months Duration) with Zero Placement Changes in Their Current Episode of Care, September 2012 to March 2016



These stability indicators have remained relatively stable since September 2012.

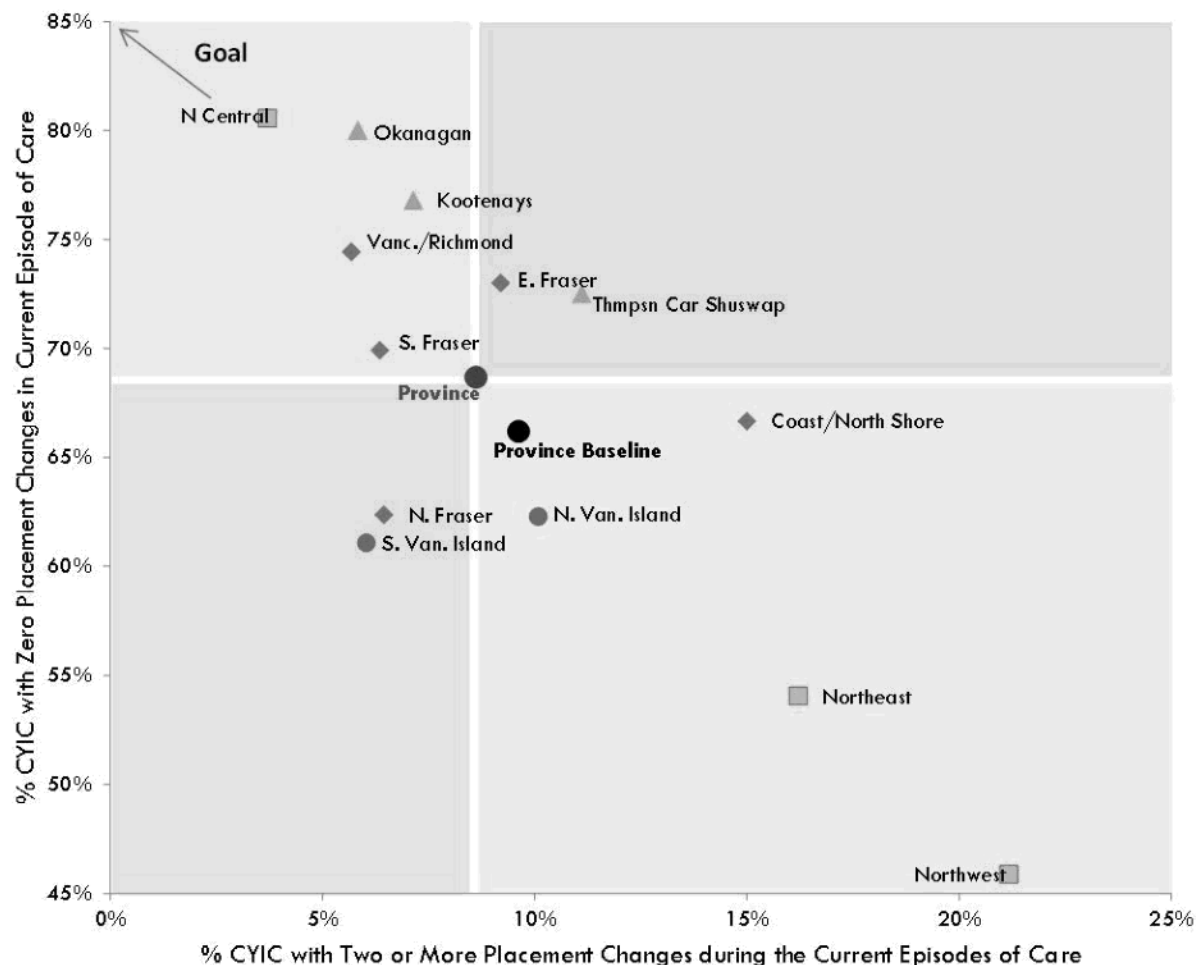
Older children are more likely to experience a placement change. The chances of having a placement change for both Aboriginal and non-Aboriginal children increases with age.

Aboriginal children are more likely to have a placement change than non-Aboriginal children even after accounting for age differences. This is clear from the higher proportion of Aboriginal children that move and the fact that, on the whole, Aboriginal CYIC are younger (median age for Aboriginal children was 6 compared to 8 for non-Aboriginal children).

The chart below shows the relative placement stability during the current episode of care by SDA in March 2016. The chart is divided into four quadrants with horizontal and vertical dividing lines passing through the provincial data point. In the province, 68.7% of CYIC had no placement change (vertical axis) and 8.6% of CYIC had two or more placement changes (horizontal axis) during the current episode of care in March 2016.

The goal is for all SDAs to shift to the left top quadrant. The current provincial value is to the left of the provincial baseline (September 2012), indicating an increase in the placement stability performance.

% CYIC in First Year of Care with No Placement Change and % CYIC with Two or More Placement Changes during the Current Episode of Care



Performance Indicator 5.11c Placement Stability - Children in Out of Home Care for at least Two Years with no Placement Change

Children in Out of Home Care for at least Two Years with no Change in Placement in the Two Years prior to March 31, 2015

Service Delivery Area	Children in Out of Home Care for at least Two Years on Sept. 30, 2015	Children who had no Change in Placement between Oct. 1, 2013 and Sep. 30, 2015	Percentage of Children in Out of Home Care for at least two Years on Sep. 30, 2015 that had no Change in Placement		
			All	Aboriginal	Non - Aboriginal
BC	3,888	2,451	63.0%	65.8%	56.9%
Kootenays	81	54	66.7%	75.6%	55.6%
Okanagan	278	182	65.5%	68.6%	61.6%
Thompson Cariboo Shuswap	359	217	60.4%	63.8%	53.4%
East Fraser	422	235	55.7%	62.9%	43.2%
North Fraser	193	123	63.7%	61.4%	65.0%
South Fraser	524	348	66.4%	69.0%	61.7%
Vancouver/Richmond	453	322	71.1%	72.0%	68.0%
Coast/North Shore	177	119	67.2%	69.3%	55.6%
South Vancouver Island	433	255	58.9%	65.5%	48.5%
North Vancouver Island	454	286	63.0%	64.0%	60.2%
Northwest	155	92	59.4%	56.6%	100.0%
North Central	325	204	62.8%	64.2%	53.5%
Northeast	34	14	41.2%	43.5%	36.4%

Analysis:

More than 60% of the long term Children and Youth in out-of-home care, i.e. those who had been in care for at least two years on March 31, 2016, had not had a change of placement in the last two years. Vancouver/Richmond had the highest percentage at 71.1% while the Northeast was the lowest at 41.2%.

Aboriginal children in out-of-home care were overrepresented in this indicator: they made up 69% of the base for this measure while Aboriginal children in out-of-home care represented only 61% of the total out-of-home care population. This indicates that Aboriginal children are more likely to remain away from their families for two years or longer than their non-Aboriginal counterparts.

Stability was better for Aboriginal children in out-of-home care than for non-Aboriginal children. 65.8% of long term Aboriginal children did not have a change in placement over the last two years.

The Aboriginal children were overall younger than their non-Aboriginal counterparts, with median ages of 11 and 14 respectively. For the long term children in out-of-home care, children aged 6 to 13 were less likely to experience a change in placement. The chances of having a placement change for both Aboriginal and non-Aboriginal children increased with age.

When controlling for age and Aboriginal status, children in the out-of-home care of Delegated Aboriginal agencies were more likely to experience placement stability than those cared for by MCFD.

Performance Indicator 5.12 Foster Parent Retention Rate

Rationale:

Foster parent retention allows for stability of placement for the children and youth who cannot be placed in kinship care. Additionally, experienced foster parents may also be better able to provide complex care that is required for the children and youth in MCFD care. Effective support for foster parents is a significant factor in their decision to continue fostering over time. The effectiveness of this support will be reflected in rates of retention for foster parents from year to year.

Foster Parent Retention, Twelve Month Period Ending March 2016

Service Delivery Area	Number of Foster Parents, active and under 64 years of age on March 31, 2015, still active on March 31, 2016 ¹	Number of Foster Parents (under 64 years old) Active on March 31, 2015 ¹	Percentage of Foster Parents on March 31, 2015 still active on March 31, 2016		
			All	Aboriginal	Non - Aboriginal
BC	2,116	2,770	76.4%	69.7%	77.6%
Kootenays	82	122	67.2%	57.1%	67.8%
Okanagan	181	234	77.4%	76.5%	77.4%
Thompson Cariboo Shuswap	221	311	71.1%	59.7%	74.2%
East Fraser	204	269	75.8%	72.2%	76.4%
North Fraser	113	141	80.1%	83.3%	80.0%
South Fraser	241	292	82.5%	81.0%	82.7%
Vancouver/Richmond	237	276	85.9%	82.1%	86.3%
Coast/North Shore	117	156	75.0%	76.3%	74.6%
South Vancouver Island	220	298	73.8%	67.3%	75.2%
North Vancouver Island	237	340	69.7%	65.6%	70.6%
Northwest	83	102	81.4%	73.8%	86.7%
North Central	147	177	83.1%	73.3%	85.0%
Northeast	33	52	63.5%	37.5%	68.2%

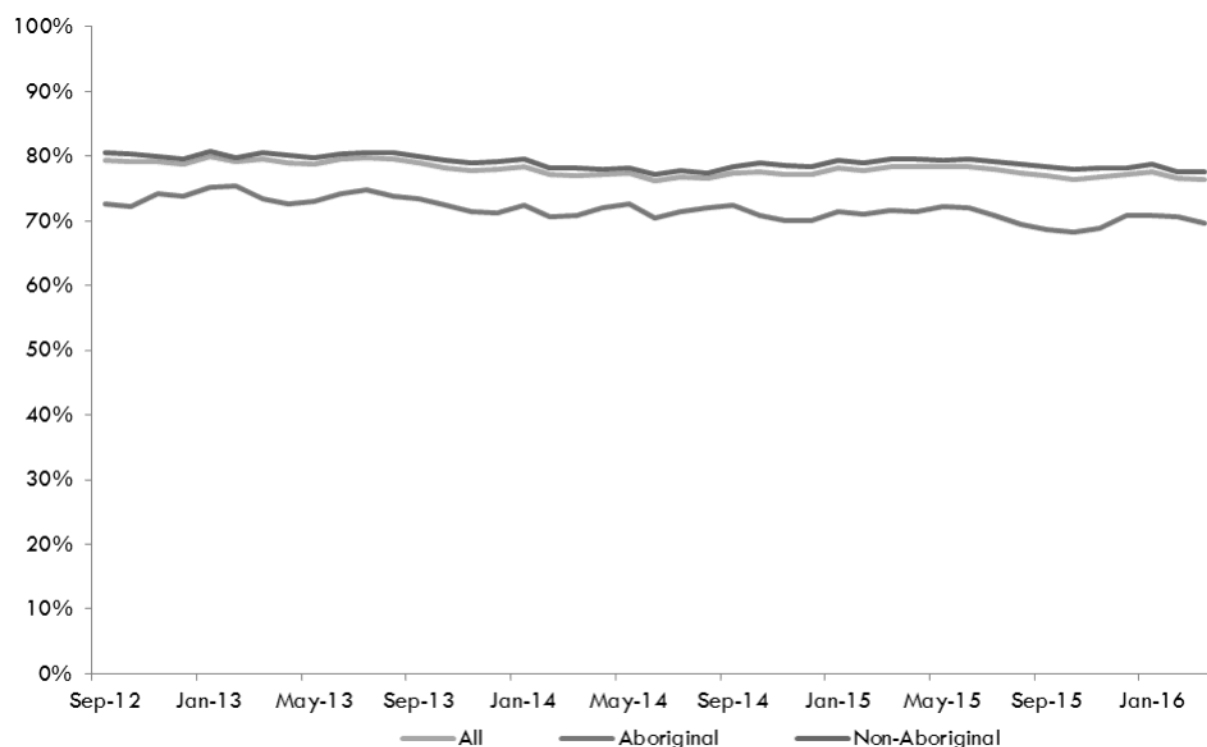
Analysis:

More than 76% of all active foster parents under the age of 64 on March 31, 2015 were still active twelve months later. Aboriginal foster parents had a lower retention rate, but still continued to provide foster care at a rate of close to 70%.

Retention has been has remained relatively unchanged since the baseline period.

¹ Foster parents may provide services in more than one SDA; totalling the counts by SDA may not match the BC count.

Foster Parent Retention, September 2012 to March 2016



Both Aboriginal and non-Aboriginal time series show a flat rate since the baseline period. There is still a shortage of Aboriginal foster parents. On March 31, 2015, they represented 15% of the foster parent pool. In comparison, Aboriginal children and youth represented 57% of the CYIC caseload.

The Vancouver/Richmond, North Central and South Fraser SDAs had the three highest retention rates in the province this period, all above 80%, however, the South Fraser SDA had only one Aboriginal foster parent for every 23 Aboriginal CYIC on March 31, 2016, the lowest rate in the province.

At the end of March 2016, the rates of Aboriginal CYIC per Aboriginal foster parent varied across the SDAs from 5 Aboriginal CYIC per Aboriginal foster parent in the Coast/North Shore SDA to almost 23 in South Fraser.

Rate of Aboriginal CYIC per Aboriginal Foster Parent by SDA, March 31, 2016

Service Delivery Area	Aboriginal CYIC, March 2016	Count of all Aboriginal Foster Parents (any age), March 2016	Rate of Aboriginal CYIC per Aboriginal Foster Parent
BC	4,418	448	9.9
Kootenays	103	9	11.4
Okanagan	298	21	14.2
Thompson Cariboo Shuswap	523	71	7.4
East Fraser	429	40	10.7
North Fraser	155	7	22.1
South Fraser	500	22	22.7
Vancouver/Richmond	489	32	15.3
Coast/North Shore	195	39	5.0
South Vancouver Island	419	57	7.4
North Vancouver Island	587	65	9.0
Northwest	239	44	5.4
North Central	412	33	12.5
Northeast	68	8	8.5

Performance Indicator 5.61 Aboriginal Children and Youth Cared for By Aboriginal Communities and Service Providers

Rationale:

Aboriginal children and youth, who have had to leave their parental home, need cultural safety through an Aboriginal service system that strongly connects them to their culture and traditions. This connection is important to identity and belonging and consequently overall well-being.

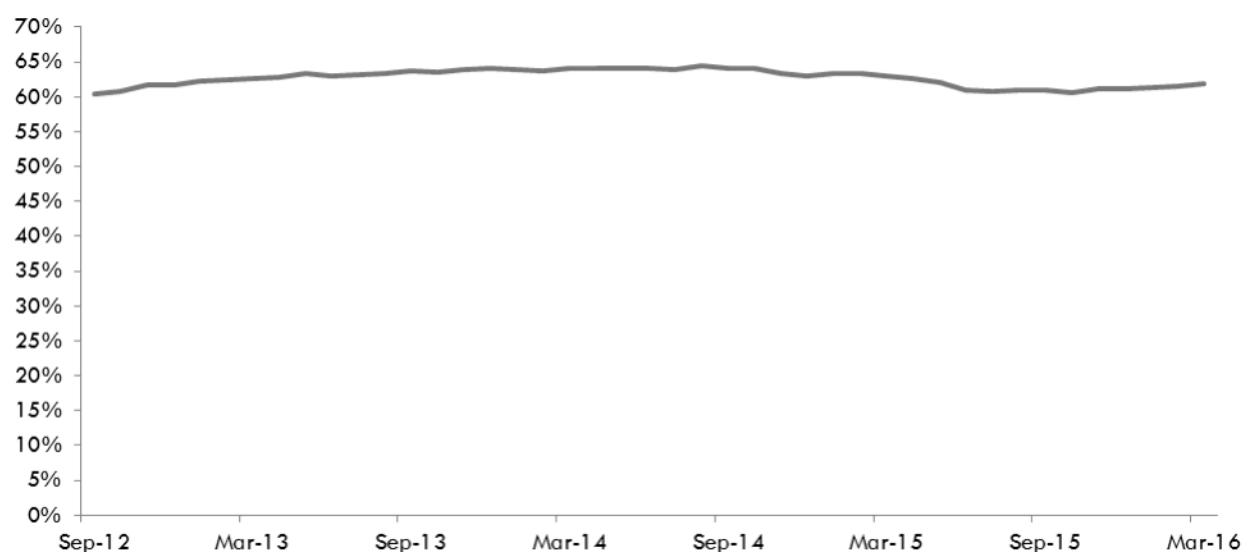
The Aboriginal Children and Youth Cared for By Aboriginal Communities and Service Providers performance indicator is calculated as the count of distinct Aboriginal children and youth younger than 17 years of age who were placed with a Delegated Aboriginal Agency (DAA), or were placed in an MCFD office and had an Aboriginal caregiver (either a foster parent or an extended family caregiver).

Per Cent of Aboriginal CYIC between October 2015 and March 2016 Who Receive Services Delivered by Aboriginal Communities and Service Providers

Service Delivery Area	Aboriginal Children Cared for Through Aboriginal Communities and Service Providers, October 2015 to March 2016	Aboriginal Children Having to Leave Their Parental Home, October 2015 to March 2016	Aboriginal Children Cared for Through Aboriginal Communities and Service Providers, October 2015 to March 2016 (%)
BC	3,061	4,944	61.9%
Kootenays	62	94	66.0%
Okanagan	93	288	32.3%
Thompson Cariboo Shuswap	331	485	68.2%
East Fraser	430	470	91.5%
North Fraser	67	186	36.0%
South Fraser	284	562	50.5%
Vancouver/Richmond	434	499	87.0%
Coast/North Shore	150	231	64.9%
South Vancouver Island	263	455	57.8%
North Vancouver Island	337	667	50.5%
Northwest	251	393	63.9%
North Central	342	532	64.3%
Northeast	17	82	20.7%

Analysis:

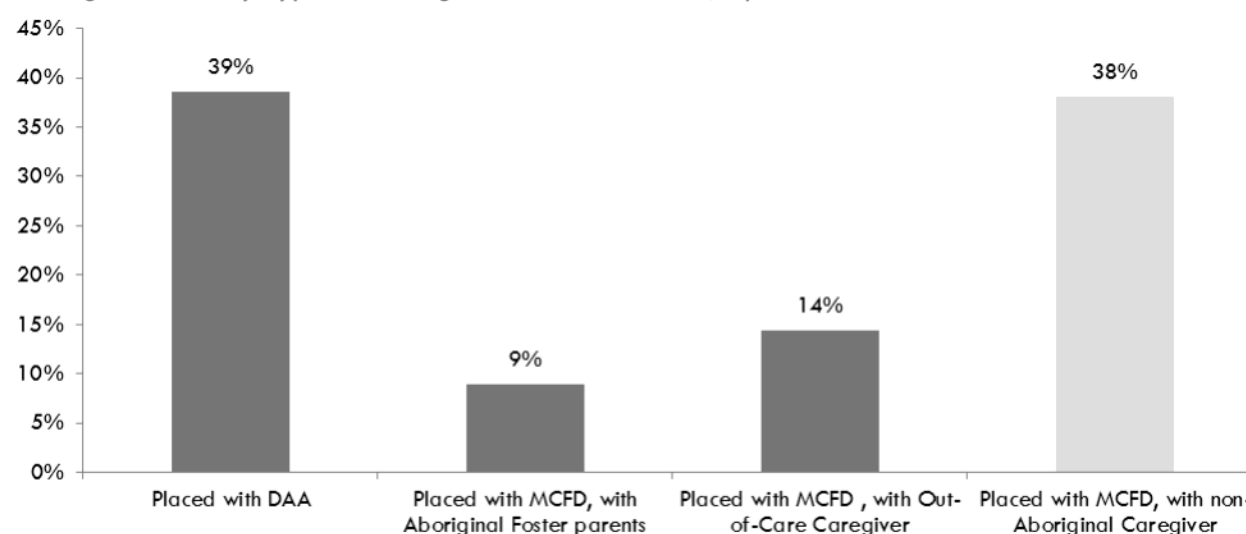
Aboriginal CYIC Who Receive Services Delivered by Aboriginal Communities and Service Providers, September 2012 to March 2016



As of March 2016, the value of this performance indicator increased slightly compared to September 2012 (by 1.5 percentage points). The drop in performance measure from its peak in August 2014 (by 2.6 percentage points) was driven by the identification of more Aboriginal children and youth in care. In addition, a growing number of Aboriginal children and youth (107 new Aboriginal Sections 54.01 and 54.1 between October 2015 and March 2016) moved to permanent placements with the same Aboriginal providers and as such maintained contact with their cultural community but are no longer included in this measure.

The following chart shows how the 4,944 Aboriginal children and youth who had to leave their parental home between October 2015 and March 2016 were cared for by Aboriginal communities and service providers.

Aboriginal CYIC by Type of Aboriginal Service Provider, April 2015 to March 2016



Performance Indicator 5.36 Youth Discharged from Care and Subsequently Claiming Income Assistance (IA): Expected to Work within Six Months of Aging Out

Rationale:

The ministry assists and supports the transition to adulthood for any child in Care who turns 19 years old. Among desired transitions is employment, further education or training. Moving to Income Assistance when “Expected to Work” is not a desired outcome (this differs to receiving entitled disability benefits ‘PWD’). This is an indicator of how effectively the ministry prepares youth to transition to adulthood.

Of All Children in Care Who Turned 19 Years Old between April to September 2015, the Proportion That Went on to Claim 'Income Assistance: Expected to Work' within Six Months (Up to March 2016)

Service Delivery Area	CYIC That Aged Out between April to September 2015 ¹	Accessing 'Income Assistance: Expected to Work' within Six Months (Up to March 2016) ¹	Aboriginal ¹	Non-Aboriginal ¹
BC	320	16.3%	17.6%	15.1%
Kootenays	15	6.7%	*	*
Okanagan	31	9.7%	10.0%	9.5%
Thompson Cariboo Shuswap	25	24.0%	25.0%	*
East Fraser	32	9.4%	8.3%	10.0%
North Fraser	30	20.0%	25.0%	16.7%
South Fraser	45	22.2%	15.0%	28.0%
Vancouver/Richmond	40	15.0%	18.8%	12.5%
Coast/North Shore	15	6.7%	10.0%	*
South Vancouver Island	28	17.9%	*	22.7%
North Vancouver Island	32	28.1%	43.8%	12.5%
Northwest	10	0.0%	0.0%	*
North Central	16	12.5%	15.4%	*
Northeast	*	*	*	*

Analysis:

Youth Discharged from Care and Subsequently Claiming 'IA: Expected to Work' within Six Months, September 2012 to March 2016



¹ SDA data suppressed where the number of youth aging out of care is less than 10

While there had been a decreasing trend in the provincial rate until a low of 12.5% on August 2015, the rate has since increased to 16.3% on March 2016. The trends by Aboriginal and non-Aboriginal are provided above.

Of All Children in Care Who Turned 19 Years Old between April to September 2015, the Proportion That Went on to Claim Income Assistance or Persons with Disabilities within Six Months (Up to March 2016)

	CYIC That Aged Out Between April to September 2015	
BC	320	100.0%
IA: Expected to Work (ETW)	52	16.3%
IA: Expected to Work - Medical Condition	5	1.6%
IA: Persistent Multiple Barriers (PPMB)	0	0.0%
IA: Temporarily Excused from Work	21	6.6%
Persons with Disabilities (PWD)	127	39.7%
Did not Access IA or PWD	154	48.1%

While the percentage of youth that age out and access IA: Expected to Work is an indication of youth that have not effectively transitioned to adulthood, the former youth in Care may also access other income supports from the Ministry of Social Development and Social Innovation's BC Employment and Assistance programs. Of the 52% youth that accessed any IA or PWD supports within six months of aging out (they may access more than one type of support in the six months from aging out) almost 80% of the youth accessed PWD assistance. PWD assistance is an income and asset tested income support program for adults with severe mental or physical impairment that is likely to continue for two or more years, which significantly restricts daily living activities continuously or periodically for extended periods resulting in the need for assistance/supervision.

While the rate of youth accessing IA: Expected to Work within six months of aging out has remained fairly constant, the rate of youth accessing PWD assistance has increased by percentage points over the same time frame.

Youth Discharged from Care and Subsequently Claiming 'IA: Expected to Work' within Six Months, within 7 to 12 Months, and within 19 to 24 Months



The above graph shows the rates of accessing IA: Expected to Work within six months, 7 to 12 months, and 19 to 24 months of aging out. The rates for a specific month display the rates on IA: Expected to Work at the various time periods for the same group of CYIC age outs. For example, the rates at March 2012 show for youth that aged out of care between April and September 2011 the rate of youth that accessed IA: Expected to Work within the next six months (up to March 2012); the rate the same group of April to September 2011 age outs accessed IA: Expected to Work within 7 to 12 months after aging out (up to September 2012); and the rate the same group of April to September 2011 age outs accessed IA: Expected to Work within 19 to 24 months after aging out (up to September 2013).

While the per cent of youth aging out from Care and accessing IA: Expected to Work within six months has hovered around 16% to 17% in recent years, the rate of youth accessing IA: Expected to Work from 7 to 12 months after aging out falls by approximately five percentage points and the rate two years later falls by another one to two percentage points, an indication that the youth are finding other sources of income.

Of the youth that accessed IA: Expected to Work within 6 months of ageing-out, but did not access the same IA program in the later part of their first year after ageing-out, the majority of the youth went on to access PWD. Over time, the proportion of youth that are not accessing any IA or PWD supports is falling, while the proportion that are accessing PWD assistance is increasing.

After another year (19-24 months after ageing out), more of the youth no longer accessed IA: Expected to Work and the majority of these youth did not access PWD or any other IA program.

Performance Indicator 5.66 Residential Cost per Child and Youth in Care Excluding CYIC with Special Needs

Rationale:

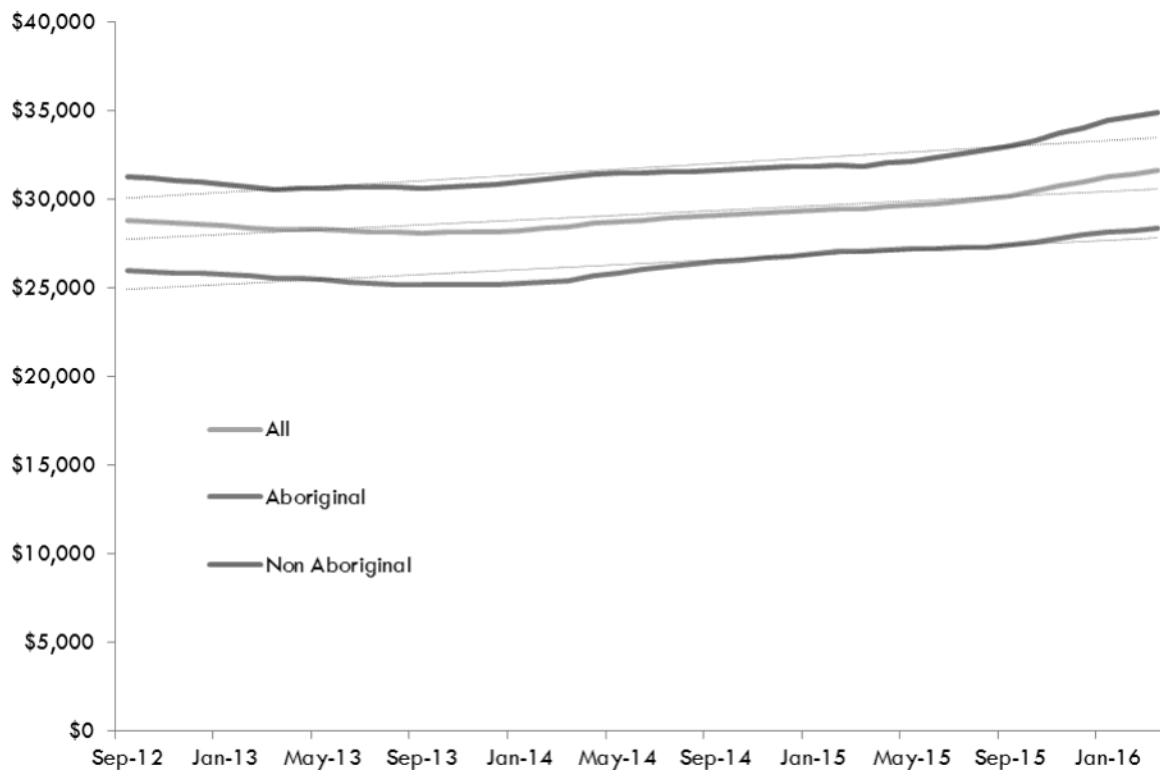
Cost pressures often stem from a shortage of skilled foster parents, which translates into a higher usage of more expensive contracted resources. Other factors that can impact costs per case include the use of exceptional payments to service providers and the level of care required by the current caseload composition.

Cost per Child and Youth in Care Excluding CYIC with Special Needs, 12 Month Period Ending March 2016

Service Delivery Area	Total Number of Placement Days	Average Annual Cost per Placement		
		All	Aboriginal	Non - Aboriginal
BC	1,150,007	\$31,668	\$28,398	\$34,946
Kootenays	26,832	31,936	33,279	31,272
Okanagan	99,334	25,346	26,373	24,148
Thompson Cariboo Shuswap	115,345	30,351	31,331	29,512
East Fraser	79,008	40,182	24,600	42,876
North Fraser	86,307	38,364	39,927	37,125
South Fraser	170,505	34,049	29,809	37,848
Vancouver/Richmond	73,760	39,800	42,738	38,693
Coast/North Shore	53,643	28,762	24,213	39,894
South Vancouver Island	144,624	31,172	25,634	36,213
North Vancouver Island	155,774	23,483	20,954	27,354
Northwest	47,707	22,703	22,137	29,386
North Central	74,644	36,475	34,627	41,967
Northeast	22,524	33,528	34,106	32,232

Analysis:

Cost per Child and Youth in Care Excluding CYIC with Special Needs, September 2012 to March 2016



The average annualized residential cost per child or youth in care increased by a total of 10% since the baseline period 3 years ago. The increase accelerated in the Fall of 2013, and again in the Fall of 2015. During the same time, the number of bed days continued to drop. Since the baseline period, approximately 160,000 fewer residential care days were required by MCFD, or the equivalent of 440 full time children or youth. This mirrored the drop in the CYIC caseload, as practice shifted towards a greater use of out-of-care options, and finding permanent homes for CYIC.

A total of 5,264 distinct children without identified special needs were in paid residential care of MCFD at some point over the 12 month reporting period. This is a drop of more than 451 distinct children since the baseline. On average, the length of time in a residential placement during the fiscal year also shrank slightly from 229 days to 218.

Aboriginal identified CYIC continued to make up a greater proportion of the total residential care use this period than at the baseline (51% vs. 46%). Meanwhile, the spread between residential costs for Aboriginal identified CYIC and their non-Aboriginal counterparts has been widening slightly over the last 10 reporting months. It cost MCFD, on average, 23% more to care for non-Aboriginal CYIC than for Aboriginal CYIC this period.

Average Annual Residential Cost per CYIC by Type of Service, September 2012 vs. March 2016

	Sept. 2012	March 2016
Foster Care		
% days	90%	89%
Cost (\$1,000)	\$22.6	\$22.7
Contracted Resources		
% days	10%	11%
Cost (\$1,000)	\$87.5	\$103.2

The use of contracted resources continued to grow as a proportion of all bed days, and their costs continued to climb. Contracted resources were responsible for 95% of the residential cost increase for non-special needs CYIC, increasing by 18% since September 2012 (or approximately 15% after adjusting for inflation).

Regionally, costs continue to be greater in the Greater Vancouver area and in some parts of the North region.

Performance Indicator 5.71 Children and Youth in Care Funded Bed Utilization Rate

Rationale:

In order to ensure sufficient quantities of appropriate homes for children and youth that come into Care the ministry needs to fund some empty beds. Foster parents with specialized skills are provided with a monthly fixed payment regardless of whether a child is living in the home.

This is an indicator of the ministry's ability to manage its contracts with foster care providers in order to optimize resources. Generally, a higher utilization rate (with sufficient capacity) is associated with more efficient use of foster home capacity.

Funded Bed Utilization Rate, 12 Month Period Ending March 2016

Service Delivery Area ¹	Funded Bed Days	Funded Bed Day Utilization Rate
BC	1,767,892	91.2%
Kootenay	46,017	84.7%
Okanagan	172,973	85.1%
Thompson Cariboo Shuswap	159,496	93.0%
East Fraser	122,447	91.3%
North Fraser	131,061	94.5%
South Fraser	264,327	95.0%
Vancouver/Richmond	138,215	86.0%
Coast/North Shore	74,522	93.7%
South Vancouver Island	227,230	89.1%
North Vancouver Island	222,098	92.5%
Northwest	65,520	96.8%
North Central	108,014	91.4%
Northeast	35,972	89.7%

¹ Table excludes Lower Mainland facilities.

Analysis:

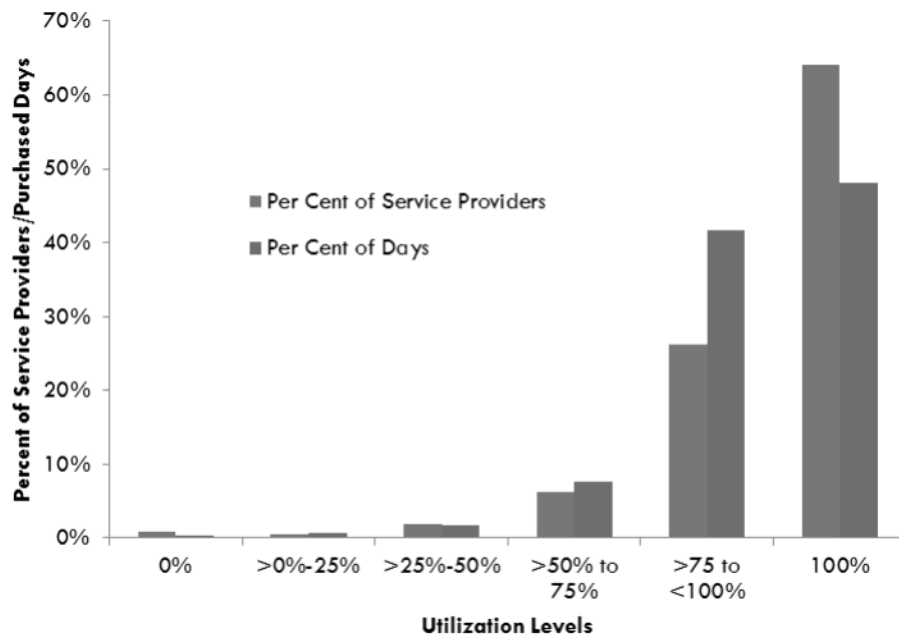
Funded Bed Utilization Rate, September 2012 to March 2016



Compared to the baseline period of September 2012, there was very little change in the performance of this indicator. The overall volume of bed days purchased and bed days used has decreased slightly since the baseline.

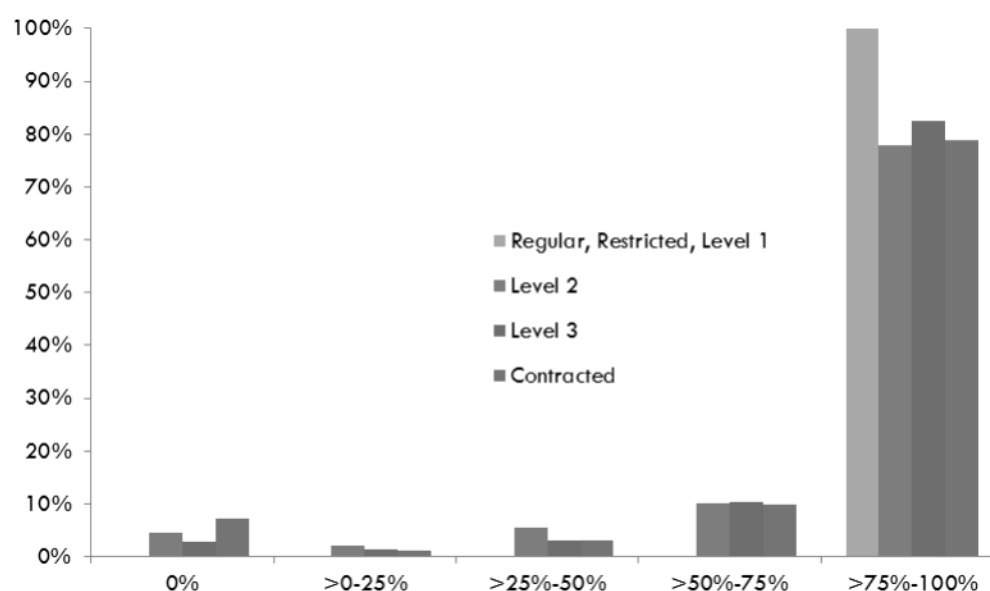
The use of Contracted Resources as a proportion of the total bed days continued to increase along with their utilization rates, resulting in an overall increased utilization rate. The use of foster homes continued to decrease, with utilization rates increasing or remaining at 100%.

Per Cent of Capacity and Service Providers by Utilization Levels



The percentage of service providers that are fully utilized has not changed since March 2015, with 64% of providers at 100%, and accounting for 48% of the bed days purchased.

Per Cent of Utilization by Placement Type



Approximately 80% of contracts in specialized foster homes (level 2 and 3) and contracted resources were fully utilized. All regular, restricted and level 1 foster homes were fully utilized.

Within the SDA's, the use of foster homes varies by type. On average, most SDA's have Contracted Resources utilization rates below 90% in any given month, since the baseline period. In contrast, a majority of Level 3 homes have more than 90% utilization over the same period. Currently all placement types are experiencing some of the lowest levels of available bed days since before the baseline period.

Educational Performance

Performance Indicator 5.21 Age-Appropriate Grade of Children and Youth in Care (CYIC)

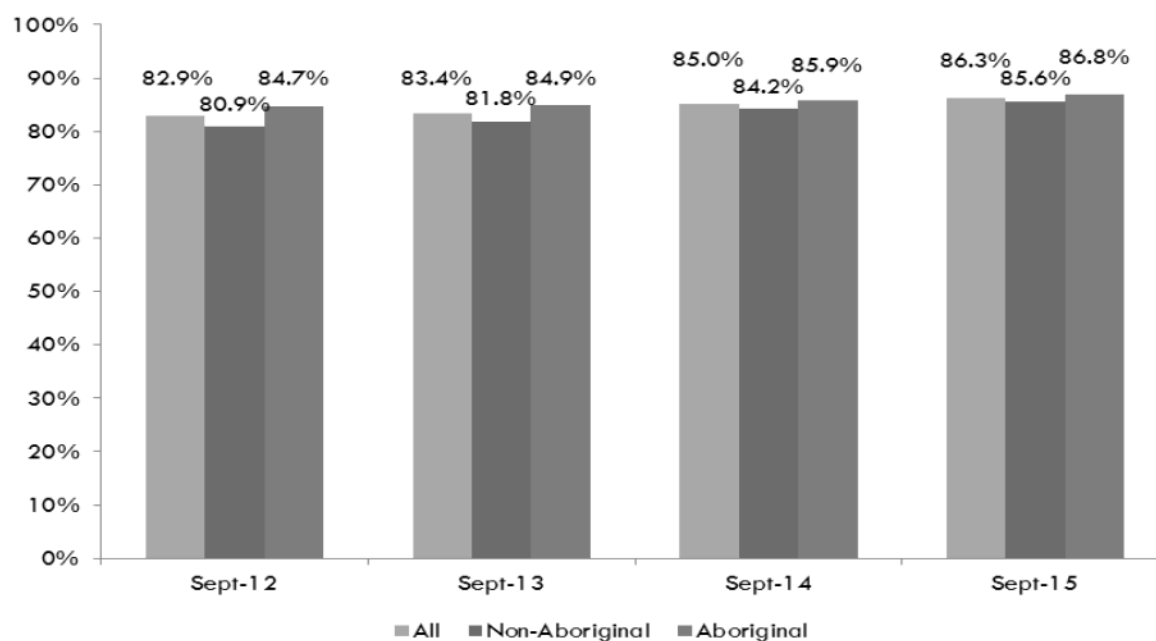
Rationale:

MCFD and the Ministry of Education work together towards keeping CYIC in school and their learning progress at school. That CYIC are learning and progressing in school is an important outcome for the present and future well-being of CYIC. But it is also symptomatic of other aspects of the well-being and is a useful indicator to the ministry in its planning and service provision for each CYIC.

Age-Appropriate Grade by SDA, September 30, 2015

Service Delivery Area	CYIC between October 2013 and September 2015	Current or Former CYIC in School September 2015	Proportion of CYIC in School on September 30, 2015 (%)	Proportion in Their Age-Appropriate Grade (%)		
				All	Aboriginal	Non-Aboriginal
BC	8,453	6,665	78.8%	86.3%	86.8%	85.6%
Kootenays	308	228	74.0%	85.5%	85.6%	85.5%
Okanagan	686	504	73.5%	87.7%	87.1%	88.2%
Thompson Cariboo Shuswap	910	717	78.8%	86.3%	84.9%	88.3%
East Fraser	865	681	78.7%	84.3%	86.2%	82.2%
North Fraser	501	388	77.4%	84.0%	86.6%	82.5%
South Fraser	1,055	851	80.7%	89.5%	90.1%	88.9%
Vancouver/Richmond	810	629	77.7%	79.5%	82.6%	74.4%
Coast/North Shore	351	289	82.3%	91.0%	90.1%	92.6%
South Vancouver Island	901	729	80.9%	84.5%	85.8%	83.4%
North Vancouver Island	1,040	823	79.1%	88.2%	87.7%	89.2%
Northwest	335	279	83.3%	90.7%	90.4%	93.3%
North Central	558	439	78.7%	88.4%	87.9%	90.0%
Northeast	133	108	81.2%	81.5%	78.1%	88.6%

Age-Appropriate Grade of CYIC by School Year

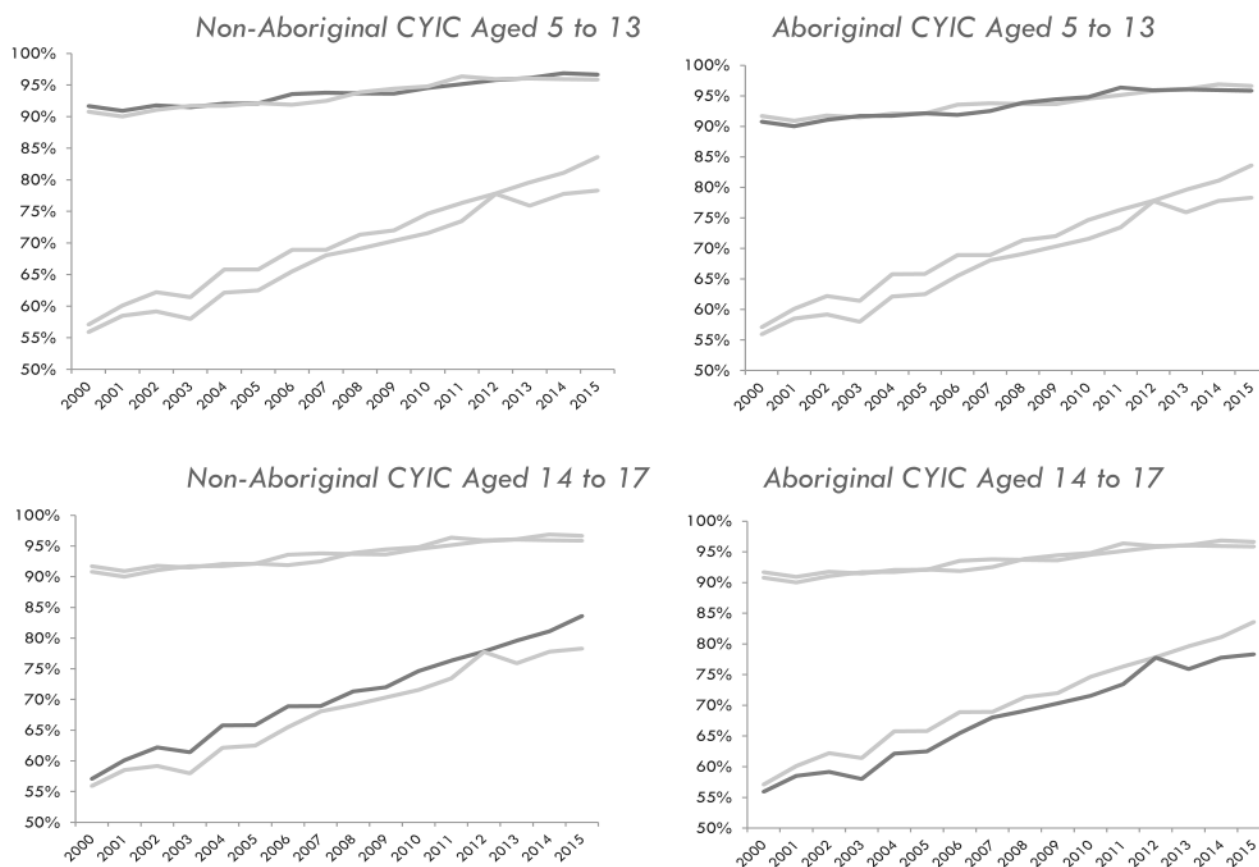


Analysis:

The 3.4 percentage point increase since September 2012 is a significant improvement. This improvement applies to both Aboriginal and non-Aboriginal CYIC. In fact, the trend has been upward since 2000 and has strengthened slightly since 2010.

Typically children are much more likely to repeat a grade from grade 9 onwards so those aged 14 to 17 are far less likely to be in age-appropriate grade. Since 2000, this performance indicator has improved across all age groups and for both Aboriginal and non-Aboriginal CYIC. Especially positive is that the greatest improvement is in the most challenging 14 to 17 age groups for both Aboriginal and non-Aboriginal CYIC.

CYIC aged 14 to 17 years old improved the most from 57% in 2000 compared to 81% in 2015. All other age groups were in their age-appropriate grade 90 to 96% of the time, between 2000 and 2015.



Since 2000, Aboriginal CYIC has a higher proportion of students at the age-appropriate grade; 86.8% in the 2015 school year vs. 85.6% for their non-Aboriginal counterpart. However, the performance gap has been shrinking, especially, since the aged 14-17 year old Aboriginal students in their age appropriate grade lags their non-Aboriginal counterparts by 5 percentage points.

Overall, female CYIC students are more likely to be attending school in their age-appropriate grade than male CYIC students. However, since 2010 there has been a rapid reduction in the gap between performance of the male and female age-appropriate performance indicator for Aboriginal CYIC.

Performance Indicator 5.16 Grade Progression of Children and Youth in Care

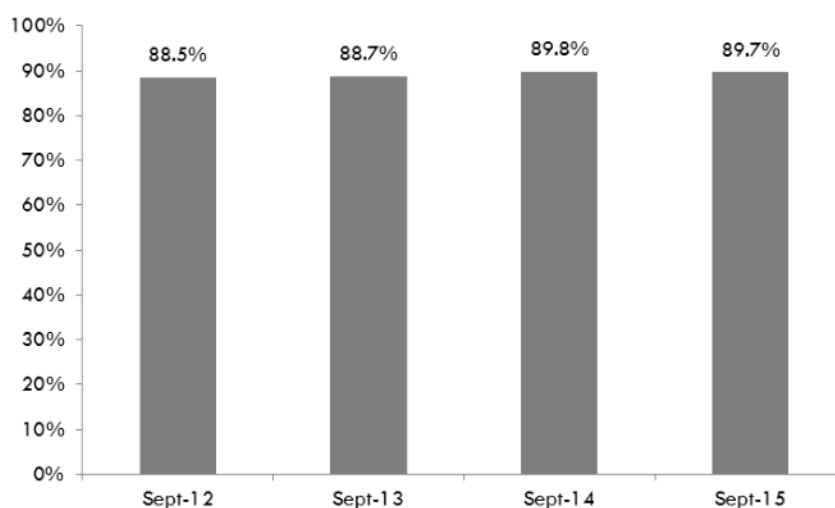
Rationale:

Although some CYIC are not in an age-appropriate grade they are progressing in their learning and move up to the next grade level the following September. Grade progression is an indicator of learning and educational progress.

Grade Progression for CYIC by SDA, 2014/2015

Service Delivery Area	Children and Youth in Care on September 30, 2014 and September 30, 2015 Inclusive and In School	Children and Youth in Care on September 30, 2015 That Showed Grade Progression (%)		
		All	Aboriginal	Non-Aboriginal
BC	4,699	89.7%	91.3%	87.2%
Kootenays	147	88.4%	91.5%	85.5%
Okanagan	342	90.4%	92.8%	88.4%
Thompson Cariboo Shuswap	468	92.3%	92.4%	92.2%
East Fraser	491	89.0%	90.4%	87.1%
North Fraser	265	88.3%	92.2%	86.3%
South Fraser	608	91.4%	93.4%	88.8%
Vancouver/Richmond	465	85.6%	88.6%	78.7%
Coast/North Shore	200	91.5%	90.6%	93.4%
South Vancouver Island	547	86.8%	91.1%	83.1%
North Vancouver Island	598	90.5%	90.3%	90.7%
Northwest	187	92.0%	91.5%	95.5%
North Central	321	92.8%	93.4%	90.5%
Northeast	60	83.3%	87.8%	73.7%

Grade Progression of CYIC by School Year

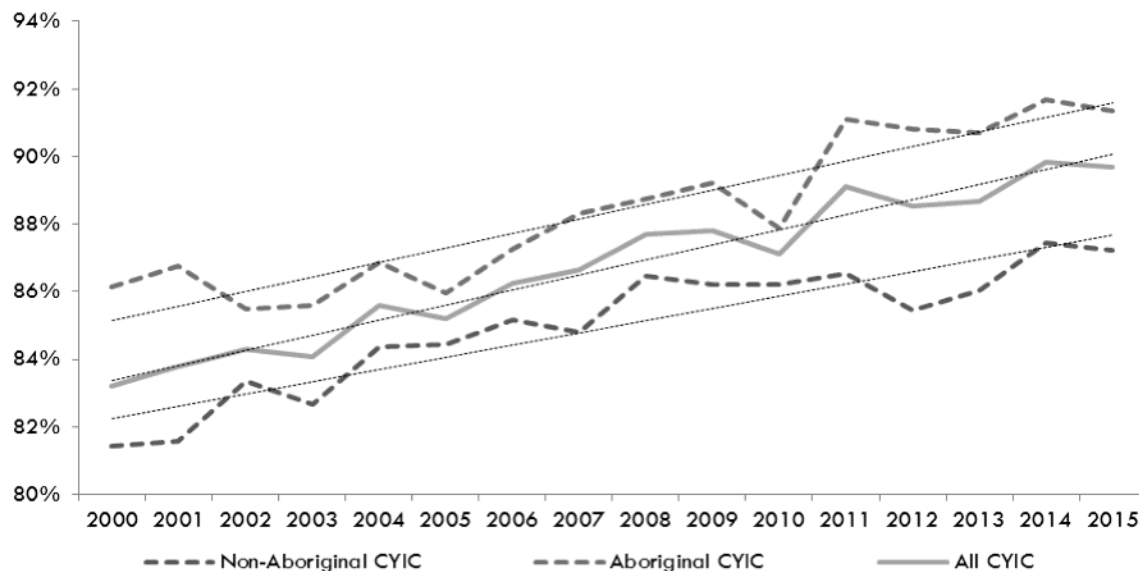


Between 2000 and 2014, a greater proportion of Aboriginal CYIC transitioned to a higher grade than non-Aboriginal CYIC every year.

Analysis:

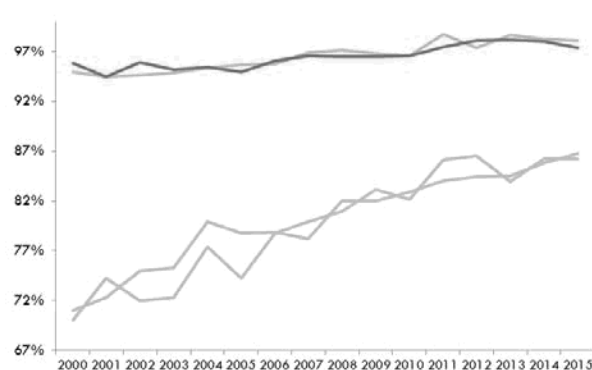
Vancouver/Richmond lags the province due to non-Aboriginal CYIC not progressing while South Fraser leads the province due to high progression in both Aboriginal and non-Aboriginal CYIC.

Grade Progression of CYIC Over Time, Non-Aboriginal and Aboriginal

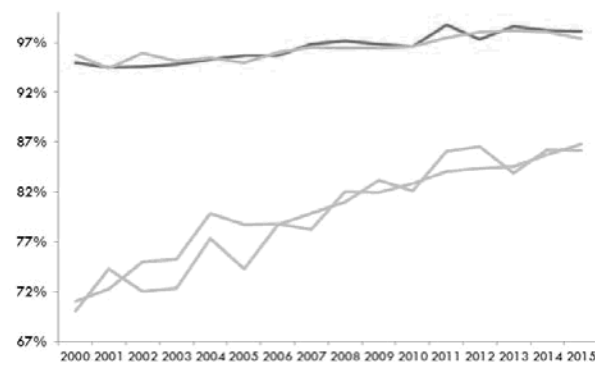


Since 2000, CYIC increasingly progressed to a higher grade (83% in 2000 compared to nearly 90% in 2015). This performance is due to the consistent improvement in grade progression across Aboriginal/non-Aboriginal CYIC and across all age groups (sees charts below).

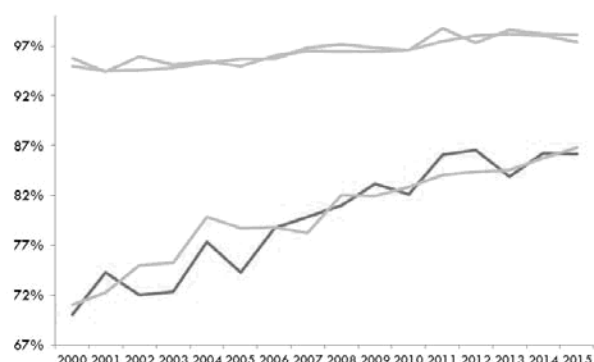
Non-Aboriginal CYIC Aged 5 to 13



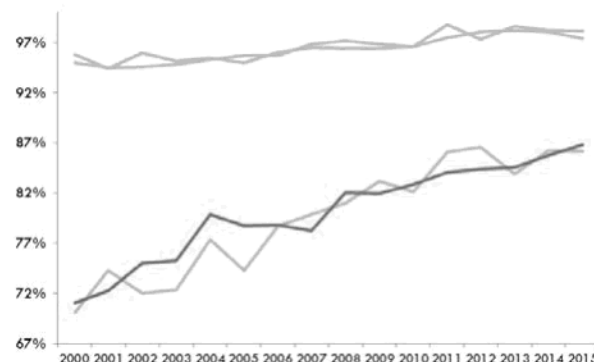
Aboriginal CYIC Aged 5 to 13



Non-Aboriginal CYIC Aged 14 to 17



Aboriginal CYIC Aged 14 to 17



Performance Indicator 5.26 Children and Youth in Care Who Finish School with a High School Credential

Rationale:

There is strong evidence that completing high school is conducive to general well-being throughout life. Furthermore, it is a good barometer of current general well-being for that particular cohort. MCFD works to maximize the educational attainment of CYIC.

Children and Youth in Care Who Finish School with a High School Credential, 2014/2015

Service Delivery Area	CYIC Who Turned 19 during Fiscal Year 2014/2015	CYIC Who Turned 19 Matched to BC School Records	Per Cent CYIC Who Turned 19 with a High School Credential (%) ¹		
			All	Aboriginal	Non-Aboriginal
BC	717	693	52.7%	54.1%	51.3%
Kootenays	23	22	54.5%	72.7%	36.4%
Okanagan	53	51	51.0%	45.5%	55.2%
Thompson Cariboo Shuswap	73	72	61.1%	56.1%	67.7%
East Fraser	69	69	63.8%	73.2%	50.0%
North Fraser	52	50	60.0%	61.5%	59.5%
South Fraser	92	90	58.9%	52.5%	64.0%
Vancouver/Richmond	110	98	45.9%	56.5%	36.5%
Coast/North Shore	31	30	46.7%	50.0%	43.8%
South Vancouver Island	75	75	46.7%	50.0%	45.1%
North Vancouver Island	65	65	44.6%	40.0%	50.0%
Northwest	17	17	64.7%	61.5%	*
North Central	47	44	43.2%	45.2%	38.5%
Northeast	10	10	30.0%	*	*

¹ SDA data suppressed where the number of CYIC turning 19 is less than 10.

Analysis:

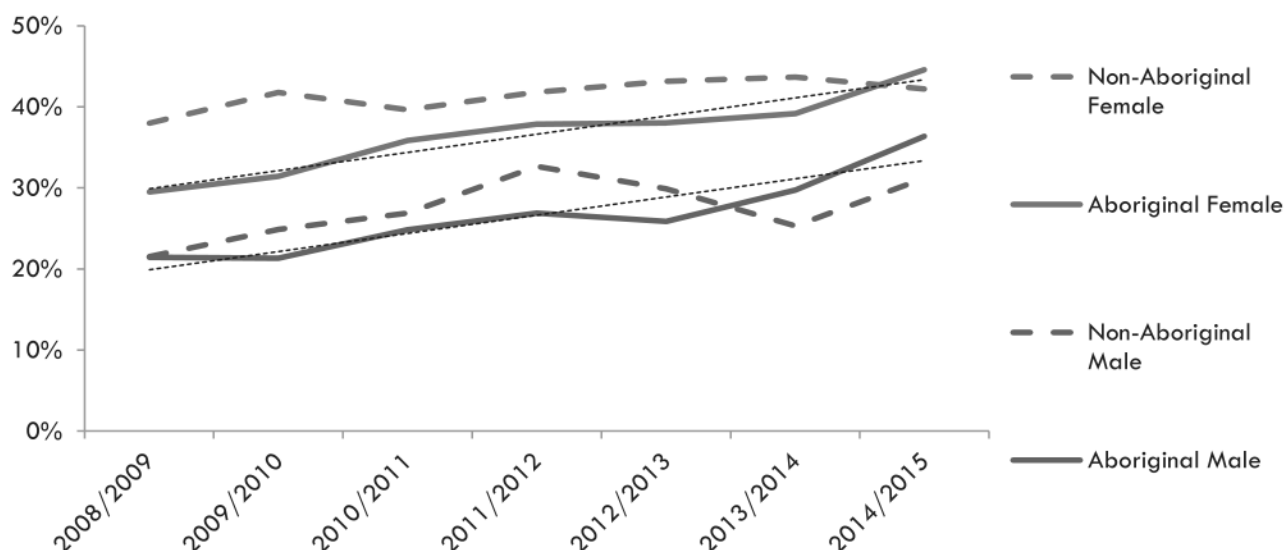
BC offers students several options for students to show that they completed their K to 12 education. This performance measure combines two certificates (Certificate of Graduation – Dogwood Diploma and Adult Graduation Diploma Program) and one alternative credential (School Completion certificate).

For 2014/2015, 38% of CYIC turned 19 with a Dogwood Diploma or with an Adult Graduation Diploma and 14.7% with a Completion Certificate.

Over the past 14 years between fiscal year 2000/2001 and 2014/2015 steadily more CYIC turned 19 with a high school credential. In 2000/2001 28% of CYIC turned 19 with a high school credential whereas the proportion in 2014/2015 was 52.7%.

An upward trend in graduation rates (from 24.3% in 2008/9 to 38% in 2014/15) is partially responsible for this increase. All of the improvement in CYIC graduation rates in the past seven years is a result of upward graduation trends for both female and male Aboriginal CYIC. At 44.6% Female Aboriginal CYIC have the highest graduation rate among CYIC while non-Aboriginal male CYIC have the lowest at 31.2%.

Children and Youth in Care High School Graduation Rates at Age 19 by Gender, Aboriginal and non-Aboriginal, 2008/2009 – 2014/2015



Some CYIC that do not graduate at age 19 do actually graduate within the next several years. Graduation rates increase by at least¹ three percentage points at age 24.

The introduction of the Completion Certificate has also contributed to the improving trend in high school credential rates. The Ministry of Education introduced Completion Certificates for students who successfully completed their education goals outlined in their Individualized Education Plan. The first CYIC turned 19 with a completion certificate in 2005/2006 (2.1%). In 2014/2015, 102 (14.7%) CYIC turned 19 with a Completion Certificate.

¹ These former CYIC returned to high school. The former CYIC that graduate from outside of high school is unknown.

Young people that were formerly in Care or had a youth agreement are eligible for financial assistance with education expenses. The Youth Education Assistance Fund provides bursaries for former youth in permanent care between 19 and 23 years of age who are attending university, college, a university/college, an institute, or designated private school. Support is also available through the Agreement with a Young Adult program which may provide assistance for living expenses as well as tuition costs while participating in educational, vocational or rehabilitation programs.

Youth Education Assistance Fund, April 2015 to March 2016

Service Delivery Area ¹	Young Adults who Received a YEAF Bursary from April 2015 to March 2016	Expenditures on YEAF Bursary from April 2015 to March 2016	Percent of Young Adult Recipients of a YEAF Bursary (%)	
			Aboriginal ²	Non - Aboriginal
BC ³	259	\$1,420,375	36%	64%
Kootenays	*	*	*	*
Okanagan	19	\$104,500	58%	42%
Thompson Cariboo Shuswap	14	\$77,000	50%	50%
East Fraser	21	\$115,500	33%	67%
North Fraser	16	\$88,000	25%	75%
South Fraser	35	\$192,500	43%	57%
Vancouver/Richmond	37	\$203,500	41%	59%
Coast/North Shore	15	\$82,500	33%	67%
South Vancouver Island	39	\$214,500	23%	77%
North Vancouver Island	13	\$67,375	31%	69%
Northwest	*	*	*	*
North Central	10	\$55,000	40%	60%
Northeast	*	*	*	*

¹ The mapping of the Service Delivery Area is based on the office a YEAF recipient aged out from.

² 28 YEAF recipients were not linked to any Aboriginal information.

³ The Provincial total includes 28 cases that were not linked to any SDA.

Agreements with Young Adults, April 2015 to March 2016

Service Delivery Area	Young Adults Receiving AYA Support, April 2015 to March 2016 ^{1,2}	AYA Expenditures, April 2015 to March 2016	Percent of Young Adults Receiving AYA Support(%) ³	
			Aboriginal	Non - Aboriginal
BC	602	\$3,664,461	34%	66%
Kootenays	26	\$142,707	58%	42%
Okanagan	48	\$209,050	33%	67%
Thompson Cariboo Shuswap	32	\$164,302	47%	53%
North Fraser	61	\$341,563	28%	70%
Fraser (East and South) ⁴	134	\$919,332	28%	72%
Vancouver (Vancouver/Richmond and Coast/North Shore) ⁴	144	\$788,987	29%	71%
Vancouver Island(North and South) ⁴	113	\$763,532	25%	75%
Northwest	28	\$167,257	75%	25%
North Central	23	\$128,701	61%	39%
Northeast	*	*	*	*

Performance Indicator 5.31 Foundation Skills Assessment (FSA) for Reading, Writing and Numeracy, Grade Four and Grade Seven

Rationale:

Gauging the learning of CYIC provides MCFD with insight into their educational progress as well as some of their broader needs. FSA scores (even as early as Grade Four) have a high predictive power of high school completion. This is the proportion of CYIC from September to February of their grade four year and their grade seven year who meet or exceed expectations for reading, writing and numeracy.

The following set of six tables presents the count and percentage of CYIC meeting or exceeding expectations in the areas of reading, writing, and numeracy in grades four and seven.

¹ The AYA count across SDAs exceeds BC's total count as some AYA payments overlap.

² SDA data is suppressed where the number of young adults receiving an AYA support is less than 10.

³ The AYA Aboriginal information is estimated based on linking case files to expenditure data.

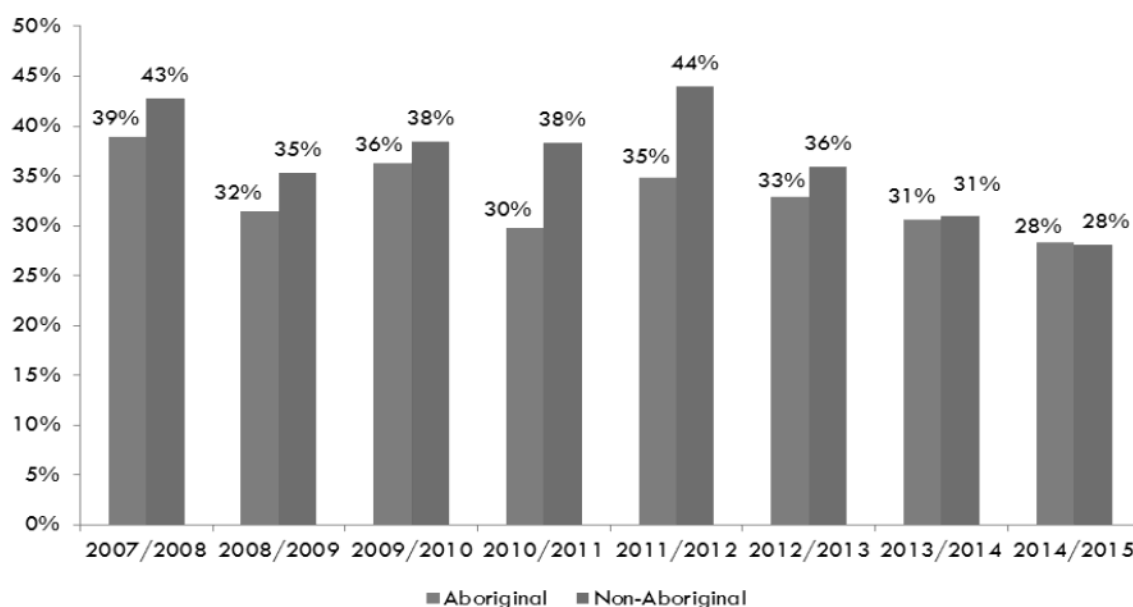
⁴ A majority (or all) AYA transactions for both SDAs are processed in the same location.

Grade Four Numeracy: Meeting or Exceeding Expectations by SDA

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 4 ¹	Numeracy: Meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non- Aboriginal
BC	297	28.3%	28.4%	28.1%
Kootenays	*	*	*	*
Okanagan	27	51.9%	57.1%	46.2%
Thompson Cariboo Shuswap	25	36.0%	30.8%	41.7%
East Fraser	35	42.9%	34.8%	58.3%
North Fraser	*	*	*	*
South Fraser	44	25.0%	36.0%	10.5%
Vancouver/Richmond	32	21.9%	22.2%	*
Coast/North Shore	14	50.0%	45.5%	*
South Vancouver Island	32	3.1%	0.0%	6.3%
North Vancouver Island	37	16.2%	16.7%	*
Northwest	11	45.5%	45.5%	N/A
North Central	20	20.0%	20.0%	N/A
Northeast	*	*	*	N/A

Note: 56.6% of CYIC wrote this FSA (81.5% for all children in grade 4). Of the CYIC that wrote the FSA, 50.0% met or exceeded expectations.

FSA Results for Grade Four Numeracy Over Time by Aboriginal / Non-Aboriginal



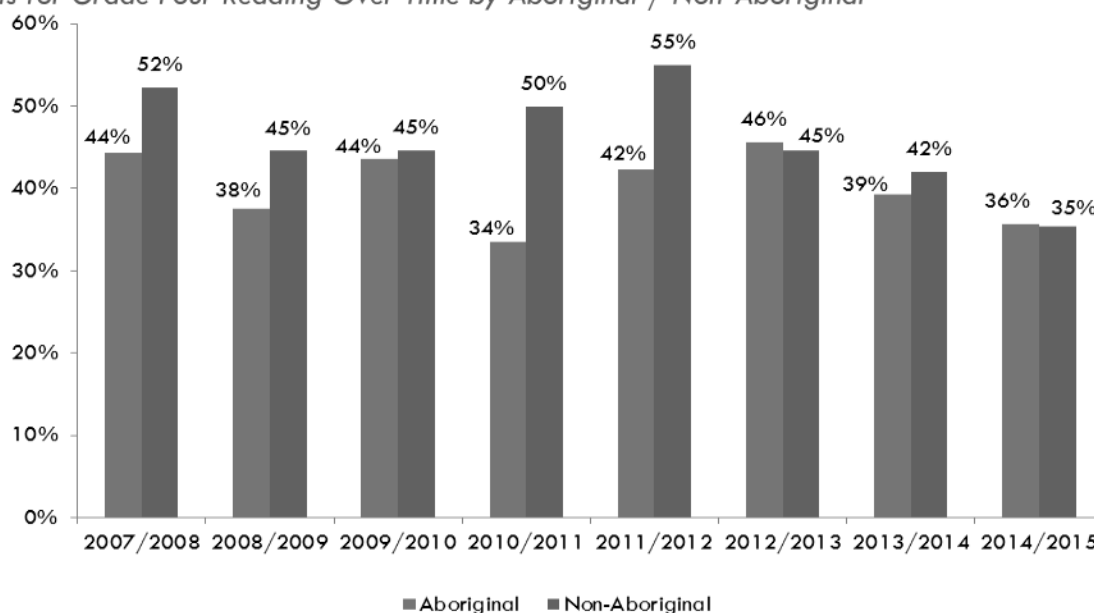
¹ SDA data is suppressed where the number of CYIC is less than 10.

Grade Four Reading: Meeting or Exceeding Expectations by SDA

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 4 ¹	Reading: Meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non- Aboriginal
BC	298	35.6%	35.6%	35.4%
Kootenays	*	*	*	*
Okanagan	27	51.9%	50.0%	53.8%
Thompson Cariboo Shuswap	25	40.0%	30.8%	50.0%
East Fraser	35	48.6%	39.1%	66.7%
North Fraser	*	*	*	*
South Fraser	44	34.1%	44.0%	21.1%
Vancouver/Richmond	32	28.1%	29.6%	*
Coast/North Shore	14	42.9%	45.5%	*
South Vancouver Island	32	12.5%	12.5%	12.5%
North Vancouver Island	37	35.1%	33.3%	*
Northwest	11	36.4%	36.4%	N/A
North Central	21	28.6%	28.6%	N/A
Northeast	*	*	*	N/A

Note: 58.1% of CYIC wrote this FSA (81.7% for all children in grade 4). Of the CYIC that wrote the FSA, 61.3% met or exceeded expectations.

FSA Results for Grade Four Reading Over Time by Aboriginal / Non-Aboriginal



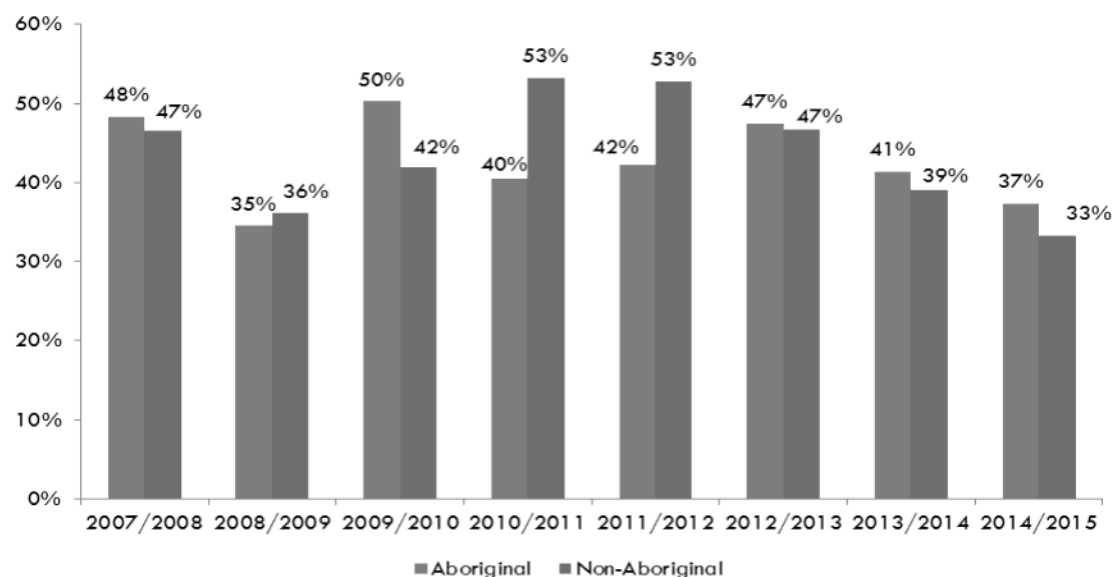
¹ SDA data is suppressed where the number of CYIC is less than 10.

Grade Four Writing: Meeting or Exceeding Expectations by SDA

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 4 ¹	Writing: Per Cent meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non-Aboriginal
BC	297	36.0%	37.3%	33.3%
Kootenays	*	*	*	*
Okanagan	27	37.0%	35.7%	38.5%
Thompson Cariboo Shuswap	25	40.0%	30.8%	50.0%
East Fraser	35	51.4%	47.8%	58.3%
North Fraser	*	*	*	*
South Fraser	44	34.1%	48.0%	15.8%
Vancouver/Richmond	32	34.4%	37.0%	*
Coast/North Shore	14	35.7%	27.3%	*
South Vancouver Island	32	21.9%	25.0%	18.8%
North Vancouver Island	37	32.4%	33.3%	*
Northwest	11	27.3%	27.3%	N/A
North Central	20	45.0%	45.0%	N/A
Northeast	*	*	*	N/A

Note: 56.9% of CYIC wrote this FSA (80.5% for all children in grade 4). Of the CYIC that wrote the FSA, 63.3% met or exceeded expectations.

FSA Results for Grade Four Writing Over Time by Aboriginal / Non-Aboriginal



Analysis:

Aboriginal and non-Aboriginal CYIC meet or exceed expectations in Grade Four FSA at similar proportions since 2012/2013. Both Aboriginal and non-Aboriginal Female CYIC meet or exceed expectations in Grade Four Writing at higher proportions than Male CYIC every year MCFD has FSA

¹ SDA data is suppressed where the number of CYIC is less than 10.

results (2007/2008 to 2014/2015). In 2014/2015, Female CYIC in Grade Four met or exceeded expectations, on average, 12 percentage points higher than Male CYIC.

2014/2015 is the third year in a row of a declining trend of Grade Four CYIC meeting or exceeding expectations across all three tests and for both Aboriginal and non-Aboriginal CYIC (whether or not the CYIC had an Educational Special Need).

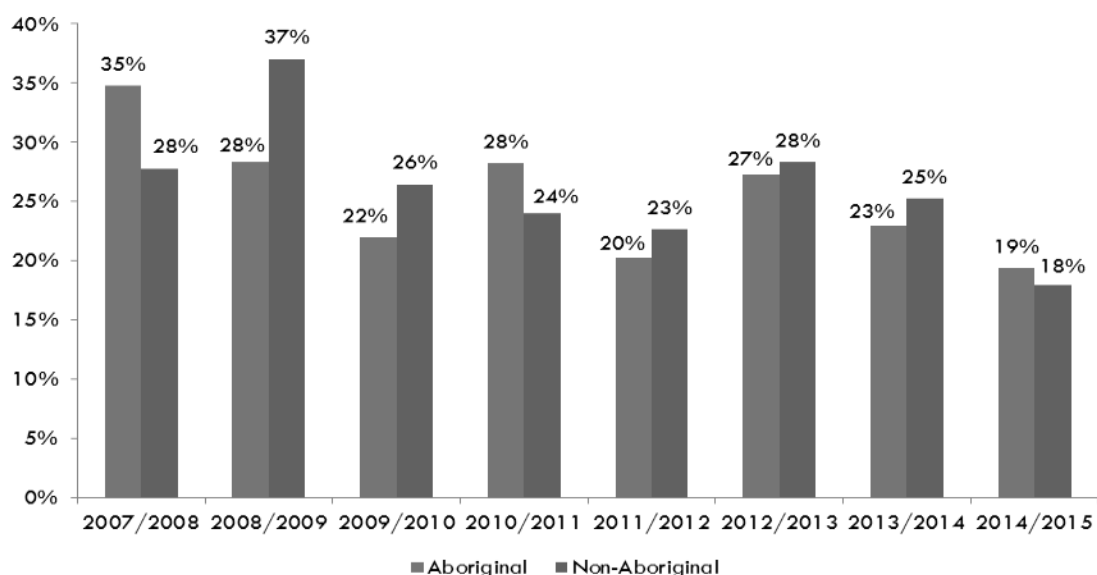
Grade Seven Numeracy: Meeting or Exceeding Expectations by SDA

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 7 ¹	Numeracy: Meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non- Aboriginal
BC	324	18.8%	19.4%	18.0%
Kootenays	10	30.0%	*	*
Okanagan	25	12.0%	0.0%	23.1%
Thompson Cariboo Shuswap	36	27.8%	30.4%	23.1%
East Fraser	33	30.3%	35.0%	23.1%
North Fraser	22	13.6%	*	20.0%
South Fraser	40	17.5%	18.2%	16.7%
Vancouver/Richmond	37	24.3%	28.0%	16.7%
Coast/North Shore	10	0.0%	*	*
South Vancouver Island	30	13.3%	20.0%	6.7%
North Vancouver Island	36	13.9%	13.0%	15.4%
Northwest	11	18.2%	*	*
North Central	29	13.8%	13.0%	*
Northeast	*	*	*	*

Note: 59.0% of CYIC wrote this FSA (80.1% for all children in grade 4). Of the CYIC that wrote the FSA, 31.9% met or exceeded expectations.

¹ SDA data is suppressed where the number of CYIC is less than 10.

FSA Results for Grade Seven Numeracy Over Time by Aboriginal / Non-Aboriginal



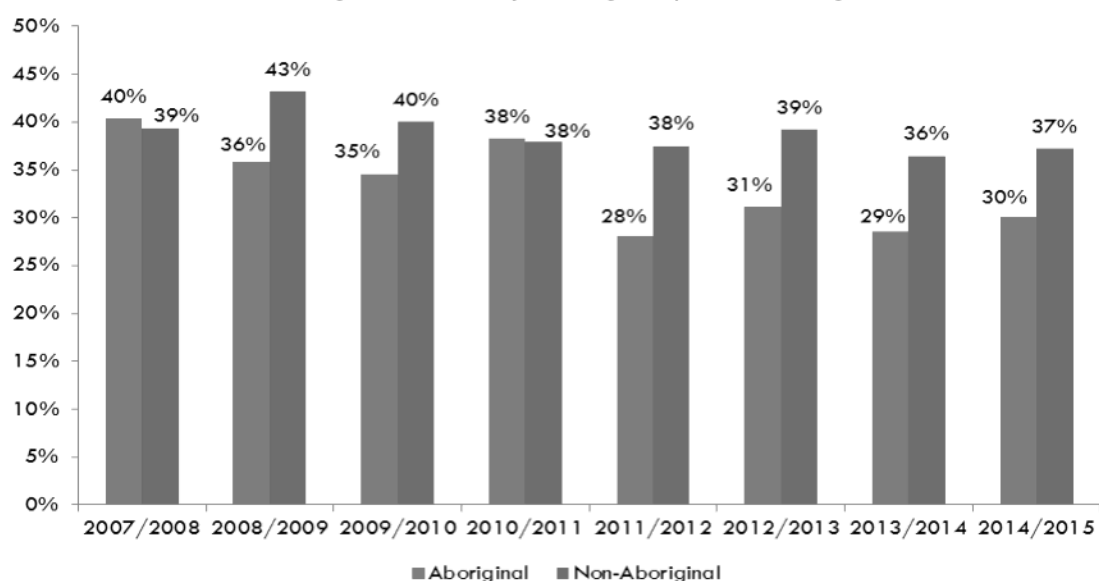
Grade Seven Reading: Meeting or Exceeding Expectations

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 7 ¹	Reading: Meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non-Aboriginal
BC	325	32.9%	30.1%	37.2%
Kootenays	10	30.0%	*	*
Okanagan	25	24.0%	25.0%	23.1%
Thompson Cariboo Shuswap	36	44.4%	39.1%	53.8%
East Fraser	33	36.4%	35.0%	38.5%
North Fraser	22	27.3%	*	26.7%
South Fraser	40	35.0%	27.3%	44.4%
Vancouver/Richmond	38	36.8%	40.0%	30.8%
Coast/North Shore	10	10.0%	*	*
South Vancouver Island	30	30.0%	26.7%	33.3%
North Vancouver Island	36	38.9%	39.1%	38.5%
Northwest	11	36.4%	*	*
North Central	29	20.7%	17.4%	*
Northeast	*	40.0%	*	*

Note: 59.7% of CYIC wrote this FSA (80.4% for all children in grade 4). Of the CYIC that wrote the FSA, 55.2% met or exceeded expectations.

¹ SDA data is suppressed where the number of CYIC is less than 10.

FSA Results for Grade Seven Reading Over Time by Aboriginal / Non-Aboriginal



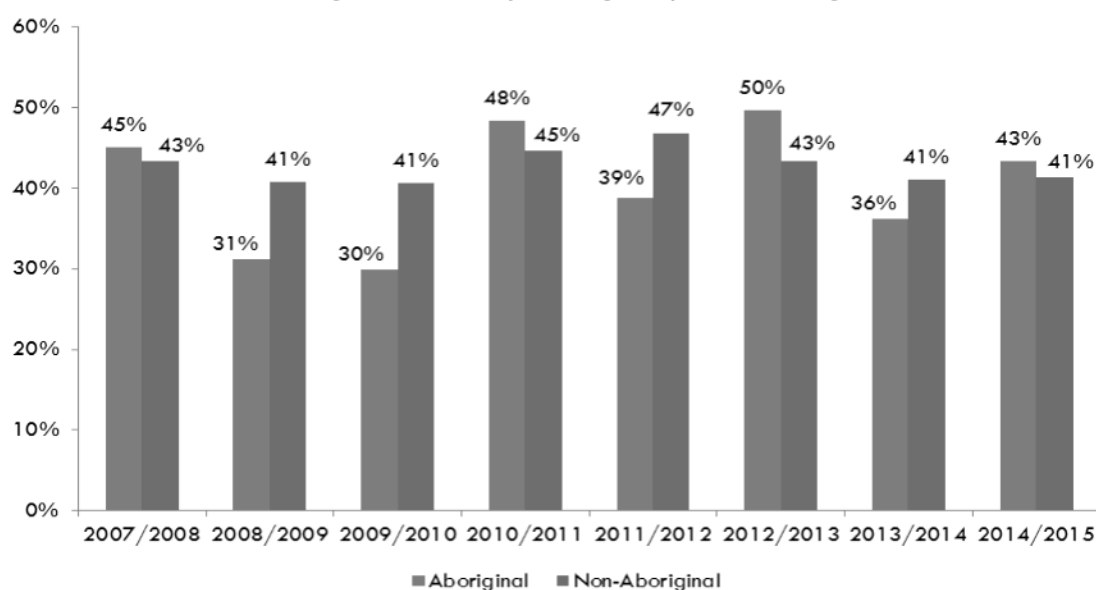
Grade Seven Writing: Meeting or Exceeding Expectations

Service Delivery Area	CYIC between Sept 2014 and February 2015 in Grade 7 ¹	Writing: Meeting or Exceeding Expectations (%)		
		All	Aboriginal	Non-Aboriginal
BC	324	42.6%	43.4%	41.4%
Kootenays	10	20.0%	*	*
Okanagan	25	40.0%	50.0%	30.8%
Thompson Cariboo Shuswap	36	61.1%	52.2%	76.9%
East Fraser	33	60.6%	65.0%	53.8%
North Fraser	22	22.7%	*	26.7%
South Fraser	40	35.0%	27.3%	44.4%
Vancouver/Richmond	37	29.7%	36.0%	16.7%
Coast/North Shore	10	40.0%	*	*
South Vancouver Island	30	50.0%	46.7%	53.3%
North Vancouver Island	36	50.0%	52.2%	46.2%
Northwest	11	45.5%	*	*
North Central	29	31.0%	39.1%	*
Northeast	*	*	*	*

Note: 57.4% of CYIC wrote this FSA (79.0% for all children in grade 4). Of the CYIC that wrote the FSA, 74.2% met or exceeded expectations.

¹ SDA data is suppressed where the number of CYIC is less than 10.

FSA Results for Grade Seven Writing Over Time by Aboriginal / Non-Aboriginal



Both Aboriginal and Non-Aboriginal female CYIC meet or exceed expectations in Grade Seven Writing at higher proportions than male CYIC for every year that MCFD has FSA results (2007/2008 to 2014/2015). In 2014/2015, the proportion of female CYIC that met or exceeded expectations in all tests are at most 10 percentage points higher than male CYIC. The narrowing gap between male and female CYIC is due to female CYIC performance declining towards male FSA performance while male CYIC FSA performance has remained steady over time.

Youth Services

Performance Indicator 5.56 Youth Who Claim Income Assistance (IA): Expected to Work within Six Months of Aging Out of Youth Agreements

Rationale:

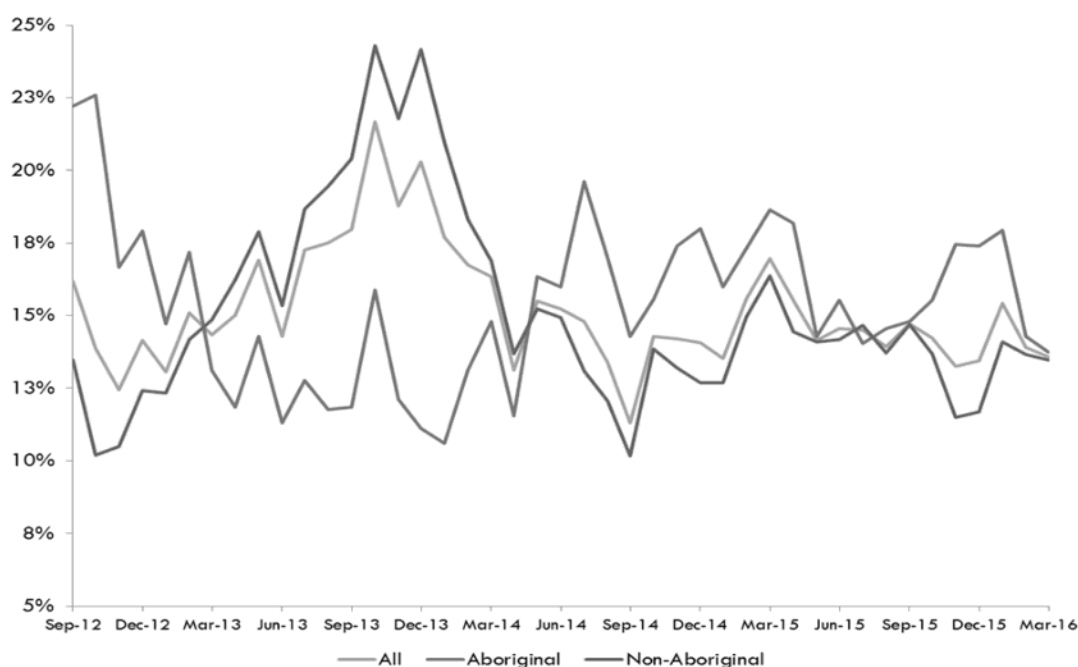
The ministry assists and supports the transition to adulthood for youth under a youth agreement that turn 19 years old. Among desired transitions is employment, further education or training. An undesired outcome is youth who turn 19 years old and claim income assistance benefits with the expected to work designation. This is an indicator of how effectively the ministry prepares youth to transition to adulthood.

Youth That Turned 19 While Under a Youth Agreement (between April to September 2015) and Claiming 'Income Assistance: Expected to Work' within Six Months by Service Delivery Area, As of March 31, 2016

Service Delivery Area	Youth That Turned 19 While Under a Youth Agreement between April to September 2016 ¹	Accessing 'Income Assistance: Expected to Work' within 6 Months (Up to March 2016) ¹	Aboriginal ¹	Non-Aboriginal ¹
BC	*	*	*	*
Kootenays	*	*	*	*
Okanagan	24	8.3%	0.0%	*
Thompson Cariboo Shuswap	37	16.2%	16.7%	16.0%
East Fraser	20	15.0%	*	7.7%
North Fraser	22	4.6%	*	5.3%
South Fraser	40	15.0%	20.0%	13.3%
Vancouver/Richmond	12	16.7%	*	20.0%
Coast/North Shore	22	9.1%	*	12.5%
South Vancouver Island	15	13.3%	20.0%	*
North Vancouver Island	11	0.0%	*	*
Northwest	*	*	*	*
North Central	*	*	*	*
Northeast	*	*	*	*

Analysis:

Youth Aging Out of Youth Agreements and Subsequently Claiming 'IA: Expected to Work' within Six Months, September 2012 to March 2016



¹ SDA data suppressed where the number of youth aging out of Youth Agreements is less than 10

There is no trend in this indicator. Over the 42 months, this rate has ranged from 11% to 22%. Neither Aboriginal nor non-Aboriginal groups show a statistically significant change since September 2012.

Of All Youth Aging Out of Youth Agreements between April to September 2015, the Proportion That Went on to Claim Income Assistance or Persons with Disabilities within Six Months (Up to March 2016)

	YAG That Aged Out between April to September 2015	
BC	221	100.0%
IA: Expected to Work (ETW)	30	13.6%
IA: Expected to Work - Medical Condition	4	1.8%
IA: Persistent Multiple Barriers (PPMB)	0	0.0%
IA: Temporarily Excused from Work	22	10.0%
Persons with Disabilities (PWD)	16	7.2%
Did not Access IA or PWD	163	73.8%

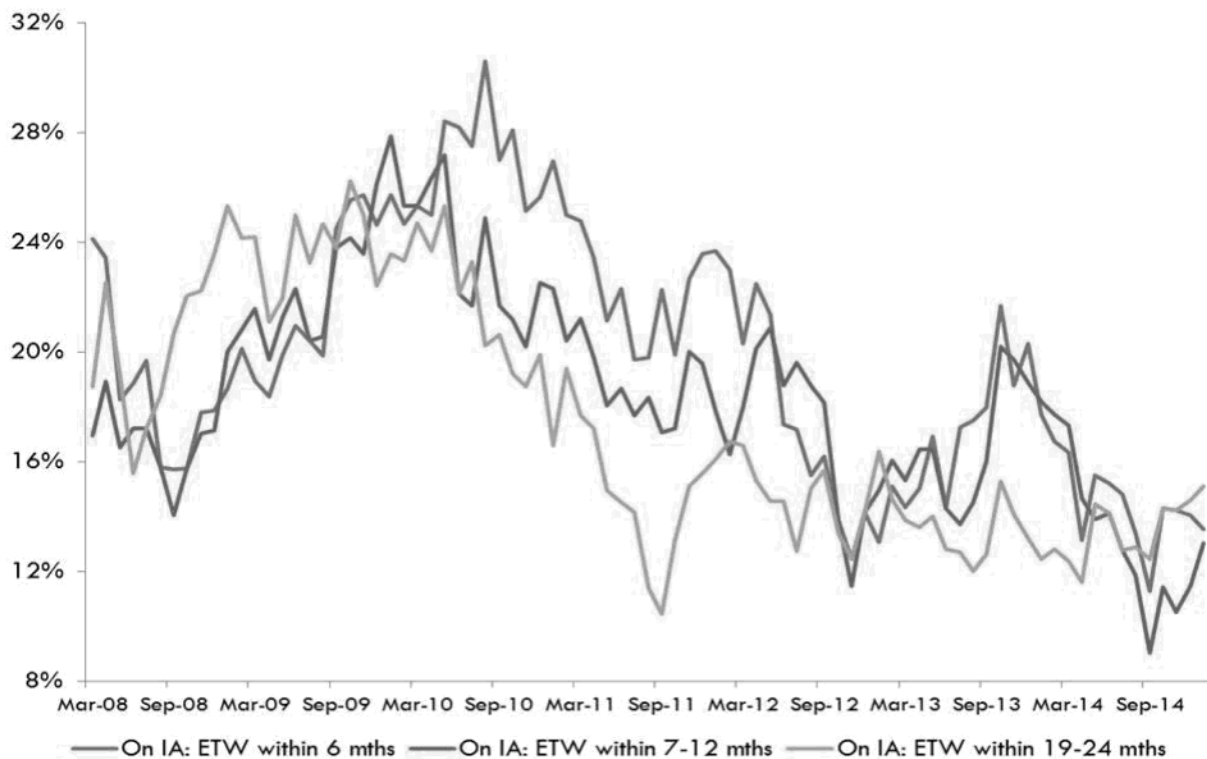
While the percentage of YAG that age out and access IA: Expected to Work is an indication of youth that have not effectively transitioned to adulthood, YAG may also access other income supports from the Ministry of Social Development and Social Innovation's BC Employment and Assistance programs. Of the 26% youth that accessed any IA or PWD supports within six months of aging out (they may access more than one type of support in the six months from aging out) 38% accessed IA: Temporarily Excused from Work and 28% of the youth accessed PWD assistance.

PWD assistance is an income and asset tested income support program for adults with severe mental or physical impairment that is likely to continue for two or more years, which significantly restricts daily living activities continuously or periodically for extended periods resulting in the need for assistance/supervision.

Since March 2008, the rate of youth aging out of Youth Agreements and claiming IA: Expected to Work within six months has shown some variation, fluctuating within a 10 percentage point range. Over the last twelve months, to March 2016, this indicator averaged 14%.

While there are occasional fluctuations outside of this range, the rate of youth claiming PWD assistance typically averages around 6% to 7%.

Youth Aging Out of Youth Agreements and Subsequently Claiming 'IA: Expected to Work' within Six Months, within 7 to 12 Months, and within 19 to 24 Months



The rates on IA: ETW are for the same cohort of former youth with a YAG over different time periods since aging out. For example, the rates at March 2012 show for youth that aged out of Youth Agreements between April and September 2011 the rate of youth that accessed IA: ETW within the next six months (up to March 2012); the rate the same group of April to September 2011 age outs accessed IA: ETW within 7 to 12 months after aging out (up to September 2012); and the rate the same group of April to September 2011 age outs accessed IA: ETW within 19 to 24 months after aging out (up to September 2013).

From May 2010 to May 2012, the rate of accessing IA: Expected to Work by youth within six months, 7 to 12 months, and from 19 to 24 months of aging out of Youth Agreements follows a similar ordering as that of youth discharged from Care. The rate on IA: Expected to Work falls by approximately three to four percentage points at 7 to 12 months, and falls by a further three percentage points two years later, an indication that the youth are finding other sources of income.

The graph also shows some periods where the rates do not follow the same ordering (from approximately March 2008 to October 2009). This is likely related to the 2008 to 2010 economic downturn and the graph shows higher rates of youth accessing IA: Expected to Work as more time passes from aging out.

From the spring of 2013 to the spring of 2014, there is a period showing persistence in the access of IA: Expected to Work where the rate of youth accessing IA within 7 to 12 months of ageing out moves

closely with the rate of youth accessing IA within six months. The youth then find other sources of income as the rate drops after around two years from ageing out.

Of the 30 to 40 youth that aged out of youth agreements each reporting period and accessed IA: Expected to Work within six months, approximately 20% do not access any IA or PWD assistance in the latter part of their first year after ageing out; approximately 40% do not access any IA or PWD assistance two years after ageing out.

Educational Performance

Performance Indicator 5.41 Age-Appropriate Grade for Youth on Youth Agreements

Rationale:

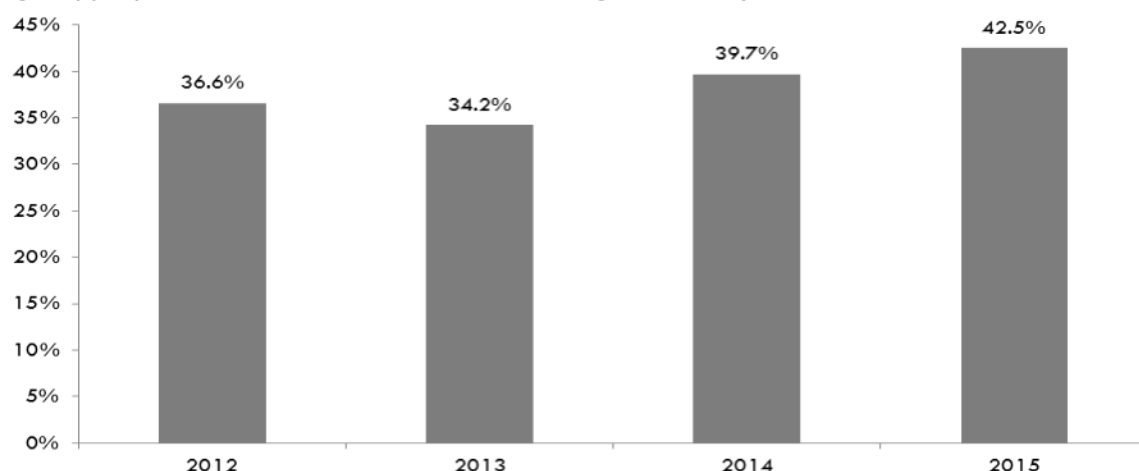
Not only is education a determinant of healthy child development, long-term well-being and social inclusion, it is also a good barometer of a youth's current well-being. Youth may repeat a grade or perhaps had delayed starting school for many reasons. However, YAGs are more likely to fall behind in school because of their experiences both before and after they left their parental home. Combined with grade progression and high school completion this indicator provides insight into the educational progression of YAGs.

Age-Appropriate Grade for Youth on Youth Agreements, October 2014 to September 2015

Service Delivery Area	Youth Under a Youth Agreement between Oct. 2014 and Sept. 2015	Students on Sept. 30, 2015 on a Youth Agreement	Proportion of Youth on Youth Agreements in School on Sept. 30, 2015 (%)	Proportion in Their Age-Appropriate Grade (%) ¹		
				All	Aboriginal	Non-Aboriginal
BC	2,510	1,016	40.5%	42.5%	35.4%	47.1%
Kootenays	158	64	40.5%	43.8%	23.1%	57.9%
Okanagan	216	86	39.8%	60.5%	41.7%	67.7%
Thompson Cariboo Shuswap	246	86	35.0%	46.5%	38.9%	52.0%
East Fraser	338	132	39.1%	30.3%	35.3%	28.6%
North Fraser	172	80	46.5%	30.0%	11.1%	45.5%
South Fraser	322	138	42.9%	30.4%	25.0%	33.3%
Vancouver/Richmond	284	92	32.4%	21.7%	15.8%	25.9%
Coast/North Shore	158	70	44.3%	65.7%	66.7%	65.2%
South Vancouver Island	242	122	50.4%	52.5%	35.3%	59.1%
North Vancouver Island	166	66	39.8%	66.7%	63.2%	71.4%
Northwest	84	36	42.9%	44.4%	53.3%	*
North Central	98	34	34.7%	29.4%	33.3%	20.0%
Northeast	26	10	38.5%	60.0%	*	*

¹ SDA data is suppressed where the number of YAGs in their age-appropriate grades is less than 10.

Age-Appropriate Grade of Youth under Youth Agreement, by School Year



Analysis:

YAGS aged 17 years old in 2005 were in their age-appropriate grade 34% compared to 67% in 2015. YAGS aged 16 years old in 2005 were in their age-appropriate grade 44% compared to 87% in 2015.

YAGs are in their age-appropriate grade if they are, at most, 5 years older than their grade (16 years old in grade 11 and 17 years old in grade 12). This measure includes YAGs aged 18 years old as of September 30, 2014. These 18 year old YAGS make up 46.3% of the “Students on September 30, 2015 on a Youth Agreement” who are in school but cannot be in their age-appropriate grade due to their age.

Performance Indicator 5.46 Grade Progression of Youth under a Youth Agreement

Rationale:

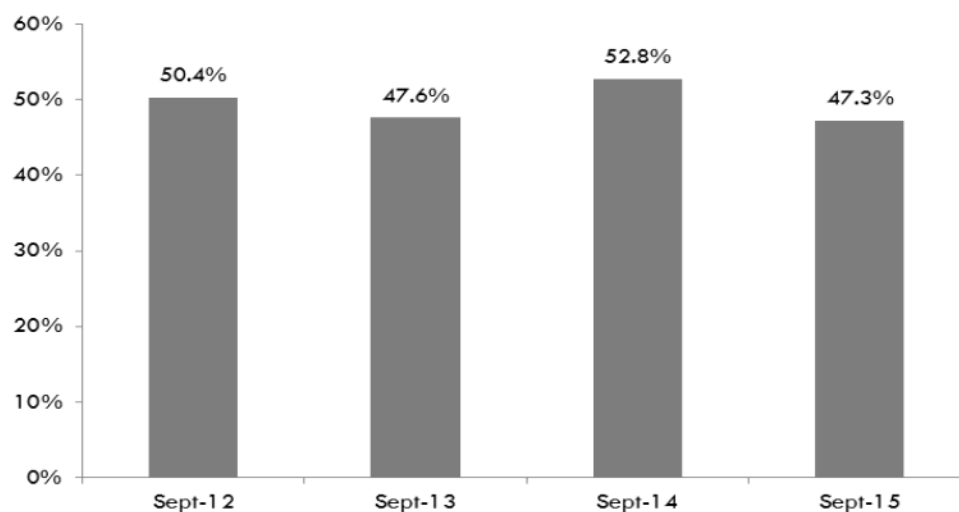
Although some youth are not in an age-appropriate grade they are progressing in their learning and move up to the next grade level the following September. Grade progression is an indicator of learning and educational progress.

Grade Progression of Youth under a Youth Agreement, by SDA

Service Delivery Area	Youth under a Youth Agreement on September 30, 2014 and September 30, 2015 Inclusive ¹	Youth under a Youth Agreement on September 30, 2015 That Showed Grade Progression (%)		
		All	Aboriginal	Non-Aboriginal
BC	220	47.3%	45.0%	48.6%
Kootenays	13	46.2%	*	50.0%
Okanagan	16	87.5%	*	91.7%
Thompson Cariboo Shuswap	22	40.9%	*	46.2%
East Fraser	30	46.7%	*	39.1%
North Fraser	22	45.5%	*	53.3%
South Fraser	34	35.3%	33.3%	36.4%
Vancouver/Richmond	22	31.8%	36.4%	27.3%
Coast/North Shore	12	75.0%	*	*
South Vancouver Island	29	55.2%	*	57.1%
North Vancouver Island	*	*	*	*
Northwest	*	*	*	*
North Central	*	*	*	*
Northeast	*	*	*	*

Analysis:

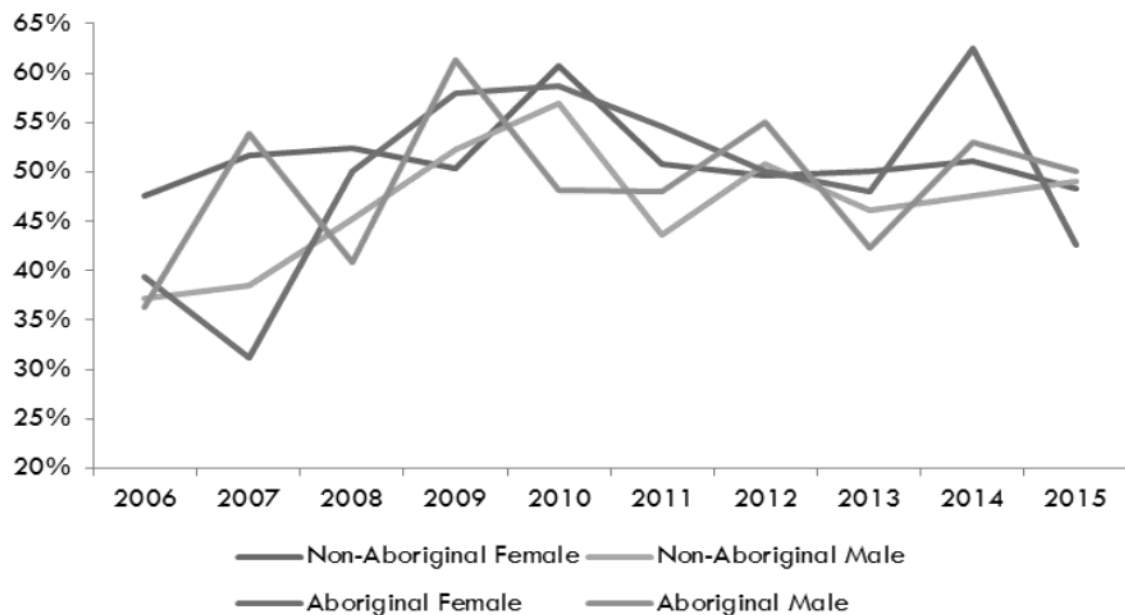
Grade Progression of Youth under a Youth Agreement, Over Time



All groupings of male/female and Aboriginal/non-Aboriginal YAG have very similar trends and levels of grade progression between 2006 and 2015. In 2015, The YAG credential rate declined by just over 5 percentage points primarily due to the Aboriginal Female YAG progression declining from its extraordinarily high of 63% in 2014 back to 43% in 2015, its lowest level since 2007.

¹ SDA data is suppressed where the number of youth is less than 10.

Grade Progression of Youth under a Youth Agreement, by Year, Gender, and Aboriginal/Non-Aboriginal



YAGs aged 17 years old showed grade progression of 70% in 2015, an improvement from 48% in 2006, but a decline from 81% in 2014. YAGs aged 18 years old showed grade progression of 34% (42% in 2014), compared to 42% in 2006.

Performance Indicator 5.51 Youth on a Youth Agreement Who Finish School with a High School Credential

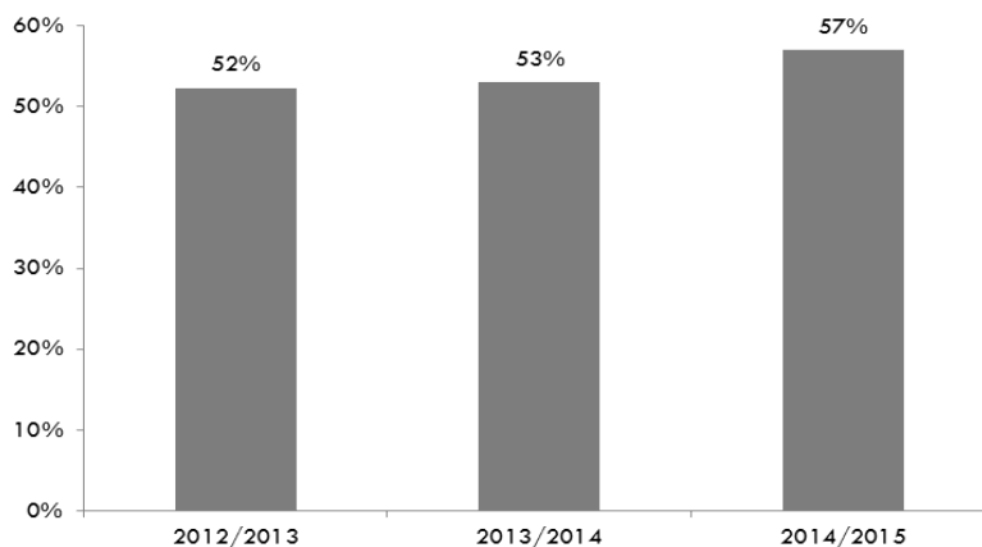
Rationale:

There is strong evidence that completing high school is conducive to general well-being throughout life. Furthermore, it is a good barometer of current general well-being for that particular cohort. MCFD works to maximize the educational attainment of youth on YA.

Youth on Youth Agreement Who Finished School with a High School Credential, 2014/15

Service Delivery Area	Youth Under a Youth Agreement Age Outs Fiscal Year 2014/2015 ¹	Youth Under a Youth Agreement Age Outs Matched to BC School Records	Youth Under a Youth Agreement Age Outs with a High School Credential (%)		
			All	Aboriginal	Non-Aboriginal
BC	421	193	57.0%	57.6%	56.7%
Kootenays	22	11	63.6%	*	*
Okanagan	33	17	64.7%	*	63.6%
Thompson Cariboo Shuswap	36	22	63.6%	*	60.0%
East Fraser	52	19	57.9%	*	58.3%
North Fraser	27	15	53.3%	*	54.5%
South Fraser	55	23	52.2%	50.0%	53.8%
Vancouver/Richmond	77	17	58.8%	*	63.6%
Coast/North Shore	23	12	66.7%	*	*
South Vancouver Island	37	20	60.0%	*	54.5%
North Vancouver Island	29	16	56.3%	*	54.5%
Northwest	*	*	*	*	*
North Central	17	11	36.4%	*	40.0%
Northeast	*	*	*	*	*

Youth on Youth Agreement Who Finish School with a High School Credential, by Fiscal Year



Analysis:

Provincially, nearly 60% of youth on a Youth Agreement that turned 19 also had a BC high school credential.

¹ SDA data is suppressed where the number of youth is less than 10.

During 2014/2015, 62% of Aboriginal female youth under a Youth Agreement (YAGs) turned 19 with a credential, higher than every other group of YAGs who turned 19 with a credential (50% for Aboriginal male YAGs, 61% for non-Aboriginal female YAGs, and 52% for non-Aboriginal male YAGs).

Since 2009/2010, the proportion of Aboriginal male youth turning 19 with a credential improved from 38% to 50%, Aboriginal female youth from 46% to 62%.

Expenditure Data:

Child Safety, Family Support & Children in Care Services

Service Delivery Area	Expenditures As at March 31, 2016						
	Non Residential ¹	Children & Youth In Care ²	Out-of-Care Options ³	Youth Agreements	Post Majority Supports ⁴	Program Delivery Child Welfare ⁵	Total Expenditures (\$ Millions)
BC	\$132.658	\$221.582	\$24.383	\$7.002	\$4.494	\$136.876	\$526.995
Kootenays	4.417	7.770	0.655	0.430	0.143	4.417	17.833
Okanagan	7.746	17.961	2.003	0.513	0.209	10.241	38.673
Thompson Cariboo	9.277	22.864	1.695	0.618	0.151	9.600	44.206
Shuswap							
East Fraser	6.630	35.074	1.205	0.736	0.000	7.711	51.356
North Fraser	9.392	14.176	1.530	0.466	0.339	11.790	37.692
South Fraser	13.621	39.006	2.573	1.017	0.921	16.691	73.829
Vancouver/Richmond	21.199	41.819	0.979	1.002	0.786	11.224	77.009
Coast/North Shore	4.958	8.436	0.740	0.531	0.001	5.844	20.510
South Vancouver Island	11.095	29.101	1.308	0.723	0.587	13.434	56.248
North Vancouver Island	9.707	21.811	1.549	0.444	0.173	12.229	45.914
Northwest	4.489	8.634	1.420	0.199	0.166	6.255	21.163
North Central	9.231	23.182	1.957	0.245	0.129	9.561	44.305
Northeast	2.751	4.742	0.514	0.079	0.039	2.838	10.963
Service Delivery Operations	3.468	1.218				12.355	17.041
After Hours Program	6.395	0.303					6.698
Aboriginal Services	7.820	2.530				0.012	10.361
Children in Home of Relative (CIHR) Program			6.112				6.112
Complex Needs Facility		2.009					2.009
Other Central Payments Recoveries	0.462	0.434 (59.488)	0.143	0.000	0.850	2.672 0.000	4.560 (59.488)

The budget for this line of service is \$501.949 million.

¹ Non-residential expenditures primarily related to ministry family and youth support programs contracts. Includes \$6.395M After Hours Program staffing and operational costs.

² Children and Youth in care expenditures primarily related to payments for foster and group care, guardianship, supported Independent Living and delegated Aboriginal services. Includes \$2.009M Complex Need facility staffing and operational costs.

³ Out of Care Options expenditures include payments for the Extended Family (EFP) and Child in Home of a Relative (CIHR) programs

⁴ Includes Agreement with Young Adult (AYA) payments as well as funding for the Youth Education Assistance Fund (YEAFF), Youth in Care Education Fund, Learning Fund for Young Adults, Covenant House and YMCA STRIVE program.

⁵ Expenditures include costs for staffing, miscellaneous recoveries and operational costs associated with direct service delivery.

Adoption Services

Summary:

MCFD's strategic direction and ministry staff, service providers, and caregivers must organize and focus the delivery of all forms of care under the CFCSA (kinship, foster, staffed and tertiary care). An overarching aim is to achieve permanency – safe, stable and enduring family relationships for children and youth through reunification, adoption, transfer of guardianship or other meaningful lifelong connections. Planning for permanence is a priority that starts from the point of first placement, with a focus on family reunification that at the same time includes consideration of alternate legally permanent options such as adoption and transfer of guardianship. An important consideration in adoption is to place siblings together. Typically these are more complex adoption cases than children and youth without siblings in Care and consequently take longer to complete.

Performance Indicators:

Performance Indicator 5.76 Per Cent of Children Eligible for Adoption Placed in Adoption Homes

Rationale:

Evidence has shown that children require a stable and continuous relationship with a nurturing caregiver to maximize physical, social emotional and cognitive development. If this relationship is not possible with the birth family or other Out-of-Care options, then for children whom the ministry has legal permanent guardianship, adoption is an alternative.

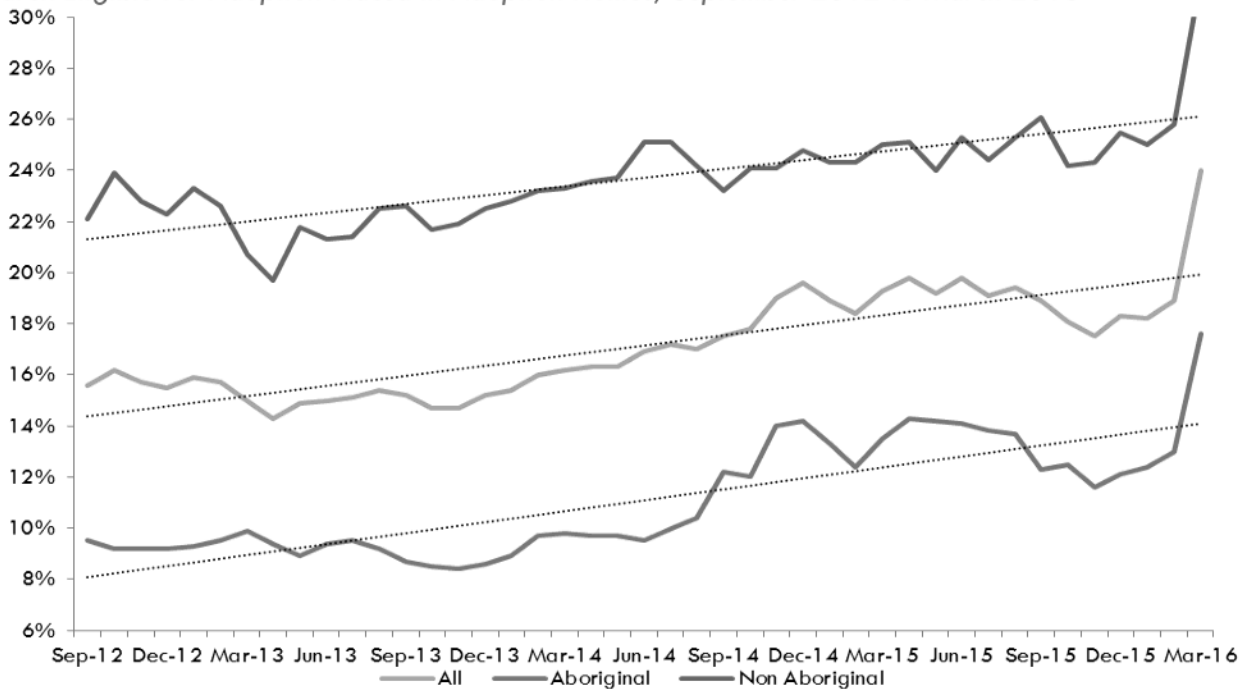
Per Cent of Children Eligible for Adoption Placed in Adoption Homes, 12 Month Period Ending March 31, 2016

Service Delivery Area	Number of Adoption Placements	Per Cent of Eligible Children Placed ¹		
		All	Aboriginal	Non-Aboriginal
BC	369	24.0%	17.6%	32.7%
Kootenays	17	37.0%	*	*
Okanagan	56	31.3%	25.0%	40.0%
Thompson Cariboo Shuswap	21	16.5%	14.3%	20.0%
East Fraser	35	27.8%	*	*
North Fraser	16	17.2%	*	*
South Fraser	35	15.4%	7.6%	26.0%
Vancouver/Richmond	21	20.0%	*	*
Coast/North Shore	16	25.4%	31.6%	16.0%
South Vancouver Island	63	28.9%	19.8%	40.2%
North Vancouver Island	39	24.2%	19.8%	32.7%
Northwest	10	14.5%	*	*
North Central	29	17.7%	14.4%	36.0%
Northeast	10	33.3%	*	*

¹ SDA data suppressed where there are less than 10 children available for adoption.

Analysis:

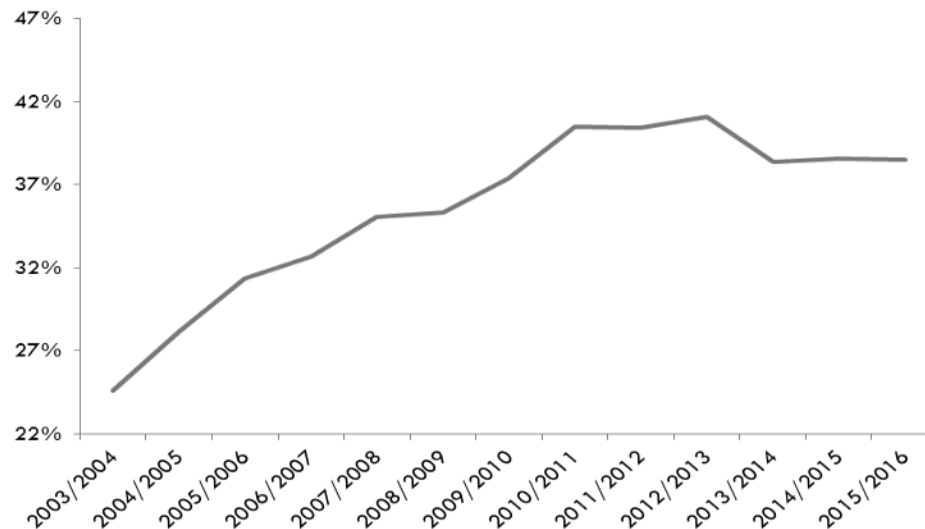
Children Eligible for Adoption Placed in Adoption Homes, September 2012 to March 2016



This indicator has trended sharply higher since the end of 2013. This is due to a strategic initiative, and additional investments in April of 2014 and 2015, to increase the number of CYIC that find permanency. While there was minimal change in the number of children eligible for adoption since the baseline period of September 2012, the number of children placed in adoption homes increased by 64%. The March 2016 reporting period (12 months ending March 31, 2016) saw the greatest number of children placed in adoptive families in the 3.5 years tracked.

Trends in adoption rates for both Aboriginal and non-Aboriginal eligible CYIC are improving but the adoption rate for Aboriginal children is just over half that for non-Aboriginal children. This, in part, is due to Aboriginal children being more likely to have siblings, requiring common placement, as well as the importance of ensuring their cultural connectedness. Aboriginal children placed in adoption homes have been increasing since September 2014. Currently, the number of Aboriginal children placed in adoption homes has more than doubled since the base period. In contrast, Aboriginal children available for adoption have only increased by 15% over the same period. An increase in Aboriginal children available for adoption accounts for all of the dip in performance in September 2015.

The Proportion of Children Eligible for Adoption Aged 12 or Older



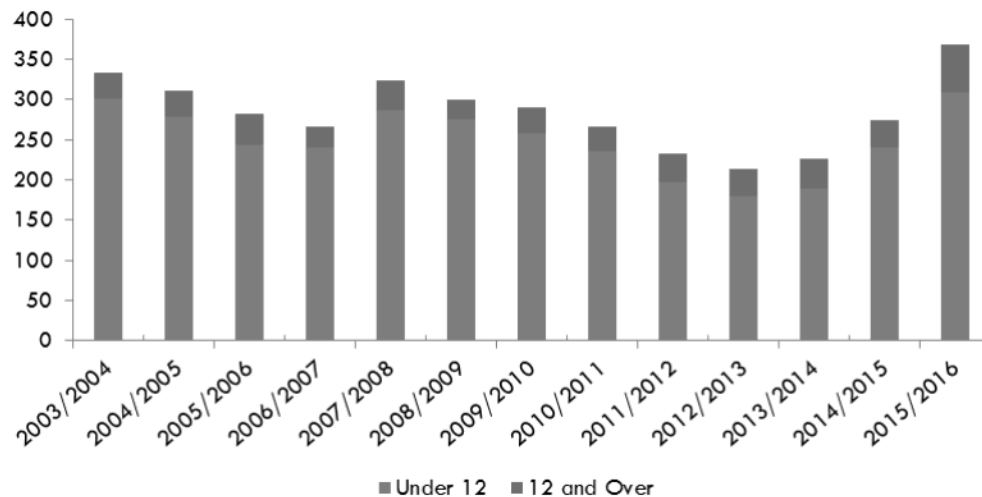
The proportion of children age 12 and over, who are eligible for adoption has remained relatively stable for the past 3 years, at an average of 38%. The percentage of children available and placed for adoption has increased markedly in the current reporting period for both children under the age of 12 and those aged 12 or older.

Per Cent of Eligible Children Placed in Adoption Homes, by Age Group

Percentage of Eligible Children Placed in Adoption Homes	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Under 12 Years	22%	24%	22%	20%	24%	23%	23%	24%	21%	22%	22%	27%	32%
12 Years and Older	7%	7%	7%	4%	6%	4%	5%	4%	5%	6%	7%	6%	10%
All CYIC	19%	19%	17%	15%	18%	16%	16%	16%	15%	15%	16%	19%	24%

Despite making progress in finding homes for children and youth age 12 or older, the improvement in the indicator is mainly driven by the significant increase in adoptions for children under the age of 12, who represented more than 85% of all children adopted for the past three years.

Age of Children Placed for Adoption Over Time



Performance Indicator 5.81 Proportion of Aboriginal Children and Youth Adopted to Aboriginal Families

Rationale:

Aboriginal children are more likely to be culturally safe when living in Aboriginal families. The ministry strives to place Aboriginal children that are eligible for adoption into Aboriginal families whenever possible.

Proportion of Aboriginal Children and Youth Adopted to Aboriginal Families, 12 Month Period Ending March 2016

Service Delivery Area	Number of Aboriginal Children Eligible for Adoption	Number of Aboriginal Children Placed in Adoption Homes ¹	Number of Children Placed with Aboriginal Families ¹	Per Cent Placed in Aboriginal Homes ¹
BC	887	156	80	51%
Kootenays	14	*	*	*
Okanagan	104	26	19	73%
Thompson Cariboo Shuswap	77	11	*	*
East Fraser	27	*	*	*
North Fraser	28	*	*	*
South Fraser	131	10	*	*
Vancouver/Richmond	46	*	*	*
Coast/North Shore	38	12	*	*
South Vancouver Island	121	24	15	63%
North Vancouver Island	106	21	11	52%
Northwest	65	*	*	*
North Central	139	20	*	*
Northeast	19	*	*	*

¹ SDA data suppressed where there are less than 10 children available for adoption.

Analysis:

Percentage of Aboriginal Children and Youth Adopted by Aboriginal families, BC, September 2012 to March 2016



The number of Aboriginal children placed in Aboriginal homes has increased in recent months (+15 vs. September 2015). At the same time, the number of Aboriginal children placed in any type of home has increased even more (+50 vs. September 2015). This accounts for the decrease in the performance for this measure this reporting period.

Note: Since the number of Aboriginal children placed in adoption homes is relatively low, large swings in the performance of the indicator can occur with only slight shifts in actual placements.

Performance Indicator 5.77 Time Taken for CYIC to Go from Permanent Status to Adoption Placement

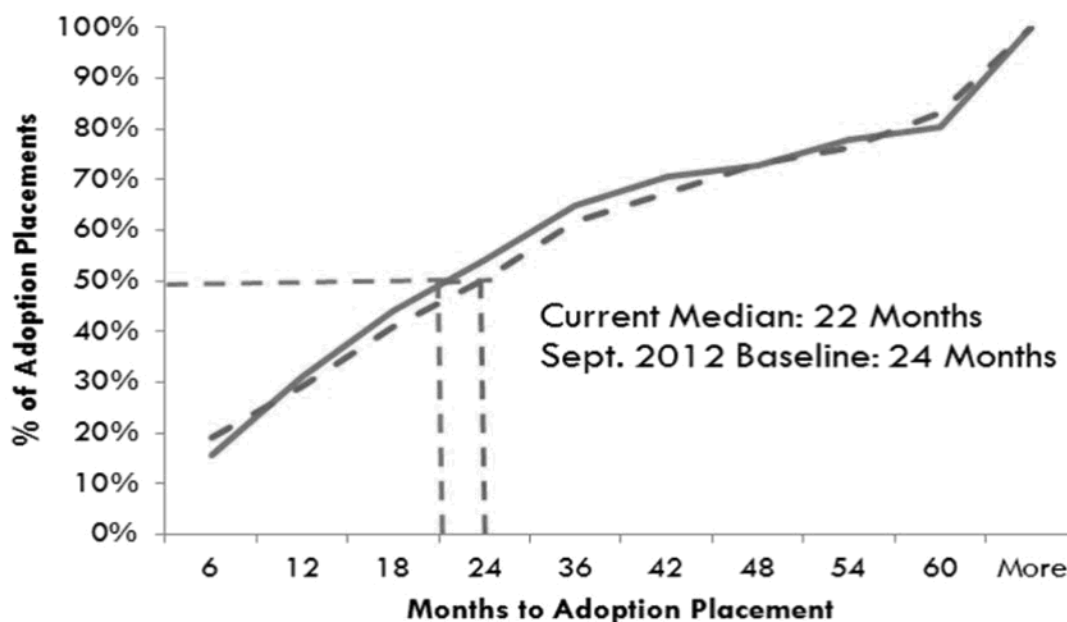
Rationale:

For CYIC who are no longer able to return to their family, achieving permanency through adoption is a desirable option. Research has found that a longer history in out of home care, as well as a child's age at time of adoption are risk factors strongly associated with an adoption placement's chances for success, meaning that once it is determined that adoption is the best option for a child, it should take place without unnecessary delays.

Time Taken for CYIC to Go from Permanent Status to Adoption Placement, 12 Month Period Ending March 31, 2016

Service Delivery Area	Number of Adoption Placements ¹	Median Time to Placement (Months)		
		All	Aboriginal	Non - Aboriginal
BC	369	22.0	37.5	16.0
Kootenays	17	7	10	6.5
Okanagan	56	21.5	27	17
Thompson Cariboo Shuswap	21	43	55	42
East Fraser	35	20	31.5	20
North Fraser	16	9.5	110	9
South Fraser	35	23	33.5	18
Vancouver/Richmond	21	12	38	10
Coast/North Shore	16	41.5	59	32.5
South Vancouver Island	63	23	38	17
North Vancouver Island	39	20	44	12.5
Northwest	10	77	77	71
North Central	29	37	52.5	12
Northeast	10	8	7	11

Median Time from Permanent Ward Status to Adoption Placement



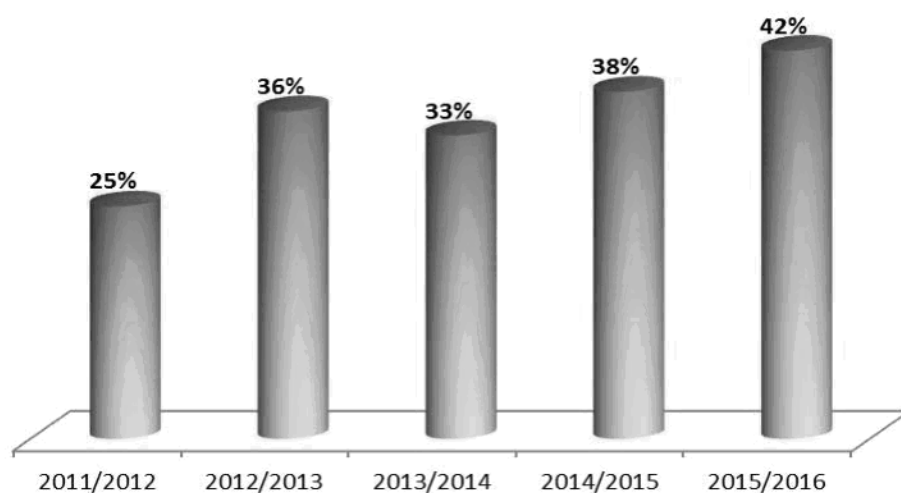
Analysis:

The median time from permanent ward to adoption placement has gone down by two months since the baseline period of September 2012. This improvement in performance is mainly driven by a greater increase in the number of non-Aboriginal children placed for adoption compared to

¹ The sum of SDAs does not add up to the provincial total because there was one placement that was not mapped to an SDA.

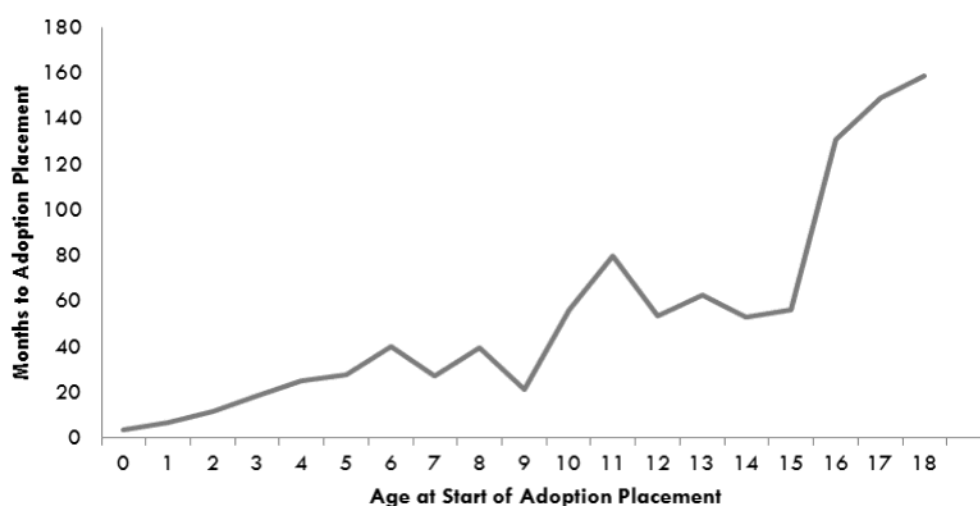
Aboriginal children; Non-Aboriginal children substantially outnumber Aboriginal children in terms of adoption placements, and their wait times continue to be lower. However, the proportion of new placements that were for Aboriginal children has been increasing, reaching more than 40% in the 2015/16 fiscal year.

Percentage of Children and Youth Newly Placed in Adoption Homes That Were Aboriginal, by Fiscal Year



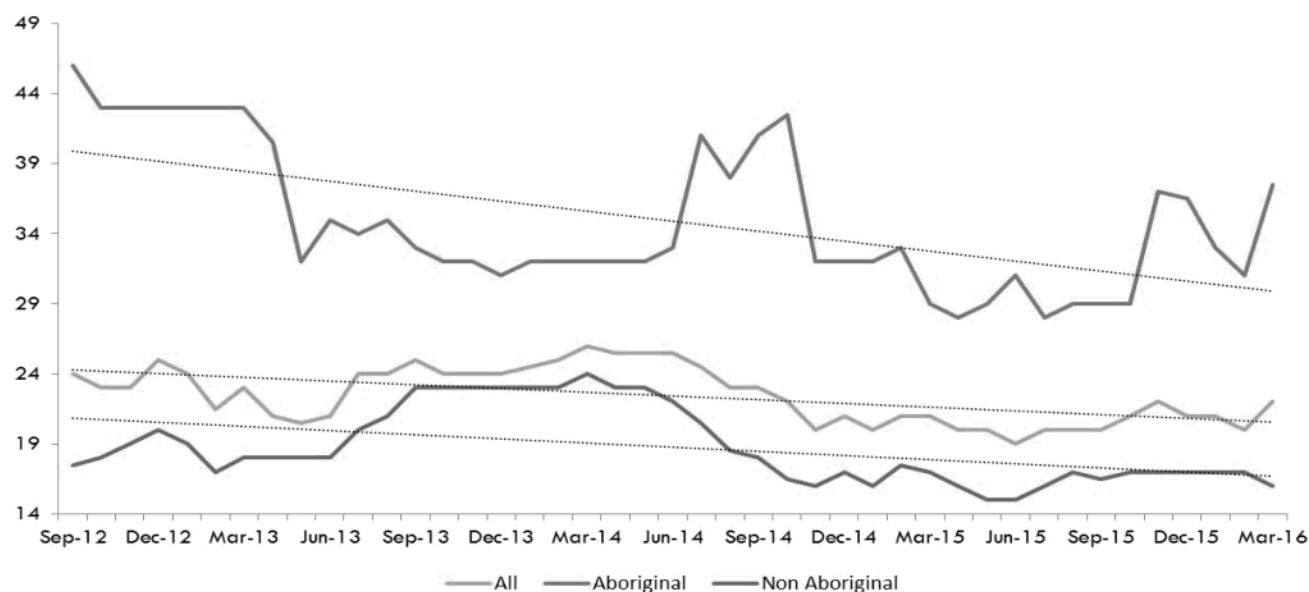
Historically, it has been easier to place younger children in adoption homes than older ones. This remained true this period. Children under the age of 12 experienced a median wait time of 19 months, while children ages 12 and over experienced a median wait time of 63 months.

Time to Adoption Placement by Age at Placement Time



Of course, it is expected that children who had to wait longer for their adoptive families were older when they were placed but data also show that a child's chances of finding an adoptive family are greater in the first two years in permanent care. Currently, the ministry initiative continues to address both faster placements for new permanent wards as well as trying to find homes for the older children who have been waiting for a long time. With a continued focus on permanency, it is expected that most children will find a permanent option earlier in their care experience.

Median Time (Months) from Permanent Ward Status to Adoption Placement, September 2012 to March 2016



The current performance trend for this indicator shows an improving performance since the baseline period of September 2012, i.e. an 8% decrease in the number of months spent waiting.

On average, Aboriginal children experience longer periods between being eligible for adoption and being placed in an adoption home, but since the baseline period of September 2012 they saw a significant decrease of 19% in the number of months waiting. In contrast, the wait period for non-Aboriginal children has only decreased by 1.5 months since the baseline period, less than a 10% difference.

Expenditure Data:

Adoption Services

Service Delivery Area	Expenditures ^{1,2} (\$ Millions) As at March 31, 2016
BC	\$28.314
Kootenays	1.013
Okanagan	2.874
Thompson Cariboo Shuswap	1.818
East Fraser	3.732
North Fraser	1.545
South Fraser	2.920
Vancouver/Richmond	1.938
Coast/North Shore	0.651
South Vancouver Island	3.402
North Vancouver Island	3.354
Northwest	0.813
North Central	1.641
Northeast	0.866
Service Delivery Operations ³	0.010
Other Centralized Payments ⁴	1.738

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures.

² Provides adoption programs including medical assessment and consultation, pre-placement visitation, adoption recruitment and skills development, and post adoption services.

³ Service Delivery Operations includes contracts not specific to any one SDA.

⁴ Other centralized payments includes funding for Adoption Permanence initiatives.

Youth Justice

Summary:

This section establishes an initial set of performance indicators as the base for future tracking and analysis.

Case Data and Trends:

Community Youth Justice Monthly Average October 1, 2015 to March 31 2016 (36% Aboriginal)

Service Delivery Area	Monthly Average October 1, 2015 to March 31 2016	Monthly Average October 1, 2014 to March 31 2015	Y/Y Change (%)
BC	1,326	1,387	-4.4%
Kootenays, Okanagan & Thompson Cariboo Shuswap	250	241	+3.7%
East Fraser, North Fraser, South Fraser, Vancouver/Richmond, Coast/North Shore	594	636	-6.6%
South Vancouver Island and North Vancouver Island	270	277	-2.5%
Northwest, North Central and Northeast	213	234	-8.9%

Incarceration (Remand and Sentenced)

- Daily Average, October 1, 2015 to March 31 2016: 64.4 (52.1% Aboriginal)
- Daily Average, October 1, 2014 to March 31 2015: 64.4 (49.2% Aboriginal)
- Y/Y Change (0) (+6.3% Aboriginal)

Incarceration (Remand/Pretial Detention Only)

- Daily Average, October 1, 2015 to March 31 2016: 35.6 (50.6% Aboriginal)
- Daily Average, October 1, 2014 to March 31 2015: 35.5 (46.4% Aboriginal)
- Y/Y Change (0.3%) (+9.1% Aboriginal)

ISSP: Intensive Support and Supervision (One to One Supervision) (ISSP)

- Daily Average, October 1, 2015 to March 31 2016: 159.8 (33.2% Aboriginal)
- Daily Average, October 1, 2014 to March 31 2015: 166.4 (33.5% Aboriginal)
- Y/Y Change (-4.0%) (-4.8% Aboriginal)

Performance Indicators:

Performance Indicator 6.01 Clients Receiving Formal Diversion Services That Did Not Commit a New Offence

Rationale:

Objectives of formal diversion include avoiding official labelling and processing, and providing services that help prevent a youth from reoffending.

Number of Clients Receiving Formal Diversion Services

Year	Number of Clients	Did Not Commit A New Offence In The Following 5 Years	
		Number	Per Cent
2005	843	577	68.4%
2006	850	593	69.8%
2007	786	556	70.7%
2008	814	597	73.3%
2009	792	571	72.1%

Performance Indicator 6.06 Clients Receiving First Community Sentence Services That Did Not Commit a New Offence

Rationale:

One objective of a community sentence is to provide services that help prevent a youth from reoffending.

Number of Clients Receiving First Community Sentence Services

Year	Number of Clients	Did Not Commit A New Offence In The Following 5 Years	
		Number	Per Cent
2005	1,255	703	56.0%
2006	1,196	587	49.1%
2007	1,253	618	49.3%
2008	1,290	639	49.5%
2009	1,289	632	49.0%

Performance Indicator 6.11 Clients Receiving First Custody Sentence Services That Did Not Commit a New Offence

Rationale:

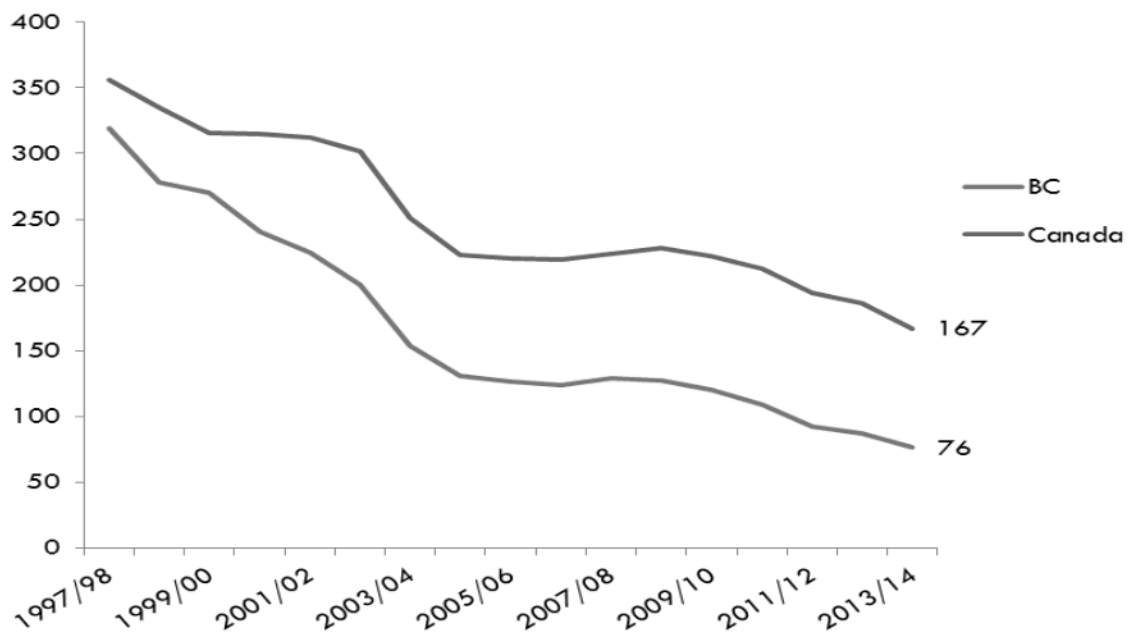
Recognizing that custody holds the highest risk population, one objective of custody services is to provide services that help prevent a youth from reoffending.

Number of Clients Receiving First Custody Sentence Services

Year	Number of Clients	Did Not Commit A New Offence In the Following 5 Years	
		Number	Per Cent
2005	173	31	17.9%
2006	166	32	19.3%
2007	184	39	21.2%
2008	162	26	16.0%
2009	177	35	19.8%

Performance Indicator 6.16 Youth Court Cases per 10,000 Youth Population

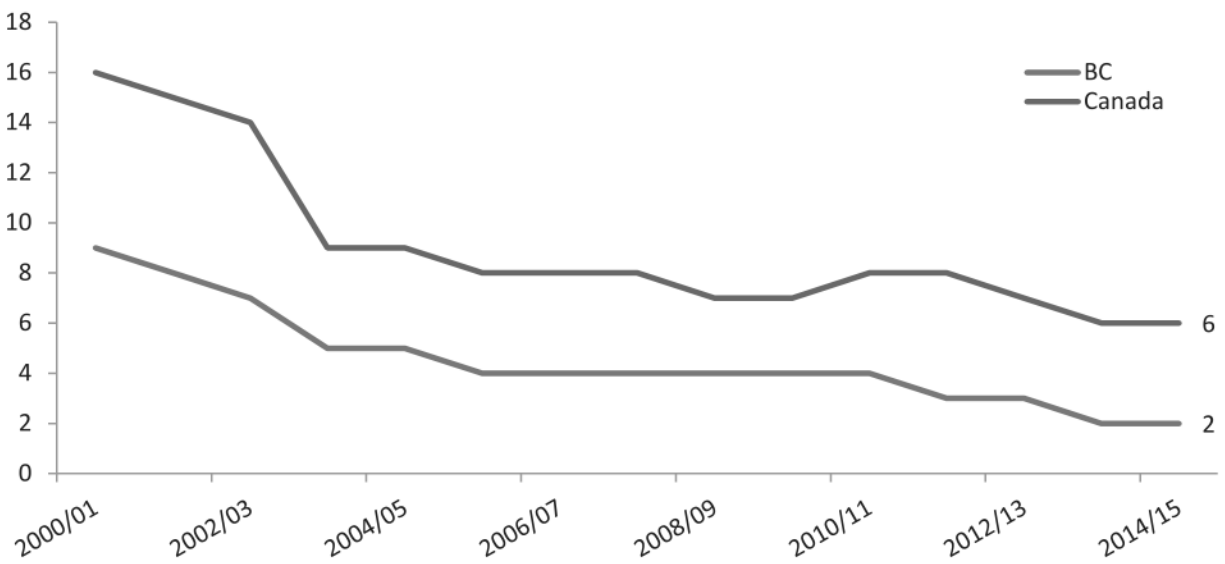
Youth Court Cases per 10,000 Youth Population, BC and Canada, 1997/1998 to 2013/2014¹



¹ Over the 16 year period this rate has declined for BC and Canada, but the rate of decline was faster in BC.

Performance Indicator 6.21 Youth in Custody per 10,000 Youth

Youth in Custody per 10,000 Youth, BC and Canada, 2000/2001 to 2014/2015



Expenditure Data:

Youth Justice Services

Service Delivery Area	Expenditures ^{1,2} (\$ Millions) As at March 31, 2016
BC	\$42.191
Kootenays	0.671
Okanagan	1.812
Thompson Cariboo Shuswap	1.593
East Fraser	1.592
North Fraser	2.204
South Fraser	3.103
Vancouver/Richmond	1.559
Coast/North Shore	0.481
South Vancouver Island	1.999
North Vancouver Island	1.856
Northwest	0.595
North Central	0.846
Northeast	0.490
Service Delivery Operations ³	1.375
Youth Custody	19.239
Youth Forensic	11.079
Full Attendance Program	9.773
Other	0.058
Recoveries ⁴	(18.133)

¹ Expenditures include costs for staffing, contracts, miscellaneous recoveries and other operational expenditures.

² Provides operation of youth custody centres and youth forensic services as well as full time residential programs; youth bail hostels; day programs; intensive supervision programs; alternative measures; community services orders; and addictions programs in youth custody centres.

³ Service Delivery Operations includes contracts not specific to any one SDA.

⁴ Recoveries primarily relate to federal funding for high priority services, which include substance abuse treatment, violent offence treatment, intensive support and supervision and community-based alternatives to custody.

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Ministry of Children and Family Development - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
Autism	ACT-Autism Community Training	Deborah Pugh 604-205-5467 dpugh@actcommunity.net	An MCFD contracted not-for-profit organization that provides information and referral service to support individuals with Autism Spectrum Disorder (ASD) and their families and professionals across British Columbia.	Information and Supports contract ACT held for 12 years is coming in house as of July 1, 2017.	Suite 150-2250 Boundary Road, Burnaby BC, V5M 3Z3
PD&AS – Guardianship & Adoptions	Adoption Centre	Deanna Notte (250) 763-8002 dnotte@kcr.ca	Provides range of adoption services for citizens wanting to adopt domestically and internationally	N/A	255 Lawrence Avenue Kelowna BC V1Y 6L2

Branch	Organization	Contact	Description	Key Issues	Address
Strategic Priorities	Adoptive Families Association of BC (AFABC)	Karen Maderios s.22 kmaderios@bcadoption.com	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.	Strategic partner with Strategic Priorities. Primarily the partnership is associated with AgedOut.Com, the web-based resource providing information and resources to youth in and young adults from care. MCFD Contract funds the partnership effort.	#200-7342 Winston Street Burnaby, BC V5A 2H1
CYMH	Anxiety BC	Judith Law (604) 620-0744 jlaw.anxietybc.com	a nonprofit to promote awareness of anxiety disorders and support access to evidence-based resources and treatment.	None identified at this time.	311 - 409 Granville St., Vancouver, BC, V6C 1T2
CYSN	Asante Centre	Audrey Salahub (604)467-7101 Audrey@asantecentre.org	N/A	N/A	103-22356 McIntosh Avenue Maple Ridge, BC V2X 3C1

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Autism & Developmental Disorders Lab	Dr. Grace Iarocci s.22 giarocci@sfu.ca	University research lab at SFU	N/A	5213 Robert C. Brown Hall 8888 University Drive Simon Fraser University Burnaby, BC Canada V5A 1S6
CYSN	Autism Community Training	Deborah Pugh (604) 205-546 (866) 939-5188 info@actcommunity.net	Information and referral service that supports individuals with Autism Spectrum Disorder and their families across British Columbia.	no emerging issues	150 - 2250 Boundary Rd Burnaby BC V5M 3Z3

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Autism Society of BC (ASBC)	Jon Esson; Tamara Leger s.22	A not-for-profit parent society that provides support to individuals with autism and their families in British Columbia and the Yukon. Sponsors several community parents groups, an on-line discussion forum for parents, and maintain lists of non-ASBC community groups. Receives Government Gaming Grant Funding	This contract is ending	301 - 3701 East Hastings Burnaby BC V5C 2H6
Autism	Autism Support Network	Louise Witt; Nancy Walton s.22	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	

Branch	Organization	Contact	Description	Key Issues	Address
PODV	BC Aboriginal Network on Disability Society (BCANDS)	Neil Belanger 250 381-7303 exdir@bcands.bc.ca	The British Columbia Aboriginal Network on Disability Society, or as more commonly known, BCANDS, is an award winning, provincial, Indigenous not for profit, charitable Society serving the unique and diverse disability and health resource / support service needs of the Indigenous population of British Columbia.	Disability awareness month	1179 Kosapsum Crescent Victoria, BC V9A 7K7
PD&AS – Guardianship & Adoptions	BC Assembly of First Nations	Maureen Chapman s.22 Maureen.Chapman@acfcc.bc.ca 7	Advocates for and implements Aboriginal Title, Rights and Treaty Rights through exercising inherent laws and jurisdiction.	N/A	312-345 Chief Alex Thomas Way Kamloops BC V2H 1H1

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardianship & Adoptions	BC Association of Aboriginal Friendship Centres	Lesley Varley (250) 388-5522 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.	Delivers services for MCFD via contracts; mental wellbeing of Indigenous children, youth and families.	551 Chatham St Victoria BC V8T 1E1
CYSN	BC Association of Child Development and Intervention	Jason Gordon (250) 212-0305 jason@bcacdi.org	Advocacy organization for many child development centres but not all contracted providers	N/A	Suite 108 - #105 3957 Lakeshore Rd Kelowna BC V1W 1V3
ECD & Childcare	BC Association of Family Resource Programs (FRP-BC)	Sherry Sinclair 778-590-0045 info@frpbc.ca	Contracted agency to promote and support FRPs: parent/child (aged 0-6) community hubs where families access support, opportunities for engagement, and community resources	N/A	Suite 332 505, 8840 210th Street Langley, BC V1M 2Y2

Branch	Organization	Contact	Description	Key Issues	Address
General	BC Association of Social Workers	Dianne Heath Executive Director 604-730-9111 bcasw@bcasw.org	BCASW is a voluntary, not-for-profit membership association that supports and promotes the profession of social work and advocates for social justice		402-1755 W. Broadway, Vancouver BC V6J 4S5
Autism	BC Autism Assessment Network (MoH)	Dianne Cameron Dr. Nancy Lamphear 604 453-8300 Dianne.Cameron@cw.bc.ca nlanphear@cw.bc.ca	A program funded by the Ministry of Health through the Provincial Health Services Authority. BCAAN is responsible for assessing and diagnosing children who may have autism. The goal is to provide timely assessment and diagnosis within reasonable distance of the child's home.	N/A	3644 Slocan Street, Vancouver BC

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	BC Brain Injury Association	Geoff Sing §.22 info@bcbraininjuryassociation.com	Advocacy organization	Funding for CYSN services, waitlists, data	c/o Sea to Sky Meeting Management Inc. Suite 206, 201 Bewicke Avenue, North Vancouver, BC V7M 3M7
General	BC College of Social Workers	Deborah Jones §.22 info@bccsw.ca	Regulator of social workers required to be registered in BC	Mandatory registration, Reconciliation with Indigenous Peoples	1430 – 1200 West 73 Avenue, Vancouver, BC V6P 6G5
ECD & Childcare	BC Council for Families	Joel Kaplan (604) 678-8884 Ext.102 joelk@bccf.ca	Contracted agency to deliver: Parent/Child Mother Goose, Alliance of Professionals Serving Yount Parents, and Home Visitor Training.	N/A	210 - 1909 West Broadway Vancouver BC V6J 1Z3
ECD & Childcare	BC Family Child Care Association	Carmen Barclay (604) 590-1497 office@bcfcc.ca	To promote and create awareness of professionalism in family child care through education and advocacy.	N/A	100-6846 King George Blvd Surrey BC V3W 4Z9

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	BC Family Hearing Resource Society	Noreen Simmons (604) 584-2827 nsimmons@bcfamilyhearing.com	contracted agency (EIT & PSDHH)	no emerging issues	15220 - 92nd Ave. Surrey BC V3R 2T8
Strategic Priorities	BC Federation of Foster Parents Associations (BCFFPA)	Jayne Wilson s.22 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.	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.	3rd Floor-131 Eighth St New Westminster, BC

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	BC Healthy Child Development Alliance	Jennifer Scarr §.22 jennifer.scarr@cw.bc.ca	Coalition of health, social, education, research and community organizations that share a common interest in supporting healthy development of all children in BC.	N/A	4088 Cambie Street Room 305 Vancouver BC V5Z 2X8
CYMH	BC Mood Disorders Association	Tom Dutta 604.873.0103 pres@mdabc.net	a non-profit organization that provides treatment, support, education, and hope of recovery for people living with a mood disorder	None identified for at this time.	1450 - 605 Robson Street Vancouver, BC V6B 5J3
CYSN	BC Pediatric Occupational Therapy Council	Susan Stacey §.22 §.22	Advisory group		1284 Margaret PI Duncan BC V9L 5R6

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	BC Pediatric Society	Stephanie Stevenson 604.875.3101 SStevenson-02@cw.bc.ca	Professional Association of pediatricians and pediatric sub-specialists in BC.	Currently promoting dialogue about Safe Care implementation in BC	4480 Oak St, Vancouver, BC V6H 3V4
CYMH	BC Psychiatric Society	Dr. Biju Mathew s.22 bmathew@cw.bc.ca	Professional association for psychiatrists in British Columbia. They advocate for patients and professionals by working with allied organizations to reduce stigma and build resources for people with mental illness	Concerned about recruitment and retention of psychiatrists.	BC Psychiatric Association 1665 West Broadway, Suite 115 Vancouver, BC Canada V6J 5A4

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	BC Schizophrenia Association	Deborah Conner 604.270.7841 s.22	Dedicated to supporting families and people with schizophrenia, educating the public, raising funds for research and advocating for better services for people with schizophrenia and other serious and persistent mental illness.	Receives government funding; has lobbied MOH for increased funding in recent years; no issues identified for MCFD at this time.	1100 – 1200 West 73rd Avenue, Vancouver BC, V6P 6G5

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	BC School-Centered Mental Health Coalition	Deborah Garrity s.22	The British Columbia School Centered Mental Health Coalition (the Coalition) is made up of over 70 members from more than 40 organizations, including government and NGO's. The Coalition exists to advance the concept of "school connectedness" and the body of research and strategies that support the concept.	No issues identified at this time. Group seeks to advance work that promotes student mental wellbeing	N/A

Branch	Organization	Contact	Description	Key Issues	Address
PODV	BC Society of Transition Houses (BCSTH)	Joanne Baker 604-669-6943 joanne@bcsth.ca	The BC Society of Transition Houses is a member-based, provincial umbrella organization that, through leadership, support and collaboration, enhances the continuum of services and strategies to respond to, prevent and end violence against women, children and youth.	Early years toolkit, quarterly anti-violence sector/MCFD meetings	Suite 325, 119 W. Pender St. Vancouver BC V6B 1S5
CYSN	Canada FASD Research Network	Audrey McFarlane 1-877-594-5454 amcfarlane@lcfasd.com	Collaborative, interdisciplinary research network, with collaborators, researchers and partners across the nation.	Max billing rate of the School-Aged Extended Therapies Benefit of the At Home Program. Waitlists and caseload pressures on therapy programs	P.O. Box 11364 Wessex Vancouver BC V5R 0A4

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	Canadian Mental Health Association, BC Division	Bev Gutray (604) 688-3234 bev.gutray@cmha.bc.ca	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	receives contracts from MCFD to provide the Confident Parents, Thriving Kids Program; has an interest in annualized funding	1200 1111 Melville St. Vancouver BC V6E 3V6
CYSN	Canadian Red Cross	Robert Davies s.22 robert.davies@redcross.ca	Canadian Red Cross is the leading humanitarian organization through which people voluntarily demonstrate their caring for others in need.	no emerging issues	3400 Lake City Way Burnaby, BC V5A 4Y2

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Canadian Red Cross (CMERLS program)	Patricia Barrett s.22 Patricia.Barrett@redcross.ca	Participation in an AtHome Program (AHP) working group re medical equipment. Contract with Provincial Services to provide Children's Medical Equipment Recycling and Loan (CMERLS) Program to children on the At Home Program Medical Benefits	N/A	3400 Lake City Way, Burnaby, BC V5A 4Y2

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Canucks Autism Network (CAN)	Katy Harandi katy@canucksautism.ca	Founded by Paolo and Clara Aquilini. The mission is to provide year round, innovative, high quality sports, recreational, social and vocational programs for individuals and families living with autism, and to build awareness and capacity through community networks across British Columbia.	N/A	101-2020 Yukon Street, Vancouver BC, V5Y 3N8

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Canuck Place Children's Hospice	Filomena Nalewajek Dr. Donald Rix (604) 731-4847 fnalewajek@canuckplace.org	Canuck Place is a caring, innovative children's hospice and community-based service that provides leadership in improving pediatric palliative care regionally, nationally and internationally through collaboration, education and research.	Submitted proposal for Assistive Technology support to CDCs	1690 Matthews Avenue Vancouver BC V6J 2T2
CYMH	Centre for Addictions Research of BC (UVic)	Tim Stockwell 250-472-5445 timstock@uvic.ca	a network of individuals and groups dedicated to the study of substance use and addiction in support of community-wide efforts to promote health and reduce harm	seeks funding from government sources; concerned about opioid crisis	Centre for Addictions Research of BC PO Box 1700 STN CSC Victoria, BC V8W 2Y2

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Centre for Interdisciplinary Research and Collaboration in Autism	Dr. Pat Mirenda pat.mirenda@ubc.ca	Established in 2009 in UBC's Faculty of Education through a \$1M funding grant from MCFD. The CIRCA draws faculty, students, provincial service providers, policy makers, and both basic and applied researchers from BC post-secondary institutions together, to address issues of common concern that are relevant to improving the lives of individuals with ASD and their families.	MCFD working with CIRCA to provide further OTO funding	Vancouver Campus 309 - 2125 Main Mall, Vancouver BC V6T 1Z4

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Quality Assurance	Child and Family Clinic, Children’s and Women’s Health Centre of BC (BC Children’s Hospital)	Margaret Colbourne (604) 875-3270 mcolbourne@cw.bc.ca	Provides expert medical assessments for children in cases of suspected physical abuse, sexual abuse, emotional abuse and serious neglect.	N/A	4480 Oak St Vancouver BC V6H 3V4

Branch	Organization	Contact	Description	Key Issues	Address
CYMH/ CYSN	Child Health BC/BC Healthy Child Development Alliance	Maureen O'Donnell 604-877-6410 modonnell@cw.bc.ca	Brings together policy makers, health administrators, clinicians, operational leaders and physician leaders from across BC who together have a bold, common goal: To work together to continuously improve the health status and health outcomes of BC's children by building an integrated and accessible system of service.	MCFD sits on the Steering Committee. No issues identified at this time.	4088 Cambie St #201, Vancouver, BC V5Z 2X8

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	Children's Health Policy Centre	Dr. Charlotte Waddell s.22 charlotte_waddell@sfu.ca	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	No issues at this time. Receives contract funding from MCFD for consultation and for quarterly publications on Children's Mental Health research.	Simon Fraser University Room 2435 515 W. Hastings St. Vancouver BC V6B 5K3
CYSN	Children's Hearing and Speech Centre of BC	Janet Weil (604) 437-0255 jweil@childrenshearing.ca	Family-focused clinical and educational centre that teaches children who are deaf and hard of hearing to listen and talk, giving them the skills and confidence they need to achieve their fullest potential.	Gap in a provincial approach to the delivery of post-surgical / intensive rehabilitation services for children in BC	3575 Kaslo St, Vancouver, BC, V5M 3H4

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	Children's & Women's Mental Health and Substance Use Programs Children's & Women's Health Centre of BC, PHSA Clinical Professor, Psychiatry, UBC Head, Division of Child & Adolescent Psychiatry, UBC	Jana Davidson (Dr.) 604-875-2720 jxdavidson@cw.bc.ca	Vice President Medical Affairs & Psychiatrist-in-Chief Children's & Women's Mental Health and Substance Use Programs Children's & Women's Health Centre of BC, PHSA Clinical Professor, Psychiatry, UBC Head, Division of Child & Adolescent Psychiatry, UBC	None identified at this time.	Provincial Health Services Authority Mental Health Building, Children & Women's Health Centre of BC P2-307 4500 Oak Street Vancouver BC, V6H 3N1
PD&AS – Guardianship & Adoptions	Choices Adoptions and Counselling Services	Robin Pike (250) 479-9811 choices@choicesadoption.ca	Provides range of adoption services for citizens wanting to adopt domestically and internationally	N/A	100-850 Blanshard St. Victoria BC V8W 2H2

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	Coalition of Child Care Advocates of BC	Susan Harney s.22 info@cccabc.bc.ca	Advocacy Organization	\$10aDay child care plan.	2772 East Broadway Vancouver, BC V5M 1Y8
CYMH	Community Action Initiative	Julia Payson 604-638-1172 jpayson@communityactioninitiative.ca	provides grant and training opportunities for community-based organizations across BC to develop and deliver innovative projects that respond to the needs of individuals and families experiencing mental health and/or substance use challenges	Receives government funding; MCFD sits on the governing council	1183 Melville Street, Vancouver, BC V6E 2X5

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Community Living BC	Seonag Macrae (604) 664-0101 CLBCInfo@gov.bc.ca	Provincial crown agency that funds supports for adults with developmental disabilities		7th Floor, Airport Square, 1200 West 73rd Ave Vancouver BC V6P 6G5
CYMH	CYMHSU Collaborative	Val Tregallus s.22 vtregillus@doctorsofbc.ca	Relationship-building and practical, sustainable solutions are the focus of the Collaborative's Local Action Teams and Working Groups as they address communication barriers, service delivery gaps, and coordination of care both locally and system-wide	funded through the Doctors of BC, funding ends March 2017	Doctors of BC 115 - 1665 W Broadway Vancouver BC V6J 5A4

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Deaf Children's Society of BC	Janice Springford (604) 525-6056 TTY: (604) 525-9390 deafbc@deafchildren.bc.ca	Provide programs and services that offer expertise and guidance as families with deaf and hard of hearing children ages 0-5 navigate through opportunities for speech, language, education and communication.	Youth transitioning to CLBC services	200-7355 Canada Way Burnaby BC V3N 4Z6

Branch	Organization	Contact	Description	Key Issues	Address
PODV	Disability Alliance BC (DABC)	Karen Martin 604 875-0188 Karen@disabilityalliancebc.org	Our mission is to support people, with all disabilities, to live with dignity, independence and as equal and full participants in the community. We champion issues impacting the lives of people with disabilities through our direct services, community partnerships, advocacy, research and publications.	How I Need to Know Project, student research	#204 - 456 West Broadway Vancouver BC V5Y 1R3

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Down Syndrome Research Foundation	Dawn McKenna (604) 444-3773 info@dsrf.org	Empower individuals with Down syndrome to reach their full potential throughout life by pioneering and providing educational programs and services, grounded in foundational research. Working with researchers, professionals and families, we are a bridge between research and practice.	no emerging issues	1409 Sperling Avenue Burnaby, BC, V5B 4J8
ECD & Childcare	Early Childhood Educators of BC (ECEBC)	Emily Mlieczko (604) 709-6063 Executive.Director@ecebc.ca	Provides professional development, training and resources for ECEs. Advances early childhood education and educators in BC.	Receives funding to deliver the ECE Bursary Program.	2774 East Broadway, Vancouver BC V5M 1Y8

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	Early Years Community Developers Institute (Children First, BC)	Helen Davidson s.22	Focus is to: build capacity and competency of Early Years Community Development (EYCD) professionals and to support the inclusion of ECYD in a cohesive ECD system.	N/A	

Branch	Organization	Contact	Description	Key Issues	Address
PODV	Ending Violence Association of BC/ Community Coordination for Women's Safety (EVABC/CCWS)	Tracy Porteous s.22 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.	Quarterly anti-violence sector/MCFD meetings, Be More Than a Bystander, ICATs	1404 – 510 West Hastings St Vancouver, BC V6B 1L8
Autism	Families for Autism Intervention Resources (FAIR)	Chris McIntosh s.22	Originated on Facebook. Purpose is to raise awareness of the needs of children with ASD and their families in BC	N/A	

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Families for Early Autism Treatment BC (FEAT BC)	Roxanne Black s.22	A non-profit, volunteer organization of parents and concerned professionals working for universal access to effective autism treatment for all diagnosed children. Established in 1996 to publicize what they perceived as discrimination in BC against children with autism. Lobbied for the provision of Lovaas-style intensive early intervention as effective medical treatment and lobbied for coverage under the BC Ministry of Health and the provincial health care plan. Members are the claimants in the original request to have the Auton case certified as a class	N/A	

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardianship & Adoptions	Family Services of Greater Vancouver	Shelly Brownell s.22 adoptionservices@fsgv.ca	Provides range of adoption services for citizens wanting to adopt domestically and internationally	N/A	#301 - 1638 East Broadway, Vancouver, BC V5N 1W1

Branch	Organization	Contact	Description	Key Issues	Address
Strategic Priorities	Family Services of Greater Vancouver - Collective Impact Youth Transitions Initiative	Lucie Honey-Ray s.22 lhoney-ray@bcadoption.com	For the past 2 years the Collective Impact has agreed on collective principles and a shared common agenda: invest in youth by creating equity of access to meaningful experiences, caring connections, and opportunities for growth based on individual needs, wants and readiness. This vision has been divided into 3 key success pillars with the caring connections pillar set for implementation.	Strategic partner with respect to getting the youth voice to provide input with respect to strategic initiatives and to demonstrate the need for across the system (collective) work to the complex issue of youth transition to adulthood and independence.	301 – 1638 E Broadway Vancouver, BC V5N 1W1

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	Family Smart (previously known as the FORCE)	Keli Anderson s.22 kelianderson@hotmail.com	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.	Receives contracts from MCFD and other ministries to support working directly with children, youth and families impacted by mental health challenges. Is interested in annualized funding.	1433 McNair Drive North Vancouver BC V7K 1X4
CYSN	Family Support Institute	Angela Clancy (604) 540-8374 ext. 524 aclancy@fsibc.com	Strengthen and support families faced with the extraordinary circumstances that come with having a family member who has a disability.	N/A	227 6th St New Westminster BC V3L 3A5

Branch	Organization	Contact	Description	Key Issues	Address
Strategic Priorities	Federation of BC Youth in Care Networks	Jules Wilson 778-389-9492 ext. 103 Jules.Wilson@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. We were created in 1993 by young people in care!	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!	500-625 Agnes Street, New Westminster, BC V3M 5Y4

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Quality Assurance	Federation of Community Social Services of BC	Richard FitzZaland (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.	Ministry is working with the federation to improve oversight of contracted residential agencies	#600 - 620 View St Victoria BC

Branch	Organization	Contact	Description	Key Issues	Address
Strategic Priorities	First Call Advocacy Coalition	Adrienne Montanii 604-709-6962 adrienne@firstcallbc.org	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.	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. \$10aDay child care plan.	810 – 815 West Hastings St Vancouver, BC V6C 1B4

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardians hip & Adoptions	First Nations Education Steering Committee	Tyrone McNeil s.22 tye@stolotribalcouncil.com	To promote and support the provision of quality education to First Nations learners in BC	N/A	#113-100 Park Royal South West Vancouver BC V7T 1A2
PD&AS – Guardians hip & Adoptions	First Nations Leadership Council	Edward John (604) 926-9903 s.22		s.13	
PD&AS – Guardians hip & Adoptions	First Nations Summit	Edward John (604) 926-9903 s.22	Provides a forum for First Nations in BC to address issues related to Treaty negotiations as well as other issues of common concern.	N/A	1200 – 100 Park Royal South West Vancouver BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Fraser Valley Autism Society	Karen Davis katy@canucksautism.ca	Offers support, information and resources to families and individuals dealing with ASD and provides social outings for families on an on-going basis as well as workshop opportunities. Meets once per month.	N/A	
ECD & Childcare	Human Early Learning Partnership UBC	Pippa Rowcliffe (604) 827-5797 pippa.rowcliffe@ubc.ca	Research network focused on early childhood development. Contract to support the Early Development Instrument.	N/A	University of British Columbia #440-2206 East Mall Vancouver BC V6T 1Z3

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	Human Early Learning Partnership & Associate Professor, Department of Educational and Counseling Psychology and Special Education (UBC)	Kimberley Schonert-Riechl 604-822-2215 kimberly.schonert-reichl@ubc.ca	A collaborative, interdisciplinary research network, based at UBC; research explores how different early environments and experiences contribute to inequalities in children's development	Receive MCFD funding. Interested in intervening early and addressing social determinants of health	The Human Early Learning Partnership University of British Columbia Suite 440, 2206 East Mall Vancouver, BC, V6T 1Z3, Canada

Branch	Organization	Contact	Description	Key Issues	Address
PODV	Inclusion BC	Faith Bodner 604-777-9100 fbodner@inclusionbc.org	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.	Student graduate research	227 6 th Street New Westminster BC V3L 3A5
PD&AS – Aboriginal Stakeholders	Indigenous and Northern Affairs Canada	William McArthur (604) 775-5100 William.mcarthur@aandc-aadnc.gc.ca	Federal government dept that supports Indigenous and northern peoples to improve social well-being and economic prosperity	Continuing service agreement work & partnership with DAAs	#600 – 1132 Melville St Vancouver BC V6E 4S3

Branch	Organization	Contact	Description	Key Issues	Address
Strategic Priorities	Indigenous Perspectives Society	Linda Lucas 250.391.0007 lindal@ipsociety.ca	Indigenous Perspectives Society (IPS) is a charitable and not-for-profit social enterprise that offers training programs and services that help foster a deeper understanding of Indigenous perspectives, cultural differences, and the need for self-determination. By creating excellence through training and leadership, we help strengthen lives and build successful relationships in our communities.	N/A	664 Granderson Road Victoria, BC V9B 2R8

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Kids Brain Health Network (formerly NeuroDevNet)	Tom Philpott 604-875-2424 tphilpott@neurodevnet.ca	Researchers from multiple scientific disciplines collaborate with community, industry, government and non-profit partners to understand the genetic and environmental causes of cerebral palsy, autism and FASD.	Letter sent to DM advising of name change to: Adoption and Permanency Fund of BC may solicit increase in endowment funds	950 West 28th Ave, Vancouver, BC V5Z 4H4

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardianship & Adoptions	Lex Reynolds Adoption and Permanency Trust Fund	David Cameron (250) 381-5532 dcameron@pifinancial.com	The Trust Fund promotes the need for permanent "out of care" families (including adoptive families) for BC's children in care who are available for adoption and evidence based best practice in adoption and permanency	N/A	#200-703 Broughton Victoria BC V8W 1E3
CYMH	McCreary Centre Society & BC School of Nursing & CIHR/PHAC Applied Public Health Chair (UBC)	Elizabeth Saewyc s.22 esaewyc@mcs.bc.ca	Research Director, McCreary Centre Society & Associate Professor, BC School of Nursing & CIHR/PHAC Applied Public Health Chair (UBC)	MCFD manages the contract with McCreary for the Adolescent Health Survey	UBC School of Nursing T201 2211 Wesbrook Mall Vancouver, BC Canada V6T 2B5

Branch	Organization	Contact	Description	Key Issues	Address
CYMH	McCreary Centre Society	Annie Smith 604-291-1996 annie@mcs.bc.ca	a non-government not-for-profit committed to improving the health of BC youth through research, evaluation and community based projects	Participant in Provincial Métis Working Table with MCFD and Métis Nation BC	3552 E Hastings St, Vancouver, BC V5K 2A7
PD&AS – Guardianship & Adoptions	Métis Commission for Children and Families BC	Eva Coles (250) 372-8688 ecoles@metiscommission.com	Is designated under the <i>Child Family and Community Services Act</i> (CFCSA) as the entity to be served notice when a Métis child is the subject of a CFCSA, Provincial Family Court matter.	Participant in Provincial Métis Working Table with MCFD and Métis Commission for Children and Families BC	1-166 Oriole Rd Kamloops BC V2C 4N7

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardianship & Adoptions	Métis Nation of BC	Dale Drown 1-800-940-1150 ddrown@mnbc.ca	Develops & enhances opportunities for Métis Chartered Communities and Métis people in BC by providing culturally relevant social and economic programs and services.	Bi-annual meetings and receive recommendations	#103-5668 192 St Surrey BC V3S 2V7

Branch	Organization	Contact	Description	Key Issues	Address
PODV	Minister's Advisory Council on Aboriginal Women (MACAW)	Chastity Davis §.22	The Minister's Advisory Council on Aboriginal Women (MACAW) was established in 2011 following the Collaboration to End Violence: National Aboriginal Women's Forum, which was co-hosted by the Province of B.C. and the Native Women's Association of Canada.	N/A	

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Moms on the Move (MoMs)	Dawn Steele; Cyndi Gerlach s.22	A volunteer organization run by two parents of children with ASD. Originally formed as "Militant MoMs" in 2001 by parents who were concerned about provincial budget cuts to services for children and youth with special needs. Their goal is to inform and unite families and family groups and to educate the BC government and public on the importance of investing in children and youth with special needs and children at risk. They have a web site and manage a list serve where they distribute information.	MooseHide Campaign, Domestic Violence Awareness	

Branch	Organization	Contact	Description	Key Issues	Address
PODV	MooseHide Campaign	Paul Lacerte placerte@moosehidecampaign.ca	The Moose Hide Campaign is a grassroots movement of Aboriginal and non-Aboriginal Men who are standing up against violence towards women and children.	Early Years Toolkit, Forced Marriage, Honour Killings, Gender Equality Project	
PODV	MOSAIC BC	Eyob Naizghi – ED 604-254-9626 enaizghi@mosaicbc.org	MOSAIC is a registered charity serving immigrant, newcomer and refugee communities in Greater Vancouver for the past 40 years.	N/A	1720 Grant St., 2nd floor Vancouver, BC V5L 2Y7

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardians hip & Adoptions	Native Courtworker Counselling Association of BC	Darlene Shackelly (604) 985-5355 dshackelly@nccabc.net	Provides culturally appropriate criminal justice, substance abuse and detox as well as advocate services to Aboriginal family and youth.	Ombudsman continues to be concerned about the ministry's timeframe for completing admin reviews	1199 Marine Dr North Vancouver BC V7P 3G2
PD&AS – Quality Assurance	Office of the Ombudsperson	Jay Chalke (250) 387-5855 JCurtis@bcombudsperson.ca	Office of the Ombudsperson impartially investigates individual complaints about unfair administrative actions in more than 2800 B.C. public authorities.	The building is not yet filled and PAFC is working to establish various types of autism supports and services for families across the provinces. Intended to be a hub and spoke model with the Richmond facility acting as the hub.	Po Box 9039 Stn Prov Govt Victoria BC V8W 9A5

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Pacific Autism Family Centre	Dr. Gabe Kalmar s.22 gkalmar@pacificautismfamily.com	A not-for-profit organization developing an initiative to create a centre accessible to all British Columbians affected by Autism Spectrum Disorder and other developmental disabilities. Received \$20M Government grant in 2013.	N/A	409 – 1015 Burrard Street, Vancouver BC, V6Z 1Y5
CYSN	Physiotherapy Association of British Columbia	Christine Bradstock s.22 christine@bcphysio.org	Professional Association	N/A	Suite 402 - 1755 West Broadway Vancouver, BC V6J 4S5
CYSN	PLEA	Tim Veresh 604) 871 0450 tveresh@plea.bc.ca	Offering support programs in the communities	N/A	3894 Commercial Street, Vancouver BC V5N 4G2

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	Prevent Shaken Baby Syndrome BC (Period of Purple Crying) BC Children's Hospital	Claire Humphreys (604) 875-875-2000 ext 5100 chumphreys@cfri.ca	Contracted agency to deliver a shaken baby syndrom and infant abuse prevention program.	Max billing rate of SAET	BC Children's Hospital 4480 Oak Street F503, Vancouver BC V6H 3V4
ECD & Childcare	Provincial Child Care Council (PCCC)	Wayne Robertson (604) 688-2337 (w) WRobertson@lawfoundationbc.org	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.	N/A	The Law Foundation of British Columbia 1340-605 Robson Street Vancouver, BC Canada V6B 5J3

Branch	Organization	Contact	Description	Key Issues	Address
Autism	Provincial Outreach Program for Autism and Related Disorders (MED)	Dr. Georgina Robinson 604 946-3610 grobinson@deltasd.bc.ca	A Ministry of Education funded provincial Outreach program that provides consultation, training and support services to all public and independent schools across the province of British Columbia with a primary focus on increasing the capacity of school district staff to support students with ASD.	no emerging issues	4746-57th Street Delta, BC V4K 3C9

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Provincial Speech-Language Pathology Council for Early Childhood Development	Havi Neeman s.22 Havi.Neeman@vch.ca	Advisory group	Publicly reported concerns about the ministry's ability to provide records to them in a timely way	Vancouver Coastal Health Central Community Health Centre, 132 West Esplanade, 5th floor North Vancouver, BC V7M 1A2
PD&AS – Quality Assurance	Public Guardian & Trustee of BC	Trudie Manoloudis s.22 cys@trustee.bc.ca	PGT provides services to clients through three broad operational program areas: Child and Youth Services; Services to Adults; and Estate and Personal Trust Services.	N/A	700 - 808 West Hastings St. Vancouver BC V6C 3L3

Branch	Organization	Contact	Description	Key Issues	Address
Autism	RAPS- Richmond Autism Parents Support	Cris Puno s.22	An informal group which meets on a drop in basis. Provides information to parents of children with autism. Brings in several guest speakers during the course of the year to cover specific topics and provides an opportunity for parents to network, discuss issues, share their successes, challenges and learn from each other.	N/A	

Branch	Organization	Contact	Description	Key Issues	Address
Autism	REACH Parent Network	Pam Collins s.22	The Parent Network's primary function is to provide support for parents of children with special needs. It has two main components: (1) sharing pertinent information through an on-line newsletter and (2) connecting parents with other parents.	RCY & MCFD are planning a number of joint collaborative projects that may result in public reports	
PD&AS – Quality Assurance	Representative for Children and Youth	Bernard Richard (250) 356-6710 rcy@rcybc.ca	The RCY supports children, youth and families who need help in dealing with the child-serving system.	N/A	PO Box 9207 Stn Prov Govt Victoria BC V8W 9J1

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	School Age Child Care Association of BC	Tyler Summers (604) 709-5661 info@saccabc.org	Provides support and communications for professionals and students working or studying in school age child care.	Concern with waitlists and access. Group interested in presenting to the Select Standing Committee on Finance hearings in Fall 2017	
CYSN	SelfAdvocateNet	Bryce Shaufelberger s.22 s.22	To help Self Advocates to learn about their rights to equality opportunities and inclusion in our own communities and around the world.	N/A	33167 Myrtle Street Mission BC V2V 3R6
CYSN	Spinal Cord Injury BC (formerly the BC Paraplegic Association)	Chris McBride (604) 324-3611 info@sci-bc.ca	Provides informational resources and programs	N/A	780 SW Marine Drive Vancouver BC V6P 5Y7

Branch	Organization	Contact	Description	Key Issues	Address
PD&AS – Guardians hip & Adoptions	Sunrise Family Services Society	Natasha Chalke (604) 984-2488 nathasha@sunriseadoption.com	Provides range of adoption services for citizens wanting to adopt domestically and internationally	N/A	102 - 171 West Esplanade North Vancouver BC V7M 3J9
PD&AS – Guardians hip & Adoptions	Union of BC Indian Chiefs	Grand Chief Stewart Phillip (604) 684-0231 president@ubcic.bc.ca	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.	Immigrant/refugee settlement consultation	500 - 342 Water St Vancouver BC V6B 1B6

Branch	Organization	Contact	Description	Key Issues	Address
PODV	Vancouver and Lower Mainland Multicultural Family Support Services (VLMFSS)	Shashi Assanand Shashi.assanand@vlmfss.ca	We are a non-profit organization offering free and confidential services to immigrant visible minority and refugee women and their families who are experiencing family violence. We are located in Burnaby but we serve clients in the entire Lower Mainland.	N/A	5000 Kingsway Plaza III #306-4980 Kingsway Burnaby, BC V5H 4K7

Branch	Organization	Contact	Description	Key Issues	Address
ECD & Childcare	Vancouver Foundation	Kevin McCort (604) 688-2204 info@vancouverfoundation.ca	Vancouver Foundation brings together donors, non-profits and charities, government, media and academic institutions, and local leaders to contribute time, leadership and financial support to local initiatives, helping people give back to their communities.	no emerging issues	Suite 200 - 475 W Georgia Street Vancouver, BC V6B 4M9

Branch	Organization	Contact	Description	Key Issues	Address
CYSN	Vela Microboard Association of BC	Linda Perry s.22  Lindaperry@microboard.org	Provides information and mentoring to individuals with disabilities and their trusted others to take greater control of life by exploring ideas and options that can lead to customized, inclusive and creative supports and services.	Information sharing, analysis of changes in the Family Law Act.	#1 - 5761 Glover Road, Langley, BC V3A 8M8
ECD & Childcare	Westcoast Child Care Resource Centre	Pam Preston (604) 709-5661 ppreston@wstcoast.org	Provides information, referrals, training and resources to families, individuals and organizations who are seeking the best care and early learning for children.		2772 East Broadway Vancouver BC V5M 1Y8

Branch	Organization	Contact	Description	Key Issues	Address
PODV	West Coast Leaf and Jane Doe Network	Shahnaz Rahman familylaw@westcoastleaf.org	West Coast LEAF is the first and only organization in BC dedicated to promoting women's equality through the law.	N/A	555-409 Granville Street Vancouver, BC V6C 1T2