

Supporting Better
Outcomes for
Children & Youth:

MCFD's Specialized
Homes & Support
Services Redesign

August 8, 2022





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On Aug 8th, 2022, a third-party facilitator hosted a follow-up engagement session with service providers from the SHSS Early Implementation Areas (Okanagan and North Fraser) and the Ministry of Children and Family Development.

Building on the April 7, 2022 session, the objectives of this session were to:

- Provide an update on the implementation timeline, and the opportunities and challenges presented.
- Review the components of the proposed Service Plan and address questions.
- Establish a shared understanding of the purpose, membership and cadence of the EIA Advisory Committee.

Participant engagement was primarily focused on the specifics of the SHSS Service Plan, as well as the mechanisms for ongoing engagement between the Ministry and service providers. This document provides a summary of questions, comments, and feedback received throughout the August 8 session.

At the conclusion of the session the following commitments were made:

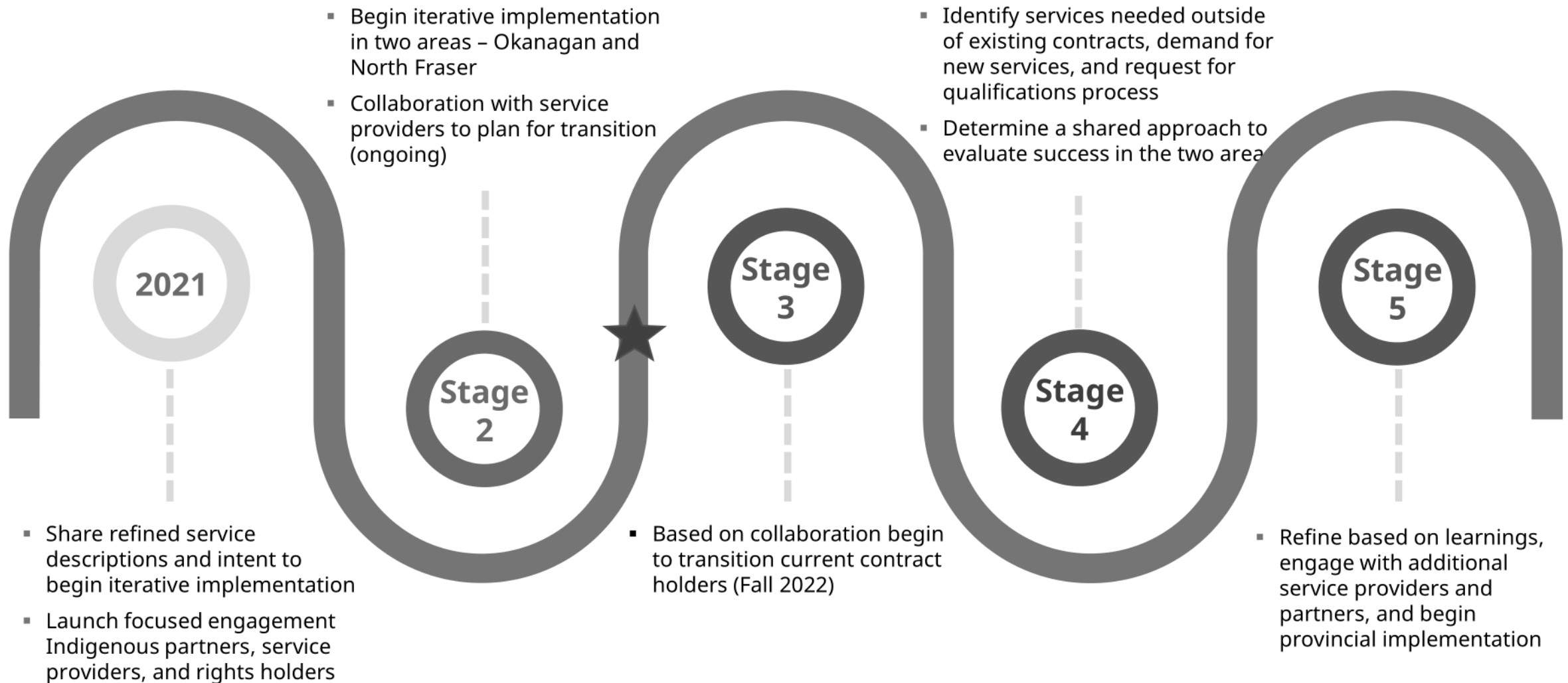
- Have a group discussion concerning the details of the service plan, specifically the daily logs component.
- Smaller group discussion regarding business requirements in the development of the Service Provider Portal.
- Schedule a Procurement Strategy update with Service Providers.
- Distribution of draft EIA Advisory Committee Terms of Reference and a request for membership to the EIA Advisory Committee.
- Schedule the first meeting of the EIA Advisory Committee for September 8.

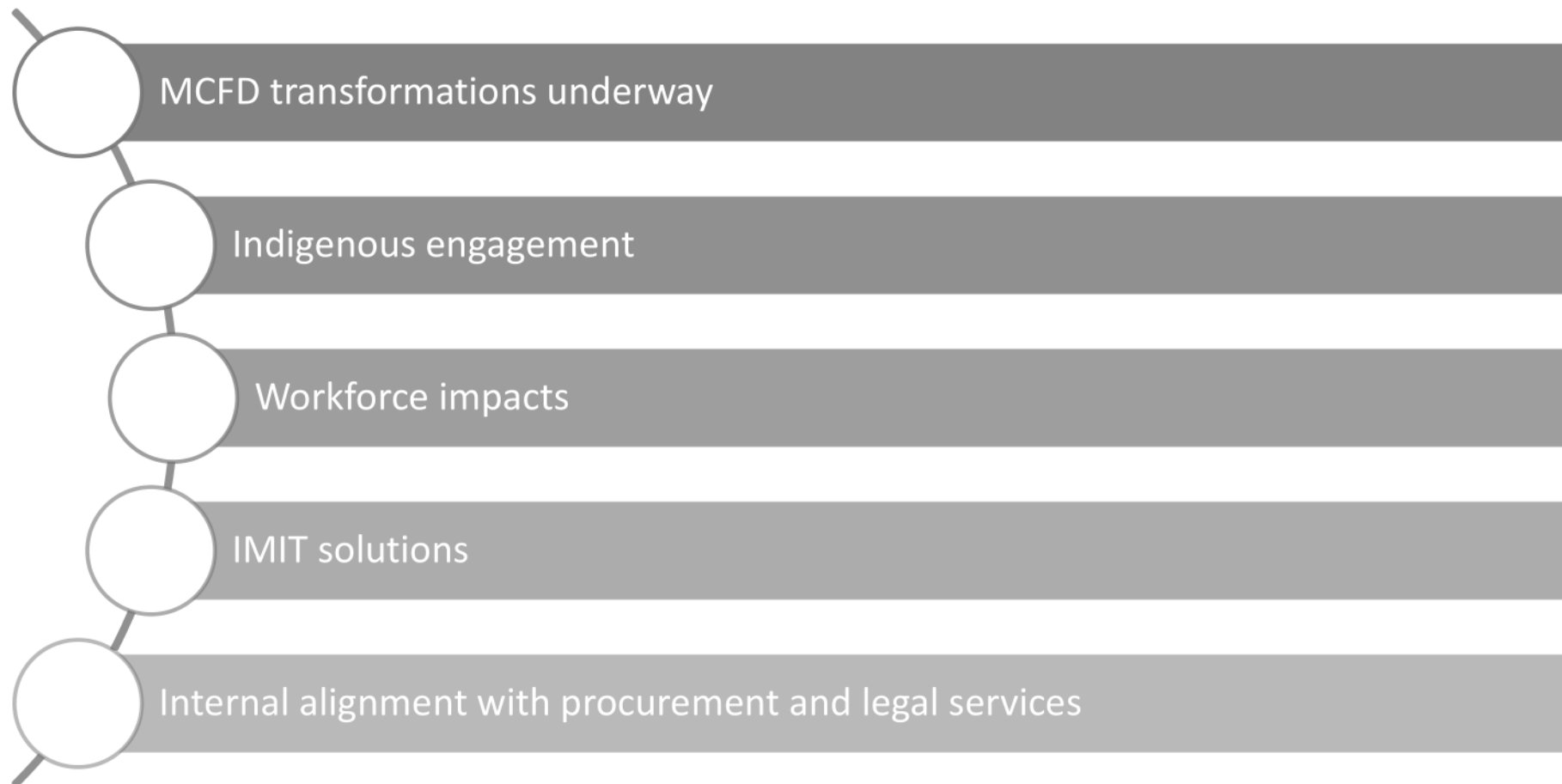


SHSS UPDATE

WHERE ARE WE NOW

IMPLEMENTATION TIMELINE







SERVICE PLAN REVIEW

- A The Why
- B The How and Who (features of the plan)
- C Other components of the Service Plan

A tool that could be used for two concurrent things:

1. Effective planning for the child and care giver AND
2. Simultaneous collection of information that will allow for automated reporting of new contracting performance metrics.

- **Difficult to Find Consistency**

- Initial Scans of reporting Mechanisms across the province showed little consistency
- Agency Size Infrastructure Variability

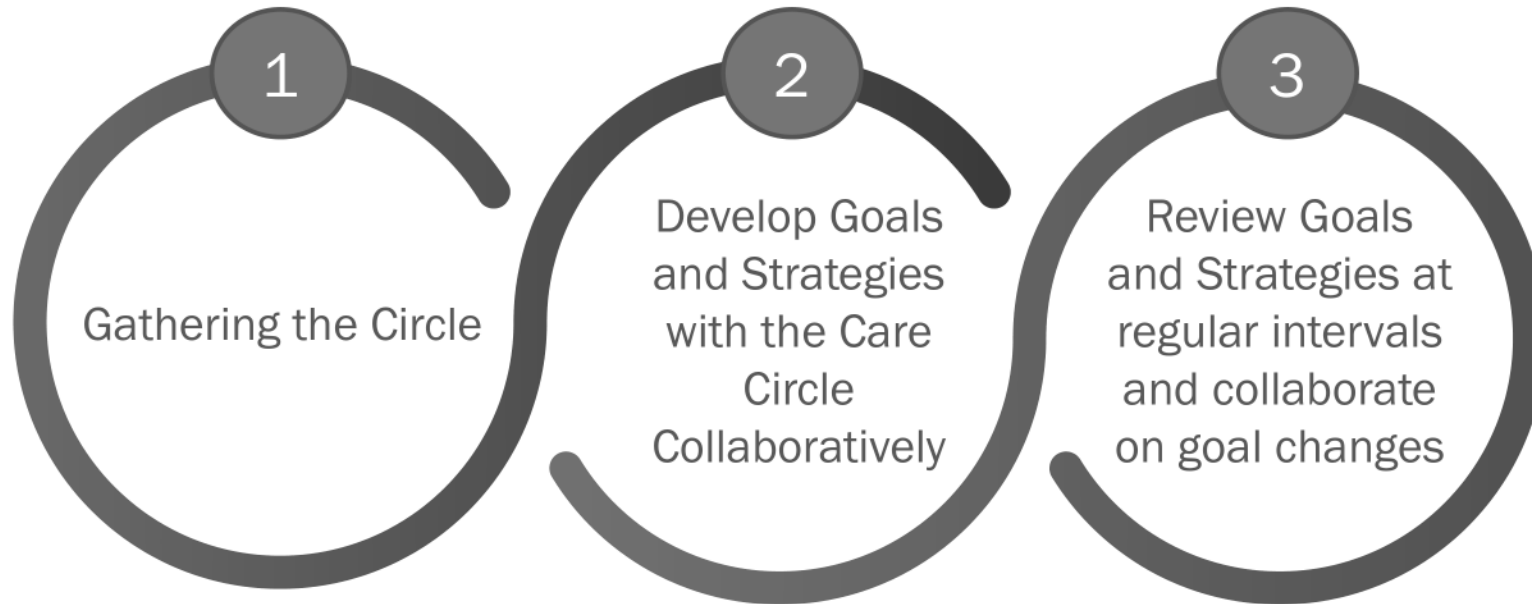
- **Best Practice**

- SHSS service plan is aligned to a vision of wholistic child development and empowers the service provider to contemplate and plan for the whole child and their needs – from social, emotional psychical, cultural.
- Puts care givers in the driver's seat as developing plans and not simply implementing care planning goals of province

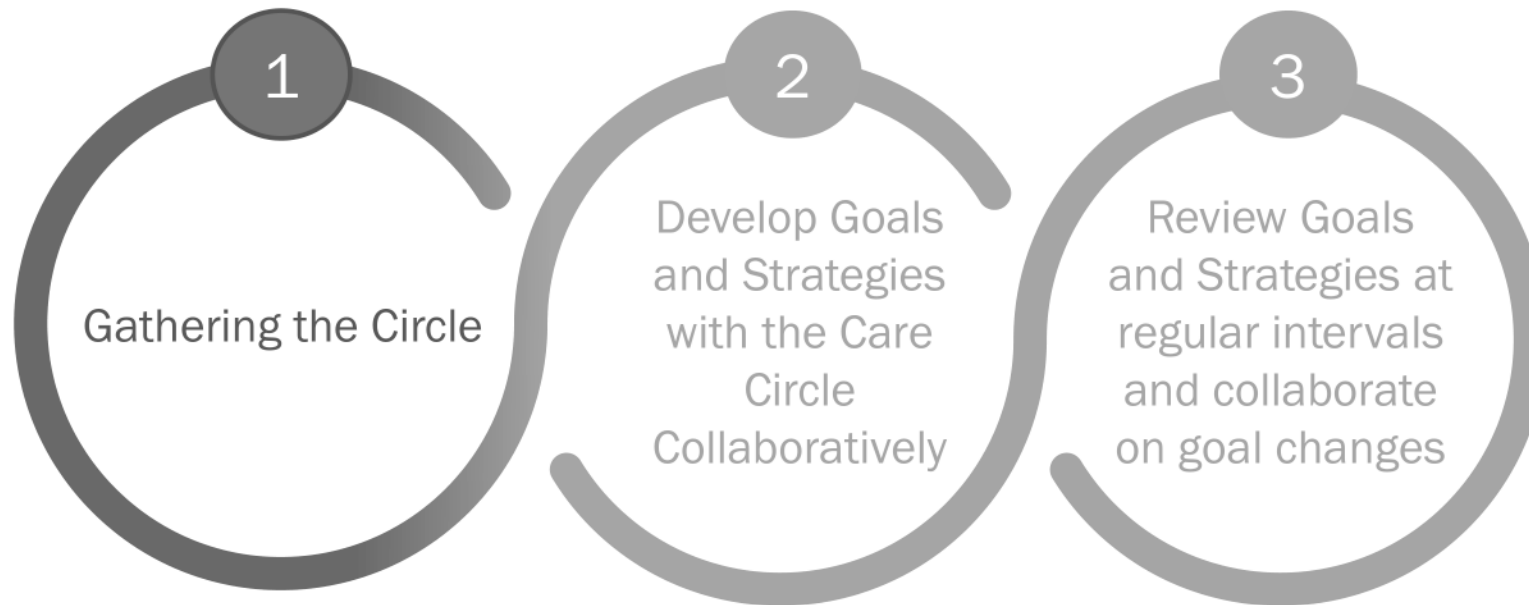
- **Integration of Systems**

- Allowing easier passing of information between MCFD/Social Worker and SHSS Service Provider
- Allows for better tracking of goals and deliverables

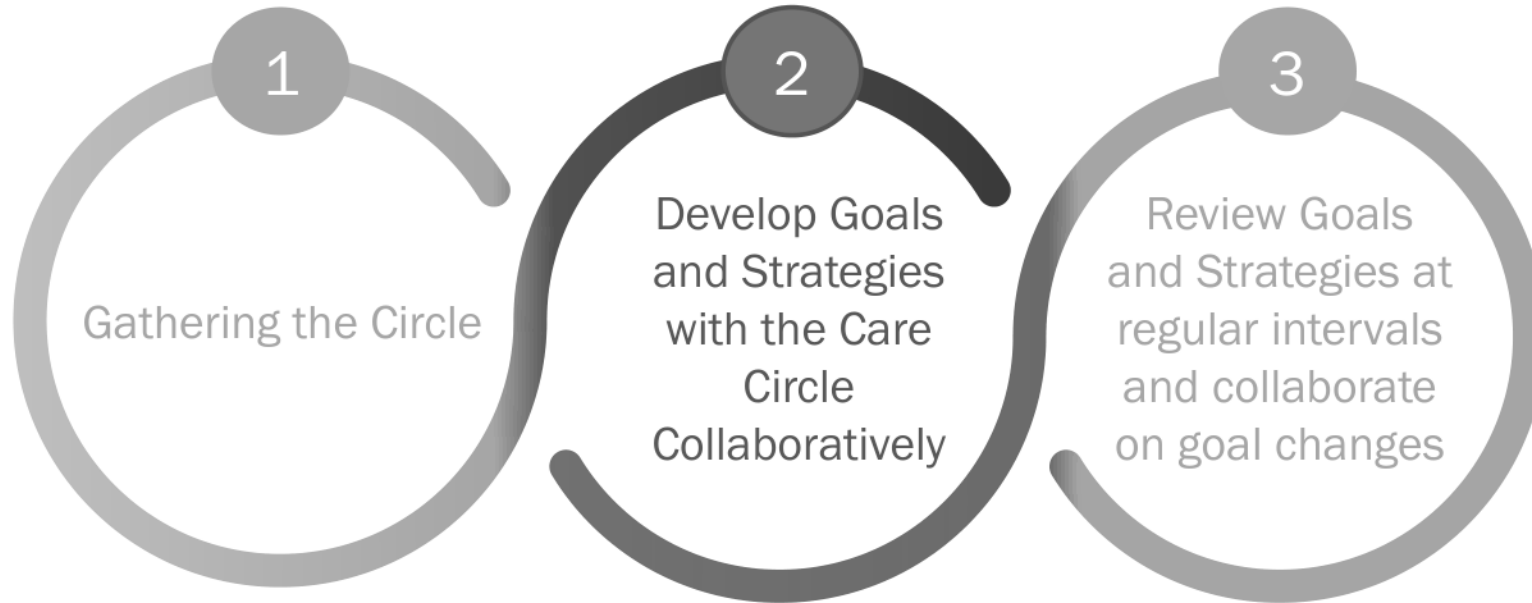
THE HOW AND WHO (FEATURES OF THE PLAN)



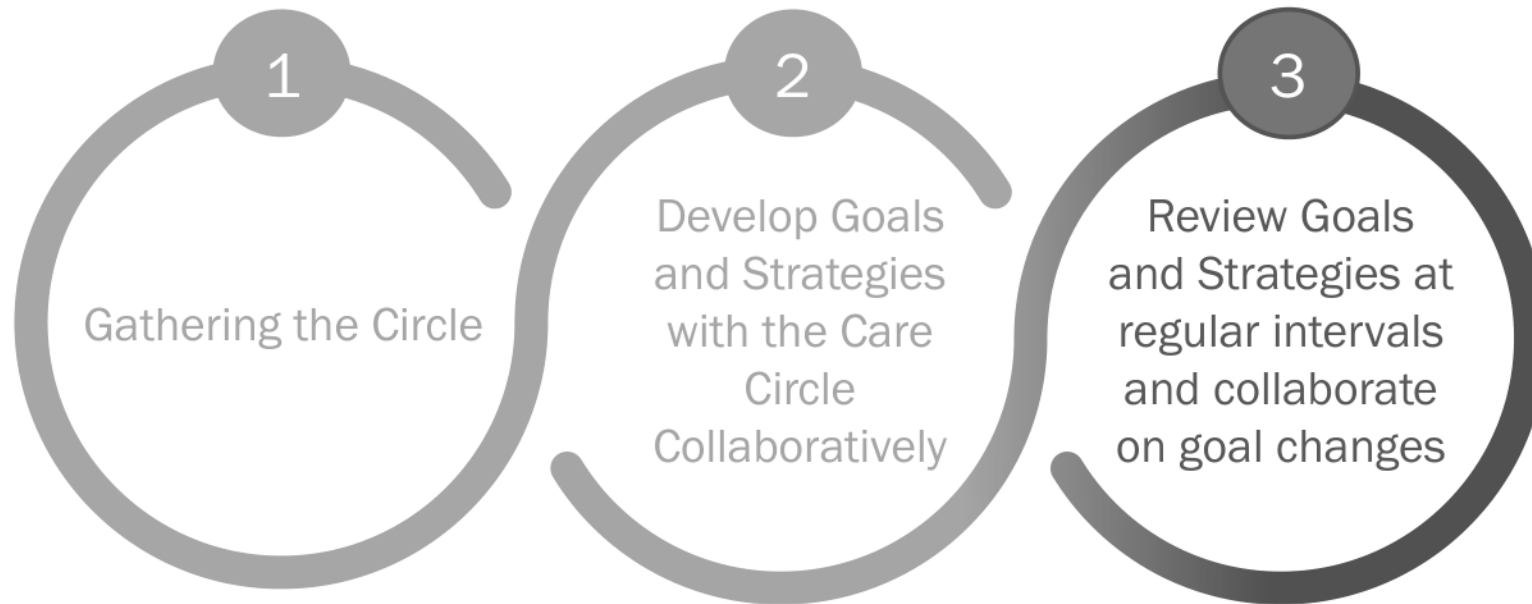
- Service Plan is to be completed by the Service Provider Staff (pen holder)
- The process is to be initiated and coordinated by the SHSS in 3 key components



- Bringing key people identified in the child's circle together to develop goals specific to the child's placement in the SHSS
- Key Components in Gathering the Circle: The Circle must be convened in a way that provides maximum safety for the child/youth and other participants to speak their truth, voice concerns and support planning



- The Service Provider will document the goals, collaboratively develop the strategies for each goal and track progress utilizing the Service Plan



- This is defined by the length of each of the 4 Service Types
 - i.e.: Long Term would have bi Annual Goal/Strategy Review Sessions
- Goals may need to shift or change in that time but the Care Circle is the central determinant of that decision collectively

TIED TO THE CONTRACT

- The Service Plan will be key in measuring the efficacy of the contract deliverables
- There will be expectations in the contract tied to the SHSS Service Plan, focussed on the SHSS Service Provider ensuring movement towards the Goals by leveraging identified strategies

OTHER COMPONENTS OF THE SERVICE PLAN

- **Daily Logs:**
 - Ensuring the logs are in alignment with the SHSS Service Plan Goals and noting engagement with the child/youth in real time
- **Transition Plans:**
 - The Service Provider will be responsible for tracking of the Transition Plan from the point of placement. This will include incorporating goals from both the Child/Youth and their Care Circle that are associated with Transitioning out of the Resource
 - Transition Plans specifically include the expected timeline established by the Care Circle (Inclusive of the Child) as well as identifying who is responsible for facilitating that transition: (i.e.: Housing Support Workers, Counselor, Uncle)
- **Stabilization Plans:**
 - To Include Safety Plans and Behavioral Plans and create clear milestones that outline stability
 - To be done Collaboratively via the Care Circle

SERVICE PLAN QUESTIONS AND ANSWERS

1

Will reporting requirements align to other reporting requirements such as CARF?

In partnership with a group of Service Providers, we worked with CARF to address alignment and there are no concerns.

2

What is the intention of the daily logs? For example, how will these be used by the ministry?

Ensuring the logs are in alignment with the SHSS Service Plan Goals and noting engagement with the child/youth in real time. While MCFD is not monitoring these daily as the operations of a business is the responsibility of the Service Provider. These logs important records to review if needed and the log is an important vehicle to help track and inform on the child's progress and benefit as required.

3

Will the Ministry system(s) be compatible with existing systems used by service providers?

This is currently not being considered as there are many different systems used across Service Providers broadly to have the systems be compatible and/or integrated.

4

How is this connected to accreditation?

Working with CARF to ensure there is compliance, CARF is main compliancy

5

What is the timeline? For example, how quickly do we need to turn over to this?

Still working for EIA North Fraser / Okanagan – targeting this Fall to roll out the service plan.
Challenges around training and staffing-wise



EIA ADVISORY COMMITTEE DISCUSSION

EIA ADVISORY COMMITTEE PURPOSE

The EIA Advisory Committee is an **information sharing** and **advisory** body that engages in discussions specific to opportunities and challenges in preparation for the EIA SHSS implementation and provide advice in support of establishing best practices for the broader provincial SHSS Transformation.

In-Scope Activities

- Engage in information and knowledge sharing among participants
- Identify issues or challenges and problem solve through common issues
- Support one another through the EIA implementation
- Escalate any decisions needed to the SHSS Transformation Team for decision-making
- Define how the success of the EIA Advisory Committee is determined
- Early learning opportunity to inform Provincial implementation

Out-of-Scope Activities

- Substantive changes to the existing service descriptions of the four types of SHSS homes within the Early Implementation phase
- Change the broader SHSS transformation timeline
- Case specific discussions and decisions

EIA ADVISORY MEMBERSHIP

The EIA Advisory Committee includes members from the MCFD SHSS team and Service Providers from the Early Implementation Areas (North Fraser and Okanagan) along with local MCFD staff from the EIAs.

The EIA Advisory Committee has representation that is diverse and includes rural and remote perspectives. Expert advisors and additional members can be engaged on an as needed, ad hoc basis.

| REPRESENTED | REPRESENTATIVE(S) |
|--|---|
| Service Providers | <ol style="list-style-type: none">1. Name, (Co-Chair)2. Okanagan (4)3. North Fraser (4) <p>*Propose 2 larger and 2 smaller agencies in each SDA (e.g., larger agencies has more than 5 Contracted Homes in EIA).</p> |
| Ministry of Children and Family Development | <ol style="list-style-type: none">1. Debbie Samija Executive Sponsor2. Emily Horton Executive Sponsor3. Francis James, Indigenous Elder4. Kemp Redl, (Rotating Co-Chair)5. George Philips, (Rotating Co-Chair)6. Caren La Fontaine, North Fraser Indigenous Social Worker7. EIAs EDS8. Sharon Armstrong9. RDOO (North Fraser)10. RDOO (Okanagan)11. Transformation Team (2) |

EIA ADVISORY CADENCE

- The EIA Advisory Committee meetings will take place **virtually** and in-person sessions will occur as required
- The EIA Advisory Committee will **meet monthly** and additional topic specific meetings will be scheduled, as required.
 - Issues that don't meet this need can be scheduled off-cycle
- Meetings will be a maximum of **two hours in length**.
- EIA Advisory Committee Members **may send an alternate member** of their organization to represent them and participate in meetings when they are unable to attend.
- **Escalation** will be through the liaison function to the Transformation Team for the purposes of: information, decision, response or recommendation.
- The MCFD Project Management will provide **logistical** and **administration support**

NEXT STEPS

- Schedule Sept 22 session
- Summarize session next steps
- Submit EIA membership names by Aug 19
- EIA Advisory Committee meeting date: Sept 8 / 9

FOR QUESTIONS CONTACT:



Thank you



SHSS Public Engagement Summary

Engagement respondents were generally optimistic about the proposed redesign of Specialized Homes and Support Services and encouraged by the acknowledgement of the need for improved support.

| Written Submissions | Survey Responses |
|------------------------------|---|
| 4 total submissions: s.13 | 29 total entries (11 filled, 18 blanks) |

The feedback collected can be grouped into the following themes:

- Consistent & Equitable Access to Service
- Early Intervention and Prevention
- Ensuring Family Well-being & Upholding Parental Rights
- Indigenous Sovereignty
- Placement Stability
- Procurement and Contract Management
- Accountability and Transparency

Consistent & Equitable Access to Service

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Early Intervention and Prevention

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Ensuring Family Well-being & Upholding Parental Rights

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Upholding Indigenous Sovereignty

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Placement Stability

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Procurement and Contract Management

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Accountability & Transparency

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Opportunities for Further Engagement

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MCFD Child and Family Service Legislative Reform

Engagement Sessions - Spring 2022

Summary Report of Session Four: Specialized Homes and Support Services (SHSS) Engagement Session

May 19, 2022

Attendees: 21



Purpose of this Summary Session Three Report

The purpose of this report is to provide a summary overview of key messages from the Specialized Homes and Support Services (SHSS) Engagement Session. A comprehensive Session Notes document (20 pages of near verbatim notes) is also available and can be found at Alderhill.ca. These session notes are available for individuals, organizations, communities and Nations to use to support/augment research and engagement regarding CFCSA legislation reform and holding up inherent child and family jurisdiction. Summary Reports of each Engagement Session will be collated and themed into the What We Heard Report (Summer 2022). The What We Heard Report will inform the next phases of MCFD legislation reform process (Fall 2022 - 2024).



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MCFD Presentation: Specialized Homes and Support Services (SHSS)—Key Messages

- SHSS is very specific and focused on services formerly called “contracted staff residential services”.
- Purpose of this part of the overall reform work is to look at contracted services and to create a network of residential options for children and youth who are not able to live with their parents.
- Four service areas within SHSS:
 - Respite and Relief Care - recognition that this needs to be expanded as it is not being offered equally to everyone resulting in children/youth going into crisis and often coming into care.
 - Emergency Care.
 - Low-barrier Short-term Stabilization Care - designed to stabilize a crisis.
 - Long-term Specialized Care - reserved for children and youth with highest needs who cannot be supported in other types of placements.
- In addition to the above 4 service areas, SHSS transformation will also include implementation of new wrap-around services and supports with children/youth with moderate to exceptional needs who aren't able to live safely at home and are living with extended family or a new tier of home-based care.
- These services are intended to support families and caregivers earlier before a crisis to enable children and youth to receive services without coming into care, helping keep families together, strengthen living stability, provide therapeutic and healing opportunities, and help reduce the overrepresentation of Indigenous children and youth in the child protection system.
- Acknowledgement from MCFD that the current system is not working for anyone, it incentivizes removal because current services are only available to children in care.
- Primary objective of MCFD is to have less children and youth in contracted resources and more living in out of care arrangements that are appropriately supported.

Questions/Comments and MCFD Responses—Key Messages

- Lack of housing in communities - is there capital funding to support relations who want to bring a child into their home but need renovations?
 - MCFD response: partnering with BC Housing to support caregivers, we are trying to break down barriers and challenges as much as we can.
 - Acknowledgement that current tools used to assess caregivers are colonial, not meeting the needs of families, and discriminatory against Indigenous families.
- Supporting the currently existing homes so that instead of taking the youth out MCFD contributes to resourcing the family homes to keep them together.
 - MCFD response: this sounds like family preservation part of MCFD's work which is different from SHSS.
 - Sts'ailes example of taking the entire family into care.
- I had a poor experience with the Safe Home Study process, we need to look at the bigger picture, utilize youth voices and pay attention to what they are telling us
 - MCFD response: we are working on shifting our assessment processes to be culturally safe and inclusive
- Key Question: MCFD says they want reconciliation for our children and families but where has that begun? I am not recognized as a foster home, I was told my place is too small. MCFD has not supported me in any way as an Indigenous caregiver looking after 6 children. I've come across many youth who have left their group homes, many of our children go missing. I am stressed and angry. MCFD doesn't care if you're a good caregiver, they just want the kids out of the way. Key questions: Where are the resources? Where is the housing?
- We have amazing families who are barely getting through day by day, we see them burn out because of lack of support, youth are upset about how this is playing out, reports confirm we are not doing a good job. Moms are traveling way too far for a chance at a one hour visit. This includes residential contracts - there's distrust in that. The system is in chaos and perpetuates chaos. We can't answer specific questions thoroughly without revamping the entire system. Nothing is good in the system, at best is okay or safe enough.
 - MCFD response: acknowledged and agreed to the above. SHSS is a small part of this entire reform process.
- When it comes to our own intergenerational trauma, there no support to guide us when we are trying to get our family member back so she can learn her culture. Key question: What services can be provided for prospective extended (kinship care) families to heal traditionally so they can have children in their care? MCFD wants us to go to AA, meetings, counseling but why not Sweat Lodge, talk to Elders. Respect our ways of healing - don't colonize the way we heal.
- We need to shred the policy and procedures and rebuild it in respect to our ways and our cultures. We need to collaborate to have change in government.

Enowkinwixw Process

After the main room presentation and as a result of the emotional intensity in the questions/answers process, Elaine Alec responded by telling the Four Food Chiefs story in order to acknowledge the tremendous hurts in the room and to ground the participants in a cultural way. The participants were invited to participate in ceremony based upon the Enowkinwixw process by responding to two key questions:

- Who are you?
- What is on your heart?

This process guided the participants to choose which of the breakout groups, based on the four perspectives of the 4 Food Chiefs creation story, best aligned with their experience and knowledge: Tradition, Relationship, Innovation and Action. The Enowkinwixw process unifies the wisdom of the 4 Food Chiefs perspectives into a holistic vision and plan.



The remainder of this report summarizes key stories, values, questions and ideas from the four perspectives. Given the intensity of the preceding part of the session, the questions prepared for the 4 perspective types were pared down to the following two questions which were asked of all perspective types.

All Four Perspectives were Asked the Following Questions

1. What needs to happen, for our people to be?
2. What is on your heart?

Innovation Perspectives Session Notes

- We need to know what the next steps are for MCFD, reviewing all the recommendations from several reports over the years. We need a list of action items from those plans so the communities can be informed of changes.
- Hearing people raise their frustrations and concerns is good so we don't overlook them and create those barriers/gaps anymore. They might be hard to hear, but we must live and learn.
- Transparency is so important, especially if an entity is to be held accountable. Key question: How can they be held accountable if the goals aren't transparent?
- Our program supports Indigenous birth keepers through birth to post-partum. Some organizations refuse this MCFD funding because it affects the safety dynamic for participation.
- We need more funding, energy, attention and love given to spaces and places that are inherently relationally based safe spaces before emergencies happen. MCFD funding mostly puts out fires.
- It's really important that we focus we are doing with policy and law and First Nations jurisdiction - we need a First Nations perspective, rather than a ministry perspective.
- My band is under a DAA and other bands in our Nation are not: the difference is night and day between the DAA and MCFD. This relationship needs to be blended so the work we are all doing together is for the benefit of the children.
- Capital costs re housing: including BC Housing is not enough.
- First Nations foster parents have all this experience, but it is the non-native person being recognized at the highest level. Often in a First Nations foster home, the child/youth becomes part of the family for the rest of their lives, not just until they age out - this needs to be acknowledged.
- I'm part of a Grandmother's Group - we meet to address the children in care, we are looking to take responsibility for all our children in care. We meet with the DAA and go over plans, including our recommendations/changes, to make sure the children know who they are, where they come from, and what their purpose is. We bring lots of families together with different events to support families and wellness. We are working towards Bill C-92 and making our own laws now.
- This is the dream I am holding onto: Having traditional safe birthing places, traditional houses, spaces for vulnerable parents to be wrapped in care, educating youth about relationships and sexuality, food security practices - we need more of these.
- We have been through so much since contact – for this to be handed over to us now, thinking we can fix it overnight, is unrealistic. We need a transition period. Some communities and Nations are getting ready, others are not ready yet. We need that time to be ready.
- We've always asked for resources around support - we've known this for years. The province holds the purse for child protection, but child protection didn't work. We want family and parental support, give us some resources in order for us to start building that.
- There should be a sign of good faith from the government to provide us some level of support and start up. Let us figure it out, and take it from there.
- Prevention funding between MCFD and bands working outside of DAA model - getting clarity about this funding would be helpful.

Relationship Perspectives Session Notes

- Group homes don't do what they are supposed to do, and don't make culture a priority. They are no different than jails.
- Key questions: When we talk about relationships, is it there because of the money? Is it because some people care? How do we weed out the real relationships and organizations?
- Relationships are the biggest place to start: building stronger relationships in communities is important. It's discouraging to see MCFD taking on this project on their own. There are so many projects happening in communities and MCFD is not supporting that good work happening.
- Extensive burnout of social workers - long days, travel, trying to keep on top of communications, falling behind on paperwork.
- There are social workers who are excellent at writing notes, but there are people who are really good at communication and making connections. My partner is a frontline worker who doesn't have qualifications for diplomas or certificates yet his experience working with youth can't be beat.
- An example was given of a youth who was not allowed to live with an aunt due to the aunt's spouse's history when he was young - the youth ended up in group homes, multiple placements, living in car ports, violence with her boyfriend. She would have had a better life if she had been able to have the stability of a loving and supportive extended family home. Workers make their judgements based on their own experiences, ways of being and worldview
- It's good we are doing this engagement but we need to see some action: there's no housing and support, there's not enough substance abuse treatment and detox, there's a limited number of us who feel they can do this work and make the changes. We need to bring this to the communities and urban people to determine how best to support our children
- Key question: Tangibly, when are we going to see something change? We talk about this all the time with MCFD, housing, and police reform. We have all these problems, we recognize children are dying, the government is inflicting trauma.
- MCFD does not work for us, we need to get beyond the place of delegation
- Urban Indigenous youth - we need to have a system for them, not just a team.

Action Perspectives Session Notes

- We need to be recognized as equal people.
- As Indigenous people we need an apology from the system, there is no trust. Respect and trust are needed.
- Key Questions: Why does it take so long when we want this for our people and communities? Why does it take so long to build your own system - what are the barriers to First Nations in moving forward to self governance?
- Key Questions: Where is the money to help us build better homes for our children? Where is the help with children with special needs?
- We heal in our own ways, off the land, getting back into our culture. Crime rates are connected to losing culture and identity. We need help as caregivers and need to be paid appropriately for what we do.
- Those who get into treatment are fortunate. People with substance misuse issues with children in care can be good parents.
- All kinship opportunities need to be exhausted first.
- There is a disconnect between what workers say they are trying to do v. what they actually do.
- MCFD does have money to do this: money is currently being spent on drug testing, going to court, using lawyers, and punitive measures. That money should be used to support families who have been damaged and traumatized by the government, police, medical system.
- Racism is rampant, for people of color not just Indigenous peoples - there is prejudice from other people of color, mistrust, the gap gets wider and wider.

- Parents try really hard but perfection is demanded of them - child protection agencies push parents to see how they will break.
- Too many children are medicated in care, the removal itself is traumatizing, these kids need their families.
- Listen to the people in our circles before judgements are made.
- The question should be: how can I help you, what do you need? Don't make it punitive.
- This is a rough system to navigate as a mom, as a woman trying to get back to normal with our own wellness.
- Multi-tiered approach is needed: legislation change will take a long time, there are immediate needs that must be addressed simultaneously because children currently in care can't afford to wait for legislative change.
 - Hiring and retention policies, new graduates are burning out because the system feels hopeless.
 - Indigenous social workers should not be tokenized.
 - Support and expand services for Indigenous caregivers.
 - Access to land and learning - our specific ancestral lands, languages and cultures (not pan-Indigenized).
 - More attention to Indigenous cultural safety within the system.
 - MCFD needs to go to the universities and shape the learning there.
 - Religious undertones in many foster homes
- is problematic for Indigenous children.
 - Most kids who age out go back home, they are waiting for their time to be up in the system.
 - Key Question: How can we work on all this right now?
- When we are placing children, we are taking in the parents as well. Key question: Why doesn't MCFD support this practice?
- We need to be together, we need to be "us" - people don't heal in isolation. Parents aren't recognized for the work that they do - if you tear down an addict they will stay down. When parents support their children being with another relative they still want to play a role. We need to teach our people too be responsible, we need to build a bridge to help our parents become better parents.
- Parents try their best, Indigenous caregivers are able to host visits in their homes.
- There are so many hoops, so much secrecy in MCFD, it forces us as service providers to do horrible things to meet their expectations.
- Money is being misused: instead of court, it needs to go to supporting parents.
- So many of our families are whitewashed so we are reclaiming and relearning our cultures.
- Our cultural practice is: when people are not well we surround them and share what is good about them.
- We need fiscal firepower - money is being spent in the wrong places. For example the opioid crisis has killed more people than COVID, yet there is no funding there.

Tradition Perspectives Session Notes

- We need to improve access to counseling services for caregivers, as well as additional funding.
- Jordan's Principle - there's a lot of forms to fill out and when you are traumatized and triggered it's really hard to do. It would be helpful if someone would hold your hand through these processes, but often people say it's not their job to do that.
- I am providing care for my nieces and that's great, but the mother wasn't involved in the planning and that felt horrible for me, MCFD just did it, it was still MCFD coming into her home and taking the children away.
- Our community has taken major steps: our health unit now has an entire team of social workers in the community supporting people, caregivers are from our community. The kinship programme is good but it still has problems - more support is needed for caregivers.
- We lack foster parents in our community and too often our children are placed with Mormon homes where they implement more colonization.

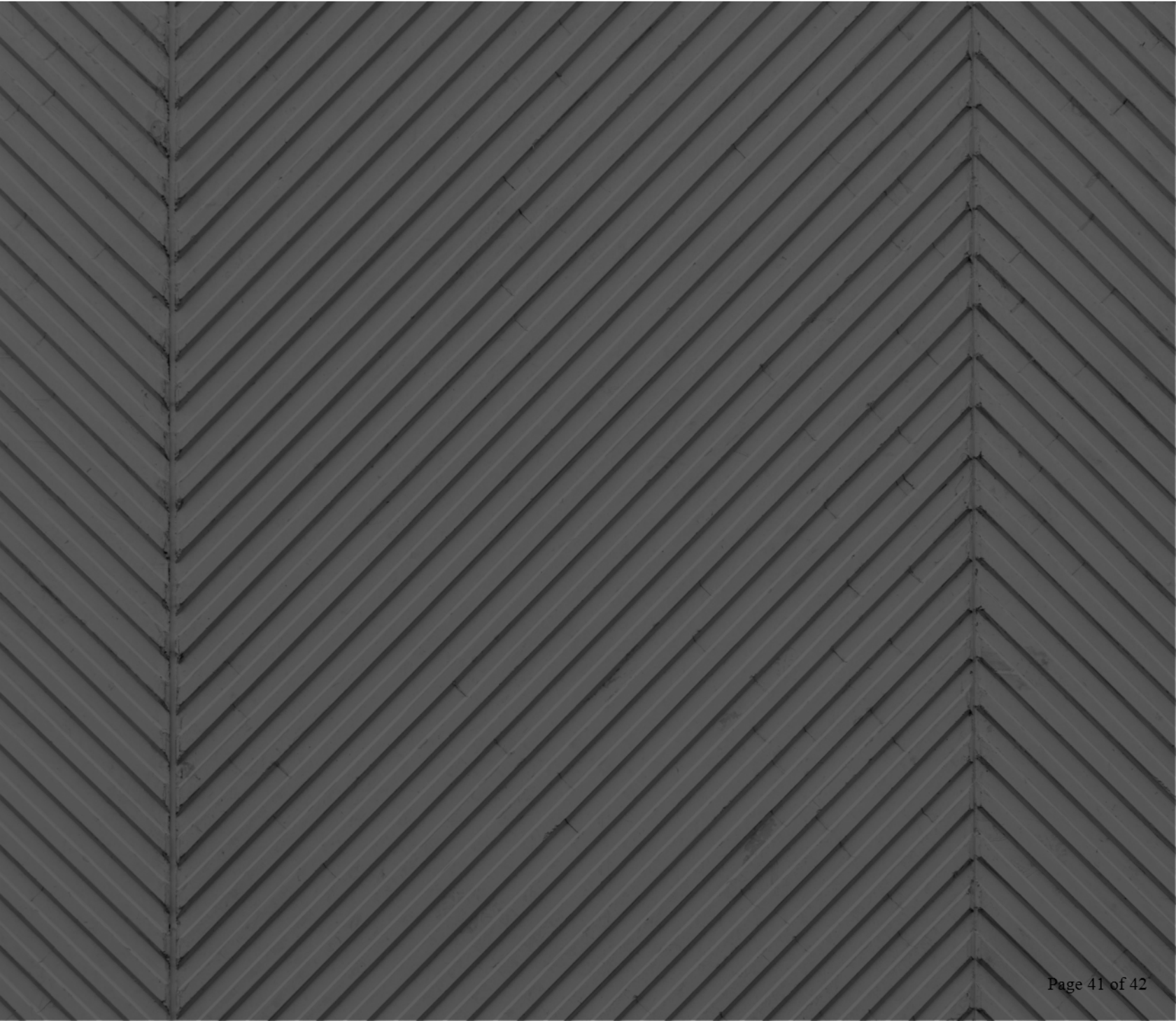
- We need to support the parents, grandparents, aunts and uncles to keep the children - MCFD says they support us but really they set us up for failure.
- Healing from intergenerational trauma in ways that work for us: traditional ways of healing is empowering, ceremonies and setting a good foundation for our children
- Story of a child in care and the community's ongoing efforts to have her come and spend time in community. The only time the foster mom brought her was when her biological mother died. We were trying to build a relationship, and they only came to the funeral
- MCFD puts policies in place to maintain a child's culture but then they leave it to us to figure it out. Key Question: It's great to have

things on paper, but how do we make these things actually happen?

- Wet'suwet'en take ownership of the children to see where they would best be placed so they don't get involved with MCFD and go through the process of colonization. Our community is so far behind, we don't have a lot of resources.
- Bill C-92 is starting to be implemented. Key Question: How does Bill C-92 work for people who are already in MCFD care?
- Story about trying to become caregivers to a niece but the requirements MCFD placed on the caregiver's spouse caused a lot of conflict - MCFD required him to do many things and he wasn't prepared to do them in colonized/ western ways. MCFD was not willing to work out ways for healing that are appropriate for us.

Closing Round Comments

- The conversations today were very high level: I would like to see MCFD interacting with the families and hearing their family stories. I am leaving today with curiosity to see changes coming, but also I am leaving with concerns.
- This conversation was very high level and not necessarily on the ground - the process feels a bit disjointed.
- This feels very heavy, we have all had experience with MCFD and how they impact us. So much needs to be done but where to start?
- This has been heavy and triggering, bringing up memories and feelings of not being seen as a person, not being heard as a person. I've struggled with substance use and my children were taken into care. I have them back now but I was fortunate to have a really good worker when I went to treatment. Things need to be changed right away, a plan needs to be put in place within this year. There needs to be more of a trauma informed approach, protection of traditional culture, beliefs and language, and actually preserving families where they and their children can benefit.
- I encourage everyone to continue to use your voice and speak your mind, so people can hear you and make changes. We need to build up parents, not push them down, we should be paying/supporting them, not paying people we don't know to look after our children. We are Indigenous, we come together, that's how we heal. Putting children in care and telling parents to get lost and heal themselves elsewhere is not how it works
- It's good to have honest and hard conversations, recognizing that it brings up a lot of angry feelings. I thank the MCFD staff for listening. Key Question: How do we work on regaining that relationship piece first [between First Nations and MCFD]? Until we work on that we will be in limbo, this is part of the process.
- Multi-tiered approach is needed: there are children in care now who can't wait for longer term legislative reform to take place.
- I am a former youth in care from 16-19 years old. I have much experience with poverty, addition, discrimination and abuse. I am working on a harm reduction approach, local Foundry youth center and recently got accepted onto the Youth Advisory Council. I hope to make a difference with the advocacy and policy change work.
- Similar conversations are happening in the birth space around how health authorities understand birth as a ceremonial process. We have a home that brings the entire family together with wrap-around care, trauma therapy, elders, medicine. We need to create more of these safe spaces - I'm hoping this can ripple out from health to child protection of what it actually looks like according to traditional values.
- I am aware of a situation where the auntie and the community were overwhelmingly happy to have the child back - we see the light at the end of the tunnel where things are changing, in tiny baby steps.
- We all learn from difficult stories, we need to hear them so we don't fall into those situations again.
- We need to be more inclusive of people on the frontlines working directly with our children and families in these engagements.



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