

Child, Youth and Family Services



Annual Report 2011-2012


Newfoundland
Labrador

Child, Youth and Family Services

Message from the Minister



As Minister of Child, Youth and Family Services, I am pleased to present the 2011-2012 Annual Report, which details the department's activities from April 1, 2011 to March 31, 2012. This report was prepared under my direction and I am accountable for the results reported.

In 2009, the Provincial Government created a department solely dedicated to the issues facing children, youth and their families in our province. An important part of our department's mandate is to ensure our resources and investments are aligned and utilized to their greatest potential. To accomplish this, we are reviewing all of our existing programs and services with a view to addressing gaps and driving improvements throughout the system.

During this past year, we completed the transition of all Child, Youth and Family Services staff from the four Regional Health Authorities to the direct management of the new department. In addition, we have made progress with the implementation of a new organizational structure and the proclamation of our new child protection legislation, the *Children and Youth Care and Protection Act*. During this year we also prepared a detailed 10-Year Child Care Strategy, as well as a new Continuum of Care Strategy, to ensure the absolute best services are available to support our children, youth and families. These are all critical steps towards creating a strong foundation for a new system with a focus on service delivery.

As Minister, I am pleased to be implementing our government's vision of transformation for Child, Youth and Family Services and look forward to further improvements in building a department with a unique culture and identity that promotes excellence and consistency across all programs and regions. While we have more challenges to face in the future, we can now shape that future as a single department with a single focus.

Sincerely,

A handwritten signature in cursive script that reads "Charlene Johnson".

Charlene Johnson, MHA
Minister of Child, Youth and Family Services

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1.0 Overview of the Department of Child, Youth and Family Services

Announced in Budget 2009, the Department of Child, Youth and Family Services is a new provincial department dedicated to the protection of children and youth from maltreatment by their parents, and to the promotion of the healthy development of children and youth in Newfoundland and Labrador.

Previously, this mandate was overseen by two divisions within the Department of Health and Community Services and was delivered through the four Regional Health Authorities. The Provincial Government's decision to move these programs under the direct mandate of a single department reflects its overall commitment to the children and youth of this province and ensures targeted attention and consistent application of services in the following areas:



- providing protective intervention to children and youth at-risk or in need of protection from a parent;
- providing youth 16 years of age and older who are, or are at risk of, being maltreated by a parent with supportive, residential, financial, educational, or rehabilitative services;
- administering the adoption program, which finds permanent homes for children who are available for adoption and approves applications to adopt a child from other Canadian provinces and territories as well as foreign countries;
- supervising youth who are subject to community supervision orders from the court or are referred to an extra-judicial sanction program as an alternative to the courts;
- contributing to the development of young children by establishing quality program standards for regulated child care services, monitoring compliance and facilitating the development of child care spaces; and,
- supporting family resource centres located in communities throughout Newfoundland and Labrador which provide a variety of community-based activities and resources for children and families.

Staff

The transition of employees from four Regional Health Authorities and the Department of Health and Community Services to the Department of Child, Youth and Family Services commenced in 2010-2011 and concluded in 2011-2012. The department has 684 employees (601 female and 83 male) in 59 locations across the province including the Ministerial and headquarter office in St. John's as well as regional and service delivery offices throughout four regions – Metro, Central East, Western and Labrador.

Mandate

The Department of Child, Youth and Family Services is responsible for protecting children and youth from maltreatment by parents, and supporting their well-being and healthy development in families and the community through the provision of services and programs.

Legislation

Legislative authority for the department's programs and services is provided by:

- *Children and Youth Care and Protection Act*
- *Adoption Act*;
- *Child Care Services Act*;
- *Youth Criminal Justice Act*; and,
- *Young Persons Offences Act*.

Lines of Business

The Department of Child, Youth and Family Services is responsible for six lines of business:

Protective Intervention

All programs and services within the Protective Intervention Program are designed to help ensure the safety and well-being of children. When there is concern of child maltreatment by a parent, social workers assess the risk to the child. All decisions to intervene with the family are made based on the best interest of the child. Where a child is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce the identified risk including services to assist the family to care for the child or youth in the home. This could involve providing supervision in the home and ensuring the parent avails of supports and intervention services that they require to adequately care for the child or youth. These services may be provided by departmental staff, other departments or agencies of government, or through service providers within the community.

When a child or youth needs to be removed from the home for a period of time to ensure his/her health and safety, the department can provide the following options:

- allowing parents to enter into protective care agreements in situations where they are unable to care for their child and need time to seek help or resolve issues in the family home that could place the child's safety, health or well-being at risk. In these situations, the parents maintain custody of their child.
- providing child welfare allowances to relatives or significant others who are willing and capable of providing care to a child who is in need of protective intervention. Again, the parents would maintain custody.
- transferring the care and custody of a child to a manager of the department through an order of the court, which decides a child is in need of protective intervention and places a child in the care of the manager on a temporary or permanent basis. This alternative is only pursued where it is in the best interest of the child and other options have been

exhausted.

- placing children with an approved foster family or in another approved residential setting that best meets that child's needs if there is no other viable option with family or significant others. There is recognition of the importance of placing siblings together, keeping children connected to their family and other individuals who are significant in their lives as well as connected to their culture.

Youth Services

The department assists 16 and 17 year olds who are, or are at risk of, maltreatment by a parent, or have no parent willing or able to provide care, to make a successful transition to adulthood. If the youth is in an educational program, such support can continue up to age 19 and if the youth was in continuous custody, it can continue up to age 21. Services include:

- providing supportive services to young people living in their family home to address issues, which could affect their safety and development in an effort to keep families together and avoid out-of-home placements;
- providing residential, financial, educational, and rehabilitative services to youth through a voluntary Youth Services Agreement directly with the youth; and,
- supporting community groups that offer specialized services for youth at-risk.

Community Youth Corrections

The department provides rehabilitative services to youth who come into conflict with the law between their 12th and 18th birthdays. This involves working with the provincial Department of Justice, which is responsible for the operation of Secure Custody and Remand Services. Services within the Department of Child, Youth and Family Services include:

- supervising young offenders in the community while serving sentences such as probation, community service orders, and the community release portion of custody sentences;
- supervising young offenders who are given open custody sentences by the court and are placed in group homes or approved community custody homes; and,
- supporting 35 community Youth Justice Committees throughout the province to operate restorative justice and extra-judicial sanction programs as alternatives to court proceedings, providing services to between 350 and 400 youth each year.

Adoption

Adoption is the legal process whereby a person or persons become a child's legal parent or parents. The department finds permanent homes for children available for adoption. Children available for adoption through a consent signed by a custodial parent or who are in the continuous custody of a Manager of Child, Youth and Family Services are matched with approved adoptive parents. The program also approves applications to adopt a child from other Canadian provinces and territories as well as foreign countries. In addition, the department provides post adoption services involving a registry to allow the sharing of information between consenting adoptees and a parent.

Child Care Services

The department provides standards for the operation of child care facilities in the province and monitors compliance. In this province, child care must be regulated if more than four children of mixed ages or three infants are being cared for in a child care centre, or in a residential home by a person who is not their legal guardian. All regulated child care must comply with provisions set out in the *Child Care Services Act* and meet the minimum required standards to maintain their license. Regional child care services staff visit regularly to ensure the standards are met and to provide support to licensees/providers.

The department provides a subsidy to child care centres on behalf of eligible families to facilitate their access to quality and affordable child care. It also assists not-for-profit community groups in underserved areas to start or maintain a child care service and provides financial support to licensees, as needed, to include children with special needs in a centre's regular program. As well, the department is committed to attracting and retaining Early Childhood Educators in this province through the Early Learning and Child Care supplement, loan forgiveness or bursaries, and by facilitating professional development opportunities.

Family Resource Centres

The Provincial Government supports the operation and development of family resource centres in many locations across the province. These centres provide a variety of community-based activities and resources for children and families that emphasize early childhood development and parenting support. They provide a place for families to gather in a friendly and informal setting.

Programs offered reflect the needs of the families that are participating and the communities in which they are located. Types of programs include drop-in playgroups, Baby and Me groups, parenting workshops, clothing exchanges, and toy-lending libraries. Some programs include community kitchens and healthy lifestyle sessions. Healthy Baby Clubs are also delivered, which are nutrition support programs for eligible women who may need extra support during and after their pregnancy.

As of March 31, 2012, the department is supporting 30 organizations that are delivering family resource programs in over 329 communities.

The People We Serve

Children

- who are maltreated or at risk of maltreatment by their parents.
- who may need foster care or residential care services in the absence of a protective parent.
- who require adoptive homes for permanency and stability.
- who were adopted and have reached the age of majority and are seeking information about their birth families.
- who attend regulated child care and family resource programs.

Youth

- who are maltreated or at risk of maltreatment by their parents.
- who require supportive services including residential support in the absence of a protective parent.
- who are in the continuous custody of a manager under the *Children and Youth Care and Protection Act*.
- who are involved with community corrections.
- who, as young parents, avail of child care and family resource programs.

Families

- who require services and support to ensure the safety and well-being of their children and youth.
- who participate in child care services.
- who wish to adopt children, locally, nationally and internationally.
- who use the services provided by community family resource centres.

Our Values, Vision and Mission

Values

The department has chosen the following six key values as a priority for this planning cycle:

- Child and Youth Centered – each individual makes the safety and well-being of children and youth their highest priority;
- Collaborative – each individual works with families, service providers and partners in reducing risk to children and youth and supporting their well-being;
- Responsive – each individual works to match services to the identified risk and needs of children and youth;
- Responsible – each individual fulfills his or her roles and commitments in the delivery of quality client services;

- Knowledgeable – each individual makes decisions based on expertise and best practice while recognizing the importance of a healthy family experience and permanent relationships for children and youth; and,
- Respectful – each individual acts in a manner that demonstrates value for diversity and culture.

Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

By 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development. For the full mission statement, including measures and indicators, please refer to the Child, Youth and Family Services Strategic Plan 2010-2014.

Organization and Staffing

The department is directed by the Deputy Minister and three Assistant Deputy Ministers. Its headquarters is located in St. John's at 95 Elizabeth Avenue. The department is comprised of three branches:

Policy and Programs

The Policy and Programs Branch has responsibility for program and policy development, including program standards, in keeping with the lines of business for the department. The Branch has four Directors who administer the following divisions: Family and Child Development, Child Protection and In-Care, Community Youth Corrections, and Adoptions. In total, there were 21 employees working in this branch.

Corporate Services

The Corporate Services Branch is comprised of 37 staff supporting the strategic directions of the department by ensuring fiscal, human and information resources are available to provide client services within a quality framework. Five Directors oversee the following divisions: Information Management, Strategic Human Resource Management, Finance and General Operations, Quality Assurance, and Policy and Strategic Planning.

Service Delivery and Regional Operations

The Service Delivery and Regional Operations Branch leads the implementation of programs and services, ensuring a wide array of responsive services are available to meet the needs of children, youth and their families. The Branch consists of four regions overseeing operations within assigned geographic areas of the province:

- Western Region transitioned to the department on March 28, 2011, and includes the

following offices: Burgeo, Corner Brook, Deer Lake, Piccadilly, Port Aux Basques, Port Saunders, Roddickton, St. Anthony, Stephenville, Stephenville Crossing, and Woody Point. There are currently 112 employees in this region;

- Central-East Region transitioned to the department on July 18, 2011, and includes the following offices: Baie Verte, Bonavista, Botwood, Clarenville, Coley's Point, Conception Bay South, Conne River, Gambo, Gander, Glovertown, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, Springdale, St. Albans, Twillingate, and Whitbourne. There are currently 149 employees in this region;
- Metro Region transitioned to the department in two phases on October 31, 2011 and on November 28, 2011, and includes the following offices: Bell Island, Ferryland, Mount Pearl, and St. John's. There are currently 275 employees in this region;
- Labrador Region transitioned to the department on March 26, 2012 and includes the following offices: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet, Sheshatshiu, and Wabush. There are currently 78 employees in this Region.

This Branch maintains a position responsible for coordination of inquiries arising from service-delivery issues.

The department is assisted by a Communications Director and a Communications Specialist, as well as administrative assistants to the Minister, Deputy Minister and Assistant Deputy Ministers respectively.

Revenues and Expenditures

In 2011-2012, department expenditures totalled \$153,910,900.

The majority of the funding, \$147,742,437 flowed to the Regional Health Authorities which had responsibility for delivery of child, youth and family services during 2011-2012. Of the remaining expenditures, \$5,859,463 was spent on the activities of provincial headquarters, including executive support, corporate services, program development and planning, and the Minister's Office. In addition, \$309,000 was transferred to community agencies directly from the department.

More detailed financial information for the department can be found in Section 7.0.

2.0 Shared Commitments

During 2011-2012, the department made significant progress towards the strategic directions established in its 2010-2014 Strategic Plan to re-structure its service delivery model and improve the safety, health and well-being of children and youth. It did this by completing the transition of staff and programs from the four Regional Health Authorities to a new department, further implementing a revised organizational model and making improvements to the services delivered. The department's progress would not have been possible without collaboration with key partners, who have contributed towards these directions in a number of ways.



Government Partners and Regional Health Authorities

The department's primary partners in its transition process have been the entities from which it transitioned child, youth and family services employees and programs: the Department of Health and Community Services and the four Regional Health Authorities, including Eastern Health, Central Health, Western Health, and Labrador-Grenfell Health. As detailed in this Report, the department worked extensively with these entities and their employees to develop a framework for the transition, which the department began in March 2011 and which culminated in the transition of the Labrador Region in March 2012.

The progress made towards the transition would also not have been possible without the invaluable assistance of other departments, including the services provided by the Department of Justice, Human Resources Secretariat, Public Service Commission, Department of Finance, Department of Transportation and Works, and Office of the Chief Information Officer (OCIO).

Community Stakeholders and Aboriginal Organizations/Governments

The delivery of child, youth and family services and programs in Newfoundland and Labrador is also conducted with the cooperation of numerous individuals and organizations. Among the department's most important partners are the Newfoundlanders and Labradorians who, as foster parents, generously open their homes to care for a child or youth. On January 31, 2012, there were over 641 foster homes providing stable nurturing family environments and many of them do so for multiple children. While our foster parents complete standardized training, many take on additional skill development activities to prepare them for the complex needs of the children and youth in-care.

The department works with 11 group homes; 2 dedicated to support open custody placements and the remaining dedicated to caring for youth. Choices for Youth is a vital partner in the delivery of services to those aged 16 to 18 as youth prepare for the transition to adulthood. The 189 child care centres, 104 family child care homes and the two approved family child care agencies which are regulated by the department are also important partners in the delivery of child care services.

Two associations provide important input into the department's policies, programs and services. The Newfoundland and Labrador Foster Families Association represents the province's foster parents and provides a voice for their membership as well as supportive services for foster parents, including training. The Association of Early Childhood Educators Newfoundland and Labrador represents the men and women who provide care for children in regulated child care settings and are a critical point of contact between the department and these professionals.

Aboriginal organizations/governments are also partners with the department in the development and delivery of policies and programs. Input from the Innu Nation, the Nunatsiavut Government, the NunatuKavut Community Council and the Miawpukek First Nation in Conne River helps the department design policies and programs that are culturally appropriate to the needs of Aboriginal children, youth and families. Beginning in 2010-2011, and continuing throughout 2011-2012, work on a service delivery model appropriate for Labrador in progressing with the participation of the three Labrador-based Aboriginal organizations.

Federal Government

The Government of Canada is an important partner for the department in two areas of federal responsibility: youth criminal justice and the care of Aboriginal children. First, as the province's Youth Corrections Program is mandated by the federal *Youth Criminal Justice Act*, the federal government provides multi-year financial support to provincial programming through a cost-shared agreement. This agreement was renewed in 2011-2012. Further, arising from the Government of Canada's constitutional responsibility for Aboriginal peoples, the Federal Government provides funding to support the costs of children in-care from the Mushuau and Sheshatshiu Innu First Nation communities of Natuashish and Sheshatshiu, respectively, through an annually renewed intergovernmental agreement. In 2011-2012, the federal contribution under this agreement was \$9.2 million.

Horizontal Initiatives of the Government of Newfoundland and Labrador

The department is represented on the Ministerial Committee on the Turner Report, the Ministerial Council on Early Childhood Learning, Deputy Ministers' Committee on Corporate Human Resources, Violence Prevention Initiatives, Northern Strategic Plan, Poverty Reduction Strategy, Interdepartmental Working Group for Inclusion of Persons with Disabilities and Regulatory Reform Initiative.

3.0 Key Accomplishments and Priorities

The 2010-2014 Strategic Plan was a significant step in the establishment of the new department, providing two guiding strategic directions for the department:

- to strengthen the department's foundation by restructuring our service delivery, the centerpiece of which is to create a new department with responsibility for all child, youth and family services in the province; and,
- to improve the safety, health and well-being of children and youth by improving outcomes related to the department's lines of business.



These two strategic directions laid out a course for the department whereby it *transitioned* employees and services from the Department of Health and Community Services and the Regional Health Authorities at the same time as it is *transforming* its programs and services. To simultaneously tackle the dual agendas of transformation and transition is ambitious and comes with significant challenges; however, the importance of providing quality services for Newfoundland and Labrador's children, particularly the province's most vulnerable, is too critical for either task to be prioritized over the other. The department has confronted these challenges head on.

On March 26, 2012 the transfer of staff from Labrador-Grenfell marked the final of four regions to transition to the new department. During the year, the department's core legislation was proclaimed and new supporting policies and procedures were developed. Key to successful implementation of these changes was the training initiative that reached out to department staff and community partners demonstrating clearly the transformational change in services.

Transition of programs and services

The transition of regions into the new Department of Child, Youth, and Family Services began with the Western Region on March 28, 2011, when 107 child, youth and family services staff were transitioned to the department from the Western Regional Health Authority along with responsibility for service delivery in this area. This was the first of four transitions, with 97 staff transitioning from the Central Regional Health Authority on July 18, 2011, 407 staff transitioning from the Eastern Regional Health Authority in two phases - October 31, 2011, and November 28, 2011, and the final 95 staff transitioning from the Labrador-Grenfell Regional Health Authority on March 26, 2012.

During 2011-2012, the transition framework established in the previous year was rolled-out to each successive region. Continuing the department's commitment to involve front-line staff, the department completed workshops regionally involving key corporate and program

staff to assess the specific application of the new model to each region. Following comprehensive consultations with the Regional Health Authorities, nine separate Memoranda of Understanding were developed for each region. In addition, corporate orientation was completed, the transfer of key financial, information technology, human resource and program activities occurred, and the roll-out of the new model and quality assurance processes for each region began. This work will continue through 2012-2013 as the transformation of the new service delivery approach is implemented.

Early in the department's creation, it was determined that a specialized service delivery model for Labrador would be required to address the unique needs of people in that region and the roles of Aboriginal organizations and governments. In 2010-2011, the Minister of Child, Youth and Family Services appointed a steering committee including the Ministers of Labrador Affairs, Aboriginal Affairs, and Health and Community Services alongside leaders from the Innu Nation, Nunatsiavut Government and the NunatuKavut Community Council to oversee this work. During 2011-2012, a working group to support the steering committee was appointed and the department hired an Aboriginal consultant to work to ensure that all departmental policies and programs are culturally relevant.

During 2011-2012, departmental officials continued consultations with the Newfoundland and Labrador Association of Public and Private Employees (NAPE) and the Canadian Union of Public Employees (CUPE) to discuss the impact of the transition on bargaining unit employees to be transitioned into the department. A transition agreement with CUPE was signed on September 9, 2011. Further discussions with NAPE will continue during the 2012-2013 reporting period.

Transformation of programs and service delivery

To achieve the goal set in the 2010-2014 Strategic Plan to strengthen its service delivery framework, the department has begun a review of legislation and programs for which it is responsible. A significant step towards this goal was taken on June 30, 2011 when the *Children and Youth Care and Protection Act* was proclaimed and replaced the *Child, Youth and Family Services Act*.

The *Children and Youth Care and Protection Act* provides the authority for the department to intervene when a child or youth is, or is at risk of, being harmed or neglected by a parent. As of January 31, 2012, the department is providing services to more than 7,500 children and youth and 4,300 families under the authority of the *Act*. The overriding and paramount principle of the new *Act* is that all decisions made under its authority will be informed by the best interest of the child. Other highlights of the *Act* include:

- extending the ability of children in the continuous custody of the province to remain in custody until the age of 18, rather than requiring them to leave custody at age 16 and apply for a Youth Services Agreement;
- extending the potential timeframe of a Youth Services Agreement until age 19 for those completing high school;
- adding risk of emotional harm and risk of violence as new grounds for child, youth and family services social workers to provide protective intervention services;

- requiring that a detailed plan of care for each child in care be filed with the court;
- providing new parameters around the access and disclosure of information;
- setting out new timeframes for protective intervention orders and a reduced number of orders; and,
- requiring a five-year statutory review period.

To support the *Children and Youth Care and Protection Act*, new policies and procedures were finalized prior to proclamation and some 500 child, youth and family services staff in the province participated in information and training sessions to ensure the department provides consistent and progressive services across Newfoundland and Labrador.

The Government of Newfoundland and Labrador has also provided enhanced funding for child care building momentum towards the development of a 10-Year Child Care Strategy. During 2011-2012, the department finalized the strategy and will begin implementation in 2012-2013.

During 2011-2012, the Newfoundland and Labrador Statistics Agency finalized results of the *Focus on Foster Families Survey*, designed in collaboration with the department and the Newfoundland and Labrador Foster Families Association. Almost 400 full and part-time foster parents responded to this survey about their attitudes and experiences with foster parenting, which will be released in 2012. This information was extremely valuable to the development of a new Continuum of Care Strategy in 2011-12, which will also begin implementation in 2012-13.

To ensure that the services delivered to our children and youth are of the highest quality, in 2011-2012 the department implemented a new training approach with a specific focus on social workers and managers in the protective intervention program. Delivery of the training is completed via a Memorandum of Understanding with the College of the North Atlantic. The new Training Unit, based at the college's Bay St. George campus, provides a more coordinated, targeted and streamlined approach to professional training for all staff. Over the past year, 12 sessions were offered to close to 200 staff.

To continue enhancement of service delivery, the provincial work load analysis initiative was completed in 2011-2012. This initiative supports implementation of the new organizational model by helping to determine where additional resources may be required. The initiative is a significant step in the development of a comprehensive plan for the monitoring of files and file allocation at the regional office and social work level. As well, the department, through the Office of the Chief Information Officer, has been provided with funding to replace its current case referral and management system with a modern information management system, customized to the needs of the programs and services that it delivers. The collaborative effort between the department and the Office of the Chief Information Officer began in 2010-2011, with the development of Business Requirements. During 2011-2012, the first phase of the system development was completed and the second phase, design and build, will commence in 2012-13. Finally, the department has undertaken an Inventory Project involving child abuse and neglect files, which is well underway and will ensure social workers have access to information in all historical files.

4.0 Strategic Issue Reporting

The Department of Child, Youth and Family Service's Strategic Plan is the department's guide to its activities for the coming years. The following activities undertaken in 2011-2012 supported the achievement of these strategic directions as outlined in the 2010-2014 Strategic Plan.

Issue #1: Strengthening Service Delivery

In 2011-2012, the department was in the second year of a four-year commitment under its Strategic Plan to review and strengthen all of its programs and services and the legislative, regulatory and policy framework under which they are delivered. Its primary achievement in this reporting period was the proclamation of the *Children and Youth Care and Protection Act* on June 30, 2011. The finalizing of the policies and procedures related to the Act were a significant achievement. To ensure consistent application, 500 staff were trained in the new legislation and policies. Further improvements to the department's legislative base are being undertaken with a review of the *Adoption Act* which began in 2011 and will continue in the 2012-2013 period. Beyond these core initiatives, the department took important strides towards the strengthening of other services by continuing a multi-year initiative to introduce a new information management system, developing the 10-Year Child Care Strategy and Continuum of Care Strategy, advancing in-service training and developing quality assurance processes.



Goal: By March 31, 2014, the Department of Child, Youth and Family Services will have strengthened the service delivery framework.

Objective: By March 31, 2012, the Department of Child, Youth and Family Services will have further implemented key initiatives to strengthen service.

Measure: Implemented key initiatives.

Indicators	Activities in 2011-2012
<p><i>Children and Youth Care and Protection Act</i> proclaimed and associated policy changes approved and implemented.</p>	<p>The <i>Children and Youth Care and Protection Act</i> was proclaimed on June 30, 2011. The new legislation replaced the <i>Child, Youth and Family Services Act</i> and marked an important step toward improving the current child protection system, ensuring the work of child protection social workers is based on a solid legislative foundation and focusing on the child's best interest. As part of the implementation of the new Act, information sessions for staff were held in June 2011 and key stakeholders throughout 2011-12.</p> <p>To support the new <i>Children and Youth Care and Protection Act</i>, supportive policy and procedures were finalized and implemented during the year.</p>
<p>Legislative review of <i>Adoption Act</i> commenced.</p>	<p>During 2011-2012 a jurisdictional review of adoptions legislation and policies in Canada and internationally was completed. This involved researching best practices in adoptions and completion of a full analysis of findings.</p>
<p>Provincial on-call system design finalized.</p>	<p>During 2011-2012, a draft design for a new on-call system was finalized. Final approval and roll-out of a pilot program is anticipated to occur in 2012-2013.</p>
<p>Two new divisions outside of provincial office operational: a Training Unit at College of the North Atlantic and a Quality Assurance Division.</p>	<p>The department's dedicated Training Unit became fully operational in November of 2011. A total of 12 mandatory training sessions were offered in 2011-2012 with close to 200 staff receiving coordinated, targeted and comprehensive training during the year. A significant expansion of the training is planned for 2012-13.</p> <p>During 2011-2012, the Quality Assurance Division became operational and developed a quality assurance framework consisting of internal auditing of clinical files, development of quality indicators and monitoring of compliance and trends. The department was successful in securing accommodations in Grand Falls-Windsor for this division; however there has been difficulty in staff recruitment. Work to staff the office will continue in 2012-13.</p>
<p>10-Year Child Care Strategy developed.</p>	<p>During 2011-2012, a full review of child care commenced and culminated in the completion of a 10-Year Child Care Strategy announced in Budget 2012. The strategy will provide a planned, systematic approach for the growth and enhancement of child care services across the province.</p> <p>Formative in this work were the 7 stakeholder consultations held throughout the province with parents, child care providers, child care operators, early childhood educators, as well as representatives from</p>

	<p>Aboriginal, advocacy, education, labour, business and community groups. These consultations, in association with extensive jurisdictional research on child care delivery models and best practices, as well as written comments from more than 30 organizations and individuals, were used to identify an approach to developing sufficient, affordable and accessible quality child care for Newfoundland and Labrador families.</p> <p>The new strategy will increase the number of regulated child care spaces throughout the province, provide a voluntary operating grants program to child care centre operators to ensure a stable fee structure for parents and implement initiatives to address the recruitment and retention of qualified early childhood educators.</p>
New family child care homes and spaces encouraged through promotion of a family child care pilot project.	<p>This pilot initiative focused on development of new child care spaces. During 2011-12, 156 new spaces were developed in 30 new homes, exceeding the projection of 20 new homes. This brought the total number of spaces in the province to 7,184.</p> <p>This initiative provides start-up funding and training to support family child care home providers as well as operational funding to encourage the development of infant spaces.</p> <p>This initiative will continue into 2012-2013 providing much needed regulated child care spaces throughout the province.</p>
Options for enhancements to the foster care system developed.	<p>During 2011-2012, a review of options to enhancing the foster care system occurred. As a result, a new Continuum of Care Strategy was finalized and approved in Budget 2012.</p> <p>The Strategy focuses on a new four-level care system linked to skill levels required of foster parents, provides funding increases for kinship and foster homes, enhances supports and training for foster parents and over time will eliminate the need for Alternate Living Arrangements through the development of enhanced out-of-home placement options for children and youth.</p>
Phase 2 (Fit-Gap analysis) complete and Phase 3 (Design) commenced of the project to replace the current information management system.	<p>The fit-gap analysis for the design of the new information management system was completed in 2011-2012. The design of the system did not commence during the year, as the RFP was not awarded.</p> <p>The department, in association with the Office of the Chief Information Officer will review development options during 2012-13 with design and building anticipated to begin during the year.</p>
Training on the <i>Children and Youth Care and Protection Act</i> and related policies and	<p>To support the new <i>Children and Youth Care and Protection Act</i>, supportive policy and procedures were finalized and implemented during the year. A total of 500 staff were trained to ensure consistent application of the new Act and policy framework.</p>

<p>procedures delivered to all child, youth and family services social workers and managers.</p>	
<p>Quality monitoring processes established.</p>	<p>In creating the new department, significant efforts were made to focus on quality of programs and service delivery through direct monitoring. The creation of a dedicated Quality Assurance Division in 2010-2011 provided a structure to develop this monitoring.</p> <p>During 2011-12, the Division developed and implemented a quality assurance framework to support the overall monitoring of front-line service delivery. This work was fundamental to ensuring the new organizational model, which establishes resource requirements based on caseload measures, will be appropriately implemented in each office.</p> <p>The Division also worked closely with the Policies and Programs Branch in the development of an initial series of indicators for each program area. This Division used these indicators to establish baseline performance for each region and began a process of monthly tracking of the indicators and changes. The Western Region, which transitioned in March 2011, began its monitoring process in October 2011; Central-East transitioned in July 2011, and monitoring started in March 2012. Processes for the remaining regions will begin in 2012-13.</p> <p>In addition to indicator monitoring, the Division has worked with regions to establish a file audit process completed by social work supervisors. This work ensures that issues identified on individual files in the field are addressed by supervisors. An independent review of these and other files are also completed by the Division as part of the overall monitoring work completed by the department.</p>

In 2012-2013, the Department will continue and build upon the strategies and program development which have occurred in the previous years. Evaluation of these new initiatives will be key to showing progress in the service delivery framework. The following objective and indicators were chosen for this purpose.

Objective for 2013: By March 31, 2013, the Department of Child, Youth and Family Services will identify select programs for evaluation.

Measure for 2013: Identified programs that will be evaluated.

Indicators for 2013:

- Reviewed *Child Care Services Act*.
- Reviewed the *Adoption Act*.
- Initiated implementation of 10-Year Child Care Strategy.
- Initiated implementation of Continuum of Care Strategy.
- Reviewed key program components including the protective intervention risk assessment tool, family resource centres as well as the monitoring and support functions performed by the department with respect to child care.
- Further refined quality indicators and audit processes.

Issue #2: Creation of a new department

During 2011-2012, the department finalized its transition of staff from the Regional Health Authorities with the development and signing of Memoranda of Understanding for the Central, Eastern and Labrador-Grenfell Regions. The foundation work, which started in 2010-2011, created the template for these agreements covering the transfer of employees, assets and equipment. Negotiations of MOUs with the Canadian Union of Public Employees (CUPE) and the Newfoundland Association of Public Employees (NAPE) were also required to transition employees. The CUPE MOU was finalized September 2011 and work with NAPE will continue in 2012-2013. The transition marks a significant achievement and allows the department to now focus on improving service delivery. During the year, the roll-out of the new organizational model for transitioned offices was started and will continue in 2012 - 2013.

Goal: By March 31, 2014, the Department of Child, Youth and Family Services will have completed the transition from the Department of Health and Community Services and four Regional Health Authorities to a fully operational department with a shared culture of excellence and a common identity.

Objective: By March 31, 2012, the Department of Child, Youth and Family Services will have finalized transition of staff and assets to the new department.

Measure: Finalized transition of staff and assets.

Indicators	Activities in 2011-2012
MOU's with Eastern, Central and Labrador-Grenfell Regional Health Authorities finalized.	<p>Using the 2010-2011 framework, which established the template for a Transition Framework Agreement providing nine specific MOUs, agreements were executed with each of the three remaining Regional Health Authorities as follows:</p> <ul style="list-style-type: none"> • Central – July 18, 2011 • Eastern – October 31, 2011, and November 28, 2011 • Labrador – March 26, 2012 <p>The Framework Agreements and MOUs were executed with the Regional Health Authorities immediately in advance of each transition as specific aspects of each MOU, including particulars on employment numbers and assets, fluctuated until the point of transition.</p>
Commenced development of a service delivery model for Labrador Region.	<p>In 2011-2012, a Steering Committee and a Working Group were established with representation from the department and leaders from the Innu Nation, Nunatsiavut Government and the NunatuKavut Community Council. The Working Group is focusing on tailoring the department's model to meet the specific needs of this diverse region. As part of the department's new model, dedicated Zone Manager positions were created for the Innu and Inuit zones and the collaborative approach with Aboriginal leaders and communities was started.</p>
Employees, assets and services transitioned from Eastern, Central and Labrador-Grenfell Regional Health Authorities to the department.	<p>Once MOU's were signed with each Regional Health Authorities, child, youth and family services staff and programs were transitioned into the new department. In addition to the 107 staff that had transitioned from the Western Region in March of 2011, the following staff transitioned during 2011-2012:</p> <ul style="list-style-type: none"> • Central – 97 employees • Eastern – 407 employees • Labrador – 95 employees <p>As well as the transfer of 706 staff, assets for each applicable office were also transferred. A schedule of assets was identified and included in each respective MOU. During each successive transition, the Office of the Chief Information Officer worked in tandem with the department on detailed plans deploying IT infrastructure where required. As well, all applicable files and records were transferred to the department.</p>

While the transfer of the various Regions to the Department has occurred, work related to development of a shared vision and common processes is ongoing. During 2011-2012, orientation sessions were held with staff from the Western, Central East and Metro Regions of the new department. Orientation for Labrador will be held in 2012-13 as this region transitioned on March 28, 2012. The Executive and Provincial Program and Corporate Directors undertook a set schedule of meetings in each region to introduce and reinforce key policies and procedures as well as engage regional staff in problem solving processes. In addition, the department rolled out a visual identity shown on the front of this report. The department's visual identity is used on documents and presentations to bring a common look and feel to the work of the department.

The Department is now challenged to continue this work to create a culture and common identity with supportive systems and procedures in the delivery of client service. The following objective and indicators have been developed to measure the work to be undertaken in 2012-2013 for this purpose.

Objective for 2013: By March 31, 2013, the Department of Child, Youth and Family Services will have implemented processes towards a shared culture and identity.

Measure for 2013: Implemented processes toward shared culture and identity.

Indicators for 2013:

- Implemented a new Intervention Services program.
- Finalized rollout of the organizational model including the Labrador service delivery model and piloting of an approach for on-call services.
- Further advanced the information management system.
- Created new departmental standards in such areas as forms control, file documentation and segregation, inquiries protocol, and budget monitoring.
- Developed employee-focused departmental processes including development of an employee performance management process, roll-out of social worker safety processes, and expansion of training modules.

5.0 Opportunities and Challenges for 2012-2013

The transition of all child, youth and family services employees and programs from the Regional Health Authorities into the Department of Child, Youth and Family Services was finalized in 2011-2012. A significant effort was put forth from the department's employees and various partners, which culminated in the creation of the new department and fulfilled the Provincial Government's commitment to building a revitalized child protection system from the ground-up, devoted solely to children, youth and their families.



The department is transforming the delivery of its services to have a client focus based on its core mandate and is reinforcing the values of excellence and accountability. The department continues to monitor its resources to ensure that there are sufficient staff available to manage ever changing caseloads and that they have the tools they require to deliver a quality service. Reduced caseload sizes, resulting from increased resources and better case management, will also assist to improve services as the roll-out of the new model begins to take effect. The establishment of the Training Unit in 2011-2012 provided a more coordinated, targeted and streamlined approach to professional training for all staff. In expanding these learning activities, the delivery of quality programs and services will be enhanced. Similarly, consistency in the development of other processes such as appropriate employee performance measurement, file segregation and documentation, and budget monitoring will help the department become more effective and efficient.

The department has been working through program change steadily since 2009 and has an energetic plan to continue this work in 2012-2013. In particular, reviews of critical legislation such as the *Child Care Services Act* and the *Adoptions Act* will provide a strong foundation to build upon the success achieved with the new *Children and Youth Care and Protection Act*. Similar to prior reviews, opportunities to engage staff and stakeholders will be essential to developing appropriate and suitable programs for children and youth. These initiatives will move in tandem with the changes to the foster care system announced as part of Budget 2012.

As with any change, there are also challenges the department expects to face. While transition has occurred, the department will continue to focus on ensuring consistency and best practice in administrative and program practices across the various regions. There are also complex issues related to geographic remoteness and culture which need to be addressed. In addition, recruitment and retention continue to be a priority and remuneration is being offered to field placement social work students in an effort to attract and retain qualified staff. Addressing these challenges will be a key focus as the new department continues its transformation process.

As a new organization, staff have been asked to challenge the status quo and to problem-solve at every level. Their dedication for the well-being of children and families is quite evident. The department will be seeking to use these strengths as a foundation for the new work to be completed in 2012-13.

6.0 How to Reach Us

Further information about the services offered by the Department of Child, Youth and Family Services may be obtained from the department's website at: www.gov.nl.ca/cyfs

Provincial Office

Department of Child, Youth and Family Services
P. O. Box 8700
St. John's, NL A1B 4J6
Telephone: (709) 729-0760



7.0 Summary of Expenditures and Related Revenues

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES Statement of Expenditure and Related Revenue FOR THE YEAR ENDED 31 MARCH 2012

(Unaudited)

	Actual \$	Estimates	
		Amended \$	Original \$
EXECUTIVE AND SUPPORT SERVICES			
MINISTER'S OFFICE			
<i>CURRENT</i>			
1.1.01. MINISTER'S OFFICE			
01. Salaries	250,670	255,700	241,700
02. Employee Benefits	-	5,000	5,000
03. Transportation and Communications	11,397	36,000	50,000
04. Supplies	1,651	10,000	10,000
06. Purchased Services	3,056	6,700	6,700
Total: Minister's Office	266,774	313,400	313,400
TOTAL: MINISTER'S OFFICE	266,774	313,400	313,400
GENERAL ADMINISTRATION			
<i>CURRENT</i>			
1.2.01. EXECUTIVE SUPPORT			
01. Salaries	832,264	883,100	883,100
02. Employee Benefits	5,099	10,000	5,000
03. Transportation and Communications	46,185	55,000	25,000
04. Supplies	27,649	40,000	10,000
05. Professional Services	8,053	15,000	15,000
06. Purchased Services	30,895	40,300	15,300
Total: Executive Support	950,145	1,043,400	953,400
1.2.02. CORPORATE SERVICES			
01. Salaries	2,484,505	3,559,400	3,141,500
02. Employee Benefits	4,901	25,000	5,000
03. Transportation and Communications	183,080	206,500	66,500
04. Supplies	103,029	108,000	73,000
05. Professional Services	27,405	31,300	178,500
06. Purchased Services	313,350	366,400	308,400
07. Property, Furnishings and Equipment	181,540	198,000	55,000
	3,297,810	4,494,600	3,827,900
02. Revenue - Provincial	(115,592)	-	-
Total: Corporate Services	3,182,218	4,494,600	3,827,900

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

	Actual \$	Estimates	
		Amended \$	Original \$
SERVICE DELIVERY			
REGIONAL SERVICES			
<i>CURRENT</i>			
2.1.02. SUPPORT TO COMMUNITY AGENCIES			
10. Grants and Subsidies	309,000	309,000	309,000
Total: Support to Community Agencies	309,000	309,000	309,000
TOTAL: REGIONAL SERVICES	148,051,437	169,178,200	165,599,000
TOTAL: SERVICE DELIVERY	148,051,437	169,178,200	165,599,000
TOTAL: DEPARTMENT	153,910,900	176,805,200	172,408,100

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

Summary of Gross Expenditure and Unexpended Balances

	\$
Original estimates (net)	172,408,100
Add (subtract) transfers of estimates	4,397,100
Addback revenue estimates net of transfers	15,015,500
Original estimates of expenditure	<u>191,820,700</u>
Supplementary supply	-
Total appropriation	<u>191,820,700</u>
Total net expenditure	153,910,900
Add revenue less transfers and statutory payments	1,259,299
Total gross expenditure (budgetary, non-statutory)	<u>155,170,199</u>
Unexpended balance of appropriation	<u><u>36,650,501</u></u>

Summary of Cash Payments and Receipts

	<u>Payments</u>	<u>Receipts</u>	<u>Net</u>
	\$	\$	\$
Current Account	<u>155,170,199</u>	<u>1,259,299</u>	<u>153,910,900</u>

SHEREE MACDONALD
Deputy Minister
Child, Youth and Family Services