

CFS of Western Manitoba

Jewish CFS

GENERAL CFS
AUTHORITY
ANNUAL REPORT

**COLLECTIVE
LEADERSHIP IN
ACTION FOR
FAMILIES**

2021/22

CFS of Central Manitoba

Winnipeg, Rural & Northern CFS



Peguis

FIRST NATION



CONGRATULATIONS TO PEGUIS FIRST NATION!

The General Authority Board of Directors and the General Authority's Chief Executive Officer (CEO) would like to take this opportunity to acknowledge and congratulate Peguis First Nation on the historic precedent of the enactment of their Honouring Our Children, Families and Nation Act on Jan. 21, 2022.

Peguis First Nation recognizes its inherent right to provide care for its Nation's children and families through their Indigenous legal traditions, customs and governance. Peguis First Nation's Honouring Our Children, Families and Nation Act highlights and affirms the importance of relationships between the child, siblings, parents, extended family, the community and the land, with a special focus on the best interests of the child, cultural continuity, an equitable provision of services and emphasis on cultural enhancement and teachings.

Peguis Child and Family Services (CFS) is the first agency in Manitoba to deliver child and family services to their community members under Indigenous law.

In the spirit of reconciliation, the GA and its board fully support Peguis First Nation and other Indigenous Governing Bodies drawing down jurisdiction of child and family services for their members in the coming years.

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WELCOME TO THE GENERAL CHILD AND FAMILY SERVICES AUTHORITY'S 19TH ANNUAL REPORT!

LAND ACKNOWLEDGEMENT

“We acknowledge that the General Child and Family Services Authority is located on Treaty 1 territory and that Manitoba is located on the treaty territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk. We acknowledge part of Manitoba is located on the Homeland of the Red River Métis. We acknowledge Northern Manitoba includes lands that were and are the ancestral lands of the Inuit. We remain committed to working in partnership with the Indigenous peoples in the spirit of truth, reconciliation and collaboration in accordance with their constitutional rights and human rights.”

This year's report is a celebration of our collective work with our agency and authority partners, as well as our community collaterals. We are proud of all of our co-operative achievements during 2021/22!

The General Child and Family Services Authority (GA), along with our partner authorities in Manitoba - the Metis CFS Authority, the First Nations of Northern Manitoba CFS Authority and the Southern First Nations Network of Care - are responsible for mandating, funding and overseeing services provided by CFS agencies throughout the province. The GA's agencies include:

- Winnipeg, Rural & Northern Child and Family Services
- Child and Family Services of Western Manitoba
- Jewish Child and Family Service
- Child and Family Services of Central Manitoba

THANKS TO ALL OF OUR AGENCIES FOR
THEIR INCREDIBLE WORK DURING
2021/22!

MESSAGE FROM THE CEO & BOARD CHAIR

Hello and welcome to the 19th annual report from the General Child and Family Services Authority (General Authority). The theme for this year's annual report is "Collective Leadership in Action for Families." This theme and report recognize the phenomenal leadership shown by our agency directors throughout an eventful 2021/22. During the past year, the General Authority (GA) and our agencies continued to persevere through unprecedented times as a result of the pandemic. Our agencies continued to adapt and innovate to meet the needs of children and families during this difficult time. The focus of this report is not on our response to the pandemic, however, it is more about how the GA and our agencies came together as a collective to design and launch new and exciting initiatives to improve outcomes for children, youth and families.

We are taking this opportunity to report on how the Authority and our agencies have performed under the three years of Single Envelope Funding (SEF). This report describes many of the innovative initiatives our agencies were able to implement with the flexibility and autonomy that is such a foundational component of SEF. Many of these focused on early interventions to support families and keep their children safely at home. Under SEF, our agencies continued to shift their practice to embrace the creation of support and safety networks for families.

We also report on system-wide initiatives led by the GA. Key examples include the implementation of Manitoba's first Supported Guardianship Program, further expansion of our Safe & Together™ model to serve families affected by domestic violence, continuing to evolve our Practice Model by offering training and practice accelerators in family finding approaches and enhancing our capacity to better serve newcomer communities. Whether at the agency or system-wide level, this report also shows that our initiatives are contributing to very positive service trends consistent with the goals of child welfare reform announced by the Manitoba government in 2017.

We would like to offer our congratulations to this year's winner of the Kim Thomas award. This award is presented to a community member or child and family services staff who works with newcomer communities to create connections with our service system and enhance community engagement. This year's winner is Irai Rodrigues, who is an acting program manager for Rural and Northern CFS Branch in the Parkland Region.

Earlier in this report, the Board of Directors offered our congratulations to Peguis First Nation on the historic precedent of being the first Indigenous law to come into force in Manitoba. The GA remains excited to see other Indigenous Governing Bodies exercise their jurisdiction over child and family services by bringing Indigenous laws into force in the near future and coming years.

We would like to thank the GA Board of Directors for your continued leadership and strategic direction. Thank you to the Province of Manitoba and our other funders. As Chair of the Board and CEO, we are very proud of our service system and the progress made in 2021/22 to support families and communities to care for their children. As emphasized in the report, this would not have been possible without the tremendous collective leadership shown by our agencies and the tireless commitment of both authority and agency staff. We look forward to another exciting year in 2022/23.

Best regards,

James Lowry, Board Chair, General Authority
Jay Rodgers, CEO, General Authority

OUR BOARD & STAFF

BOARD OF DIRECTORS

James Lowry – Chair
Lizanne Lachance – Vice-Chair
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Lorne Belmore – Member
Gregg Hanson – Member
Meaghen Johnston – Member
Tony Kavanaugh – Member
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Gerry Brown – Program Specialist – Resources
Del Bruneau – Executive Assistant/Office Manager
Naivedya Chhibber – Financial Analyst
Rhonda Dagg – Program and Leading Practice Specialist
Claudette Dorge – French Language Services Co-ordinator
Allison Dunfield – Media Specialist
Thomas Ens – Program and Leading Practice Specialist
Jennifer Fallis – Policy Analyst/Program Specialist
Kerri-Lynn Greeley – Program Specialist
Jeanette Grennier – Program Specialist
Laurie Gulowaty – Program Specialist – Resources
Christy Holnbeck – Associate Chief Executive Officer
*Lyvine Laysa – Financial Analyst
Teresa Mayer – Manager, Data Analytics and Evaluation Unit
*Angela McGloan – Program Specialist – Resources
Laura Morton – Program Specialist –Resources
Louis Nault – Chief Financial Officer
Tracy Oleschak – Program Specialist
Reeja Pappully – Wendy's Wonderful Kids Recruiter
Jay Rodgers – Chief Executive Officer
Lisa Schmidt – Program and Leading Practice Specialist
Rachel Wiebe – Policy Analyst
Andrea Zacharias – Senior Information Management Specialist

*Left the employment of the GA in 2020/21

FINANCE REPORT

As Treasurer, I am pleased to present the 2021/2022 Finance Report and audited financial statements. The General Authority continues to be a financially stable organization. Our auditors, Magnus LLP, have once again provided an unqualified opinion that the financial statements “present fairly, in all material respects, the financial position of the Authority as at March 31, 2022 and the results of its operations and its cash flows for the year then ended in accordance with the Canadian Public Sector Accounting Standards.”

Funding for Results

The General Authority agencies operated under the Single-Envelope Funding (SEF) approach for the third year in 2021/2022 in support of the “Funding for Results” pillar of CFS transformation, announced in 2017. SEF provides flexibility in budgeting for the service continuum of child and family services built on the ability to reallocate money for new and innovative programming and expansion of existing services to improve outcomes for children, youth and families through prevention, reunification, and lifelong connections. Because funding levels remain stable over the three-year funding period, the GA and its mandated agencies can plan for the achievement of strategic objectives in a predictable funding environment. The GA and Manitoba finalized and signed the SEF Contribution Agreement in 2021/2022 and we are excited to continue with this funding approach.

With the signing of the SEF Contribution Agreement, the GA is able to access surplus SEF allocations from our government-operated agency Winnipeg, Rural and Northern CFS (WRNCFS) for reinvestment in support of the pillars of child welfare reform. The first SEF reinvestment spending plan for WRNCFS was approved in 2021/2022, augmenting the Authority’s contingency reserves, and dedicating funding to exciting new initiatives including direct access to a clinical services team for fast and early interventions to help preserve families, support the reunification of children with families and preserve permanency for children and youth in care. Other initiatives involve working with newcomer communities and enhancing our response to domestic violence. For more information on this SEF initiative and others, see pages 12-16.

Policy and procedure review and development for successful implementation of SEF continued in 2021/2022 under the Provincial SEF Policy Manual framework. In 2021/2022, the GA developed and implemented policy and procedure for efficient child maintenance rate approvals based on provincial rate structures defined in the Provincial SEF Policy Manual. The policy created greater autonomy and flexibility for the application of the provincial rate structure, enhanced agency autonomy in special needs expenditures and removed red tape for agencies.

The added flexibility and autonomy of SEF comes with a responsibility to ensure achievement of results and financial accountability. The GA agency financial accountability framework was developed in 2020/2021 to meet the new financial accountability responsibility. This new framework is embedded in SEF policies and procedures, agency funding agreements, agency financial reporting requirements, an agency risk management approach and an internal audit program.

FINANCE REPORT CONT'D

Moving forward – Funding for results

Through funding flexibility across the service continuum, autonomy in resource deployment, financial accountability, and data-driven measurement of results, SEF creates an environment primed for innovation for CFS transformation in Manitoba. The GA and its agencies are in a positive financial position to maximize the benefits of SEF by supporting service delivery to generate positive outcomes for children, youth and families. As we move into our fourth year of SEF in 2022/2023, we are excited to witness the results achieved as we have persevered through the difficulties of operating under the pandemic.

Working together

The child and family services system in Manitoba relies on collaboration with our partners which results in a need for ongoing collaboration, partnership and engagement. Finance plays a major role in supporting the ongoing success of the system. Throughout 2021/2022, the GA participated in finance-related discussions including the following:

- Regular finance meetings between GA agency chief financial officers (CFOs)
- Regular finance meetings between the CFOs of the four Manitoba authorities
- Participation in committees and working groups with the Child and Youth Services Division and other authorities

I would like to thank the Minister of Families Rochelle Squires, her deputy minister and assistant deputy ministers as well as our administrative partners in the Department of Families. I would also like to thank GA CEO Jay Rodgers along with our CFO Louis Nault, financial analyst Naivedya Chhibber and our previous financial analyst Lyvine Laysa.

On behalf of the entire organization, thank you to all our funders, other partners as well as management and staff for their commitment to making 2021/2022 a successful year.

Craig Johnson,

Treasurer & Finance Committee Chair



PANDEMIC RESPONSE

In 2021/22, communication about the pandemic and COVID-19 protocols continued to flow between the Child and Youth Services Division (CYSD), Manitoba Public Health, the CFS authorities and CFS agencies. This communication included circulars, which were reviewed and discussed by the Directors' Leadership Table (DLT) before being sent out to staff and posted on the GA intranet and GA website. Circulars provided important information and direction on CFS practices and guidelines related to the pandemic.

One significant development in the 2021/22 year was the approval of COVID-19 vaccines for adults, then for adolescents 12-17 in early fall 2021 and children ages 5-12 in late 2021. A vaccine campaign was launched in Manitoba to encourage as many people as possible to be vaccinated against COVID-19.

Circulars were sent out to provide clarification on vaccinations for children and discussions were held by directors at DLT meetings when issues arose regarding ensuring as many children in care as possible received vaccinations. Other information on getting children vaccinated was communicated via circulars and our websites.

The government of Manitoba also implemented a vaccine mandate that required staff/support staff to be vaccinated, or to submit to regular COVID-19 testing. Circulars clarifying changing vaccination requirements were also sent out and discussed by the DLT. A government of Manitoba mask mandate, requiring masks to be worn indoors across government of Manitoba buildings, was ended on March 15, 2022, as COVID-19 vaccination rates increased and the number of those hospitalized decreased.

Meetings of the Emergency Management Team (comprised of representatives from all four authorities and the CYSD) continued over the past fiscal year to discuss information contained in circulars and other materials and to ensure consistent interpretation of COVID-19 restrictions.

At meetings of the DLT, agency Emergency Pandemic Response Plans (EPRPs) continued to be reviewed weekly. A COVID-19 check-in was held at each weekly meeting, during which agency directors reported how their specific agencies were affected by the virus, in terms of staff, children in care and foster parents.

While COVID-19 continued to affect some aspects of the functioning of the GA and its agencies in 2021/22, directors and supervisors along with front-line staff and support workers (including in-home support, direct service providers, one-on-one workers and drivers) found many ways to adapt and flourish in this new landscape. In spring 2022, a series of GA newsletters was sent out focusing on some of the ways these staff who work directly with our children and families ensured connection and continued high-level service throughout the pandemic. A separate newsletter was sent out acknowledging the tremendous work of the staff in the Emergency Placement Resources system. We intend to continue to highlight examples of dedication across our agencies in upcoming newsletters and annual reports.



SCHOLARSHIPS & AWARDS

Ensuring that youth and children in care have the tools they need to thrive is made possible through a partnership between the General Authority and the Children's Aid Foundation (CAF) of Canada. The GA is honoured to support young people by overseeing CAF scholarships and grants, which help to support children and youth in their academic, sport and cultural endeavours along with their transition from youth to adulthood.

While the pandemic affected many of the activities in which children and young people were able to participate, the GA continued to offer scholarships and grants via the CAF throughout this unprecedented time. Support included everything from providing backpacks for children coming into care to assisting in the purchase of technology and equipment such as laptops for young people to help them achieve their academic goals. More information is available on the CAF website at www.cafdn.org. Scholarships and funds granted over the 2021/22 year included:

The Ted and Loretta Rogers Comfort Care Transition Program

This program was created to provide children coming into care with backpacks/comfort kits which contain personal items. Over the 2021/22 year, agencies continued to provide support to children in care through the program. Agencies can access additional funding to personalize the kits for children as needed, including gift cards, teddy bears and other things to ensure each child receives items that are personalized just for them. Comfort kits were delivered to GA agencies in the fall of 2021 and we anticipate another set of comfort kits to be delivered in fall 2022.

2021/22 amount disbursed: \$7,224.50

Ignite the Spark

The Ignite the Spark fund helps provide enrichment opportunities for vulnerable children and youth. Opportunities can include sports and recreation or arts and cultural programming that they might not otherwise be able to attend. The philosophy of the fund is that exploring an area of interest can be the spark to build a child's self-confidence and help them to develop skills for a lifetime.

2021/22 amount disbursed: \$17,390.00

CIBC Miracle Fund

This grant helps children and youth enhance their physical, mental, social and developmental well-being. Funds can be accessed for cultural activities, music lessons, camps, school trips, sports and recreation or educational items including laptops.

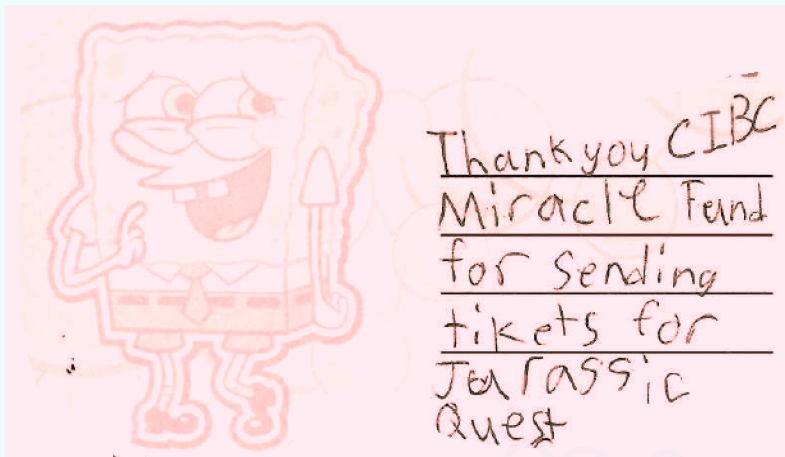
2021/22 amount disbursed: \$9,346.82

Vision Catcher's Fund

This fund, provided by the Department of Families, helped young people in care ages 16-21 achieve their academic and career goals. Youth in care or those on Agreements with Young Adults (AYAs) used the fund to access post-secondary education, apprenticeship and training and other enrichment opportunities. The fund will no longer be accessible in 2022/23. The GA would like to thank the Department of Families for its generous support.

2021/22 amount disbursed: \$18,642.03

SCHOLARSHIPS & AWARDS



We Just want to thank you for
the Gift card to go to the Assiniboine Zoo
it was a great family outing. Our family
really enjoyed it.

Thank you!

I would like to say thank you to the, CIBC
Miracle Fund. I had very much fun getting
to play rugby, this year. I made many friends
from rugby. The girls rugby team did
great this year, we never gave up, and
we won a few games this year. We
might of not been as good as the
boys, but we did are best and were
proud. Anyways thank you again. I
hope I get to keep playing rugby
until I graduate.

Dear lovely people at CFS General Authority

I am deeply thankful and humbled to be approved the
funding for ten driving lessons at Confidence Driving School.
These lessons will provide me the sufficient time and
education to become a safe and prosperous driver whom will
surpass expectations. This opportunity will also teach me
the proper way to instruct a novice driver, therefore the
blessing will continue.

Thank you to the General Child and Family Services
Authority for managing the Ignite The Spark fund on
behalf at the Children Aid Foundation of Canada.

I'd also like to thank the private donors for allowing
this platform to thrive and for making dreams a
reality for people like me.

I wholeheartedly thank the generosity of every
participating person. Thank you.

AGENCY INNOVATIONS UNDER SEF

WHAT HAS SINGLE ENVELOPE FUNDING MEANT FOR CHILDREN AND FAMILIES SERVED BY GENERAL AUTHORITY AGENCIES?

This fiscal year was the final year of the General Authority's three-year Contribution Agreement with the Department of Families specific to Single Envelope Funding (SEF). GA agencies first had experience with SEF in 2017/18 when it was introduced as a block funding pilot. For the first time in 2019/20, all GA agencies were part of the SEF funding approach. SEF represents a hugely significant policy shift in how authorities and mandated agencies are funded in Manitoba. Under SEF, each CFS authority was given more discretion to determine the distribution of funding to each of the agencies under its jurisdiction. Received as a "block," SEF allows agencies to have stable, predictable and most importantly, flexible funding. Agencies have increased autonomy to utilize funding in new and creative ways to meet the needs of children and families.

The Authority would like to report on some key examples of new and innovative programs and supports its agencies were able to provide under SEF from 2019/20 to 2021/22. These examples show how agencies have been able to be flexible and reinvest resources to support the achievement of better outcomes for children, youth and families.

SPECIALIZED POSITIONS TO SUPPORT SAFETY, PERMANENCY AND HEALING

Preserving a child's family, community and cultural connections are critical to a child's sense of identity, belonging, enhancing their lifelong health and well-being and the ability to develop into healthy, secure adults. This is why a foundational element of the Practice Model focuses on engagement strategies to identify and mobilize these connections to come together as natural support networks to help children remain safely at home, be reunified with their parent or guardian or find permanency in a timely way. Over the last three years, a number of agencies have created specialized positions to drive this important work forward. Internationally recognized experts and local practice specialists trained these staff to deepen expertise in key practice areas specific to working with family support networks. These specialized staff positions accept referrals from case managers to urgently provide intensive and intentional interventions with the purpose of developing safety and permanency plans for children within their family and network of support, and are available to work flexible hours to accommodate the availability of families and the support network.

Safety Networking

During the three years of SEF, Child and Family Services of Central Manitoba (CFS of Central), Child and Family Services of Western Manitoba (CFS of Western), and Winnipeg Child and Family Services (WCFS) created six positions in total to expand their capacity to identify and engage natural support networks in co-creating safety for children. Staff do this by asking about supportive relationships with family, service providers and other community members who may be willing to participate in safety planning. Through families identifying supports and children identifying safe people, safety networks include immediate and extended family members, family friends and informal and formal supports as identified by the family who come together to collaboratively look at safety concerns and establish a safety plan. This facilitated process provides clarity in identifying needs as well as family and network member strengths and the expectations for those involved. These specialized staff work to prepare the family and the network to participate in the process, facilitate network meetings and develop a process for follow up.

AGENCY INNOVATIONS UNDER SEF

Once in place, facilitated network planning meetings assist agency workers and families to increase children's safety through improved relationships between the agency and the family, ensuring transparency and engagement in case planning and establishing a shared responsibility for safety of children and family wellness. Network meetings occur at critical times for a family in order to preserve a child in the family home or kinship placement, or to support reunification.

Permanency Networking

During the SEF period, two GA agencies created six positions to expand their capacity to identify and engage natural support networks in co-creating permanency for children. WCFS created a number of Family Finder positions dedicated to children and youth who are, or are at risk of becoming disconnected from their family through placement outside of their home, community and kinship network. Typically, these are situations where reunification is no longer an option and a permanency plan is needed. This service is delivered through the application of proven practices from the agency's Building Connections and Safety Network Facilitator services, and provides focused interventions from the Practice Model which incorporate key principles, tools and strategies from the Family Finding Model. (see page 17 for more).

The goals of this service are to assist children and youth in establishing or re-establishing lifelong connections with their families and communities that may have been disrupted through the child's entry into care. Family finders work to, through a variety of effective techniques, urgently identify and engage relatives and other past, current or possible future connections to understand who might be able to make an unconditional commitment to a meaningful, lifelong relationship of support and caring with the child. Together, these individuals become the child or youth's support network that help create a sense of identity and belonging for the child. This network and the agency explore and share responsibility in developing realistic, sustainable, and safe permanency plans to meet the needs of the child or youth. Rural and Northern Child and Family Services (RNCFS) intends to hire into similar positions in the 2022/23 fiscal year.

CFS of Western utilizes Intensive Permanency Services workers who apply an approach to working with youth in care (with a priority focus on youth who are permanent wards of the agency). The Intensive Permanency Services workers promote healing of relational trauma so that youth are able to re-connect; find family and extended kin whose connection to the youth in care may have been disrupted; and build and support lifelong connections with family or significant adults who have made an unconditional commitment to have a meaningful, relationship of support with the youth into and throughout adulthood. This youth-driven approach focuses on family healing and family finding at the youth's pace and within their own healing journey. Youth-driven network meetings occur before the youth reaches age of majority to help ensure a support network is in place into adulthood. Network members can help to co-create transition plans with youth reaching adulthood and support the implementation of these plans.

ENHANCED ABILITY TO PROVIDE DIRECT SUPPORT TO FAMILIES

On the following page are examples where GA agencies were able to invest in direct supports to families in new and enhanced ways to enable family preservation and timely reunification.

AGENCY INNOVATIONS UNDER SEF

CFS of Central ended a longstanding practice of signing Voluntary Placement Agreements to enable the provision of additional, short-term, out-of-home respite for families whose respite needs exceeded what other services for children with disabilities could provide. This practice gave the parents the extra, short-term respite support they needed in order to maintain the child in the family home. The agency was able to end this practice by providing funding directly to the family to hire respite workers.

Jewish Child and Family Service (JCFS) was able to support parents struggling with addictions issues in new ways in order help facilitate safe and timely reunification. The agency was able to fund costs to ensure parents could travel and access a recognized out-of-province treatment program. After the parents' successful completion of the program, immediate work began with the agency that resulted in reunification. In these examples, SEF allowed the agency to approach family treatment in a more creative and holistic way. Additionally, through its ongoing family service work and interactions with camps and schools, JCFS noticed an increase in concerns related to adolescents struggling with anxiety, depression and suicide ideation. As a result, the agency began the recruitment process for an adolescent mental health worker to provide an array of specialized services to youth struggling with mental health issues and their families including case management, counselling, educational groups, advocacy, and linkages to existing services. In addition, this worker will provide direct consultative services to schools when needed.

CFS of Western hired two additional social work assistants to help facilitate contact with children in care and their families and provide direct in-home supports to teach, model, listen to and support families. Both of these assistants speak in the first language of many of the families served by the agency, enabling culturally safe, direct supports to families.

ESTABLISHMENT OF DEDICATED CLINICAL RESOURCES TO PRESERVE FAMILIES, SUPPORT REUNIFICATION AND ENHANCE WELLNESS

Agencies have historically struggled with being able to secure needed clinical services for children and families in a timely manner to support the ability to safely maintain children in their home or placement, or reunify them with their parent or guardian. Given this historical challenge, the GA and Winnipeg, Rural and Northern Child and Family Services (WRNCFS) worked together to issue a Request for Proposals to establish a dedicated, clinical services team for the agency. The Link: Youth and Family Supports was the successful candidate and partnered with St. Amant and the Addictions Foundation Manitoba to provide this service. Established in the latter part of 2021/22, this new team provides expert advice and clinical services to workers and families to preserve families, assist with reunification efforts and prevent placement breakdowns. The clinical services team includes dedicated personnel demonstrating applied expertise in the following areas: psychology, addictions counselling, occupational therapy, behaviour therapy, family therapy (delivered in groups or with individuals), brief treatment therapy and access to psychiatry.

The multidisciplinary team of clinicians, in consultation with the caseworker, assists in the creation and maintenance of a clinical case plan for families. Clinicians are available on a flexible schedule to provide the services listed below.

- **Consultation** to assist workers to support family or care providers by providing direction, feedback and advice. Consultations will help workers redirect their planning or intervention on what the best next steps would be for families. It is anticipated that many referrals (where appropriate) will result in a “table consultation,” where the worker will meet with the multidisciplinary clinical panel to discuss the needs of the child and family and be matched with direct service providers. The clinical panel will meet on a regular basis in order to meet the needs of agency staff and

AGENCY INNOVATIONS UNDER SEF

schedule consultation sessions on a timely basis. Ongoing clinical consultation will be available to the worker through the duration of service to ensure approaches are congruent with goals, and achievable by families and care providers.

- **Direct interventions** with children and families. Direct clinical interventions by members of the clinical services team will be available to children, youth and families. Once referred to a clinician, agency staff will have ongoing support and a direct line of communication with the clinician(s) for advice, suggestions or direction. Clinicians will meet with the child/youth and care providers (family or placement) to discuss planning, needs, and open communication. The clinical team will provide ongoing support for the child/youth and family for the duration of the agreed-upon clinical case plan.
- **Targeted trainings to caseworkers as well as families and family supports**, to build further capacity. Agencies have initially prioritized receiving training in the areas of addiction and mental health.

A steering committee comprised of representatives from the GA, The Link: Youth and Family Supports, WRNCFS, a representative each from St. Amant and the Addictions Foundation of Manitoba guided the development of the initiative, and will continue to monitor and supports its implementation and evaluation. In addition to the clinical team, WCFS was able to invest resources to create the dedicated clinical resources outlined below.

- **Occupational therapy services** for children and their families/caregivers (provided through The Link: Youth and Family Supports). These services are provided for children experiencing barriers to participation at home or in the community. The primary goals are to enhance safety, timely reunifications or permanency, bring stability to the home and equip the family/care provider with tools and resources to help meet the child's needs. Occupational therapy services also provide enhanced coaching and learning opportunities for the agency's Independent Living Service workers to be able to better support youth in making a successful transition to adulthood. Finally, workshops are provided for case managers and supervisors, focusing on the role of occupational therapy in child and family service settings. This service was established prior to the creation of the multidisciplinary clinical team described above, and given the high demand for this particular clinical service, complements the occupational therapy services provided through that team.
- **Psychology resources to enhance agency wellness and resiliency for staff.** This resource provides services related to critical incident support, education and training to the agency's Peer Support Team, wellness and resiliency focused training, and individual and group based debriefings related to vicarious trauma. The goal of the service is to increase capacity within the agency's leadership group, Peer Support Team and Wellness Committee to respond to employee wellness overall and the impacts of vicarious trauma. Service can be focused at the unit, program or agency level.

EXPANDING BEST PRACTICE IN WORKING WITH FAMILIES AFFECTED BY DOMESTIC VIOLENCE

Many families who become involved with the child welfare system also experience domestic violence. Children are especially vulnerable to domestic violence and can experience trauma, even if they do not directly witness it. Historically, child welfare has struggled to intervene with families experiencing domestic violence without bringing children into care.

AGENCY INNOVATIONS UNDER SEF

Since 2017, the GA has made targeted efforts to evolve its Practice Model to enhance the response to families affected by domestic violence. The introduction of the Safe & Together™ training and the Caring Dads program are two good examples. Building on these best practices, Rural and Northern Child and Family Services (RNCFS) approached the START Families Program to create a new resource for working with partners in domestic violence situations.

START Families is a consent-based community mobilization program based on the START model which works with adults who are perpetrators of domestic violence, and to co-ordinate supports for survivors and children. The objective of the program is to assist clients in reducing abusive behaviours with a goal to promote the safety and well-being of their family. The program uses a team approach involving Manitoba Justice, CFS, Interlake-Eastern Regional Health Authority, the RCMP, Addictions Foundation of Manitoba and the Lord Selkirk School Division. This new community based partnership will support two domestic violence response co-ordinators employed by a member organization of the START Steering Committee. These positions will be overseen by the START Families program with services to be co-ordinated through the START Steering Committee, for a two year period. These new positions will work with RNCFS staff and other partners to help address domestic violence issues in the Eastman and Interlake areas and have been trained in and are utilizing the Safe & Together Model for their practice.

The agency also supported seven front-line agency staff in Interlake and Eastman to take training to become facilitators to significantly expand the availability of the Caring Dads program in rural and northern regions. The newly trained facilitators were able to offer the first two programs (one in Steinbach and one in Selkirk) beginning in March 2022. The agency is pleased that they now have capacity to run the program two to three times a year in the community. Evaluation of the program has shown that when fathers participate in Caring Dads, families are significantly less likely to have repeat involvement with CFS. WCFS continues to offer Caring Dads.

ENGAGEMENT WITH NEWCOMER FAMILIES

The GA and its agencies remain committed to engaging and building connections with newcomer and refugee communities across Manitoba. A recent example of this commitment was a partnership between RNCFS and the Settlement Services Office to cost share in providing free summer camps targeted for newcomer families in The Pas and Swan River. This funding supported registration fees, wages for staff who ran the camp, food, sports equipment and other supplies for five weeks of day camps. Agency staff spent time at the camps (some even ran a few soccer clinics!) and participated in the family barbeque wrap up. This provided an opportunity to build relationships with newcomer families in those regions and share information about the agency.



AUTHORITY LED INITIATIVES UNDER SEF

In addition to agency innovations under Single Envelope Funding (SEF), the General Authority also led numerous SEF initiatives on a system-wide basis. These are detailed on the following pages.

FAMILY FINDING

In 2020/21, a key priority set by the DLT was to continue work with internationally recognized experts in the Family Finding model. The benefits of this approach remain relevant in the 2021/22 fiscal year. In 2020/21, two virtual Family Finding workshops were held. These provided next steps in both the integration of the approach into our Practice Model including the practical application of the Family Finding tools. The workshops emphasized the importance of building strong support networks and of the need to build meaningful relationships between workers and families.

In 2021/22, the GA was able to use SEF to offer a half-day session with these experts to strategize around the further integration of Family Finding into the GA service system. In addition, directors met with representatives from the Metis Child, Family and Community Services to help better understand their implementation of the Family Finding model. A plan on next steps was then developed to continue implementing this important approach to working with children, their families and support networks.

In November 2021, agency and GA staff engaged in a two-day practice accelerator to further deepen and enhance their Family Finding skills. A total of 97 staff participated remotely in this session. Additionally, a half-day coaching session took place for the numerous GA coaches and champions of this approach.

We look forward in 2022/23 to continuing to build our capacity in applying the Family Finding approach with particular focus on increasing our skills in engaging and facilitating support networks.



AUTHORITY LED INITIATIVES UNDER SEF

SUPPORTED GUARDIANSHIP

Last year's annual report included an update on the General Authority (GA) Board of Directors' approval of a supported guardianship policy statement in February 2021. The policy statement enables agencies to use Single Envelop Funding to create a support program to encourage family members to obtain guardianship of children in care. The policy recognizes that a permanent connection to a significant person or persons provides children with the stability and continuity they need to develop into healthy, secure adults. The agency will continue to be available to support the guardian in partnership to ensure that the child grows up in a loving, caring and stable family environment.

In June 2021, the CEO of the GA and the Minister of Families participated in a press conference to announce that the GA would be implementing Manitoba's first Supported Guardianship Program for children in care. At that time, the fall of 2021 was identified as the implementation date pending the delivery of training throughout the GA system. Unfortunately, due primarily to pressures on the GA service system related to the pandemic, implementation was delayed until spring 2022.

The GA continued to develop and finalize support materials to assist agency staff and prospective guardians including a supported guardianship training program, how-to-guide, checklist and care provider options. With support documents finalized and training delivered, the GA Supported Guardianship Program went live on March 22, 2022, the first of its kind in Manitoba. The documents were made available on the GA's intranet site.

In March and early April 2022, The GA delivered four supported guardianship training sessions, with a total of 213 agency and authority participants.

The GA will continue to be available for agency consultation and future trainings sessions in 2022/2023 as needed.



AUTHORITY LED INITIATIVES UNDER SEF

SAFE & TOGETHER

Many families who become involved with the child and family services system are also impacted by domestic violence. At the General Authority, we recognize that children are especially affected by domestic violence, even if they do not directly witness it. This makes it even more important that we incorporate a holistic approach to domestic violence as part of our work with children and families.

Safe &Together™ is a perpetrator pattern-based, survivor strengths-based and child-centred approach to child welfare with families who have been impacted by domestic violence. Workers partner with the survivor of domestic violence and hold the perpetrator accountable for the harm they have caused to children. The training focuses on four stages of engagement with the family: assessment, interviewing, documentation and case planning. Using this model when working with families impacted by domestic violence is compatible with the values and principles from our Practice Model, as Safe &Together emphasizes the importance of engagement, co-creating plans, and seeing survivors of domestic violence as experts on how to keep themselves and their children safe.

The GA has invested in ensuring as many staff across the service system receive this important training. One of the goals is to ensure all supervisors across the system are fully trained in Safe & Together. Supervisor training to ensure supervisors can provide enhanced clinical support to their front-line workers began in 2021/22. As well, over the past fiscal year, the GA continued to train front-line staff in Safe &Together, via a four-day core training and one-day overview trainings.

This support will help workers to assess and plan with families in a more effective way. Training of front-line staff and supervisors will continue into 2022. As of March 31, 2022, approximately 80 per cent of staff and supervisors had received some Safe & Together training.

The GA has also started training staff outside of the CFS system who work with families impacted by domestic violence, and are involved with multiple systems. Having a multi-disciplinary approach to working with these families will lead to more robust and comprehensive plans to help families to heal and to feel safe. This training of collaterals will continue in 2022/23.



AUTHORITY LED INITIATIVES UNDER SEF

INFORMING CULTURAL PLANNING PRACTICES: A COLLABORATIVE COMMUNITY PARTNER INITIATIVE

Last summer, in partnership with the General Authority and the Coalition of Manitoba Cultural Communities for Families (CMCCF), Winnipeg CFS (WCFS) staff and service teams engaged in a unique feedback opportunity with the purpose of informing future cultural planning practices across the agency. Through an initial agency survey, and subsequent conversations with service teams, WCFS staff provided considerable feedback to GA and CMCCF co-facilitators regarding:

- Skills, knowledge and experience needed in cross-cultural service delivery
- Inclusive and culturally safe planning practices
- Resources needed to improve and further support agency engagement with, and service delivery to culturally diverse families
- Opportunities for collaboration with community leaders and organizations with the goal of enhancing service delivery across cultural communities served by WCFS

The GA looks forward to ongoing work with WCFS in responding to feedback provided throughout this project, and implementing many of the recommendations made.

In addition to working with, and supporting WCFS in their response to recommendations made as part of this collaborative cultural planning feedback project, the GA is also looking forward to joining WCFS and other CFS agency directors in Manitoba in the newly established Cultural Community Child Wellbeing Roundtable, co-ordinated and facilitated by the CMCCF. This roundtable aims to enhance communication between child and family services and cultural community leaders, as well as create a unique advocacy and co-operative problem-solving platform to advance supportive networks for families, prevent or reduce CFS family involvement, and improve outcomes for children and families across cultural communities in Manitoba. Look for an exciting update on this work in our 2022/23 annual report.



QUALITY ASSURANCE

One of the key roles of the General Authority is to support agencies to continuously strengthen the services that are provided for children, youth and families. One of the ways the Authority does this is by conducting system-wide quality assurance (QA) reviews. The Authority will always consult with the DLT prior to launching any system-wide quality assurance review. The review teams typically include agency staff such as the Leading Practice Specialists (LPSs). Findings and recommendations are shared with the DLT.

Child in Care QA Project

The Child in Care QA Project was done to assess whether service delivery was consistent with expectations set out in the Child and Family Services Standards Manual. The review focused on services provided to youth between the ages of 12-17 who were in care from May 2019 to October 2019. A group of LPSs developed an assessment framework in consultation with the DLT. A random sample of 113 files were selected for a detailed review. Data collection and analysis was completed in 2022 and findings were presented to the DLT.

Expectant Parent Services Practice Model (EPSPM)

In 2021/22, after discussions that occurred at Standing Committee, the GA launched a multi-phase QA review of the Expectant Parent Services Practice Model (EPSPM). This review examined the implementation of the EPSPM since the ending of birth alerts on July 1, 2020. Phase I of the review was completed in December 2021. Working with our agencies, the GA and each GA agency completed a review on communication and oversight of the revised EPSPM standards and guidelines.

The key activities covered included: preparation of authority and agency specific documents for implementing the EPSPM, as well as communication, training and other support of the EPSPM by the GA and agencies. The review at the GA and agencies indicates that documentation and supports are provided for the revised EPSPM. Phase II of the EPSPM QA is a review of newborn apprehensions since the end of birth alerts and will be completed in 2022/23.

Reunification

A review of children in care who were reunified with their parents was undertaken in response to the Manitoba Advocate for Children and Youth (MACY) report, *Still Waiting: Investigating Child Maltreatment after the Phoenix Sinclair Inquiry*, released March 20, 2021. MACY reviewed 19 files of children who had died from maltreatment from 2012 to 2019. Some were in care or receiving services, some had been reunified with parents and some were never in care. This report made three recommendations specific to reunification practice. MACY recommended that each authority develop and implement a culturally appropriate reunification policy with their agencies; ensure reunification plans are reviewed regularly and that training be provided on child maltreatment and best practices for reunification.

The GA created a review team comprised of LPSs and staff from the Data Analytics and Evaluation Unit to conduct a QA review of reunification practices. The team reviewed files of children in care who were reunified with their parents in 2019 and were in care for at least three months. A sample of 21 children was randomly selected for review, representing all agencies, with an oversampling of children under age five.

QUALITY ASSURANCE CONT'D

Files were assessed by applying predetermined leading practice criteria. The QA review found that, in the vast majority of files, there was evidence that agencies were meeting these expectations when reunifying children with their families. The review team also noted that a standardized tool would be beneficial to organize information, create and document progressive visitation plans, guide consistent decision making and in some instances expedite children being returned to their families.

As a result of these findings, the DLT directed the team to develop a leading practice approach for reunification. This work began immediately. In February 2022, the DLT approved the new GA Reunification Package. The Reunification Package, which was developed to reflect leading practices in reunification planning for children in care and their families, was a major initiative in 2021/22. The package included a policy statement, an Authority specific standard, guidelines for observing supervised visits and a tool to assess reunification readiness in families.

Training for the GA Reunification Package began in spring 2022 with the target of system-wide implementation no later than June 15, 2022. Training was provided for workers, supervisors, foster care workers and visit supervisors (support workers, direct service providers, case aides). Each agency also developed informational brochures for parents which used plain language to describe the purpose and what to expect during visits.

The evaluation phase and best practice implementation for this project is scheduled to occur in 2022/23. Expect to see an update on this important undertaking in next year's report.

Cohort analysis of reunifications

The GA also completed a cohort analysis of reunifications which included children who came into care in fiscal years 2016/17 through 2019/20. The analysis followed these children for three years to ascertain if they remained in care or why they left care. If children were reunified, the analysis also assessed whether they re-entered care with 12 months or 24 months after reunification. More detailed analysis on this cohort will be done in 2022/23.



SERVICE TRENDS

The following charts show how the General Authority has continued its transformation goals through reducing the number of children in care and providing supports to families.

Figure 1 shows that the total number of children in care in GA agencies as of March 31, 2017 to March 31, 2022 decreased each year from 1,529 in 2017 to 926 in 2022. This represents a 39 per cent reduction in children in care over five years, representing an average annual decrease of 7.9 per cent. All of the GA agencies saw a decrease in the number of children in care from March 31, 2017 to March 31, 2022.

Number of children in care, as of March 31, from 2017 to 2022

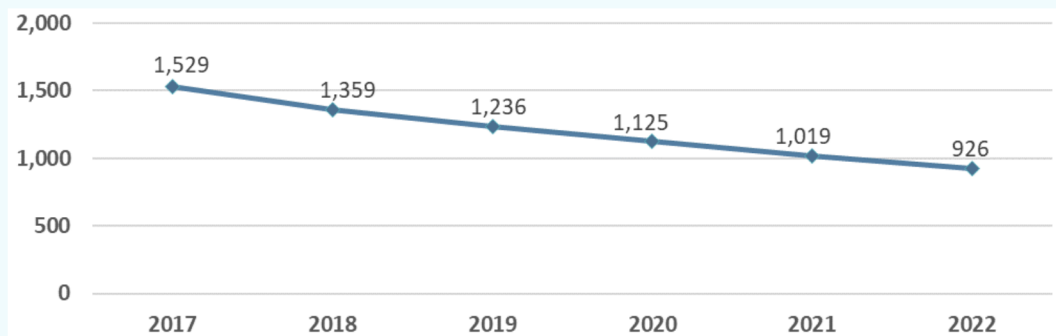


Figure 1

The number of children who entered care in the past six fiscal years has also been tracked. Figure 2 below shows that the number of children who are apprehended has decreased over the past five years. In 2021/22, GA agencies needed to apprehend 427 fewer children when compared to 2016/17. This represents a 52 per cent reduction in the number of apprehensions over five years, or an average annual decrease of 14 per cent.

Apprehensions from 2016/17 through 2021/22

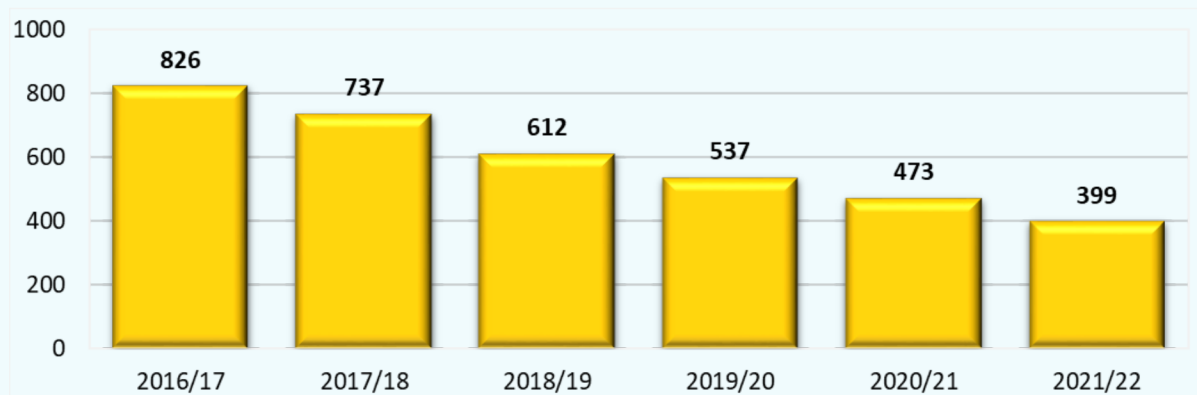


Figure 2

Note: The number of apprehensions shown here differs from previous GA annual reports. The GA became aware of inconsistent calculations of apprehensions across fiscal years, and worked with government departmental staff to create a consistent and more accurate method to determine apprehensions.

SERVICE TRENDS CONT'D

Children Receiving Services - In care vs. at home

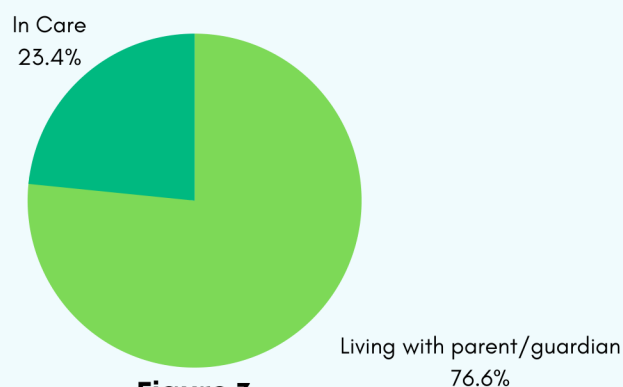


Figure 3

Figure 3 shows that as of March 31, 2022, 76.6 per cent (N=3026) of all children being served by a GA agency are living with their parent or guardian. Only 23.4 per cent (N=926) of children receiving services are in care.

The GA continues to show positive trends with early interventions with families where an agency worker engages with a parent or guardian to prevent children from coming into care. When we look at the families receiving intervention services on March 31, 2021, and where all children were living at home, 96 per cent of these families did not have any of their children in care 12 months later (March 31, 2022). This demonstrates that engaging with families early and providing supports helps prevent children from coming into care.

Agreements with Young Adults under the COVID pandemic Emergency Measures Act

Youth are eligible for an extension of supports at age of majority under section 50(2) of the Child and Family Services Act. Many youth leaving care at age 18 choose to transition to an Agreement with a Young Adult (AYA), which provides continued care and funding to assist the move to independence. These agreements are voluntary and are available only to youth who turned 18 in care with a legal status of permanent ward. Under the CFS legislation, an agency could only provide supports to an AYA until they turned 21.

As part of its response to the COVID-19 pandemic, the Manitoba government enacted orders related to AYAs under the Emergency Measures Act (EMA). These measures were formalized by an amendment to override section 50(2) of the Child and Family Services Act for the pandemic period to temporarily enable continued support for 18-year-olds of any legal status and the ability to extend benefits for young adults when they turn 21. Eligible youth and young adults were able to benefit from the AYA emergency measures from March 20, 2020 to March 25, 2022. Effective April 1, 2022, young adults who do not meet the criteria of an AYA under section 50(2) of the CFS Act can receive continued support under the Social Services Administration Act.

Number of initial EMA AYAs in GA Agencies by Reason during the Emergency Measures Act

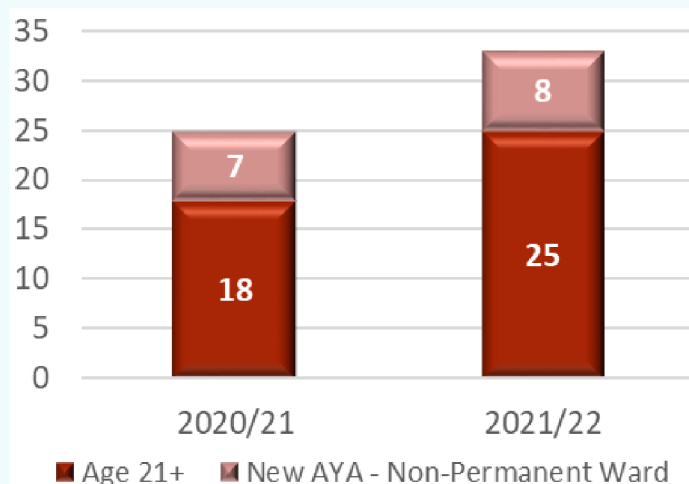


Figure 4

Figure 4 shows that 58 young adults were able to enter into an AYA under the Emergency Measures Act. There were 25 EMA AYAs that began in 2020/21 and 37 EMA AYAs began in 2021/22. The majority of the AYAs under the EMA were granted to young adults who turned 21. Eighteen turned 21 in 2020/21 and another 25 young adults turned 21 in 2021/22, for a total of 43 AYAs who were able to continue an AYA after they turned 21.

Out of the 58, a total of 15 youth who were not a permanent ward when they turned 18 in care started an AYA. Five were temporary wards before turning 18 and 10 were in care under a Voluntary Placement Agreement. Of the 25 EMA AYAs who started in 2020/21, 22 continued with an EMA AYA in 2021/22.

INTERNET & INTRANET

In early 2021, the General Authority launched a staff intranet portal, as part of a series of new initiatives that was developed during the pandemic.

Over the 2021/22 year since the portal was launched, the GA has made progress on creating more pages and topics for the intranet as well as updating other pages. For example, numerous videos have been posted to assist staff, such as a preview video on the GA's Reunification Package.

A number of new items have been added to the site in 2021/22, including a French Language Services (FLS) page which includes our FLS plan, FLS contacts at each agency and other FLS information. Other additions to the intranet include a page dedicated to newsletters and another to annual reports to ensure staff have quick access to these items.

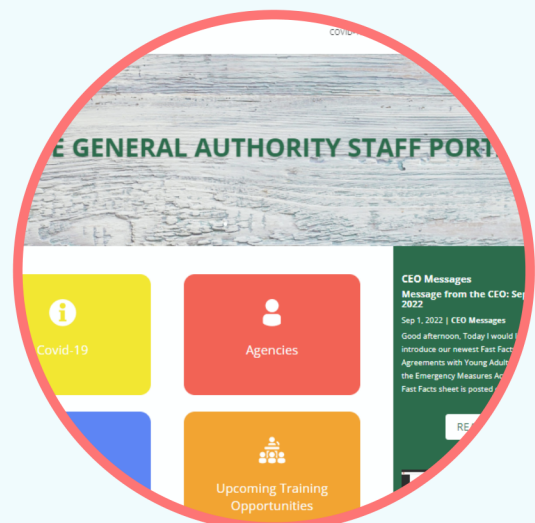
The Documents page has become one of the most-visited and robust pages on the GA intranet, featuring more than 25 forms available in French and English and available for download.

The Statistics section includes Fast Facts sheets and Dashboards, which provide snapshots and trends of key indicators and can be found on the GA's intranet on the Statistics page. Fast Facts contain charts, graphs and detailed explanations of the trends and outcomes. Dashboards are interactive tools that have more detailed data charts than can be found in the Fast Facts. Dashboards can be filtered by agency, age groups, fiscal years and quarters.

Current Fast Facts include information on children in care trends, legal status, permanent wards, apprehensions and Agreements with Young Adults under the Emergency Measures Act. Current Dashboards can be found for children in care trends, legal status and permanent wards. The Data Analytics and Evaluation Unit provides regularly updated and new charts and graphs in both Fast Facts and Dashboards.

A team also began the process of redesigning the GA public website (<https://generalauthority.ca>) in 2021/22. Working with the company Fresh Traffic, the GA team will continue work on a new look, logo, and some new content for the redesigned website into 2022/23. We expect that the new site will be live in 2023.

The above initiatives are a positive result of a renewed direction and we will continue to provide updates on these in the next annual report.



E-LEARNING & DIGITAL STRATEGY

As noted in last year's report, the pandemic provided the General Authority and the Directors' Leadership Table with the ability to make a commitment to undertake a number of new initiatives. Many of those are still underway, including our pledge to move the majority of our training to virtual or webinar-based.

Over the course of the year, a small team has worked with e-learning experts The Learning Group to complete seven introductory, foundational CFS courses that will be made available on our new e-learning site. New staff will be required to take these foundational courses within 90 days of hire. As of March 2022, four courses had been completed or nearly completed.

These are:

1. Welcome to the General CFS Authority
2. CFS Governance Structure: Figuring it All Out
3. Case Recording for Effective Practices
4. Active Offer of French Language Services

Work on the following three courses continues into 2022/23:

5. How to Navigate Case Management Standards
6. An Introduction to the Practice Model
7. CFS Legislation: Why it Matters

In addition to new staff, these e-learning courses will be available to experienced staff, support staff, managers and supervisors. Participants will be able to download a completion certificate once they have finished the courses to be provided to their supervisors.

The GA is confident that the e-learning site will be live in 2022, with more courses likely to be added into 2023.

The year 2021/22 also provided the opportunity for the GA to create and present several live webinars, including one on An Act respecting First Nations, Inuit and Métis children, youth and families, another on the Foster Care Standards and Regulations framework, as well as virtual sessions on the new Supported Guardianship Program.

We see this shift to virtual learning and self-study courses as a major, permanent and positive change for the GA and our agencies. Virtual learning will allow staff across Manitoba to take part in training without having to travel and to be able to revisit information on our e-learning site as needed.



COMMUNICATING WITH AGENCIES

Living in a world changed by a global pandemic has meant that, more than ever, the General Authority must ensure a positive, ongoing and open flow of communication with our agencies.

Along with the interpretation and distribution of government circulars on various aspects of work during the pandemic, the GA committed to sending regular messages from the CEO to staff via email and on the intranet. Messages from the CEO are intended to relay important information about new initiatives at the GA, upcoming training, staffing changes and other details. Over the 2021/22 year, the GA sent numerous CEO messages which have been posted on the staff intranet site. These messages are sent to a large distribution list which includes all agency directors, supervisors and others. They are also intended to be shared with staff.

Messages sent during the 2021/22 year included information on:

- the GA's practice guidelines to assist staff in implementing the new EPS (Expectant Parent Services) model
- staffing changes and updates
- highlights of our annual general meeting
- messages of encouragement to staff regarding their work during unprecedented challenges
- details on various circulars sent out regarding updated COVID practice guidelines for our service system, details on rapid test kits and other information
- new videos created to guide staff in completing the Child in Care annual review e-forms; one for staff and one for supervisors
- the announcement that Manitoba's first Supported Guardianship Program would be available as of March 22, 2022
- the launch of the GA's new Reunification Package, materials and training
- details about Fast Facts sheets created by the GA's Data Analysis and Evaluation Unit. (Fast Facts sheets provide snapshots and trends on key indicators such as child in care trends, permanent wards trends and information on the legal status of children in care).

In addition to CEO messages, the GA created and sent a number of newsletters in 2021/22. This past year's newsletters focused on specific themes such as highlights of the annual general meeting, stories about new staff and student interns, success stories of youth aging out of care and the impressive efforts by agency staff to connect with children and families during the pandemic. These newsletters, along with an archive of past years' newsletters and the fact sheets, are available on our staff intranet site.

The GA will continue to provide what is hoped to be valuable communication and connection with staff using these methods in the 2022/23 year.



COMMUNICATING WITH AGENCIES CONT'D

Checklists and Instruction Guides

As part of the General Authority's commitment to supporting and providing helpful resources to agency staff, in 2021/22, our specialists created a number of checklists and guidelines for staff working on new initiatives or practices, or to provide more details on filling out forms. For a few topics, a handy how-to-video was created. These guidelines and checklists are available on the GA intranet in French and English and many of the forms are fillable.

Checklists and guidelines created in 2021/22 included:

- Practice guidelines on the Standards for Services to Expectant Parents
- Child in Care (CIC) annual review submission instructions
- CIC annual review process for supervisors (how-to-video)
- CIC annual review submission checklist for workers (how-to-video)
- Supported guardianship checklist
- Supported guardianship – how-to-guide
- Application for transfer of an order of supervision checklist
- Change of authority requests checklist
- Section 49 transfer requests checklist
- Section 42 transfer requests checklist
- Application for transfer of guardianship checklist
- Voluntary surrender of guardianship checklist
- Voluntary surrender of guardianship instruction guide

Over the next fiscal year, the GA will continue to provide these checklists and instruction guides to assist workers in preparing and completing necessary documents in a timely fashion.



CRITICAL INCIDENT STRESS MANAGEMENT

The COVID-19 pandemic created many new stressors for staff, as they faced frequent changes to the way they do their work. Because of this, the General Authority Critical Incident Stress Management (CISM)/Peer Support Team was reinvigorated in 2022 and the goal is to continue that newfound energy into 2023.

In spring 2022, the CEO of the GA met with representatives from the CISM/Peer Support Team. At least one co-chair from each agency was able to attend. That meeting reinforced the importance of having a system in place to support staff in times of crisis and having peer support available across agencies.

The CISM/Peer Support Teams were first created in 2007 to provide safe, non-judgmental assistance for any staff person who has been affected by an experience in the workplace. This experience could be a specific critical incident, exposure to cumulative trauma, stress related to the pandemic or issues such as compassion fatigue. If staff have had an incident, team members will provide assistance, most times through the referral of a supervisor.

Members are trained to help colleagues in a caring but professional manner. Help is provided on a one-on-one basis or via a larger debriefing session with those involved in the incident. The goal is to accelerate recovery for people who are having normal reactions to abnormal events.

The GA will continue to encourage the work of these teams. While CISM/Peer Support continued to be active through the pandemic, referrals were lower during that time and some team numbers decreased due to retirements. For the remainder of 2022 and into 2023, CISM/Peer Support will continue to recruit new members. In addition, training was planned for new members and those who wanted a refresher in spring 2022.

Through a CEO message in spring 2022, workers were reminded that CISM/Peer Support is available during any time of crisis and to connect with CISM if help is needed. It is hoped that through these initiatives, the group's profile can be raised by 2023 so that more staff are aware of the team and its important work.



FRENCH LANGUAGE SERVICES

The General Authority is pleased to report that over 2021/22, we continued to have great success in our efforts regarding French Language Services (FLS).

The GA is now aiming to operationalize its multi-year FLS (French Language Services) Strategic Plan. The GA's FLS Committee regularly reviews the strategic plan to ensure that we are progressing as per its stated objectives.

Regarding the key result area of the GA's strategic plan, "Setting the legislative and policy context for FLS in Manitoba," the terms of reference for the GA's FLS Committee are approved. Each agency has a French language services co-ordinator and these contacts are now listed on the staff intranet site.

To increase staff awareness of the FLS policies, the intranet has also introduced a section dedicated to FLS in the past fiscal year. The Manitoba FLS legislation and policy documents are included in this section, along with The Francophone Community Enhancement and Support Act and the Province of Manitoba FLS Policy. This new area of the intranet also includes the GA's FLS strategic plan in both French and English.

Regarding the key result area of the GA's strategic plan, "implementation of the Active Offer," the GA –e-learning site will soon feature an "Offre Active" training video to clarify the expectations of the Active Offer. To help guide staff in learning about the Active Offer, the GA staff portal also includes a "toolbox," a helpful guide for basic French phrases.

Regarding the "web-based resources" key result area, the GA public website has translated the sections related to families (familles) and children and youth (enfants et jeunesse).

In addition, numerous documents for staff created over the past year have been translated into French with both versions available on the staff intranet site. In the coming year, the intranet will feature all documents related to supported guardianship and reunification in French and English. We would like to thank Service de Traductions at Santé en Français for all of their assistance in timely translation of documents over the past year.

The promotion of the liaison with the Francophone communities also continued into 2021/22. In 2022/23, the GA will continue to work on the goals of the FLS strategic plans that aim to ensure the ability to offer services to the public in both official languages.



SERVICES EN FRANÇAIS (SEF)

La Régie générale a le plaisir d'annoncer que sur l'année 2021 / 2022, nos efforts continus en matière de services en français (SEF) ont produit d'excellents résultats.

La RG souhaite à présent opérationnaliser son plan stratégique pluriannuel des SEF (services en français). Le comité des SEF de la RG revoit régulièrement le plan stratégique afin de s'assurer que nous progressons conformément aux objectifs fixés.

En ce qui concerne le domaine clé « Définir le cadre législatif et politique des SEF au Manitoba » du plan stratégique de la RG, le mandat du comité des SEF de la RG est approuvé. Chaque office dispose d'une coordonnatrice / d'un coordonnateur des services en français dont le nom se trouve à présent dans le site intranet destiné aux membres du personnel.

Afin de mieux sensibiliser les membres du personnel aux politiques relatives aux SEF, le portail du personnel s'est aussi doté au cours du dernier exercice d'une section dédiée aux SEF. Les documents relatifs à législation et aux politiques en matière de SEF au Manitoba sont inclus dans cette section, en plus de la Loi sur l'appui à l'épanouissement de la francophonie manitobaine et de la Politique sur les services en français de la province du Manitoba. Cette nouvelle section du portail dédié au personnel comprend aussi le plan stratégique des SEF de la RG disponible en français et en anglais.

Quant au domaine clé « Mise en œuvre de l'offre active » du plan stratégique de la RG, le portail d'apprentissage en ligne de la RG mettra bientôt à disposition une vidéo de formation « Offre active » visant à clarifier les attentes de l'offre active. Afin d'aider les membres du personnel dans leur apprentissage de l'offre active, le portail des membres du personnel de la RG dispose aussi d'une « boîte à outils », un guide utile pour utiliser des phrases élémentaires en français.

Concernant le domaine clé « Ressources en ligne », le site de la RG dédié au public a traduit les sections liées aux familles ainsi qu'aux enfants et à la jeunesse.

De plus, de nombreux documents en anglais destinés aux membres du personnel ont été traduits en français au cours de l'année écoulée et les deux versions sont disponibles sur le site intranet dédié aux membres du personnel. Au cours de l'année à venir, tous les documents relatifs à la tutelle subventionnée et à la réunification seront disponibles en anglais et en français dans l'intranet. Nous tenons à remercier les membres du service de traduction de Santé en français qui, tout au long de l'année, se sont assurés de nous remettre les documents traduits dans les délais impartis.

Le renforcement des liens avec les communautés francophones s'est poursuivi en 2021 / 2022.

En 2022 / 2023, la RG va poursuivre ses efforts pour atteindre les objectifs des plans stratégiques visant à garantir la capacité de fournir des services au public dans les deux langues officielles.



KIM THOMAS AWARD

Each year, the Kim Thomas Award is presented to a community member or child and family services (CFS) staff member who works diligently within the newcomer and refugee community, in the area of community engagement and creating connections with CFS. The award is named after former General Authority practice specialist Kim Thomas, who worked on the New Canadian Awareness and Education Initiative. The initiative was created to build mutual relationships with newcomer communities, minimize unnecessary contacts between CFS and newcomer communities, as well as increasing mutual understanding and shared strategies.

This year, the award is presented to **Irai Rodrigues, acting CFS program manager for Parkland Region.**

Rodrigues came to Canada in 2010 from South America. He lived in Brazil and in Bolivia, where he studied social work and worked closely with numerous Indigenous communities. He was employed by several NGOs in the region as well as with various community groups. Rodrigues then moved to southern Manitoba where he began working with Spanish-speaking newcomers and refugees while also working toward his Master's degree. He also assisted families from Columbia, Paraguay, Mexico and Guatemala, among other South American countries.

His passion for soccer led him to meet CFS workers in Steinbach who wanted to start a soccer program that would allow newcomer fathers to play soccer with their children and learn more about the CFS system in a non-threatening way. Rodrigues helped run the program, which became extremely successful at bringing those from many immigrant communities together. He then began a new role as a settlement worker at Eastman immigrant services. After working closely with many families in the community and helping some navigate the CFS system, he was offered a job in 2016 with CFS, working with newcomers and refugees.

In 2020, he and his family moved to Swan River where he joined the Northwest Settlement office. For the past two summers, he has helped organize a free summer day camp in the area for newcomer children in The Pas and Swan River. Each camp culminated in a family barbecue day where families could connect with each other and build relationships. As Rodrigues says, "The goal is to improve relationships between CFS and newcomer communities."

In the coming year, Rodrigues is working toward a possible indoor soccer club for newcomers in the Parkland region along with introducing newcomers to winter sports including curling and cross-country skiing.

The GA would like to congratulate Rodrigues for his incredible dedication to newcomer communities throughout Manitoba and for being the recipient of this year's award!



GENERAL AUTHORITY VISION STATEMENT

Children and youth
who are safe, happy,
thriving and growing
up with their family in
a healthy, caring
community.



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