January 13, 2016

Dear, [Redacted] - s.40(1)

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [CYFS/017/2015]

On December 14, 2015 the Department of Child, Youth and Family Services received your request for access to the following records/information:

“All briefing materials prepared for and/or provided to Minister Sherry Gambin-Walsh on assuming the role of Minister of Child, Youth and Family Services.”

I am pleased to inform you that your request for access to these records has been partially granted. As outlined in Section 8(2) of the Access to Information and Protection of Privacy Act (ATIPP Act), we have severed information that is unable to be disclosed and have provided you with as much information as possible. Specifically, access to information contained within the records has been refused in accordance with the following exceptions to disclosure, as specified in the ATIPP Act and/or the Child and Youth Care and Protection Act (CYCP Act):

ATIPP Act Section 27: Cabinet Confidences:
   (2) The head of a public body shall refuse to disclose to an applicant
       (a) A cabinet record; or

Information on pages 2, 39, 42, 80, and 81 is withheld in accordance with the above-noted section of the ATIPP Act.

ATIPP Act Section 29: Policy Advice:
   1. The head of a public body may refuse to disclose to an applicant information that would reveal
      (a) Advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;

Information on pages 16, 17, 18, 38, 39, 40, 42, 45, 48, 52, 63, 69, 72, 73, 74, 76, 77, 86, 87, 88 and 89 is withheld in accordance with the above-noted section of the ATIPP Act.

ATIPP Act Section 34: Disclosure Harmful to Intergovernmental Relations of Negotiations:
   (1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to
       (a) Harms the conduct by the government of the province of relations between that government and the following or their agencies:
           (v) the Nunatsiavut Government
(b) Reveal information received in confidence from a government, council or organization listed in paragraph (a) or their agencies.

Information on page 39 is withheld in accordance with the above-noted section of the ATIPP Act.

ATIPP Act Section 35: Disclosure Harmful to the Financial or Economic Interests of a Public Body:

(1) The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose
(c) plans that relate to the management of personnel of or the administration of a public body and that have not yet been implemented or made public;
(d) information the disclosure of which could reasonably be expected to result in the premature disclosure of a proposal or project or in significant loss or gain to a third party;
(g) information, the disclosure of which could reasonably be expected to prejudice the financial or economic interest of the government of the province or a public body;

Information on pages 16, 17, 18, 39, 40, 45 and 48 is withheld in accordance with the above-noted section of the ATIPP Act.

ATIPP Act Section 38: Disclosure Harmful to Labour Relations Interests of Public Body as Employer

(1) The head of a public body may refuse to disclose to an applicant information that would reveal
(a) labour relations information of the public body as an employer that is prepared or supplied, implicitly or explicitly, in confidence, and is treated consistently as confidential by the public body as an employer; or
(b) labour relations information the disclosure of which could reasonably be expected to
   i. harm the competitive position of the public body as an employer or interfere with the negotiating position of the public body as an employer,
   ii. result in significant financial loss or gain to the public body as an employer or,

Information on pages 50 and 51 is withheld in accordance with the above-noted section of the ATIPP Act.

ATIPP Act Section 40: Disclosure Harmful to Personal Privacy:

(1) The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy.

Information on pages 61, 79, 88, 90 and 91 is withheld in accordance with the above-noted section of the ATIPP Act.

The ATIPP Act does not apply where,

CYCP Act Section 69:
Notwithstanding the Access to Information and Protection of Privacy Act, the use of, disclosure of and access to information in records pertaining to the care and protection of children and youth obtained under the Act, regardless of where the information or records are located, shall be governed by this Act.

Definition Section 70:
In this Part, “information” means personal information obtained under this Act or a predecessor Act which is held in government records by, or is in the custody of or under the control of, the department, and includes information that is written, photographed, recorded or stored in any manner.
Information on pages 88, 90 and 91 is withheld in accordance with the above-noted section of the CYCP Act.

Additionally, please be advised that CYFS does not routinely disclose client numbers that are less than 5. These numbers have been severed throughout.

Please be advised that you may appeal this decision and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the ATIPP Act. A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John’s, NL A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the ATIPP Act.

If you have any further questions, please feel free to contact me by telephone at 729-7529 or by e-mail at saradow@gov.nl.ca

Sincerely,

Sara Dow
ATIPP Coordinator
TRANSITION BINDER
2015
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ATIPP Act S.27(1)(i), 27(2)(a)
Mandate and History
Mandate and History

- CYFS is mandated to protect children and youth from maltreatment by their parent(s), and support their healthy development and well-being through programs and services.

- Prior to 1998, child protection was delivered by government by line departments, and during the ten year period (1998 to 2009) responsibility for child protection was with the regional health authorities delivering services to clients and the department responsible for health providing policy development and oversight. During this period, a series of reports highlighted systemic issues citing the need for change in legislation, policy/programs, structure, quality assurance, training, clinical practice and information management.

- These reports included the first child death review in the province into the death of Zachery Turner by the Office of the Child and Youth Advocate in 2006. An operational and organizational review in 2006 of the provincial and regional level and a review by Susan Abell of the clinical social work practices in 2008. In 2009 the Department of Child, Youth and Family Services (CYFS) was established and child welfare services was transferred from the RHAs to government along with adoptions, youth services, corrections, child care (transferred to Education in 2014), and family resource centers. Transition began with the Western Region in March 2011 and finished one year later with the Labrador Region in March 2012.

- In addition, policies, procedures, service delivery and legislation were changed to improve child protection and decision making including quality and training standards, documentation guidelines, and critical incident process. A workflow model to support front line delivery was created which established the social worker caseload ratios of one social worker to 20 cases, supervisory to social worker ratio of one supervisor for every six social workers, and zone manager to supervisor ratio of one for every six supervisors.

- Legislative changes were made to remove the family services program as it was not serving children in need of protection. In addition changes were made to the age of eligibility by extending continuous custody from 16 to 18 years on a voluntary basis, youth services from 18 to 19 years for at-risk youth not previously in care, and for those who lack the capacity to protect themselves age was extended from 16 to 18 years. A publication ban was introduced for court proceedings and the number and timelines of court orders were reduced.
Legislative Authorities
Legislative Authorities

- The department derives its legislative authority from the following:

  o **Children and Youth Care and Protection Act**
    This governs the department’s programs and services (Protective Intervention, In-Care and Youth Services) and promotes safety of children and youth in need of protection.

  o **Adoption Act, 2013**
    This is designed to create new and permanent family ties through adoptions and the regulations govern fees adoption agencies charge.

  o **Young Person’s Offences Act and the federal Youth Criminal Justice Act**
    This supports community youth corrections for young persons convicted under the *Criminal Code of Canada* and provincial/municipal laws. Regulations designate youth justice committees and also group homes as places of open custody, and social workers as supervisors of sentences including probation.
Departmental Structure
Departmental Structure

The Department has a Deputy Minister and three branches Policies and Programs, Corporate Services, and Service Delivery and Regional Operations plus an Executive Director for the Child and Youth Advocate, and a Communications Director.

DM, Rachelle Cochrane

- Services are delivered through four regions divided into zones with headquarters, including the Minister’s Office, at provincial office in St. John’s at 95 Elizabeth Avenue. 89 per cent of employees work in the four regions and 11 per cent at provincial office. There are 55 offices in 46 communities. Please see the map for office locations in Tab 13.

- As of November 10, 2015 CYFS had 757 permanent positions. There are currently 653 positions filled which include 529 permanent, 109 temporary and 15 contractual. Organizational chart attached.

Policies and Programs Branch

ADM, Rick Healey

- This branch has three divisions responsible for policy and program development for child/youth protection including protective intervention, in-care and adoptions, and youth services and community youth corrections.
  
  - Child Protection is led by Director Michelle Shallow (Acting) responsible for the development of policies/programs under the Protective Intervention Program. Staff - 5; permanent positions - 6.
  
  - Adoptions is led by Director Christine Osmond responsible for policies/programs related to adoptions and most recently the In-Care Program. Staff - 10; permanent positions - 10.
  
  - Community Youth Corrections led by Director Herb Maddick (Acting) responsible for policies/programs for Community Youth Corrections, Youth Services Program and Intervention Services. Staff - 4; permanent positions - 5.

Corporate Services Branch

ADM, Jean Tilley

- This branch has five divisions responsible for fiscal, human and information management.
  
  - Finance & general operations is led by Director Paul Grandy. Staff – 11, permanent positions - 13.
  
  - Information Management & Protection is led by Director Sara Dow (Acting). Staff – 10, permanent positions - 11.
  
  - Policy & Strategic Planning is led by Sara Dow. Staff – 5, permanent positions – 4.
  
  - Quality Assurance is led by Director Sandra Evans located in Grand Falls – Windsor. Staff – 4, permanent positions – 8.
  
  - Human Resources and the training unit is led by Director John Hicks (Acting). Training unit manager is Lisa McCormick. Staff HR – 7, permanents – 8; Staff training unit – 4, permanent positions – 4.

Service Delivery and Regional Operations

ADM, Donna O’Brien

- This branch delivers the department’s programs and services including protective intervention, in-care, adoptions, youth services & community youth corrections. Regional
operations are divided into 4 regions with 13 zones and 55 offices. Regional directors are responsible for each of the four regions supported by regional administrators (two in Metro) who perform the administrative functions such as hiring.

- The four regional directors are Linda Clemens-Spurrell for the Metro region located at the Viking Building, Susan Hoddinott for Central East located at 3 Cromer Avenue in Grand Falls-Windsor, Barbara Cull for Western region located at 149 Montana Drive Stephenville and Jackie Whelan for Labrador located at Tamarack Place in Labrador City.

- At the local level, services are provided based on actual caseload with one social worker responsible for 20 cases. For every six social workers, teams are created lead by a clinical program supervisor, a social worker assistant and a clerical support person. Supporting the local level services are 20 behaviour management specialists, 5 life skills coordinators, and 2 regional managers responsible for these intervention services.

**Executive Director**

Paula Rodgers

- This position provides executive support relating to general inquiries and the Office of the Child and Youth Advocate.

**Director of Communications**

Melony O’Neill

- This position is responsible for communications including press releases, communications plans, speaking notes, etc.
Appendix A: Department of Child, Youth and Family Services Organizational Chart (To Director Level)

Minister

Deputy Minister (Rachelle Cochrane)

ADM Policies and Programs (Rick Healey)

Director Community Youth Corrections (Herb Maddick)

Director Adoptions (Christine Osmond)

Director Communications (Melony O’Neill)

Regional Director Central East (Susan Hoddinott)

ADM Service Delivery & Regional Operations (Donna O’Brien)

Regional Director St. John’s Metro (Linda Clemens-Spurrell)

Regional Director Western (Barbara Cull)

Regional Director Labrador (Jackie Whelan)

Executive Director* (Paula Rodgers)

Director Information Management and Protection (Sara Dow)

Director Policy and Strategic Planning (Sara Dow)

ADM Corporate Services (Jean Tilley)

Director Finance and General Operations (Paul Grandy)

Director Quality Assurance (Sandra Evans)

Director Strategic Human Resource Management (John Hicks)

Training Unit (Lisa McCormack)

*This position is responsible for providing executive support in matters relating to general inquiries and requests from the Office of the Child and Youth Advocate.
Programs and Services
Programs and Services

- CYFS has six lines of business: Protective Intervention Program, the In-Care Program, Adoptions, Youth Services, Community Youth Corrections, and Disclosure and Documentation Services.

Protective Intervention Program is legislated under the Children and Youth Care and Protection Act and is designed to ensure the safety/well-being of children a risk of maltreatment by parent or parent’s failure to protect the child. When there is a safety concern, a plan is put in place to reduce the risks in the home. Services such as counselling, respite and financial support can be provided by social workers, other departments, community or parenting groups.

- As of June 30, 2015, there were 4705 children in the Protective Intervention Program.

- The 2015/16 budget is $5.0M for services to children, youth and families.

In-Care Program is used when the child cannot remain safely in the family home and must be removed either under a voluntary protective care agreement between the parents and CYFS where care is transferred to CYFS with custody remaining with the parent, or through court order which transfers care and custody to CYFS on a temporary or permanent basis.

- Placement needs are determined using the best interests of the child/youth. Placement options include:
  - Kinship placements provide relatives or significant others with support to care for the child using the kinship program with Level 1 supports provided. As of June 30, 2015, there were 519 children in kinship placements.
  - Level 1 placements involve relatives and significant other foster homes and interim foster homes. As of June 30, 2015, there were 225 children/youth placed in this level.
  - Level 2 placements involve traditional Foster Homes with have completed formal Pride training. As of June 30, 2015, there were 512 children/youth placed in this level.
  - Level 3 placements are specialized foster homes. As of June 30, 2015, there were 15 children placed in this level.
  - Level 4 placements involve contracted staffed placements. As of June 30, 2015, there were 134 children placed in this level.
  - As of June 30, 2015 there were 69 children in other placement options including adoptive and out-of-province placements.

- As of June 30, 2015, there were 519 in kinship arrangements, 939 children and youth in the legal custody of CYFS on an interim, temporary or continuous basis, as well as 16 in the voluntary Protective Care Agreement.

- The 2015/16, the budget is $6.5M for kinship services and $70.5M for In-Care.
Adoptions Program is the legal process where a person becomes a child's legal parent. Children become available by consent or where the child is in continuous custody and adoption is the plan. Services are provided to birth parents, individuals who wish to adopt, and post-adoption services.

- In 2014/15, 45 adoptions were finalized which includes 33 domestic adoptions; 10 interprovincial and intercountry.
- The 2015/16, the budget is $1.3M which included adoption subsidies to support families, especially foster families, who adopt children with significant development needs.

Youth Services Program supports youth between 16 and 17 at risk of maltreatment by a parent or have no parent willing or able to provide care and a voluntary Youth Services Agreement is signed by the youth and CYFS. Youth may be supported up to 19 if they enroll in high school. Also youth who were in care at 16 and enroll in educational/rehabilitation program may receive support until 21. Two types of services are provided:
- Supportive services include social work support such as referrals to community agencies, crisis intervention and case management for youth residing at home. Services help keep the family together and avoid the youth having to leave the home.
- Residential services includes financial and supportive services to live independently in community as they cannot live at home.

- As of June 30, 2015, there were 197 youth receiving services; 165 residential and 32 supportive services.

- The 2015/16 budget is $3.2M including a $0.550M operating grant to Choices for Youth for supportive/residential services as well as a further $0.350M grant to Choices for Youth for delivery of the Supporting Youth with Transitions Pilot Program.

Community Youth Corrections Program provides rehabilitative services to youth in conflict with the law between 12 and 18. Services involve supporting about 30 volunteer community youth justice committees as alternatives to court proceedings to supervise young offenders on probation, serving community service orders or community release and those living in the two open custody group homes operated by the John Howard Society.

- The Department of Justice and Public Safety operates the only closed custody Youth Corrections facility at Whitbourne. As of June 30, 2015, there were 218 youth in Community Youth Corrections Program including 12 in extrajudicial sanctions.

- The 2015/16 budget is $1.8M which includes an annual grant to the John Howard Society of $1.6M for the two open custody group homes.

Disclosure and Documentation Services are requested from clients who want their records, from individuals who want a check done on their history with child protection, or general information requests. Clients obtain their file using the Children and Youth Care and
Protection Act with about 70 requests annually. The department and other employers who provide services to children require prospective employees to provide a CYFS child protection record check outlining any involvement with child protection (approximately 2000 checks).
Operating Budget
Operating Budget

- The transition of programs and services from the RHAs to CYFS began in 2010/11 with the transfer of $163.3M from HCS.

- For 2010/11 to 2013/14, there were no major changes in programs and services; budget changes were the result of budget requests, adjustments related to collective agreements, and other approved increases.

- In 2014/15, Family and Child Development programs ($48.8M) were transferred to EECD.

Past Financial Results

- CYFS has been able to operate within budget and has had dropped balances in all years because of high staff turnover/hard to recruit positions.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Budgeted Gross Expenditure</th>
<th>Total Actual Expenditure</th>
<th>Dropped Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>167,903,600</td>
<td>142,236,900</td>
<td>25,666,700</td>
</tr>
<tr>
<td>2013/14</td>
<td>152,028,500</td>
<td>140,810,100</td>
<td>11,218,400</td>
</tr>
<tr>
<td>2014/15</td>
<td>155,361,700</td>
<td>137,507,400</td>
<td>17,854,300</td>
</tr>
<tr>
<td>2015/16 (Proj)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17 (Proj)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Family and Child Development budget has been removed for 2012/13 and 2013/14

- However, the amount of dropped balances are declining. The dropped balance declined in 2013/14 as a result of a budget reduction of $8.0M and a $3.6M advance payment to residential care providers for the start of the contracts.

- Expenditures have been relatively stable for the last three years. In 2015/16 actual expenditure is projected to

Budget 2015-16

- Net operating budget is $142.6M: expenditures of $156.3M and revenue of $13.5M. This includes an increase of $0.780M for the introduction of the job evaluation system. The Budget is divided into six activities:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Expenditure</th>
<th>Revenue</th>
<th>Net</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister’s Office</td>
<td>$325,100</td>
<td>-</td>
<td>$325,100</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Executive Support</td>
<td>1,411,700</td>
<td>-</td>
<td>1,411,700</td>
<td>1%</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>3,919,200</td>
<td>-</td>
<td>3,919,200</td>
<td>2%</td>
</tr>
<tr>
<td>Program Dev/Planning</td>
<td>2,702,400</td>
<td>-</td>
<td>2,702,400</td>
<td>2%</td>
</tr>
<tr>
<td>Regional Services</td>
<td>58,976,300</td>
<td>-</td>
<td>58,976,300</td>
<td>41%</td>
</tr>
<tr>
<td>Direct Client Services</td>
<td>88,794,600</td>
<td>(13,544,800)</td>
<td>75,249,800</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$156,129,300</strong></td>
<td><strong>($13,544,800)</strong></td>
<td><strong>$142,584,500</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
The table below lists all the major expense categories and their percentage of the total for the current year:

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Expenditure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$56,895,600</td>
<td>36%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>111,500</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Transportation and Communication</td>
<td>2,809,700</td>
<td>2%</td>
</tr>
<tr>
<td>Supplies</td>
<td>720,300</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>488,500</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>5,883,100</td>
<td>4%</td>
</tr>
<tr>
<td>Property, Furnishings and Equipment</td>
<td>426,000</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Allowances and Assistance</td>
<td>55,743,500</td>
<td>36%</td>
</tr>
<tr>
<td>Grants and Subsidies</td>
<td>33,051,100</td>
<td>21%</td>
</tr>
<tr>
<td>Total Gross Expenditure</td>
<td>156,129,300</td>
<td>100%</td>
</tr>
<tr>
<td>Related Revenues</td>
<td>(13,544,800)</td>
<td></td>
</tr>
<tr>
<td>Total Net Expenditure</td>
<td>$142,584,500</td>
<td></td>
</tr>
</tbody>
</table>

**Expenditures**

- There are three major expenditure categories that makeup approximately 93% of the total CYFS expenditures:
  - Salaries $56.9M 36%
  - Allowances and Assistance $55.7M 36%
  - Grants and Subsidies $33.1M 21%
  Payments to clients or third parties for programs and services (e.g. foster families).
  Operating grants to agencies, the majority of grants are for residential care (e.g. Blue Sky).

**Revenue**

- Three revenue sources, all Federal:
  - Indigenous and Northern Affairs Canada ($8.72M) - For In-Care costs for Innu from Natuashish and Sheshatshiu. Contract is signed annually at $8.0M. Two funding components, $0.970M for operations (fixed – actual in 2014/15 was $1.9M) and $7.0M for programs with additional funding provided based on expenses.
  - Children’s Special Allowance ($3.1M) - Payment transferred from the parents to CYFS when a child is taken into care (federal child tax benefit-CCTB).
  - Youth Services Agreement ($1.8M) - Costs of the youth justice program (contract expires March 31, 2018). Funding is capped at $1.8M.

**Current Year Analysis – 2015/16**

- The projection for current year is

  **ATIPP Act S. 29(1)(a) and 35(1)(c)**

17
ATIPP Act S. 29(1)(a) and 35(1)(c)
Profile of Clients
Profile of Clients

- The delivery of child protection and other CYFS services in NL have undergone significant change. The data that follows coincides to changes in service delivery. Data is provided for 1997/98, coinciding with the transfer of child protection services from the former Department of Human Resources Labour, and Employment to the RHAs; 2009/10, coinciding with the creation of CYFS and the initial steps to transition child protection services to its own department; and 2014/15, the last full year for which data is available.

1. Protective Intervention Program:
- When a child protection referral is screened-in, it is considered an active PIP file. At any one point in time, the number of active PIP files is considerably lower than the number of active PIP files throughout the year, which includes files open and closed. The active PIP file rate refers to family files, not child files.

- The total number of active PIP files per year has increased over the years; in 1997/98 there were 4626 active files, in 2009/10 there were 5593, and in 2014/15 this increased to 5791. Total number of active PIP files per year reached a high of 6682 in 2012/13.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Western</th>
<th>Central East</th>
<th>Metro</th>
<th>Labrador</th>
<th>Province</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>% Change</td>
<td>#</td>
<td>% Change</td>
<td>#</td>
</tr>
<tr>
<td>1997/98</td>
<td>873</td>
<td>-</td>
<td>1604</td>
<td>-</td>
<td>1786</td>
</tr>
<tr>
<td>2009/10</td>
<td>902</td>
<td>3</td>
<td>1771</td>
<td>10</td>
<td>2344</td>
</tr>
<tr>
<td>2014/15</td>
<td>970</td>
<td>8</td>
<td>1663</td>
<td>6</td>
<td>2342</td>
</tr>
</tbody>
</table>

Total Number of Active Files in Newfoundland & Labrador by Fiscal Year (1996-1997 to 2014-2015)

Active PIP Files per year

[Graph showing the trend of active PIP files from 1996-1997 to 2014-2015]

20
• CYFS regions demonstrate variability in the number of active PIP files, even when taking into consideration the difference in overall number of families per region eligible for PIP. In 2014-15, active PIP file rate per 1000 families in each region with children between the ages of 0-15 was 54 active files in Western, 49 in Central East, 74 in Metro, and 161 in Labrador; in 2014-15, the provincial average was 65 (E.g. for every 1000 families in NL, 65 will participate in PIP).

![Active PIP rate per 1000](image)

• As of October 1, 2015, 27 per cent of children in PIP were between the ages of 0-4, 50 per cent between 5-11, and 23 per cent between 12-15.

2. **In-Care Program:**

• The total number of active In-Care files has increased over the years; in 1997/98 there were 846 active In-Care files throughout the year, in 2009/10 there were 925, and in 2014/15 there were 1287.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Western</th>
<th>% Change</th>
<th>Central East</th>
<th>% Change</th>
<th>Metro</th>
<th>% Change</th>
<th>Labrador</th>
<th>% Change</th>
<th>Province</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>174</td>
<td>-11</td>
<td>215</td>
<td>0</td>
<td>281</td>
<td>-23</td>
<td>255</td>
<td>259</td>
<td>925</td>
</tr>
<tr>
<td>2014/15</td>
<td>295</td>
<td>70</td>
<td>329</td>
<td>53</td>
<td>320</td>
<td>14</td>
<td>343</td>
<td>35</td>
<td>1287</td>
</tr>
</tbody>
</table>
• If a child in PIP can no longer remain safely in the family home, the child enters the In-Care program. Regions vary in the proportion of children with PIP files that enter the In-Care program. In 2014/15, 5 per cent of children with an active PIP file in Western entered the In-Care program, compared to 3 per cent in Central East, 3 per cent in Metro, and 6 per cent in Labrador.

• Each region demonstrates variability in the number of active In-Care files per year, even when taking into consideration the difference in overall population per region eligible for the In-Care Program. In 2014/15, the number of active In-Care files per 1000 children/youth between the ages of 0-17 was 15 in Western, 9 in Central East, 9 in St. John’s Metro, and 51 in Labrador. While Western is higher than Central East and Metro, children from Labrador are occasionally placed in Western given limited placement resources in Labrador. This may account for the high number of active In-Care files in Western.
The average age when entering care has fluctuated over the years; average age was 6 years 10 months in 1997/98, 5 years 0 months in 2009-10, and 5 years 1 month in 2014/15.

As of June 30, 2015, 50 per cent of children In-Care were part of a sibling group.

Children with active In-Care files have lower educational outcomes than other students. Student achievement on standardized tests taken during the 2013/14 school year (Grades 1 and 2 reading assessment; and Grades 3, 6 and 9 math provincial assessments) is as follows:
- Of the 40 students whose reading was assessed in Grade 1, 30 per cent were at or above the grade level expectations.
- Of the 34 students whose reading was assessed in Grade 2, 50 per cent were at or above the grade level expectations.
- Of the 52 students whose math was assessed in Grade 3, 42 per cent were at or above the provincial average of 67%.
- Of the 25 students whose math was assessed in Grade 6, 16 per cent were at or above the provincial average of 64%.
- Of the 30 students whose math was assessed in Grade 9, 13 per cent were at or above the provincial average of 70%.

Of the 84 students in Level III (Grade 12) or Level IV, 26 (31 per cent) were eligible to graduate at the end of the 2013/14 school year if they were to pass the required courses. Of these 26 students, 20 successfully graduated (77 per cent).<5
with a honours diploma, passed with academic diploma, and 15 students (75 per cent) passed with a general high school diploma.

<table>
<thead>
<tr>
<th></th>
<th># eligible graduates</th>
<th>% graduated</th>
<th>% Honours diploma</th>
<th>% Academic diploma</th>
<th>% General diploma</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Care</td>
<td>26</td>
<td>77%</td>
<td>&lt;5</td>
<td>&lt;5</td>
<td>75%</td>
</tr>
<tr>
<td>Province</td>
<td>4,974</td>
<td>95%</td>
<td>29%</td>
<td>40%</td>
<td>31%</td>
</tr>
</tbody>
</table>

- There is a direct relationship between the PIP program and children coming into care. However while the number of active PIP files has been decreasing in recent years after reaching a high of 6682 family files in 2012/13, the number of active in-care files per year has been growing annually since 2009/10 (about 39% since 2009/10). The number of in-care files in 2014-15 was 1287. Growth in the number of in-care files has a significant impact on the service delivery to children and youth including placement resources.

3. Adoptions Program:
- In 2014/15, a total of 45 adoptions were finalized: 33 domestic adoptions; 10 interprovincial and <5 intercountry. As of June 30, 2015 there were 63 approved parents wishing to adopt a child, and 93 parent applications being processed.

<table>
<thead>
<tr>
<th></th>
<th>Adoption Placements</th>
<th>Finalized Adoptions</th>
<th>Parents Being Processed</th>
<th>Parents Approved for Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>7</td>
<td>6</td>
<td>78</td>
<td>38</td>
</tr>
<tr>
<td>Interprovincial</td>
<td>-</td>
<td>&lt;5</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>Inter-country</td>
<td>-</td>
<td>-</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td></td>
<td>93</td>
<td>63</td>
</tr>
</tbody>
</table>

- As of June, 2015 there were 103 child profiles completed and sent to Provincial Office.

- The estimated wait time for Domestic Adoption of infants (under 24 months with minimal or no known developmental issues) is approximately 8 years, and for older children (24 months or older with minimal or no known developmental issues) is approximately 4 to 5 years. Applicants willing to accept children with complex needs, larger sibling groups, or children over the age of 5 may have a significantly shorter wait time.

4. Youth Services Program:
- In 2014-15 there were 494 youth receiving youth services (this includes files opened and closed throughout the year); 328 residential services and 166 supportive services.
Active Youth Services Clients 2014/15

<table>
<thead>
<tr>
<th></th>
<th>Western</th>
<th>Central East</th>
<th>Metro</th>
<th>Labrador</th>
<th>Province</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Residential</td>
<td>11</td>
<td>45</td>
<td>103</td>
<td>7</td>
<td>166</td>
</tr>
<tr>
<td>Residential</td>
<td>57</td>
<td>82</td>
<td>156</td>
<td>33</td>
<td>328</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>127</td>
<td>259</td>
<td>40</td>
<td>494</td>
</tr>
</tbody>
</table>

5. Community Youth Corrections Program

- CYFS provides rehabilitative services to youth who come into conflict with the law between the age of 12 and 18.

- In 2014/15, there were 601 active files throughout the year in the Community Youth Corrections Program (this includes files opened and closed throughout the year); this includes 127 who were in extrajudicial sanctions and 474 in other Community Youth Corrections areas. Metro had the largest corrections caseload with 217 youth (aged 12-18) receiving services over the course of the year.

Active Community Youth Corrections files in 2014/15

<table>
<thead>
<tr>
<th></th>
<th>Western</th>
<th>Central East</th>
<th>Metro</th>
<th>Labrador</th>
<th>Province</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Youth Corrections</td>
<td>116</td>
<td>148</td>
<td>150</td>
<td>60</td>
<td>474</td>
</tr>
<tr>
<td>Extrajudicial Sanctions</td>
<td>32</td>
<td>24</td>
<td>67</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Total</td>
<td>148</td>
<td>172</td>
<td>217</td>
<td>&lt;5</td>
<td>601</td>
</tr>
<tr>
<td>% of Total</td>
<td>25%</td>
<td>29%</td>
<td>36%</td>
<td>11%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- As of June 30, 2015, there were 218 youth in Community Youth Corrections; 78 per cent of youth were male, and 22 per cent were female.

- As of June 30, 2015, of the 24 Aboriginal youth in Community Youth Corrections, none were receiving extrajudicial sanctions. 42 per cent of the Aboriginal Youth in youth corrections were Innu, 25 per cent were Inuit, 13 per cent were Mi’kmaq, and 21 per cent were listed as “other Aboriginal.”

- Sentences under Community Youth Corrections exist on a continuum from the least to the most severe and intrusive. As of June 30, 2015, of the 206 youth in Community Youth Corrections, 161 (78 per cent) had a supervised probation order in the community and <5 had an open custody order.
### Youth Sentences (As of June 30, 2015)

<table>
<thead>
<tr>
<th>Orders</th>
<th>Number</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure Custody Portion (of a custody and supervision order)</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Open Custody Portion (of a custody and supervision order)</td>
<td>&lt;5</td>
<td></td>
</tr>
<tr>
<td>Community Supervision (of a custody and supervision order)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conditional Supervision (as a result of custodial review)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intensive Rehabilitative Custody and Supervision (IRC’s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred Custody and Supervision</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Probation (Supervised)</td>
<td>161</td>
<td>78%</td>
</tr>
<tr>
<td>Conditional Discharge (with reporting requirement)</td>
<td>12</td>
<td>6%</td>
</tr>
<tr>
<td>Probation (Unsupervised)</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Community Service Order (not a condition of another Court Order)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conditional Discharge (with no reporting requirement)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute Discharge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Sentence Report (awaiting sentence)</td>
<td>7</td>
<td>3%</td>
</tr>
<tr>
<td>Judicial Interim Release Order (Bail) with a Reporting Requirement</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>206</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Departmental Indicators
Departmental Indicators

- The Clinical Services Review and the Turner Report identified a greater need for auditing mechanisms and consistency in quality practices for all program areas in child, youth and family services.

- The Quality Assurance (QA) division, established in 2011 is responsible for the production of indicators.

- Department uses two types of indicators to measure performance. Indicators provide evidence that a certain condition exists or certain results have or have not been achieved. **Output indicators** measure performance against standards or policies by reporting on the services provided. **Outcome indicators** measure the results achieved (impact on clients) from the performance or services provided.

Output Indicators

- Monthly reporting of output indicators began in September 2011 with Western region and as of April 2013, indicators are reported for all four regions.

- These indicators (currently 10 monthly, 5 quarterly, 1 semi-annually and 11 annually) provide information on the services provided to clients by reporting on adherence to critical standards and policies. Data is obtained both electronically and manually. Table 1 lists examples of the current indicators with comparisons to previous data.

- Data is also broken down into further detail and provided to the regions semi-annually through the following:
  - Regional profile document: shows a breakdown by team of the number and types of cases. It also provides information on the completion rates for risk management tools - tools used by social workers to guide decision making in determining risk to a child and the need for protective intervention.
  - Regional trending document: highlights annual trends of some of the indicators to show progress of performance for each region over time.

- CYFS has reported significant progress since indicators were established. For example, Metro region has increased the completion rate for Supervisor File Reviews from 79.2% in April 2013 to 100% in September 2015. A file review is a systematic review of a social worker's client's file completed by the supervisor using specific criteria, the review assesses the services provided to clients to improve client outcomes.

Outcome Indicators

- With over two years' experience in establishing and reporting output indicators for all four regions, and significant work done to improve service delivery in all program areas, the department is moving to measure the impact of services (performance) on children and youth through reporting of outcome indicators. Reporting of outcome indicators is in keeping with trends in the literature and other Canadian jurisdictions.
• A literature review and jurisdictional scan was conducted to determine how client outcomes are being measured. The results have been presented and discussed with provincial and regional offices to determine outcome indicators. Twenty-eight new outcome indicators have been developed in the areas of safety, well-being, permanency and youth corrections (see Table 2 attached). For example:
  o Families screened-in for a new allegation of abuse or neglect within 12 months of their file opening. Recurrence tracks further child abuse after they have started receiving child protection services.
  o Children/youth in care who achieve permanency within 2 (3, 4, 5+) years. This indicator tracks length of time to achieving permanency (reunified with family or placed permanently in another home). Permanency promotes a child’s healthy development and encourages continuity in relationships and a sense of community and identity.
  o Youth in Care who complete high school. Victims of child abuse or neglect are at significant risk of developmental, cognitive, and academic delays. School performance is a key indicator of well-being. Completion of high school provides better opportunities for post-secondary education and employment and provides youth with life skills to help live independently.

• With the development of the new IT system (ISM), data for these new outcome indicators will primarily be obtained through this system. This will eliminate the need for manual reporting each month by front-line social workers.

• Data required for reporting eight of the ten indicators for well-being will require sharing of data with the Department of Education and Early Childhood Development.

Other Management/Accountability Indicators
• In an effort to enhance delivery of programs and services, ensure greater accountability and reduce liability, CYFS also implements various activities and projects to ensure continuous quality improvement:

• Supervisor File Review Process: Supervisors are required to complete 1-2 clinical file reviews for each social worker on their team each month. On average, approximately 3120 supervisor file reviews are completed each year (~ 260/month based on ~56 Supervisors). Each supervisor submits one file review each month to the QA Division and feedback is provided to one supervisor per Zone (14/month). If a supervisor notes any outstanding work on a file, this is monitored until this work is completed.

• File Reviews Following Deaths and Critical Incidents: Deaths and critical incidents of children and youth which occur while receiving services from the department or within 12 months of receiving services are reported to the QA Division by the regional offices.
  • From April 1/14-Mar 31/15 there were 9 child deaths and 25 critical incidents reported.
  • If requested by the ADM, Service Delivery & Regional Operations, a review of the client’s file (paper and electronic) is completed to identify key practice issues regarding policy/procedures, case management and clinical decision making. There was one file
review completed in 2014/15. To date in 2015/16, two file reviews have been completed.

- **Review of Legislated Timelines**: Effective December 1, 2015, nine timelines legislated under the *Children and Youth Care and Protection Act* are monitored as part of the Supervisor File Review. The QA Division reviews 14 of the supervisor file reviews per month (1 per zone) and provides a quarterly report on compliance to Executive and other management.

- **Case Counts**: each quarter, updated organizational charts from each region and caseload management reports from CRMS are obtained. This information is used to prepare a report that provides detailed information on ratios of social workers to cases by district, zone and region. These reports are submitted to Human Resources and Executive for planning purposes.

- **Case Closure**: a project designed to identify any inactive client files ready for closure. Supervisors assess these files to ensure any outstanding work is completed before the file is closed. A case closure project from August 2014 to January 2015 led to the closure of 83% of the files identified for closure (891/1071).

- **Documentation Review**: a project designed to ensure documentation on client files is up-to-date. Supervisors review all program files on their team, identify files with outstanding documentation and determine timelines for completion. A documentation review project from January-October 2015 led to 93% of the files identified as having outstanding documentation being updated (5228/5624 files).

- **CRMS (Client and Referral Management System) Clean-up**: an ongoing project that is designed to clean the data in the current electronic reporting system (CRMS) prior to migration to the new electronic reporting system, Integrated Service Management (ISM) in 2017. Specific components of this project are monitored to ensure regional staff are completing work on schedule.

**Options for Consideration/Next Steps**

- Work is ongoing with the ISM Project Team to ensure data for the new outcome indicators will be obtained in new system. Baseline data for the new indicators is currently being assessed with a view to release a report in advance of ISM; with annual reporting thereafter.

- Data for the current output indicators will be collected through ISM and will be reported annually.

- Efforts will be made in the future to share data with other departments such as Justice and Advanced Education and Skills regarding the development of new indicators. For example, the proportion of children involved with CYFS who have an incarcerated parent and the proportion of children involved with CYFS whose family receives income support will be explored.
### Table 1: Quality Assurance Indicator Report (Output Indicators)

<table>
<thead>
<tr>
<th>Monthly Indicators</th>
<th>Labrador</th>
<th>Central</th>
<th>Western</th>
<th>Metro</th>
<th>Provincial (Weighted Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Files assigned to active worker (%)</td>
<td>96.7%</td>
<td>98.5%</td>
<td>99.7%</td>
<td>100.0%</td>
<td>99.9%</td>
</tr>
<tr>
<td><strong>Community Youth Corrections</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Level of Service/Case Management Inventory complete (%)</td>
<td>61.5%</td>
<td>13.6%</td>
<td>95.6%</td>
<td>98.5%</td>
<td>92.0%</td>
</tr>
<tr>
<td>In person contact (%)</td>
<td>54.2%</td>
<td>100.0%</td>
<td>75.6%</td>
<td>83.0%</td>
<td>82.8%</td>
</tr>
<tr>
<td><strong>Protective Intervention Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety Assessments complete (%)</td>
<td>76.3%</td>
<td>37.1%</td>
<td>93.2%</td>
<td>96.1%</td>
<td>94.0%</td>
</tr>
<tr>
<td>Referral Verifications complete (%)</td>
<td>76.4%</td>
<td>34.9%</td>
<td>89.2%</td>
<td>90.9%</td>
<td>90.4%</td>
</tr>
<tr>
<td>Assessment Investigation Summaries complete (%)</td>
<td>42.3%</td>
<td>23.7%</td>
<td>73.2%</td>
<td>80.5%</td>
<td>80.7%</td>
</tr>
<tr>
<td>- Transferred to Protective Intervention (%)</td>
<td>79.4%</td>
<td>80.0%</td>
<td>75.3%</td>
<td>76.8%</td>
<td>66.9%</td>
</tr>
<tr>
<td>- Risk Assessments Instrument completed (%)</td>
<td>63.0%</td>
<td>57.2%</td>
<td>75.8%</td>
<td>84.1%</td>
<td>79.5%</td>
</tr>
<tr>
<td>- Family Centred Action Plans complete (%)</td>
<td>48.4%</td>
<td>41.5%</td>
<td>36.6%</td>
<td>53.2%</td>
<td>52.1%</td>
</tr>
<tr>
<td><strong>Supervisor File Reviews</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed among Required Reviews (%)</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Quarterly Indicators (2015) **</td>
<td>Jan</td>
<td>Feb</td>
<td>Mar</td>
<td>Jan</td>
<td>Feb</td>
</tr>
<tr>
<td>Foster Homes</td>
<td>46.7%</td>
<td>79.6%</td>
<td>83.2%</td>
<td>28.3%</td>
<td>62.5%</td>
</tr>
<tr>
<td>Completion of Annual Review Report (%)</td>
<td>95.0%</td>
<td>92.0%</td>
<td>93.3%</td>
<td>98.0%</td>
<td>93.5%</td>
</tr>
<tr>
<td>In-Care</td>
<td>38.3%</td>
<td>48.4%</td>
<td>44.9%</td>
<td>98.9%</td>
<td></td>
</tr>
<tr>
<td>Children In-Care Monthly Visit (%)</td>
<td>95.0%</td>
<td>92.0%</td>
<td>93.3%</td>
<td>98.0%</td>
<td>93.5%</td>
</tr>
<tr>
<td>Youth Services</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>98.4%</td>
</tr>
<tr>
<td>Youth Screening and Assessment Tool Complete (%)</td>
<td>100.0%</td>
<td>97.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>98.4%</td>
</tr>
<tr>
<td>Youth Services Agreement Complete (%)</td>
<td>100.0%</td>
<td>94.3%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>98.4%</td>
</tr>
<tr>
<td>Adoption</td>
<td>18</td>
<td>74</td>
<td>44</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>Requested for processing (#)</td>
<td>21 mts</td>
<td>6 mts</td>
<td>7 mts</td>
<td>13 mts</td>
<td>10 mts</td>
</tr>
<tr>
<td>Waiting for PRIDE (mts)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2 mts</td>
<td>0 mts</td>
</tr>
<tr>
<td>Attending PRIDE (mts)</td>
<td>12 mts</td>
<td>9 mts</td>
<td>9 mts</td>
<td>14 mts</td>
<td>10 mts</td>
</tr>
<tr>
<td>Waiting for assessment (mts)</td>
<td>8 mts</td>
<td>5 mts</td>
<td>7 mts</td>
<td>9 mts</td>
<td>7 mts</td>
</tr>
<tr>
<td>Assessment started (mts)</td>
<td>18 mts</td>
<td>13 mts</td>
<td>7 mts</td>
<td>5 mts</td>
<td>10 mts</td>
</tr>
<tr>
<td>Submitted for approval (mts)</td>
<td>17 mts</td>
<td>9 mts</td>
<td>10 mts</td>
<td>9 mts</td>
<td>10 mts</td>
</tr>
<tr>
<td>Time from Application Processed to Approval (mts)</td>
<td>7 mts</td>
<td>18 mts</td>
<td>3 mts</td>
<td>3 mts</td>
<td></td>
</tr>
<tr>
<td>Time from Placement to Adoption Finalized - Regular (mts)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Time from Placement to Adoption Finalized - Foster Home (mts)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Supervisor File Reviews (April 2014 - March 2015)</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Completed among Total Case Load (%)</td>
<td>11.0%</td>
<td>49.6%</td>
<td>62.8%</td>
<td>50.0%</td>
<td>44.8%</td>
</tr>
</tbody>
</table>

*Supervisors were getting credit for all the file reviews until Dec 2015.

**No data to compare from previous year because each started reporting July 2014.

***Total number of files requested for processing in the Province (not a weighted average).
<table>
<thead>
<tr>
<th>Monthly Indicators</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Programs&lt;br&gt;FZ Files assigned to active worker (%)</td>
<td>The percentage of files accurately assigned to an active worker in CRMS.</td>
</tr>
<tr>
<td>Community Youth Corrections (CYC)&lt;br&gt;Youth Level of Service/Case Management Inventory complete (%)</td>
<td>Provides caseload performance information for CYC as it pertains to the completion of the Youth Level of Service/Case Management Inventory (YLS/CMI) and in person contact with clients.</td>
</tr>
<tr>
<td>In person contact (%)</td>
<td>Risk Management Report: Monitors compliance with standards pertaining to the completion of the following: Safety Assessment (SA): Completed to determine the child's immediate safety. Safety Verification: Completed to verify the child protection referral concerns. Assessment Investigative Summary (AIS): Completed to determine the child's need for protection. Transferred to Protective Intervention: Indicates that the file will transfer/remain on long term PIP. Risk Assessment Instrument (RAI): Completed to determine if the child is at risk of future harm. This indicator is based on the AISs completed but does not take into account the RAI that are not completed because they are not due.</td>
</tr>
<tr>
<td>Protective Intervention Program&lt;br&gt;Safety Assessments complete (%)</td>
<td>Family Centered Action Plan (FCAP): A plan developed with the family to reduce risk factors identified in the RAI and to identify desirable outcomes. This indicator is based on the FCAPs completed but does not take into account the FCAPs that are not completed because they are not due.</td>
</tr>
<tr>
<td>Referral Verification complete (%)</td>
<td></td>
</tr>
<tr>
<td>Family Centred Action Plans complete (%)</td>
<td></td>
</tr>
<tr>
<td>Assessment Investigation Summaries complete (%)</td>
<td></td>
</tr>
<tr>
<td>Transferred to Protective Intervention (%)</td>
<td></td>
</tr>
<tr>
<td>Risk Assessment Instrument completed (%)</td>
<td></td>
</tr>
<tr>
<td>- Family Centred Action Plans complete (%)</td>
<td></td>
</tr>
<tr>
<td>Supervisor File Reviews&lt;br&gt;Completed among Required Reviews (%)</td>
<td>Monitors the requirement of at least 1 file review per social worker each month.</td>
</tr>
<tr>
<td>Quarterly Indicators</td>
<td></td>
</tr>
<tr>
<td>Foster Home Monthly Visit (%)</td>
<td>Monthly visit with the foster home: refers to one (1) monthly in person contact with the placement resource where the child or youth is residing.</td>
</tr>
<tr>
<td>Completion of Annual Review Report (%)</td>
<td>Monitors the requirement to have the written annual review for the foster home done in the quarter it is due.</td>
</tr>
<tr>
<td>In-Care&lt;br&gt;Children In-Care Monthly Visit (%)</td>
<td>Monthly visit with child: Refers to one (1) in person contact with each child or youth in care and/or custody.</td>
</tr>
<tr>
<td>Youth Services&lt;br&gt;Youth Screening and Assessment Tool Complete (%)</td>
<td>Youth Screening and Assessment Tool (YSAT) Complete: The YSAT is an assessment that is completed to determine eligibility for the youth services program. The YSAT must be completed within 45 days of the youth requesting service. The YSAT is not required for youth transitioning from the in care program.</td>
</tr>
<tr>
<td>Youth Services Agreement Complete (%)</td>
<td>Youth Services Agreement (YSA) Complete: The YSA is an agreement that must be signed every six (6) months by youth receiving support from the youth services program.</td>
</tr>
<tr>
<td>Semi-Annual Indicator</td>
<td></td>
</tr>
<tr>
<td>Supervisory File Reviews&lt;br&gt;Completed among Total Case Load (%)</td>
<td>Monitors the percentage of Supervisory File Reviews completed in relation to total caseload.</td>
</tr>
<tr>
<td>Annual Indicators</td>
<td></td>
</tr>
<tr>
<td>Foster Homes&lt;br&gt;Foster Home Total Monthly Visit (%)</td>
<td>Foster Home Total Monthly visit: refers to the total monthly in person contact with the placement resource in a fiscal year where the child or youth is residing.</td>
</tr>
<tr>
<td>Completion of Total Annual Review Report (%)</td>
<td>Monitors the total number of written annual reviews completed in the fiscal year.</td>
</tr>
<tr>
<td>Adoption&lt;br&gt;Requested for processing (#)</td>
<td>Indicator 1 tracks the number of active files that have been requested for processing.</td>
</tr>
<tr>
<td>Waiting for PRIDE (mts)</td>
<td>Indicators 2-6 track the average number of months from when a file is requested for processing to the length of time the file has been waiting for an assessment, has the assessment started and the time it is submitted for approval.</td>
</tr>
<tr>
<td>Attending PRIDE (mts)</td>
<td></td>
</tr>
<tr>
<td>Waiting for assessment (mts)</td>
<td></td>
</tr>
<tr>
<td>Assessment started (mts)</td>
<td></td>
</tr>
<tr>
<td>Submitted for approval (mts)</td>
<td></td>
</tr>
<tr>
<td>Time from Application Processed to Approval (mts)</td>
<td></td>
</tr>
<tr>
<td>Time from Placement to Adoption Finalized - Regular (mts)</td>
<td></td>
</tr>
<tr>
<td>Time from Placement to Adoption Finalized - Foster Home (mts)</td>
<td></td>
</tr>
<tr>
<td>L-T Outcome</td>
<td>Outcome</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Safety</td>
<td>Increase Compliance to Risk Management Standards</td>
</tr>
<tr>
<td>Safety</td>
<td>Increase the number of 16 - 17 year olds who signed a YSA that exited care</td>
</tr>
<tr>
<td>Safety</td>
<td>Monitor the Number of Youth involved in PIP who Sign a Youth Services Agreement</td>
</tr>
<tr>
<td>Safety</td>
<td>Monitor Trends in Deaths and Critical Incidents For Children or Youth who are, or who have, Received Services from the Department in the last 12 months (all programs)</td>
</tr>
</tbody>
</table>

Table 2: New Outcome Indicators (Reporting 2017)
<table>
<thead>
<tr>
<th>L-T Outcome</th>
<th>Outcome</th>
<th>Indicators</th>
<th>Definition</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Monitor Trends of Children/Youth who are in school</td>
<td>Proportion of children/youth who attend school</td>
<td>% of children/youth attending school in all applicable CYFS programs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the Number of Youth In Care who Complete High School</td>
<td>Proportion of youth in care who complete high school</td>
<td>% of youth in care who completed high school</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor Trends of Youth who Complete High School</td>
<td>Proportion of youth who complete high school</td>
<td>% of youth who completed high school in all applicable CYFS programs</td>
<td></td>
</tr>
<tr>
<td>Well-Being</td>
<td>Increase the number of Children/Youth In Care who are at, or above, Provincial Average on CRTs</td>
<td>Proportion of children/youth in care who are at, or above, provincial average on CRTs Provincial Assessments - Math (Grade 3, 6, 9)</td>
<td>% of children/youth in care who are at, or above, provincial average on CRTs (Math)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Well-Being</td>
<td>Proportion of children/youth in care who are at, or above, provincial average on CRTs Provincial Assessments - Language (Grade 3, 6, 9)</td>
<td>% of children/youth in care who are at, or above, provincial average on CRTs (Language)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor Trends of Children/Youth who are at, or Above, Provincial Average on CRTs</td>
<td>Proportion of children/youth in all applicable CYFS programs who are at, or above, provincial average on CRTs Provincial Assessments - Math (Grade 3, 6, 9)</td>
<td>% of children/youth in all applicable CYFS programs who are at, or above, provincial average on CRTs (Math)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the Number of Children In Care whose Reading Level is at, or Above, appropriate level for Grade 1 or 2</td>
<td>Proportion of children in care whose reading level is at, or above, appropriate level for grade 1 or 2</td>
<td>% of children in care whose reading level is at, or above, appropriate level for grade 1 or 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor Trends of Children whose Reading Level is at, or Above, Appropriate Level for Grade 1 or 2</td>
<td>Proportion of children in all applicable CYFS whose reading level is at, or above, appropriate level for grade 1 or 2</td>
<td>% children in all applicable CYFS programs whose reading level is at, or above, appropriate level for grade 1 or 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase the Number of Youth who Attend Post Secondary Education (Youth Services)</td>
<td>Proportion of youth in Youth Services who attend post secondary education</td>
<td>% of youth in Youth Services who attend post secondary education</td>
<td></td>
</tr>
<tr>
<td>L-T Outcome</td>
<td>Outcome</td>
<td>Indicators</td>
<td>Definition</td>
<td>Outputs</td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
<td>------------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>Permanency</td>
<td>Increase Permanency for Children/Youth In Care</td>
<td>Proportion of children/youth in care who achieved permanency within 2 (3,4,5+) years from the date taken into custody</td>
<td>% of children/youth in care who achieved permanency within 2 years (3,4,5+) from the date taken into custody by sub categories: 1) Temporary to reunification 2) Continuous Custody to Adoption 3) Continuous Custody to Guardianship</td>
<td>Number of children coming into care as percentage of PIP caseload # children placed for adoption Adoption rate Foster Home Monthly Visit Completion Annual Review Reports Children In Care Monthly Visit (All in ISM)</td>
</tr>
<tr>
<td>Permanency</td>
<td>Proportion of children/youth who are reunified with family</td>
<td>Proportion of children/youth who are reunified with family</td>
<td>% of children/youth who are reunified with family</td>
<td></td>
</tr>
<tr>
<td>Permanency</td>
<td>Proportion of children/youth who achieved permanency but subsequently re-entered care within 1 year</td>
<td>Proportion of children/youth who achieved permanency but subsequently re-entered care within 1 year by subcategories 1) Temporary to reunification 2) Continuous Custody to Adoption 3) Continuous Custody to Guardianship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Placement Stability for Children/Youth In Care</td>
<td>Proportion of children/youth in care who had one or more placement moves</td>
<td>Proportion of children/youth in care who had one or more placement moves</td>
<td></td>
<td># children in care who are missing &gt; 24 hours as % all children in care (Mabel confirmed there will be report when child is missing and then returned which will include the length of time the child was missing)</td>
</tr>
<tr>
<td>Youth Corrections</td>
<td>Reduce the Incidence of Re-Offences Among Young Persons in Youth Corrections</td>
<td>Proportion of young persons who commit new offences while under supervision -Within the first 30 days of supervision -Between 31 and 90 days of supervision</td>
<td>% of young persons who commit new offences while under supervision -Within the first 30 days of supervision -Between 31 and 90 days of supervision</td>
<td>YLS/CMH Complete In Person Contact</td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
<td>Proportion of young persons who commit status offences</td>
<td>% of young persons who commit status offences</td>
<td>Supervisor File Reviews Completed among Required Reviews</td>
</tr>
</tbody>
</table>
Issues for Consideration
Information Note
Department of Child, Youth and Family Services

Title: Budget pressures associated with child/youth placement needs

Background and Current Status
- When the Department was created in 2009, the system of out of home care was insufficient to meet the increasing number of children/youth coming into care and their complex social, emotional, behavioral, developmental, and medical needs.

- Foster homes were over-crowded, children/youth had to be placed outside their communities, and children/youth were being cared for by rotational staff in emergency Alternate Living Arrangements (ALAs) and hotels.

- To help address this problem, foster homes were categorized into levels (1,2,3) with higher rates of remuneration provided to those with higher training and experience to support children/youth with higher needs. The highest and most expensive level of care was categorized as level 4 and involves placing children in residential homes with employees hired to care for the children.

- Kinship services is the least intrusive option for children who are at risk and unable to remain in their parent's home but can be supported in a family or significant other placement without the child having to come into the care of CYFS. Families who support children through the kinship program receive financial support at a Level 1 rate. In 2014/15 expenditures were $6.5M for approximately 504 children as of March 31, 2015.

- The four levels of in-care placements are:
  - **Level 1** are foster home placements involving relatives, significant others, and regular foster parents who have not yet completed Pride training. In 2014/15 expenditures were $5.6M for approximately 236 children/youth in care as of March 31, 2015.
  - **Level 2** are regular foster home placements involving relatives, significant others, and foster parents who have completed Pride training. In 2014/15 expenditures were $17.2M for approximately 524 children/youth as of March 31, 2015.
  - **Level 3** are specialized foster home placements involving homes that care for children/youth with highly complex emotional, physical, behavioural and developmental needs (can include placements for sibling groups) and meet higher training and service standards. In 2014/15 expenditures were $0.820M for approximately 13 children/youth as of March 31, 2015.
  - **Level 4** are residential placements under contract with service providers who hire staff to care for children/youth unable to be supported in a family environment. These placements consist of group homes (GHs) for children/youth with complex needs; individualized living arrangements (ILAs) for children/youth who are unable to live in a group setting and require a placement specifically tailored to their needs; and emergency placement homes (EPHs) which provide temporary placement until longer term placements are secured. In 2014/15 expenditures were $32M for approximately 129 children/youth as of March 31, 2015.
Today the use of hotels happens only on an exceptional basis however CYFS remains challenged to respond appropriately to the increasing number of children/youth coming into care. At any point in time from 1995 to 2009 the number of children in-care was stable at about 600, while today 1000 children/youth are in-care. In the past three years, there has been continual growth of about 6% year over year.

Analysis

- This increase can be attributed in part to the age youth can remain in-care which was increased from 16 to 18 years in 2011 and today about 85 youth remain in care after they turn 16. Another factor that may impact the in-care increase is the current caseload ratio of 1 to 20 cases which enables workers to visit families more often and may allow opportunities to identify more risk factors. It should also be noted from a placement planning perspective that children are coming into care at an earlier age than in previous decades; today the average age is 5 years whereas ten years ago the average age was 7 and younger children require a foster home placement, rather than a group home placement.

- Efforts to increase placements in levels 1 to 3 have resulted in a steady increase in the number of placements available; however, the growth in placements has not been sufficient to meet the demand created by the number of children/youth entering care, a growth of approximately 400 children/youth in six years. There has also been a steady increase in the foster home closures which is also impacting the number of placements available. While there has been a net gain in regular foster homes, there has also been a net loss of relative/significant other foster homes, resulting in a net gain of only 20 homes over a three year period or 7 homes with 11 placements annually.

Options for Consideration/ Action being taken: [ATIPP Act S.29(1)(a)]

- The increased demand for placements has resulted in Level 4 placements being utilized where other placement options (i.e. foster homes) are not available. CYFS is undertaking several new pilots to develop more Level 2 and 3 placements to enable a more efficient and effective use of Level 4 resources.

- **Level 2 Foster Homes:** The *Foster a Future Campaign* has been re-developed with a targeted focus on sibling groups and older children/youth, as these are some of the higher needs for foster homes. In addition, CYFS has signed a Service Agreement with Waypoints, in collaboration with the Newfoundland and Labrador Foster Families Association, to provide support and increased training to existing foster parents. This will provide additional support to existing foster parents in order to assist them in caring for children/youth and increase the likelihood of their remaining foster parents. Feeling prepared and supported to take children/youth with higher levels of complex needs could encourage more families to become foster parent applicants.
- **Level 3 Family-based Care Pilot:** CYFS has also signed a service agreement with Key Assets for a Family-based Care Pilot Project. The service agreement was based on a proposal put forward by Key Assets (a not for profit international accredited agency) to provide placement options for children/youth. Key Assets will deliver the placement including the recruitment, assessment, and training of the family and also provide 24-hour on-call support to the child and family with CYFS maintaining approval for the child’s placement in the family. CYFS will use this pilot for new level 3 placements.

- **Level 4 in Labrador:** A different approach is being taken to securing level 4 placements in Labrador to meet the unique needs of the Innu and Inuit communities. Service agreements have been signed with the Nunatsiavut Government (NG) and Key Assets.

- **Level 4 Annual Review:** CYFS is conducting its first annual review of these placements. Each placement will be assessed for safety and quality based on policies and procedures and the **22 standards and procedures** outlined in the Standards and Procedures. This process is led by Provincial Office with information gathered by regional staff at local offices. This is the first year of the review and it will include quantitative data on 13 standards, qualitative feedback from social workers, and feedback from children/youth using the service.

- The 104 placements under the original RFP (nine service agreements) and five placements in Labrador (one service agreement) are due to expire on March 31 and August 31, 2016. The additional 53 placements (28 service agreements) established on an emergency basis to accommodate the increase in the number of children in-care will expire on December 31, 2015 or on a month to month basis.

<table>
<thead>
<tr>
<th>Date of Expiry</th>
<th># of Service Agreements</th>
<th>Number of Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec.31, 2015</td>
<td>21</td>
<td>37</td>
</tr>
<tr>
<td>Month-to-Month</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>March 31, 2016</td>
<td>8</td>
<td>65</td>
</tr>
<tr>
<td>August 31, 2016</td>
<td>2</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>162</strong></td>
</tr>
</tbody>
</table>

*Of the 162 placements, 3 ILA placements have closed and 159 placements will expire by August 31, 2016.

- In summary, CYFS is reviewing options to inform why the in-care program continues to grow.
Information Note
Department of Child, Youth and Family Services

Title: Statutory Legislative Review of the Children and Youth Care and Protection Act (CYCP Act) in accordance with Section 80

Issue: Preparation for the statutory review of the CYCP Act

Background and Current Status:
- In 2010, a legislative review of the Child, Youth and Family Act (CYFS Act) was commissioned in response to the Turner Review and Investigation (2006) and the Clinical Services Review (2008).
- A legislative review team was established including a solicitor from Department of Justice, a senior departmental official (ADM Level), and a policy and program development specialist.
- The scope of the review was based on recommendations from various reports (those identified above) that pointed to deficiencies in the child protection system including; lack of clear mandate, sharing of information on matters related to the protection of children, timely permanency for children in care, and accountability provisions including a review process to update the legislation. Other identified deficiencies included support for youth who lack the ability to make their own decisions due to mental capacity issues and, duty to report as it pertains to the standard for reporting by the public and professionals in the community.
- A Discussion Guide was developed based on issues previously identified by stakeholders and reports with questions designed to facilitate feedback, and areas of focus included:
  - addition of new grounds for protective intervention including emotional harm, parents unwilling or unable to care for a child and persons with a history or propensity towards violence,
  - services to youth who lack mental capacity to enter into an agreement at 16 years of age,
  - the use of Alternate Dispute Resolution mechanisms,
  - duty to report standard for the public and professionals,
  - information sharing as it relates to child abuse and neglect,
  - publication bans on information related to court matters,
  - provision for a statutory review,
  - time limits for number and length of court orders for children in care,
  - balancing family preservation while reducing risk of harm
- During this review, engagement processes included participation via an in-person discussion with the legislative review team upon request, written feedback, email and a toll free telephone line for comments.
- In June, 2011, the CYFS Act was repealed and replaced by the Children and Youth Care and Protection Act (the CYCP Act) when it received Royal Assent.
- The CYCP Act contained changes and child-focused amendments, including:
  - extending the age of continuous custody from 16 up to 18 years,
  - extending the Youth Services Program from 18 years up to 19 years for at-risk youth who were not previously in care,
  - allowing for the removal of youth (16-18) lacking the mental capacity to protect themselves,
• the addition of a Publication Ban to prohibit the publication of information which would identify children involved in child welfare court proceedings,
• a reduction in the number and length of temporary custody court orders for children in care and custody of a manager and,
• a statutory review process (including public consultations).

Analysis
• Legislative Counsel advises that the five year statutory review must be initiated no later than June 30, 2016.

Action Being Taken:  
• [ATIPP Act S. 29(1)(a)] 
  The executive will be arranging a separate meeting with the Minister early in the New Year.

Prepared by: M. Shallow  
Approved By: R. Healey  

December 11, 2015
Issues for Consideration Medium to Longer Term
Information Note

Department of Child, Youth and Family Services

Title: Adoptions

Issue: Improving timelines and permanency outcomes for children and youth.

Background and Current Status:

- The adoptions program is responsible for finding permanent homes for children able to be adopted. There are 5 types of adoptions in this province: 1) Domestic Adoptions; 2) Interprovincial Adoptions; 3) Intercountry Adoptions; 4) Step-parent/Relative or Persons with Permanent Custody Adoptions; and 5) Adult Adoptions. Depending on the type of adoption, CYFS has various roles and responsibilities related to adoption services.

- CYFS is also responsible for the provincial delivery of post-adoption services. This includes services to adopted persons over the age of 19, birth parents, adoptive parents, families and significant others.

- In June 2014, the Adoption Act, 2013 was proclaimed. The purposes of the new legislation was to streamline and expedite adoption processes; modernize and clarify laws respecting adoption; improve service delivery (e.g. expanded definition of relative that enables more families to proceed directly to court to adopt a child), enable persons with permanent legal custody to adopt in the same manner as a relative; remove the 6 month residency requirement; enable adult adoptions; and align the Act more closely with the Children And Youth Care and Protection Act. The Adoption Policy and Procedures Manual was completed and released June 30, 2014.

- A review of the adoption subsidy program has been completed. Adoption subsidy removes barriers to adoption and is only available to children who were in the continuous custody of a manager and who have been assessed as eligible. The review noted that not providing financial support for post-secondary education (currently only available to a child/youth in care) as a barrier to adoption, particularly to foster parent and relative/significant other adoptions.

- In June 2015, there were 529 children/youth in continuous custody. Of the 529 children/youth, 207 children have adoption as their plan and 103 (50%) have their profiles completed and sent to provincial office. Child profiles refer to information packages that are prepared on the child. The package includes information on the child’s age; physical/mental health issues; developmental assessments; diagnosis; birth family history; court orders, necessary consents; and any services involved with the child. This information is used to match children with approved adoptive applicants.

- From April 2014 to March 2015, a total of 45 adoptions were finalized which includes 33 domestic adoptions (14 by foster parents), 10 interprovincial and 2 intercountry. There are an additional 44 children currently in adoption placements for the six-month period. That is required prior to the adoption being finalized.

- A strong adoption system is important from a financial perspective and more importantly for children and youth as adoption outcomes are much better than long-term foster care or residential care.

- Adoptions of children in care, and consequently permanence, are not occurring in a timely manner and at the earliest possible age (see attached analysis).
Action Being Taken:

- In June 2015, CYFS received grant approval for a second year to contribute funding towards a child specific recruiter position through the Dave Thomas Foundation for Adoption (DTFA), Wendy's Wonderful Kids Program. The DTFA is a charitable organization that provides grant funding in the amount of $85,000 to public and private adoption agencies to hire recruiters who implement proactive, child-focused recruitment programs targeted on moving long waiting children from foster care into adoptive families.

- The adoption subsidy program, which is available for children with special needs who were in continuous custody, continues to provide support to families, especially foster families, who adopt children with significant development needs. CYFS program budget for adoption subsidy is approximately $1.3 million annually with 100 children/youth receiving adoption subsidy services. Services can include, where eligible, a monthly financial care rate to help contribute towards the daily care of a child, and/or support services such as medical transportation, medical equipment, counselling etc. Services cannot exceed those available to a child in care.

- As a potential option to increase permanence for children/youth, CYFS is conducting research/costing regarding the possibility of

  [ATIPP Act S.29(1)(a), and 35(1)(c)]

- CYFS is exploring current caseloads to determine an action plan to prioritize adoption work.

- Targeted recruitment of adoptive families for harder to place children/youth (i.e. age, complex needs, large sibling groups) will need to be considered. Targeted recruitment can only occur in conjunction with a plan to increase the number of child profiles completed.

- A briefing with the Minister will be arranged to discuss next steps.

Prepared/approved by: Christine Osmond/ Rick Healey

December 11, 2015
Appendix A: Analysis

Profiles Delayed:

- Child profiles for children/youth with an identified plan for adoption are experiencing significant delay. In October, 2014 provincial office reviewed the date a child’s profiles was received compared to the date of their continuous custody order date for the years 2011-2015 (Table 1). Policy states that where adoption is the plan the child’s profile package must be forwarded to a manager no later than 60 days.

Table 1

<table>
<thead>
<tr>
<th>Time Between Granting of Continuous Custody and Child Profile</th>
<th>2011-2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 months (policy requirement)</td>
<td>2%</td>
<td>0</td>
</tr>
<tr>
<td>3-6 months</td>
<td>21%</td>
<td>12%</td>
</tr>
<tr>
<td>7-12 months</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>1-2 years</td>
<td>23%</td>
<td>40%</td>
</tr>
<tr>
<td>2-3 years</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>3 plus year</td>
<td>11%</td>
<td>4%</td>
</tr>
</tbody>
</table>

- There are approximately 104 (50%) children/youth with a plan for adoption where the profile package has not been completed.

Incomplete Profiles

- As of November, 2015, of the 84 child profiles currently at provincial office, 24 require an update in order to try to match them with an adoptive family.

Delays in Foster Parent Adoptions:

- As of November, 2015 there are 84 child/youth profiles for Domestic Adoption. 46 have a plan for adoption by their foster parent. 21 of these 46 profiles are awaiting updates to proceed to place the child for adoption (5 profiles waiting over 6 months and 16 profiles waiting over 12 months).

- Adoptions of children by their foster parents are also delayed. This means permanence for children is not proceeding as quickly as possible.

Issues and Delays with Applications for Adoptions:

- There are 32 approved applicants on our provincial list who have not yet been matched with a child. 25 of approved applicants are for children over the age of 2 and 14 are approved for children under the age of 2. Of the 32 currently approved applicants, 15 families cannot be profiled due to the fact that all necessary documentation was not obtained or their 2 year approval has expired and an update has not been received.
  - 75 additional applicants from the provincial waitlist are currently being processed in the regions (28/75 of those are currently on hold).
Information Note  
Department of Child, Youth and Family Services

Title: Foster Care

Issue: Challenges in recruiting and retaining a sufficient number of foster homes.

Background and Current Status:

- The placement of children and youth in care is a legislated responsibility of CYFS under the Children and Youth Care and Protection Act.

- Kinship services is the least intrusive option for children who are at risk and unable to remain in their parent’s home with the child supported in a placement with family or a significant other without the child coming into the care of CYFS. Families who support children through the kinship program receive financial support at a Level 1 rate.

- Foster homes fall into 3 categories: 1) relative/significant other; 2) regular and 3) specialized. Relative/significant other foster homes are not required to complete a foster home application but are approved as a placement option for a specific child or youth who are in care. Regular foster homes are those that apply and are approved for children/youth in the care of CYFS. Specialized foster homes are approved foster homes that receive a higher level of training in order to meet the needs of children/youth with higher complex needs and compensated at a higher rates.

- Level 1 refers to relative/significant other homes and interim approved regular homes that have not completed the Parent Resources for Information, Development and Education (Pride) training. Kinship services are a part of Level 1; however the significant difference is that children in kinship homes are not in the care of a Manager. Level 1 also includes the Kinship Services Program which permits options to be explored with relatives or significant others for children, who otherwise would have come into the care of a Manager.

- Level 2 consists of relative/significant other homes and regular homes that have completed Pride training.

- Level 3 (Specialized Foster Care) refers to homes that have a stay at home parent with parents having advanced competencies and a willingness to care for children and youth with highly complex social, emotional and behavioral needs.

- Number of foster homes (Level 1 - 3) available from December 2012 – June 2015 (see Table 1).

Foster Homes (Level 1 - 3)

<table>
<thead>
<tr>
<th></th>
<th># Relative/Significant Other</th>
<th># Regular Homes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec. 2012</td>
<td>255</td>
<td>294</td>
<td>549</td>
</tr>
<tr>
<td>Dec. 2013</td>
<td>245</td>
<td>345</td>
<td>590</td>
</tr>
<tr>
<td>Dec. 2014</td>
<td>231</td>
<td>336</td>
<td>567</td>
</tr>
</tbody>
</table>

47
<table>
<thead>
<tr>
<th>June 2015</th>
<th>225</th>
<th>344</th>
<th>569</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Gain</td>
<td>-30</td>
<td>50</td>
<td>20</td>
</tr>
</tbody>
</table>

- Since Foster a Future began in December 2012, there were 151 new Level 2 foster homes approved (representing approximately 240 placements). Based on the number of closures of foster homes (including relative and regular homes, as per Table 1), there has been a net gain of 20 foster homes which represents an overall increase of less than 4% over three years and an annual increase of 1.6%. The net gain however has not been able to meet placement demands given the increasing number of children and youth in care. Many of the new foster homes are unable to accommodate larger sibling groups and many new foster parents are reluctant to care for teens with complex issues.

- NL, like most jurisdictions across Canada, is facing challenges recruiting and retaining foster homes. This is attributed to the changing complexity of the needs of the children coming into care, the changing work roles of women, rising costs for foster parents, increasing expectations on foster parents, and attrition as foster parents age, they adopt children and/or their homes are closed.

- Today, some foster parents can sometimes require skills and expertise that go beyond ‘parenting’ in the traditional sense. Foster parents are expected to be able to address a range of complex issues that children/youth in-care present with as well as work with the birth families that also have a range of complex issues including addictions, family violence and mental health issues.

- Current foster parents are the best recruiters of new foster parents. The Newfoundland and Labrador Foster Families Association support the three level system and it is viewed as positive with increased financial support, however, challenges remain as foster families require a full level of wrap around supports (e.g. respite, training, after hours support).

- Foster parents also express concern about the length of time it takes to complete the approval process (*Foster Families Survey, 2012 and M5: Foster Family Recruitment Strategies in Newfoundland and Labrador, 2015*). There are many variables that may impact the length of approval, some of which the Department cannot control (e.g. applicant unavailability, past history of applicants). Based on a data analysis it currently takes on average 9 months to complete a foster home application, assessment and approval process.

- The annual foster care expenditures are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>$5,930,893</td>
<td>$15,092,396</td>
<td>NA</td>
<td>$21,023,289</td>
</tr>
<tr>
<td>2013/14</td>
<td>$6,598,463</td>
<td>$16,340,109</td>
<td>NA</td>
<td>$22,938,572</td>
</tr>
<tr>
<td>2014/15</td>
<td>$5,623,243</td>
<td>$17,153,975</td>
<td>$820,000</td>
<td>$23,597,217</td>
</tr>
<tr>
<td>2015/16 (projected)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ATIPP Act S. 29(1)(a) and 35(1)(c)

- This province provides one of the highest rates of financial support to foster parents in comparison to other provinces (e.g. Newfoundland and Labrador basic foster care: $715-
$1190; Nova Scotia: $525-762; New Brunswick: $794-914; Manitoba: $663-975; Alberta: $705-985). Financial support does not appear to be a factor in recruiting new families.

- Research compiled shows the need to include a more targeted approach that varies by community. As a result in the last year CYFS has not used expensive TV or radio ads rather a more community-based approach is being used, which includes activities such as information booths at community events. To date there have been two community events (at the Harbour Grace Fall Fair and at the Corner Brook Agrifoods Show).

- When comparing the rate of applications processed and approved in the past eight months by region, the approval rate is highest at Metro with 14 of the 15 applications approved thus far (93%). In Central East nine of the 16 applications (56%) have been approved, ten of the 27 (37%) applications have been approved in Western and in Labrador none of the applications have yet to be approved.

Action Being Taken/Next Steps:

- A service agreement was signed with Waypoints, in collaboration with the Newfoundland and Labrador Foster Families Association, to implement a pilot project to: help better support foster families, help reduce the numbers of foster homes closing, and support an increase in the number of people interested in becoming foster parents.

- Community events to recruit foster parents scheduled for November, 2015 were cancelled and other opportunities will be identified early in the new year. The campaign is also exploring the possibility of advertising at local stadiums.

- Officials are working to develop a targeted response to increase new foster homes in Metro region in particular, as this is the area with the greatest need and has seen less than 10% growth in new homes.

- CYFS is establishing an action plan to improve timelines related to the approval of foster homes. Consultation with the Newfoundland and Labrador Foster Families Association is required to assist this process.

- A meeting with the Minister will be arranged to discuss the next steps including consultations with the Newfoundland and Labrador Foster Families Association.

Prepared/approved by: Christine Osmond/ Rick Healey

December 11, 2015
Title: Human Resources

Issue: To provide details of human resource allocations, recruitment pressures and operational challenges

Background and Current Status:
- Child protection work is challenging work and caseloads are increasingly complex. The responsibility of social workers in child protection is demanding and involves involuntary interactions with clients.

- Research has shown that high worker turnover in child welfare results in longer out-of-home care for children, creates a loss of worker expertise, and leads to eventual service degradation. As well, worker turnover has been linked to slower time to permanency for children, repeated incidents of abuse, and causes problems for children, parents, and foster parents who have to form relationships with a series of caseworkers.

- The Department has a total of 653 employees (580 Regional, 73 Provincial Office). Of those staff, 81% (529) are permanent employees, 17% are temporary, and 2% are contractual. 89% of Departmental employees are female and 40% are under the age of 35. Unionized employees comprise 82% of the workforce.

- Nearly half of the Department’s employees are social workers; there are currently 321 social workers, 79% of which are permanent employees. 93% are female and 61% are under the age of 35. Nearly half, 48%, have between two and five years of service. However, 13 of the 24 senior leaders (5 Zone Managers, 4 Provincial Office Directors, 1 Regional Director, 3 ADMs, and DM) reach retirement eligibility within the next five years.

- The Department has operationalized its service delivery within four regions. The regional model to deliver child protection, adoptions, youth services and youth corrections includes a Zone Manager, a Clinical Program Supervisor, six Social Workers, a Social Assistance Worker, and one Clerical per 20 cases. Although case counts would be at 1:20 ratio provincially currently if even all approved positions were filled, turnover and vacancies increase the actual case count for frontline staff. As of September 1, 2015, case counts to number of social workers were as follows:
  o Province-wide 1:22
    ▪ Metro Region 1:21
    ▪ Central-East Region 1:21
    ▪ Western Region 1:19
    ▪ Labrador Region 1:31

Accommodations, both temporary and permanent, are provided to employees in accordance with the Disability Accommodations Policy.
ATIPP Act S.38 (1)(a) and (b)(i) and (b)(ii)

Analysis:

- The Department calculates case counts at least every quarter and, where possible, allocates additional resources in areas that need them. In some cases, positions are left vacant where case counts are low.

- The case counts are particularly high for Labrador Region due, in part, to the difficulty in recruiting and retaining staff in the area. The majority of the Department’s “hard-to-fill” positions are in Labrador and active recruiting is ongoing.

- There is high employee turnover, likely 50% at the Social Worker level annually; this turnover is primarily created by a high utilization of leave (e.g. maternity leave, education leave, etc.), as well as a significant amount of movement of staff within the Department. There are currently approximately 54 temporary vacancies, many of which are actively in the recruitment process. Of the 321 social workers positions in the department, about 127 of these required a staffing action in 2014/15.

- In the 2014/15 fiscal year, Strategic Staffing ran 184 job competitions for the Department. The average number of competitions for a Department in Government was 45, with only Transportation and Works (with a workforce of about 2000) exceeding CYFS in number of competitions. So far, during this fiscal year, there have been 114 job competitions for the Department.

Action Being Taken/Next Steps:

- To assist with recruitment and retention challenges, the Department has facilitated an active student program with over 70 placements per year from Memorial University, University of Manitoba, University of Victoria, and Dalhousie University. Many of these students return to work with the Department when they graduate.

- An exit interview process to determine the reasons for employee resignations will allow for more targeted strategies aimed at the specific retention challenges outlined.

- In recognition of the increased complexities associated with service delivery, the Department is actively engaging regional staff to determine the best approaches to enhance employee relations, workplace wellness, and workforce development.

- Additional options to address recruitment and retention issues in hard-to-fill areas will be considered.

- The department has been working to improve staff engagement and create a culture of empowerment and support. Continuing this momentum into the future is very important. In September 2015, a two day retreat for all management employees was held in St. John’s.
This was the first time an event of this size was held by the department. Feedback on the event was very positive. A list of suggestions/ideas from staff was developed during the retreat and follow up is ongoing.

- In June 2015, the department moved the training unit from Stephenville to St. John’s where most of the Social Workers are located. The training curriculum is being reviewed and improvements in training will enable employees to be better prepared for their roles.

- Training on the Nonviolent Crisis Intervention program took place from Nov. 24 to Nov. 27, 2015 with Behaviour Management Specialists participating in this training which is designed to ensure the care, welfare, safety of employees and stakeholders during client interactions. These employees will train other CYFS employees throughout the province.

- Government has recently launched a new workplace mental health education program called The Working Mind which is intended to educate and promote mental health awareness in the workplace.

- A CYFS Safety Advisory Group has been established. This group has membership from management and clinical staff to guide and lead revisions to our OHS Program Manual.

- A Snowmobile Safety training program has been developed for those who utilize snowmobiles in Labrador. Protective equipment for snowmobile utilization has been purchased for employees.

- There are currently four regional labour management committees for NAPE-HP and CUPE, but none for NAPE-HS, which represents social work staff.

Prepared/approved by: J. Hicks/D. O’Brien/J. Tilley

November 29, 2015
Department of Child, Youth and Family Services

Title: Labrador Region

Issue: Challenges and opportunities in supporting child protection services in Labrador

Background and Current Status

- The Labrador Region was the last of four regions to transition to CYFS from the Regional Health Authorities in March, 2012. There are currently 11 CYFS offices within three Zones in the Labrador Region with the Innu and Inuit each having their own distinct Zone structures in recognition of their unique aboriginal governance models and cultural considerations.

- Prior to the establishment of CYFS, challenges in recruitment and retention of child protection staff existed and remains an issue, particularly within more isolated aboriginal communities. However, initiatives introduced in recent years have assisted in helping to stabilize the workforce. Examples of initiatives include enhanced benefits for remote areas which include $5000 annual retention bonuses for the first two years, housing provision funded by CYFS, two week fly in/out rotational work schedules and extra clinical support through mentoring support from Central Region.

- The caseload ratio to social workers is higher in Labrador than any other region of the province because of the challenges in recruitment (1:31 October, 2015). There has been a significant improvement in the caseload ratios over the past two years in aboriginal communities in Labrador. The average social worker caseload ratio in the Innu Zone (Sheshatshiu and Natuashish) in October, 2013 was 1:84 in comparison to October, 2015 at 1:45.

- There continues to be a shortage of placement options available for children in these communities, thus necessitating too many children having to leave their communities and culture. This has been identified as a significant concern for the aboriginal leadership and CYFS is working with the Nunatsiavut Government (NG) for the Inuit and the Innu Nation on finding ways to increase placement options in Labrador.

- Improving service coordination and case planning has been a longstanding issue of concern for the Innu Nation and the Nunatsiavut Government (NG) representing the Inuit peoples. In 2012, two Memorandums of Understanding (MOU) were signed between CYFS, one with the Mushuau Innu First Nation (MIFN) for the community of Natuashish and Sheshatshiu Innu First Nation (SIFN) and one with Nunatsiavut Government (NG). The MOUs provide the framework for improvement in overall service delivery. New agreements were signed with the SIFN and MIFN in September 30, 2015 and discussions have commenced for the development of a new agreement with NG in the coming months.

- Solvent use among children and youth continues to be a significant health and child protection issue, particularly within Natuashish and to a lesser extent in Sheshatshiu. CYFS staff in the communities has been working very closely with the Innu leadership and Innu
Social Health Development to address the issue including identifying appropriate aboriginal treatment programs, community programs and services. CYFS Provincial Office officials work closely with Health Canada, the Innu Round Table Secretariat and other provincial departments to promote and enhance a coordinated approach in the provision of services.

Analysis

- As of June 2015, there were 243 children and youth in care in Labrador which represented 25% of the children and youth in care in Newfoundland and Labrador. Approximately 90% of these children/youth were aboriginal children.

- As of November 16, 2015, 107 of the 152 children in care from the Innu Zone (Sheshatshiu and Natuashish) are residing in placements within Labrador. There are 29 children in placements in Newfoundland and 16 are receiving treatment health services outside the province.

- As of November 16, 2015, 39 of the 79 children in care from the Inuit Zone (Postville, Makkovik, Nain, Hopedale, and Rigolet) are residing in placements within Labrador. There are 35 children placed in Roddickton and the remaining five children are placed in other arrangements in Newfoundland or for treatment health services outside the province.

Action Being Taken/Next Steps:

- Identification of potentially innovative recruitment and retention efforts to improve overall staffing resource levels in the remote Labrador communities is ongoing.

- Ongoing support and partnership with Nunatsiavut Government to strengthen the Foster Home capacity in the Inuit communities.

- A new MOU with Nunatsiavut Government (NG) is expected to be developed in the coming months to build on the progress that has been made in supporting service coordination and case planning in Inuit communities.

- In November, 2015 the NG and Key Assets (a nonprofit placement service provider) signed a service agreement with CYFS to provide level 4 placement resources within Inuit communities and targets have been identified to secure five placements by March, 2016.

- Implementation of the recently signed “Working Relationship Agreement” with the Sheshatshiu Innu First Nation and Mushuau Innu First Nation is currently in progress.

- CYFS will continue to work with the Innu First Nations communities (Sheshatshiu and Natuashish) while they develop a proposal to establish additional level 4 placement options within their communities.

- CYFS will continue to support the Innu efforts in advocating for federal government funding to be provided to them to strengthen prevention services for children and families at the community level.
• CYFS will continue to work in partnership with aboriginal leadership in developing cultural awareness opportunities and promote cultural connections for children in care.

Prepared/approved by: J. Whelan/D. O’Brien

November 20, 2015
Information Note
Department of Child, Youth and Family Services

Title: Protective Intervention Program Implementation

Issue: Supports and services in the protective intervention program to reduce risk and safely support children living with their families.

Background/Current Status:
- The Protective Intervention Program (PIP) is designed to promote the safety and well-being of children who are or are at risk of maltreatment either through harm caused by the parent or through the parent’s failure to protect the child from harm by another person as defined in the Children and Youth Care and Protection Act (the Act).

- As of June 30, 2015, there were 2903 families on the PIP caseload and 1265 (43%) were receiving financial services. In 2014-15, there were 5791 family files active during the year (including those that opened and closed throughout the year). The 2015/16 budget for the PIP is $5.1M.

- CYFS works closely with key stakeholders in the community to advocate on behalf of families and to access public services that may be available (e.g. counselling). CYFS clients however, do not have priority access and are subject to wait list periods that are applicable to the general public.

- The Act provides authority for social workers within CYFS to assess risk to the child, take whatever action is considered appropriate to mitigate that risk when there is a concern of child maltreatment and, develop a plan with the family to identify the services and supports required to reduce identified risks to the child’s safety.

- CYFS has a number of services and supports in place to support families and mitigate risk to support the retention of children in their family home. Policies are in place to standardize regional clinical and financial practices, and ensure consistency in each region.

- Supports and services include Transportation, Respite, Behavioral Aide, Child Care and Babysitting, Infant Safety, etc..

Options for Consideration/Next Steps:
- Research is underway to identify models of effective interventions that could be used in child welfare (outcome-based), in particular, Counselling Services, Parent Coaching, Supervised Access and Drug Testing to inform further policy and program design.

- Internal preliminary data indicates that where services are provided to mitigate risk in the family home, there are a lower percentage of children who require out of home placement and this is also supported in child welfare research and literature which states that interventions provided to families can reduce the number of children coming into care.
• Options will be brought forward when this research and development work is complete.

Prepared by: M. Shallow
Approved by: R. Healey

December 10, 2015
Information Note
Department of Child, Youth and Family Services

Issue: Integrated Service Management (ISM) System

Background / Current Status:
- Currently, the Client Referral Management System (CRMS), developed in 1998, is used to manage Child Youth and Family Services programs and client information. CRMS does not document or record the complexity of CYFS’ work with families. CRMS was identified as an area of concern when CYFS was formed in 2009 and was also noted as an issue in several independent reports that reviewed CYFS programs and services including the:
  - Turner Review and Investigation (2006)
  - Deloitte Organizational and Operational Review of Child, Youth and Family Services (2007)
  - Clinical Services Review (2008)
  - Office of the Comptroller General Western Region Audit (2012)

- In Fall 2010, a project was initiated by the OCIO, on behalf of CYFS, to identify the business requirements for the Integrated Service Management (ISM) system and a Request for Proposals (RFP) was released in October 2011. No award was made and the RFP was cancelled due to the high cost of the responses. CYFS and the OCIO consulted with the bidders of the cancelled RFP for feedback which resulted in several changes being made to the RFP, while still maintaining core case management functionality.

- In November 2012, a new RFP incorporating these changes was prepared and released, indicating that the vendor portion of the bids could not exceed $10 million.

- In March 2014, $7.6 million of project funding was allocated for the vendor (Bell) in the amounts of $5.9 million for procurement and implementation of the Integrated Service Management System and $1.7 million for up to three years of post-implementation support and maintenance.

- A fixed price contract with Bell was signed in November 2014 and work began on the 24 month project.

- In July 2015 the Executive Steering Committee approved the inclusion of five additional scope items into the project scope. The scope additions included: two integrations with the Financial Management System (FMS); integration with the Child Care Directory system; vendor validation of a newly released project deliverable (Financial Business Process Definition); and separate system installs for CYFS and EECD to ensure the departments could not see each other’s data. To accommodate the inclusion of the additional scope items, Bell estimated that at least two months of additional schedule is required. Implementing in December 2016 / January 2017 timeframe is not viable for EECD or CYFS so an additional two months of contingency were added to the implementation schedule which results in a 28 month implementation schedule. Budget for these additional scope item costs was anticipated and included in the original project cost estimate.
The current plan is to implement the new system for EECD in late January 2017 and to implement the new system for CYFS in late February 2017 with project closure / post-implementation support to commence in April 2017 (see Appendix A – Project Schedule).

Analysis:

- The project is currently on schedule although there are concerns work may be falling behind schedule. The Project and Executive Steering Committees continue to meet monthly to monitor progress in alignment with the project’s Governance Model (see Appendix B – Governance Model).

- A number of implementation risks have been identified that are actively being mitigated and monitored by the project team:
  - **Software Vendor Size:** The MATRIX software vendor (VSI) is a relatively small organization. To mitigate, the OCIO contracted with Bell, a much larger company which is well known to the OCIO and has a legal escrow agreement for access to MATRIX if VSI ceases business or is acquired by another company.
  - **Software Vendor Location:** The VSI system development team is based out of London, Ontario and are travelling on-site to Newfoundland every 3-4 weeks during Design / Build. To mitigate, efforts have been (and will continue to be) made to leverage video conference technology to ensure remote communication is effective and efficient.
  - **Fixed Cost Contract / Schedule:** The contract / schedule between the OCIO and Bell is fixed price. Project Governance has been set up to ensure any project risks / issues resulting in potential scope / schedule / budget impact are reviewed prior to making a decision.
  - **Post-Design / Build Business Change:** There are approximately 11-12 months from the completion of the Design/Build phase to the Go-Live in which any new business changes will have to be deferred until post go-live or may result in a schedule change depending on urgency of inclusion. The project’s Governance Model will be used to review / decide on any changes that may arise.

**Action Being Taken:**

- Project stakeholders continue to regularly meet to monitor project progress. A detailed plan for completion of the Design/Build phase is being developed by the vendor (phase is currently scheduled to be completed in mid-February 2016). A plan, encompassing all project implementation tasks and dependencies, will be agreed to by all project stakeholders prior to commencing subsequent project phases.

**Prepared By:** Adrian Barnes / Debbie Loder

**Approved By:** Jean Tilley

**Date:** December 11, 2015
Appendix A – Project Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Major Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>Planning</td>
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<tr>
<td></td>
<td>Fit Gap Workshops and Document</td>
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<tr>
<td></td>
<td>Draft Project Strategies</td>
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<tr>
<td></td>
<td>E&amp;O Planning</td>
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<table>
<thead>
<tr>
<th>Design</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Project Replanning</td>
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<tr>
<td>Business Change Management</td>
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<tr>
<td>Design and Configuration Streams</td>
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<tr>
<td>Finalize Strategies and Plans</td>
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<tr>
<td>Confirm Solution Integration Requirements</td>
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<tr>
<td>Build Test Scripts (System, End-to-End, UAT)</td>
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<tr>
<td>Detailed Architecture Design Document</td>
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<tr>
<td>Conduct Data Mapping and Masking - CRMS to ISM</td>
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<tr>
<td>Create Training Materials</td>
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<tr>
<td>Conduct Internal Security Review</td>
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<tr>
<td>Business Change Management</td>
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<tr>
<td>Physical Environments Base Setup</td>
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<tr>
<td>Program/Service Area Functional Testing</td>
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<tr>
<td>Program/Service Area System Testing</td>
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<tr>
<td>CRMS Data Conversion To ISM</td>
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<tr>
<td>Execute Test Plan for Performance and UAT</td>
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<tr>
<td>Conduct Vulnerability Assessment</td>
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<tr>
<td>Deliver Solution Training (End User) - EECD</td>
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<tr>
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<tr>
<td>Project Close</td>
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</tbody>
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Table 1 – ISM Project Schedule (as of November 2015)
Appendix B – Project Governance

Executive Steering Committee (Monthly)
Debbie Loder, Donna O’Brien, Jean Tilley, Michelle Shallow, Rachelle Cochrane (Co-Executive Sponsor), Rick Healey, Sara Dow, Ed Walsh, Janet Vivian-Walsh (Co-Executive Sponsor), Joan Morris, Ellen MacDonald (Co-Executive Sponsor), Jim Walsh, Natalie Templeman, Tom Joyce, Ann Marie Miller,

Legend
CYFS Resource
EEDD Resource
OCIO Resource
OGG Resource
Vendor Resource

ATIPP Act S.40(1)

Project Steering Committee (Monthly)
Debbie Loder, Jean Tilley (Co-Sponsor), Michelle Shallow, Sara Dow, Brian Evans, Ed Walsh, Joan Morris (Co-Sponsor), Byron Snow, Cathy Kendall, Jim Walsh, Natalie Templeman (Co-Sponsor), Tom Joyce, David Drover, Sonya Noble,

Project Leadership Team (Weekly)
Debbie Loder, Jim Walsh,

Technical Issues Committee (Monthly)
Jim Walsh, Andre Besso, Cyril Bonnell, Sandy Greene, Angela Humby, Jamie Hutchings (Chair), Don Murphy, Colin Taylor, Nadine Young,

Working Groups (Bi-Weekly / Monthly)
IP & In Care, Adoptions, Child Care, Youth Corrections, Finance, Business Change Management, Technical, Information Management, Others (as required)

Chart 1 – ISM Project Org Chart (as of November 2015)
Information Note
Department of Child, Youth and Family Services

Title: Auditor General Review

Issue: Review of Children’s Protection Services by the Office of the Auditor General (OAG)

Background
- The mandate of the OAG is to provide an independent review and reporting process on the manner in which Government and its various entities discharge their responsibilities, report on their programs and their use of public resources. To fulfill this mandate, the OAG will periodically conduct a review of a Department that will examine a number of areas to determine whether:
  - the Department is fulfilling its mandate in an effective and efficient manner;
  - public funds are being spent appropriately;
  - the Department is following approved government policies;
  - there are policies in place that are appropriate to the services provided;
  - policies being following by staff and;
  - there are appropriate internal controls in place.

- In 2009, 2010 and 2011, the OAG published reviews of Child Welfare Services based on data and information gathered when these services were under the responsibility of the Department of Health and Community Services.

- The 2009 report focused on expenditures in Code 79 which represented specific types of costs for children and youth with complex issues who could not be placed in a foster home and were placed in ad hoc arrangements called Alternate Living Arrangements (ALAs). The issues highlighted as a result of the review included escalating costs, documentation, policies and procedures and the lack of formal process around selection of services.

- The 2010 and 2011 reports focused on Investigations and Long Term Protection Services in the Protective Intervention Program (PIP) for children at risk. The reviews identified issues with compliance of standards and documentation issues specifically as part of the Risk Management Process.

- CYFS has provided ongoing updates on all of the recommendations from these reports as requested by the OAG. All recommendations have been fully implemented.

- On September 1, 2015, the DM of CYFS was notified in writing by the OAG of their intention to conduct a review of Child Protection Services.

Analysis
- In September and October 2015, staff from the OAG gathered information and met with CYFS staff to develop an understanding of the Department, and to understand the business processes involved in the delivery of children’s protection services to develop the scope, objectives and relative criteria for the review.
• All relevant data, financial and policy documents have been provided to the OAG as requested.

• On December 10, 2015 the OAG provided CYFS with another draft Audit Plan Summary which outlines the scope, objective and timelines for the audit.

• The timeline for the review is as follows:
  o September to November 2015 – Planning Phase
  o December 2015 – Commence Fieldwork
  o March 2016 – Draft Report
  o Spring 2016 – Tabling Final Report

• Departmental officials met with the OAG to discuss the audit scope and will continue to work with the officials from the OAG as required.

Prepared by:  P. Grandy
Approved by:  Jean Tilley

November 19th, 2015
Policy Advice on Implementing Commitments
Information Note
Department of Child, Youth and Family Services

Title: Mandatory Reporting of Critical Incidents and Deaths.

Issue: To provide an overview of potential legislative amendments to mandate reporting to the Child and Youth Advocate of deaths and critical incidents (CIs).

Background and Current Status:
- The Child and Youth Advocate’s (CYA) investigative reports (Joey’s Story, Turning a Blind Eye and Out of Focus) recommended the development of a protocol with the Department of Child, Youth and Family Services (CYFS) for the reporting of deaths and critical incidents. In June 2014, the Advocate tabled a briefing note in the House of Assembly (HOA) outlining her rationale for receiving reports of all deaths and CIs from departments providing services to children and youth. Her rationale includes a delay in receiving reports will delay investigations and ultimately the CYA’s role in preventing future incidents. In addition, the CYA advises that reporting in legislation as compared to agreements with departments and agencies will better assist her in fulfilling an advocacy role.

- In November 2014, the HOA passed an all-party motion committing to introduce legislation to address the CYA’s request for legislative change to the Child and Youth Advocate Act (CYA Act) for the mandatory reporting of deaths and critical incidents involving children and youth receiving government services.

- Currently, there is no legislative requirement for departments, public bodies or agencies to report critical incidents involving children or youth to the CYA. With respect to child deaths, the CYA does receive reports prepared by the Child Death Review Committee (CDRC) from the Minister of Justice, as per s. 13.4 of the Fatalities Investigations Act (Fi Act). These deaths are only in specific circumstances including when a death is the result of violence, accident or suicide or when the death is the result of suspected negligent treatment. The CYA advised this reporting of child deaths is not timely as the CDRC review only commences once the Chief Medical Examiner’s review is complete.

- Since fall 2014 and by agreed policy between CYFS and the Advocate’s office, CYFS reports child deaths to the Advocate through the ADM of regional service delivery. Basic information (birthdate, brief summary) is provided within 24 hours of CYFS becoming aware of the death, followed by more detailed information within 5 days (name, history of service involvement, circumstances surrounding death, action plan) using a standardized form. Currently about 12 deaths per year are reported to CYFS’s provincial office. Regarding CIs, from April 1 to October 31, 2015, during a 7 month period, 18 have been reported.

- During 2015, officials of the departments of CYFS, EECD, HCS and JPS have been working with the CYA on her request for mandatory reporting of deaths and CIs. The committee discussed parameters for reporting including a definition of CI, a 24 hour initial notification timeframe, the use of CYFS’s notification form, and a potential designator reporter in each department.
Next Steps:

- Government committed to introduce mandatory reporting of deaths and critical incidents to the CYA.
- At the earliest opportunity Executive will arrange a meeting with the Minister on the Advocate’s requests including the status report on the work of the departments with the Advocate thus far.

Prepared/Approved by: J. Cotter, P. Rodgers

December 10, 2015
Title: Youth Services

Issue: To outline key elements of the Youth Services program.

Background and Current Status:
- The Youth Services program was created in 2000 to coincide with proclamation of the *Children, Youth, and Family Services Act*. Prior to this date services were limited to those young persons who were at risk and had been in care of a Director on their 16th birthday. The new program expanded eligibility criteria and replaced existing financial support offered through provincial income support (social assistance programs).

- The *Children and Youth Care and Protection Act (CYCP act)* was proclaimed in 2011 and defines a **child** as a person under the age of 16 years and a **youth** as a person who is 16 years of age or over but under 18 years of age. The CYCP Act provides protective intervention to all children who are at risk and this can include the authority to remove a child from their parent’s care. However, if a youth is assessed at risk, but chooses to stay in their current living situation, then removal of that youth is only permitted if he/she is unable to protect himself or herself due to a lack of mental capacity; otherwise the youth would be encouraged to avail of CYFS supportive services but is not required by legislation to avail of these services.

- The new **CYCP Act** expanded protective and supportive services to further assist at-risk youth. These changes:
  - Provided a choice for a youth in continuous custody to stay in continuous custody from 16 to 18 years of age (policy was also amended to allow these youth to voluntarily remain in their placement, e.g., foster home, or receive supportive services, until they were 21 years old if they remain in an educational or rehabilitative program);
  - Allowed youth still in high school, but not in-care at age 16, to receive supportive services up to 19 years of age; and
  - Allowed CYFS to protect youth up to the age of 18 through a removal, if the youth lacked the mental capacity to protect themselves.

- The CYCP Act allows a manager or social worker to enter into a written agreement for services with a youth who, in the opinion of the manager or social worker, is in need of protective intervention. This voluntary agreement is referred to as a Youth Services Agreement (YSA).

- By entering into a YSA with a youth, the program aims to help the youth meet their basic needs and improve quality of life while maximizing their participation in service. Support focuses on the areas of a youth’s life that are known to improve quality of life, including financial support, housing stability, relationships, life skills, identity development, education and emotional well-being.
Whether a youth is in continuous custody, temporary custody, or is accessing services through a YSA, the youth is eligible to receive a similar suite of supportive services, e.g., high school graduation assistance of $500, partake in a driver’s education program up to $1250, Christmas allowance of $400, dental services, (see Appendix A and B). In addition, social workers provide the same level of support and assistance to help the youth identify their needs and assist them in accessing necessary services.

If a youth was in-care at 16 years old, they can also receive assistance for post-secondary education expense including tuition and books and receive residential or supportive services up to the age of 21.

If a youth was not in-care and presents to CYFS after their 16 birthday, they are not eligible for assistance with post-secondary education and can only receive residential or supportive services up to the age of 19.

The reason for this difference in support is to acknowledge the care and custody relationship that CYFS had with these youth who were in-care as a result of CYFS removing them from their parents to provide care and protection from further harm.

Once eligibility for service is determined, youth may be eligible for the following services:
  o **Supportive Services** includes social work support such as facilitating referrals to community agencies, crisis intervention and case management services, for youth who are residing at home. Services are provided to keep the family together and to avoid the need for the youth to leave the family home.
  o **Residential Services** (housing supports) includes monthly financial and supportive services for youth who live independently in the community as they can no longer live at home with their parents or includes continued payments to foster parents where the youth chooses to remain in a foster care placement.

Approximately 165 youth currently receive Residential Services and 32 receive Supportive Services. (June 2015 statistics).

Approximately 74/165 youth who are provided assistance with residential services, reside in supportive arrangements that range from living with relatives or significant others to foster care to group based settings and 91/165 opt for living independently in, for example, board and lodging arrangements or shared apartments.

Given that connections to family, significant others and one’s community are critical to future health and well-being, efforts are made, where possible, to:
  o prevent the youth from leaving the family home;
  o continue their current foster home placement;
  o facilitate the youth’s return to live with his/her parents; and
  o secure a living arrangement with extended family or significant others.

An additional support program, developed in 2013 for at risk youth, is the Supporting Youth with Transitions pilot which utilizes a hybrid model of delivery involving both CYFS
workers and non-profit workers. Outside Metro the program is delivered by Life Skills Coordinators, who are CYFS employees, and are located in five communities of Whitbourne, Clarenville, Stephenville, Gander and Happy Valley-Goose Bay at a cost of $401,600. In Metro the program is delivered by the non-profit organization Choices for Youth which receives a grant of $344,085.

- The program offers hands on interventions to youth and will include activities such as modeling and teaching the youth about budgeting and paying bills, cooking and cleaning and connecting with services they require, including health services, education and employment opportunities. For example:
  - assisting the youth to locate and secure housing (looking at ads, viewing options, talking to landlords, etc.);
  - providing emotional support to the youth and teaching through modeling life skills (e.g. identifying bills and budgeting with them, helping the youth shop with budget and to make healthy choices in how they spend their money);
  - accompanying the youth to obtain identification, attend medical appointments, school meetings, etc. and assisting to connect with educational opportunities; or
  - help the youth to develop a resume and seek employment opportunities.

- The most recent data, from March 2014, indicated there was a total of 77 participants in supporting Youth with Transitions Pilot (48 were assisted by Life Skills Coordinators and 29 were followed by Choices for Youth).

Analysis:

- The current Youth Services program differentiates between supports to youth in terms of whether a youth was in continuous custody at the age of 16. For young persons in custody at their 16th birthday services can extend up until their 21st birthday. For young persons not in custody at their 16th birthday services can only be extended up until their 19th birthday. Extensions are also based on the young person being involved in some form of educational or rehabilitative program.

| Breakdown of Costs Related to Youth Services Program based on FY 2014-2015 Caseload |
|--------------------------------------|------------------------|
| Service Component                   | Annualized Amount      |
| Residential Services (includes foster care, ILA, group home, various independent arrangements) | $2,689,860 |
| Non-residential/Supportive (includes costs connected with intake) | 122,088 |
| Social work time spent related to case management (based on 1:20 ratio or 9.7 f-te positions) | 847,324 |
| Grant to Choices for Youth including an allocation specifically for Supporting Youth with Transitions program | 897,959 |
| Total                               | $4,557,231 |
Action Being Taken:
- Government has committed to review the Youth Services program.

- In response to a specific recommendation of the Child and Youth Advocate’s Report “16”, in October 2015 the department revised its case management practices in relation to individuals with concurrent status within the Youth Services and Youth Corrections Programs. All individuals now will have separate workers for each program. This is a 12 month pilot which will be evaluated to determine whether the practice continues.

- The framework for further evaluation of the Supporting Youth with Transitions Pilot is being finalized and will commence January, 2016.

- The Youth Services Program will be reviewed and could be done in the context of the legislative review of the CYCP Act commencing in June 2016.

Prepared/approved by: H. Maddick/R. Healey

December 3, 2015
### Appendix A

**Comparison of Basic Rates between In Care and Youth Services Program**

<table>
<thead>
<tr>
<th>Benefit Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Foster Care Rate (In Care Program)</td>
<td>$915</td>
</tr>
<tr>
<td>Basic Living Expenses under Youth Services</td>
<td></td>
</tr>
<tr>
<td>i) B/L – rent of $500</td>
<td>$880</td>
</tr>
<tr>
<td>ii) Food Allowance of $200</td>
<td></td>
</tr>
<tr>
<td>iii) Personal Care Allowance of $180</td>
<td></td>
</tr>
</tbody>
</table>

### Appendix B

**Comparison of Additional Benefits under In Care and Youth Services Program**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Youth Services</th>
<th>In Care*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dental Services: Examination Cleaning every 12 months</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Dental Services: Routine fillings and extractions</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Dental Services: Emergency Examinations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Dental Services: Diagnostic X-rays every 2 years</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Dental Services: Braces (where recommended by orthodontist)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Vision Care: Annual Eye Examination (up to $70 per year)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Vision Care: Eyeglasses or Contact Lenses</td>
<td>Up to $200</td>
<td>Up to $300</td>
</tr>
<tr>
<td>Tutoring: Up to 5 hours per month, maximum hourly cost of $25 per hour</td>
<td>Yes</td>
<td>Up to 5 hours per week</td>
</tr>
<tr>
<td>High School Graduation (up to $500)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Social Recreational (up to $500 per year)</td>
<td>Yes</td>
<td>Included in Foster Care / Block Funding</td>
</tr>
<tr>
<td>Driver's Education Program (up to $1250)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Driver's Allowance</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Christmas Allowance ($400 per year)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Other Health Services e.g. OT/PT (up to $300 per month)</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>School Supplies Allowance (up to $300 per year for youth attending education program)</td>
<td>Yes</td>
<td>Included in Foster Care / Block Funding</td>
</tr>
</tbody>
</table>

*A young person who is in a foster home, under a Youth Services Agreement, will be eligible for all benefits identified under In Care up until 19 years of age or high school graduation, whichever comes first.*
### Policy Advice on Implementing Commitments

<table>
<thead>
<tr>
<th>Reference Number/Commitment</th>
<th>Policy Advice</th>
<th>Timeline</th>
<th>Funding</th>
</tr>
</thead>
</table>
| LB137- For years, the Child and Youth Advocate has been calling on the PC Government to make mandatory the reporting by all government departments and agencies of the deaths of, and critical incidents involving, children and youth receiving government services. | - The Liberal Platform directly references the request of the Advocate to legislate mandatory reporting of all deaths and critical incidents by all government departments.  
  - During 2015, officials of the departments of CYFS, EECD, HCS and JPS have been working with the CYA on her request for mandatory reporting of deaths and CIs. The committee discussed parameters for reporting including a definition of CI, a 24 hour initial notification timeframe, the use of CYFS’s notification form, and a potential designator reporter in each department.  
  - CYFS currently reports child deaths to the Advocate through a two phased reporting process. Within 24 hours of CYFS becoming aware of a death, CYFS provides basic information, and more detailed information is provided within 5 days.  
  - The commitment will require a legislative change. Consultations are recommended. | Longer Term (greater than 120 days) | The commitment did not identify an additional funding allocation, ATIPP Act S.29(1)(a) |
<p>| A New Liberal Government will legislate mandatory |</p>
<table>
<thead>
<tr>
<th>Reference Number/Commitment</th>
<th>Policy Advice</th>
<th>Timeline</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>reporting of deaths and</td>
<td>• The Youth Services program is a voluntary program to assist youth in making a successful transition to early adulthood. Youth enter the program by signing a Youth Services Agreement with a Social Worker or Manager of CYFS.</td>
<td></td>
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</tr>
<tr>
<td>critical incidents to the</td>
<td>• Services to youth are generally voluntary in nature, however, Section 21 of the <em>Children and Youth Care and Protection Act</em> (CYCP Act) provides legislative authority to intervene involuntarily when a youth requires protective intervention and is unable to consent due to a lack of mental capacity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child and Youth Advocate.</td>
<td>• Section 41 of the CYCP Act outlines that a continuous custody order ceases to have effect once the youth reaches 18 years of age, unless the youth has the order set aside earlier.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Section 67 of the CYCP Act provides the legislative authority for providing services to youth when they are in need of protective intervention, or beyond the cessation of a continuous custody order.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LB51- Some young people need extra help as they transition to adulthood. The Department of Child, Youth and Family Services (CYFS) supports young people for a longer period of time if they were in the Department's care when they turned 16. Liberals believe youth services should not discriminate based on whether CYFS was involved in a young person's life on their sixteenth birthday. A New Liberal Government will review the Youth Services Program to ensure it is responsive to the unique needs of vulnerable youth.</td>
<td>Longer Term (greater than 120 days)</td>
<td>The commitment did not identify an additional funding allocation.</td>
<td></td>
</tr>
<tr>
<td>Reference Number/Commitment</td>
<td>Policy Advice</td>
<td>Timeline</td>
<td>Funding</td>
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<tr>
<td></td>
<td>may be extended until the age of 21, provided that the person is attending an education or rehabilitation program.”</td>
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</tr>
<tr>
<td></td>
<td>• CYFS’ current legal authority, states that Youth Services Agreements cease when youth turn 19 (or the completion of a high school program, whichever is earlier).</td>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>ATIPP Act S.29(1)(a)</strong></td>
<td></td>
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<tr>
<td></td>
<td>• The 2015-16 Direct Client Services Budget includes $3,146,358 for Youth Services. As of June 30, 2015 there were 197 youth receiving services through the Youth Services Program.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• The commitment will require a legislative change. Consultations are recommended.</td>
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</tr>
</tbody>
</table>
Key Stakeholders and Meetings
Key Stakeholders and Meetings

- CYFS works with the Child and Youth Advocate, Aboriginal organizations, community stakeholders and service providers to serve children, youth and families in NL. [ATIPP Act S.29(1)(a)]

**Office of the Child and Youth Advocate:**
- The Office of the Child and Youth Advocate (OCYA) is an independent statutory office of the House of Assembly. The OCYA represents the rights and interests of children and youth who are entitled to receive services and access programs provided by the provincial government. [ATIPP Act S.29(1)(a)]

**Newfoundland and Labrador Foster Family Association**
- The Newfoundland and Labrador Foster Family Association (NLFFA) represents over 560 foster families in Newfoundland and Labrador, and provides valuable input into CYFS’ policies, programs and services. CYFS provides funding to the NLFFA on an annual basis. In 2014-15, the department allocated over $369,000. [ATIPP Act S.29(1)(a)]

**Aboriginal Governments in Newfoundland and Labrador**

**Nunatsiavut Government**
- The Nunatsiavut Government (NG) is the Inuit regional government. CYFS offices are located in: Nain, Hopedale, Makkovik and Rigolet. [ATIPP Act S.29(1)(a)]

**Innu Nation**
- The Innu Nation represents the Sheshatshiu Innu First Nation and the Mushuau Innu First Nation. CYFS offices are located in: Sheshatshiu and Natuashish. The Chief of the Sheshatshiu Innu First Nation is Eugene Hart and the Chief of the Mushuau Innu First Nation is Gregory Rich. The Grand Chief of the Innu Nation is Anastasia Qupee. [ATIPP Act S.29(1)(a)]

**Miawpukek First Nation**
- The Miawpukek First Nation (MFN) is a Mi’kmaq reserve in Conne River on the south coast of Newfoundland. Mi’sel Joe is the Chief. [ATIPP Act S.29(1)(a)]
Newfoundland and Labrador Association of Social Worker  

- The Newfoundland and Labrador Association of Social Workers (NLASW) is the regulatory body and professional association for social work in Newfoundland and Labrador.

Service Providers:

A. **Blue Sky**  
   Blue Sky provides staffed residential placements. Blue Sky is the only for-profit company that CYFS contracts with to provide staffed residential placements.

B. **Key Assets**  
   Key Assets provides staffed residential placements and CYFS recently signed a Service Agreement with Key Assets for a Family-Based Care Pilot Project.

C. **Waypoints**  
   In addition to being a staffed residential placement service provider, Waypoints delivers the Waypoints Family Support Program. The program is a community-based program that works with children, youth and parents to enhance strengths in order to work together on the challenges they face.

B. **Famiplanning**  
   The service provides below have been included for information purposes.

D. **Choices for Youth**  
   Choices for Youth is a community-based, not-for-profit organization which provides youth with a range of supportive housing options and access to a variety of services.

E. **Shalom Inc.**  
   Shalom Inc. provides staffed residential placements in St. John’s.

F. **Labrador Group Home**  
   Labrador Group Home has signed a service agreement with CYFS in October 2015 to provide staffed residential placements in Labrador.

G. **Daybreak Parent Child Centre**  
   Daybreak is a community-based, not-for-profit organization which addresses the well-being of children who are at a disadvantage due to environmental or other risk factors.
Key Stakeholders Telephone Numbers
Department of Child, Youth & Family Services

Office of the Child and Youth Advocate
Carol Chafe
Child & Youth Advocate
Tele: 753-3636 or 753-3888

Newfoundland & Labrador Foster Families Association
Diane Molloy
Executive Director
Tele: 754-0213

Nunatsiavut Government
Sarah Leo
President
Tele: 709-922-2942, Ext. 244

Innu Nation
Anastasia Qupee
Grand Chief
Innu Nation
Tele: 709-497-8398

Gregory Rich
Chief
Mushuau Innu First Nation
Natuashish Office
Tele: 709-478-8755

Eugene Hart
Chief
Sheshatshiu Innu First Nation
Sheshatshiu Office
Tele: 709-497-8398

Miawpukek First Nation
Mi'.sel Joe
Chief
Tele: 709-882-2470
Newfoundland & Labrador Association of Social Workers
Lisa Crockwell
Executive Director
Tele: 753-0200

Blue Sky
Anne Whelan
Executive Director
Tele: 733-2273, Ext. 235

Key Assets
Heather Modlin
Director
Tele: 579-3829

Waypoints
Rick Kelly
Executive Director
Tele: 368-6390

Choices for Youth
Sheldon Pollett
Executive Director
Tele: 754-0446

Shalom Inc.
Ann Marie Ottenheimer
Executive Director
Tele: 579-2208

Labrador Group Home
Chair
Tele: 709-896-8092

Daybreak Parent Child Centre
Heather Bartlett
Executive Director
Tele: 726-8373
Other
Communications Approach

Under Section 52 of the *Children and Youth Care and Protection Act*, a person shall not, with respect to a proceeding under this Act, publish or make public information that has the effect of identifying

(a) a child who is a witness at or a participant in a proceeding or who is the subject of a proceeding;
(b) the child's parent or foster parent; or
(c) a member of the child's family.

Due to the requirement to protect the confidentiality of those involved, CYFS cannot speak to or provide specifics about individual children or individual cases. CYFS can, however, speak to policy and program direction.

Communications Overview

- The Department acknowledges the systemic issues in child protection services. A considerable amount of work has been done since the transition from the Regional Health Authorities was completed, but there are still a number of items left to address.

- The department is on track and the following have been implemented:

  **Organizational model:**

  - Transition of RHAs began in March 2011 and was completed in March 2012. (Western – March 2011; Central – July 2011; Eastern – October and November 2011; and Labrador – March 2012)
  - Improved supports for social workers, more access to enhanced program management supervision (1 supervisor to 6 social workers, addition of zone managers from 5 to 13), and more manageable caseloads (1:20 case ratio on provincial level)

  **Four-Level Care System:**

  - A four-level care system is in place to provide out-of-home placements for children and youth. The four-level care system approach consists of:
    - Level 1: Kinship homes and relative/significant other foster homes
    - Level 2: Foster homes
    - Level 3: Specialized Foster Homes
    - Level 4: Contracted Staffed Residential Placements

  - For Level 4 placements, a Request for Proposals for out-of-home placement resources was issued during winter 2013, and all service providers were open to this process. In March of 2014, contracts, some of which span three fiscal years and total $36 million, were negotiated for these services. These contracts focus on programming and
residential placement for over 100 children and youth with complex emotional, medical and/or behavioural needs.

- The service agreements were negotiated with four service providers, including one private operator, Blue Sky, and three not-for-profit service providers: Key Assets Newfoundland and Labrador, Waypoints, and Shalom.

- As the Level 4: Contracted Staffed Residential Placements have now been in place for more than a year, an annual review of these services is currently underway.

- In terms of Level 2: Foster Homes, there are currently approximately 570 foster families throughout Newfoundland and Labrador. Despite ongoing recruitment efforts, there is a critical shortage of foster homes in the metro region, in particular.

- The Foster a Future recruitment campaign was originally launched in November 2012. Since that time, approximately 250 new placements have been approved in about 151 foster homes. However, while a number of placements have been secured, a considerable number of foster homes have also closed.

- Foster parents play a valuable role in the lives of children and youth in need of out-of-home placements, as well as support children/youths’ families and strengthen communities. A pilot project has been launched with Key Assets in an effort to meet the demand currently placed on the system for harder to place children/youth.

- A recent consultation process by M5 with potential foster parents who self-selected out of the approval process has yielded information which indicated applicants had a fear of being overwhelmed with child’s behavior, length of process and dealing with the biological parents. More attention will be placed on the need for foster homes in the province to help address these issues.

Legislation:

- The Children and Youth Care Protection Act is focused on the best interests of the child (Proclaimed June 2011). A statutory review of the Children and Youth Care Protection Act will take place in 2016.

- The Adoption Act, 2013 streamlined the adoption process (proclaimed in June 2014). However, efforts to improve placements are necessary.

Documentation Policy and Guidelines:

- provides clear direction to all social workers in file documentation and file segregation (July 2012)
Risk Management Decision-Making Model:

- an assessment and case management framework used in conjunction with a social worker’s clinical skills and judgment to better guide decision-making at critical points during involvement with a family (June 2013)

Training Unit:

- established to bring consistency and efficiency to the provision of training provincially for CYFS social workers to improve the quality of service delivery, and to assist with recruitment and retention (January 2011)

Quality Assurance Division:

- develops, monitors, analyzes and evaluates key performance indicators for CYFS program areas, as well as provides feedback on progress of department (July 2011)

- As of March 2015, the department operates in 55 offices throughout the province and has 750 permanent positions. As part of Budget 2014-15, the amalgamation and closure of several offices began in an effort to achieve greater efficiencies while, at the same time, not adversely impacting service delivery.

- The CYFS offices located in the Western region of the province are all within 35 kilometres of Stephenville and, as such, the three offices in Piccadilly, Stephenville and Stephenville Crossing will be amalgamated into one location in Stephenville. This involves moving 15 staff from Stephenville Crossing and Piccadilly to the Stephenville office.

- This will be a phased-in approach. In 2015-16, staff from our Stephenville Crossing office will be moving to our Stephenville location. In 2016-17, we will begin the process of moving our Piccadilly office to the Stephenville office site as well.

- As part of this evaluation, it was also determined that given the extremely low caseload associated with the CYFS office in Burgeo, closure of the office was warranted. The caseload has been historically low at this location since the office was transitioned to the Provincial Government.

- Services to clients of the Burgeo area are now provided by social work staff located in Bay St George. This has not resulted in any impact on client service, as social workers provide child welfare interventions as needed by travelling to the Burgeo area. This is similar to how other government departments provide services to the area such as court services, for example.

- These changes will not impact our staffing model or client service, as our staff will provide child protection and other services as needed by traveling to the communities now being serviced from these three offices.
Labrador Region

- In November 2012, the Department of Child, Youth and Family Services signed memorandums of understanding (MOUs) with members of the Nunatsiavut Government and Innu First Nation leaders (Sheshatshiu Innu First Nation and Mushuau Innu First Nation). The MOUs provide the framework for improvement in overall service accessibility and effectiveness, while also recognizing the unique culture in Aboriginal communities.

- Budget 2015-16 allocated $475,000 for six new frontline positions in Labrador. On a provincial level, the Provincial Government has now met the organizational commitment of a 1:20 ratio for social workers to caseloads which was announced in 2012.

- In October 2015, a new Working Relationship Agreement was signed between the Provincial Government and the Sheshatshiu and Mushuau First Nations in an effort to improve service coordination and information sharing pertaining to child protection in Sheshatshiu and Natuashish. The new agreement outlines more specifically the activities that will be undertaken between the Department of Child, Youth and Family Services and the Labrador Innu communities.

- In October 2015, a new service agreement was signed between the Provincial Government and Labrador Group Home Inc. This agreement outlines the commitment by both parties to provide high quality services to children and youth in the region who are currently in, or previously were in, the care of the Department of Child, Youth and Family Services.

- There are also difficulties in recruiting and maintaining social workers in the Labrador region, and CYFS is constantly exploring options to alleviate this matter.

Top Issues/Key Messages

Amendments to the Child and Youth Advocate Act

Summary:

The Child and Youth Advocate (CYA) has publically indicated that there are gaps in her legislation, and is seeking amendments to have all deaths and critical incidents reported to her office. As with any proposed amendments to legislation, once received, it has to be considered as part of government's legislative agenda prior to coming before the House of Assembly (HoA) for all members to discuss. In December 2014, a mandate letter from the Premier to the Minister of Child, Youth and Family Services stated that “In consultation with the CYA, you will develop and introduce legislation considering the request of the CYA regarding mandatory reporting by all departments and agencies…” Work continues on these legislative amendments by all departments involved; therefore, questions will likely focus on status of amended legislation.

Key messages:  ATIPP Act S 29(1)(a)
Child/Youth Deaths

Summary:

In response to an ATIPPA request from CBC, CYFS advised the media that a total of 26 deaths pertaining to children under the age 18 occurred from 2009-2014. Questions are likely to focus on how child deaths are reported and what the CYFS is doing to meet its mandate and prevent additional child deaths.

Key messages:
Anticipated Reports by the Child and Youth Advocate

- The Child and Youth Advocate is currently investigating several files pertaining to children/youth in the province:

Key messages:
Public Body Reporting

- CYFS is responsible for reporting to the following statutory public bodies: Office of the Child and Youth Advocate (OCYA); Office of the Citizens’ Representative (OCR); Human Rights Commission (HRC); and the Office of the Information and Privacy Commissioner (OIPC).

Office of the Child and Youth Advocate – Carol Chafe:

- The OCYA is an Independent Statutory office of the House of Assembly. This office has the authority to represent the rights, interests and viewpoints of children and youth who are entitled to receive services and access programs provided by the government of this province.

- The Child and Youth Advocate Act is the governing legislation for the Office. The Mandate of the Advocate for Children and Youth is stated in Section 3 of the Child and Youth Advocate Act:
  - Protect and advance the rights and interests of children and youth through the provision of advocacy services.
  - Ensure that children and youth have access to services and that their complaints receive appropriate attention.
  - Inform the public about the needs and rights of children and youth.
  - Provide information and advice to government, agencies of the government and to communities about the availability, effectiveness, responsiveness and relevance of services to children and youth.
  - Make recommendations to government regarding legislation, policies, programs and services designed to meet the needs of children and youth.
  - Conduct independent reviews and investigations.

- A draft policy for information sharing in regards to requests from the OCYA is under review, the draft policy is entitled, “Joint Protocol for Information Sharing between the Department of Child, Youth and Family Services and the Office of the Child and Youth Advocate.”

- Since April 1st, 2014, 66 formal written requests for information have been received from the Advocate.

Anticipated Reports by the Child and Youth Advocate

- The Child and Youth Advocate is currently investigating several files pertaining to children/youth in the province: ATIPP Act § 40(1), CYCP Act § 69.
Office of the Citizens’ Representative – Barry Fleming:
• The OCR is an independent office of the House of Assembly and accepts complaints from citizens who feel they have been treated unfairly with respect to their contact with government offices and agencies.

• The Citizens’ Representative and his staff will attempt to mediate complaints informally, and if this is not possible, they will undertake a formal investigation. If the complaint is not resolved throughout the investigation, an investigation report and recommendations are provided to the public body and is presented to the House of Assembly.

• In 2014-15, the Department received 10 formal requests for investigation.

• Citizens’ Representative Act is the governing legislation for the Office.

• Staff response for requests from the OCR are in accordance with the policy “Internal Protocol for Requests for Information from the Office of the Citizen’s Representative”.

Human Rights Commission – Remzi Cej (Chair)/Carey Majid (Executive Director):
• The Human Rights Commission is an at-arms-length government agency that plays several important roles in the province of Newfoundland and Labrador.

• In the province, the Human Rights Act sets out rules that ensure the protection of individuals from discrimination and harassment. The Human Rights Commission staff work to ensure compliance with human rights laws. The Commission also works to help the public gain a better understanding of the importance of protecting all people from violations of their human rights.

• The Human Rights Commission is mandated to uphold the provisions set out in the Human Rights Act. Due to the limitations set by our legislation, not all circumstances where an individual is treated unfairly will constitute a violation of the Act.

• In 2014-15, the Department received [5] human rights complaint through the Commission.

Office of the Information and Privacy Commissioner – Ed Ring:
• Newfoundland and Labrador’s Information and Privacy Commissioner is an independent Office of the House of Assembly. The Commissioner has a broad range of responsibilities and powers under both the Access to Information and Protection of Privacy Act, 2015 (ATIPPA, 2015) and the Personal Health Information Act (PHIA).

• Oversight of these Acts includes conducting reviews of decisions and investigating and attempting to resolve complaints about access to information and protection of privacy involving public bodies under the ATIPPA, 2015 and custodians of personal health
information under the \textit{PHIA}. The Commissioner may also make recommendations in order to uphold the Acts and encourage better compliance.

- Staff responses for requests from the OIPC are in accordance with the policy "Internal Protocol for Requests for Information from the Office of the Privacy Commissioner".

- The majority of the reporting to the OIPC concerns privacy breaches.

- In 2014-15, the Department processed 14 ATIPP requests, and had 24 privacy breaches.
Title: Office Locations

Issue: To provide an overview of the Department of Child, Youth and Family Services’ (CYFS) office locations.

Background and Current Status:

- CYFS services are delivered across Newfoundland and Labrador through four regions and 13 zones. There are currently 55 offices in 46 communities across the province. Please see Appendix A for a Map of CYFS offices.

- CYFS services are provided through four regions: Metro, Central East, Western, and Labrador.

- The CYFS Provincial Office is located on Elizabeth Avenue in St. John’s, and the Records Centre for archived files is located on East White Hills Road in Pleasantville.

Metro:

- Service delivery in Metro is provided through four zones: Zones A-D.
  - Staff in Zone A are based out of the Viking Building on Crosbie Road and the Charles R. Bell Building in St. John’s.
  - Staff in Zone B are based out of the Charles R. Bell Building and an office on Carter’s Hill Place in St. John’s as well as an office on Bell Island.
  - Staff in Zone C are based out of the Charles R. Bell Building in St. John’s as well as an office in Ferryland.
  - Staff in Zone D are based out of Cordage Place in St. John’s.

Central East:

- Service delivery in Central East is provided through three zones: Zones E-G.
  - Staff in Zone E are based out of offices in Conception Bay South, Harbour Grace, Bay Roberts, Whitbourne, Placentia, and Holyrood.
  - Staff in Zone F are based out of offices in Gambo, Musgrave Harbour, Bonavista, Clarenville, and Marystown.
  - Staff in Zone G are based out of offices in Gander, Grand Falls-Windsor, Lewisporte, Botwood, Conne River, Harbour Breton, St. Alban’s, and Twillingate.

- The Quality Assurance Division is located in Grand Falls-Windsor.

Western:

- Service Delivery in Western is provided through three zones: Zone H-J.
  - Staff in Zone H are based out of the Noton Building (and Annex) in Corner Brook.
  - Staff in Zone I are based out of offices in Stephenville, Stephenville Crossing, Piccadilly, Port Aux Basques, and Burgeo.
- Staff in Zone J are based out of offices in Deer Lake, Norris Point, Woody Point, Port Saunders, St. Anthony, Roddickton, Baie Verte, and Springdale.

- Relocation of service delivery in the Western Region is occurring with the closure of the office in Burgeo, as well as amalgamating staff from offices in Piccadilly, Stephenville, and Stephenville Crossing into a single location in Stephenville.

- Amalgamation of office space in the Western Region is occurring gradually to minimize the impact on staff and the delivery of services. The office in Burgeo will be closing December 31, 2015, and the amalgamation of service delivery is anticipated to be complete in 2018-19.

**Labrador:**
- Service delivery in Labrador is divided between four zones: Zones K-N.
  - Staff in Zone K are based out of offices in Happy Valley-Goose Bay, Labrador City, Cartwright, and Forteau.
  - Staff in Zone L are based out of offices in Sheshatshiu and Natuashish.
  - Staff in Zone M are based out of offices in Nain, Hopedale, Rigolet and Makkovik.

*Prepared by:* R. Hodder/S. Dow  
*Approved by:* Jean Tilley  

*November 20, 2015*
Appendix A: Department of Child, Youth and Family Services: Regional Offices
Child, Youth and Family Services – Office Locations

St. John’s Metro Region

ST. JOHN’S

Regional Office
3rd Floor, Viking Building
Suite 303, 136 Crosbie Road
PO Box 8700
St. John’s, NL A1B 4J6
Contact: Linda Clemens Spurrell (Regional Director)
Phone: 729-4947/729-2815  Fax: 729-2995

4th Floor Viking Building
136 Crosbie Road
PO Box 8700
St. John’s, NL A1B 4J6
Contact: Mary Lou Lambert (Zone Manager)
Phone: 729-4824

Charles R. Bell Building
81 Kenmount Road
PO Box 8700
St. John’s, NL A1B 4J6
Contact: Patricia McGrath/Rob Reid (Zone Managers)
Phone: 729-4775

Cordage Place
20 Cordage Place
PO Box 8700
St. John’s, NL A1B 4J6
Contact: Beth Noseworthy (Zone Manager)
Phone: 729-4458/729-4459

Carter’s Hill
12-16 Carter’s Hill Place
P.O. Box 8700
St. John’s, NL A1B 4J6
Contact: Shelly Butt (Clinical Program Supervisor)
Phone: 729-4412
BELLI SLAND
PO Box 850
20 Bennett Street
Bell Island, NL A0A 4H0
Contact: Melissa Ryan/Amy Power (Social Workers)
Phone: 488-2706

FERRYLAND
Shamrock Health & Community Services Centre
PO Box 84
Ferryland, NL A0A 2H0
Contact: Sharon Coffin (Social Worker)
Phone: 432-2918

Central East Region

GRAND FALLS-WINDSOR
Regional Office
3rd Floor, Provincial Building,
3 Cromer Avenue, Grand Falls-Windsor, NL A2A 1W9
Contact: Susan Hoddinott (Regional Director)
Phone: 292-4170  Fax: 292-4157

BAY ROBERTS
PO Box 364, Dawe Building
11-17 Bareneed Road
Coley’s Point, NL A0A 1X0
Contact: Beatrice Park-French (Clinical Program Supervisor)
Phone: 786-5224  Fax: 786-5116

CONCEPTION BAY SOUTH
PO Box 14921
Suite 208, 130 Conception Bay Highway
Conception Bay South, NL A1W 3A6
Contact: Dean Kennedy (Clinical Program Supervisor)
Phone: 834-6101  Fax: 834-7924

HARBOUR GRACE
PO Box 430
33 Cathedral Street, Taylor Building
Harbour Grace, NL A0A 2M0
Contact: Dennis Lambe (Clinical Program Supervisor)
Phone: 945-6545  Fax: 945-3060
HOLYROOD
PO Box 461
363-365 Conception Bay Highway
Holyrood, NL A0A 2R0
Contact: Cathy O'Keefe (Clinical Program Supervisor)
Phone: 229-1551  Fax: 229-2018

PLACENTIA
PO Box 159
Court House Building, 68-70 Price William Drive
Placentia, NL A0B 2Y0
Contact: Sara Yetman O'Grady (Social Worker)
Phone: 227-0130  Fax: 227-1346

WHITBOURNE
PO Box 190
The Community Services Building, 39 Main Road
Whitbourne, NL A0B 3K0
Contact: Juanita Elmore Higdon (Zone Manager)
Phone: 759-3340  Fax: 759-3360

BONAVISTA
PO Box 1507
10 Beaver Pond Road
Bonavista, NL A0C 1B0
Contact: Narda Duffy (Clinical Program Supervisor)
Phone: 468-1000  Fax: 468-5589

CLARENVILLE
PO Box 9558
D.M. Brown Building, 35 Tilley's Road
Clareenville, NL A5A 1Z4
Contact: Robert Inkpen (Clinical Program Supervisor)
Phone: 466-5776  Fax: 466-5766

GAMBO
PO Box 219
Dr. B. Adams Community Health Centre
318-320 Smallwood Boulevard
Gambo, NL A0G 1T0
Contact: Tina Parsons McGrath (Clinical Program Supervisor)
Phone: 674-5373  Fax: 674-5075
MARYSTOWN
PO Box 508
10-12 Harris Drive Business Park
Marystown, NL A0E 2M0
Contact: Chris Mullett (Zone Manager)
Phone: 279-0703/7914  Fax: 279-7915

MUSGRAVE HARBOUR
PO Box 129
Musgrave Harbour Community Health Centre
4 Banting Street
Musgrave Harbour, NL A0G 3J0
Contact: Dana Carter (Social Worker)
Phone: 655-2788  Fax: 655-2489

BOTWOOD
PO Box 617
2 Airbase Road,
Botwood, NL A0H 1E0
Contact: Catherine French/Jessica Lake/Angela Smith (Social Workers)
Phone: 257-2495  Fax: 257-4109

CONNE RIVER
PO Box 160
Conne River Health & Social Services, Conne River Reserve
Micmac Territory, Conne River, NL A0H 1J0
Contact: Natasha Kendell (Social Worker)
Phone: 882-5105  Fax: 882-2703

GANDER
PO Box 2222
2nd Floor, McCurdy Complex, 1 Markham Place
Gander, NL A1V 2N9
Contact: Wally Fry (Zone Manager)
Phone: 651-2185  Fax: 651-5422

HARBOUR BRETON
PO Box 699
Connaghré Peninsula Community Health Centre
Harbour Breton, NL A0H 1P0
Contact: Todd Day (Clinical Program Supervisor)
Phone: 885-3053  Fax: 885-3190
LEWISPORTE
PO Box 1137
394-412 Main Street
Lewisporte, NL A0G 3A0
Contact: Joanna Coneen (Clinical Program Supervisor)
Phone: 535-2852  Fax: 535-6124

ST. ALBAN’S
PO Box 189
The Regional Resource Centre, 4 Cormier Avenue
St. Alban’s, NL A0H 2E0
Contact: Dianisia White (Social Worker)
Phone: 538-3819  Fax: 538-3927

TWILLINGATE
PO Box 248
25 Toulinquet Street, AES Building
Twillingate, NL A0G 4M0
Contact: Colleen Fraude (Social Worker)
Phone: 884-1372  Fax: 884-1586

Western Region

CORNER BROOK
Regional Office
PO Box 2006
Noton Bldg., 3rd Floor
133 Riverside Drive
Corner Brook, NL A2H 6J8
Contact: Barbara Cull (Regional Director)
Phone: 637-8027  Fax: 637-4062

STEPHENVILLE
1st Flr., 149 Montana Drive
Stephenville, NL A2N 2T4
Contact: Rhonda Jewer (Zone Manager)
Phone: 643-8601/8602  Fax: 643-8640

STEPHENVILLE CROSSING
PO Box 1020
Stephenville Crossing, NL A0N 2C0
Contact: Susan Ford (Clinical Program Supervisor)
Phone: 646-3101  Fax: 646-3117
PICCADILLY
Box 8, Site 10, RR #2
Main Street
Port au Port, NL A0N 1T0
Contact: Georgina Collier Hinks (Social Worker)
Phone: 642-5234  Fax: 642-5671

BURGEO
PO Box 39
Burgeo, NL A0N 2H0
Contact: Port aux Basques Office
Phone: 886-2297

PORT aux BASQUES
PO Box 89,
MP Place, 3-9 Barhaven Drive
Port aux Basques, NL A0M 1C0
Contact: Tanya Billard (Clinical Program Supervisor)
Phone: 695-2120  Fax: 695-6002

DEER LAKE
PO Box 3774
20 Farm Road
Deer Lake, NL A8A 3M1
Contact: Raylene MacDonald (Clinical Program Supervisor)
Phone: 635-7841  Fax: 635-7793

WOODY POINT
Woody Point Medical Clinic
188 Main Road
Woody Point, NL A0K 1P0
Contact: Danica Cassell (Social Worker)
Phone: 453-2135  Fax: 453-2125

NORRIS POINT
Julia Ann Walsh Heritage Center
2-7 Hospital Lane
Norris Point, NL A0K 3V0
Contact: Rosalind Reid (Social Worker)
Phone: 458-3262  Fax: 458-3263
PORT SAUNDERS
PO Box 77
Rufus Guinchard Hlth. Cntr.
Port Saunders, NL A0K 4H0
Contact: Julie Gould (Social Worker)
Phone: 861-3978   Fax: 861-3979

BAIE VERTE
PO Box 608
1 Columbus Drive, 2nd Floor, Baie Verte Peninsula Hlth. Cntr.
Baie Verte, NL A0K 1B0
Contact: Barry Rice (Zone Manager)
Phone: 532-4766   Fax: 532-4099

SPRINGDALE
PO Box 367
Hewlett Bldg, 200 Main Street
Springdale, NL A0J 1T0
Contact: Marjorie Parsons (Clinical Program Supervisor)
Phone: 673-4714   Fax: 673-4503

RODDICKTON
PO Box 70
62 Cloud Drive
White Bay Central Health Centre
Roddickton, NL A0K 4P0
Contact: Sheila Fitzgerald (Clinical Program Supervisor)
Phone: 457-3303   Fax: 457-3013

RODDICKTON
Northern Office
PO Box 70
10 Cloud Drive
Roddickton, NL A0K 4P0
Phone: 457-3009   Fax: 457-3021

ST. ANTHONY
PO Box 460
Mission Store Bldg., 178 – 200 West St.
Labrador-Grenfell Health
St. Anthony, NL A0K 4S0
Contact: Allison Critch/Christopher Wellon (Social Workers)
Phone: 454-4140   Fax: 454-4135
Labrador Region

HAPPY VALLEY-GOOSE BAY
Regional Office
2nd Floor, CBC Building
PO Box 3014
Happy Valley-Goose Bay NL A0P 1E0
Contact: Tamara Smith (Regional Administrator)
Phone: 896-9170  Fax: 896-9201

District Office
Elizabeth Goudie Building
PO Box 3014, Station B
Happy Valley-Goose Bay, NL A0P 1E0
Contact: Amanda Winsor (Zone Manager)
Phone: 896-2494  Fax: 896-3272

CARTWRIGHT
PO Box 160
Cartwright, NL A0K 1V0
Contact: Robert Driscoll (Social Worker)
Phone: 938-7413  Fax: 938-7235

FORTEAU
PO Box 130
Forteauc, NL A0K 2P0
Contact: Robert Driscoll/Ryan Norman (Social Workers)
Phone: 931-3301  Fax: 931-3302

WABUSH
Regional Office
Tamarack Place
45 Tamarack Dr. Extension
Labrador City, NL A2V 0C5
Contact: Jackie Whelan (Regional Director)
Phone: 282-5037/944-9369  Fax: 944-5878

District Office
Tamarack Place
45 Tamarack Dr. Extension
Labrador City, NL A2V 0C5
Phone: 282-3951  Fax: 282-3528
NATUASHISH
PO Box 185
Natuashish, NL A0P 1A0
Contact: Lindsay Farrell/Tyler Barter (Clinical Program Supervisors)
Phone: 478-8965   Fax: 478-2034

SHESHATSHIU
PO Box 29
Sheshatshiu, NL A0P 1M0
Contact: Kimberley Mitchell (Clinical Program Supervisor)
Phone: 497-3702   Fax: 497-8459

HOPEDALE
PO Box 9
Hopedale, NL A0P 1G0
Contact: Elaine Condon (Clinical Program Supervisor)
Phone: 933-3389   Fax: 933-3651

MAKKOVIK
PO Box 42
Makkovik, NL A0P 1J0
Contact: Julie Dicker (Social Worker)
Phone: 923-2129   Fax: 923-2143

NAIN
PO Box 130
Nain, NL A0P 1L0
Contact: Katherine MacDougall
Phone: 922-2858   Fax: 922-2396

RIGOLET
PO Box 141
Rigolet, NL A0P 1P0
Contact: Elaine Condon (Clinical Program Supervisor)
Phone: 947-3519   Fax: 947-3469
Minister’s Office

- The Minister of the Department of Child, Youth and Family Services (CYFS) is individually responsible to the House of Assembly and the Premier for their own actions and those of their department, including the actions of all officials under their management and direction.

- In fulfilling the duties of Minister of CYFS, the Minister is primarily supported by Deputy Minister Rachelle Cochrane, Assistant Deputy Minister of Policies and Programs Rick Healey, Assistant Deputy Minister of Service Delivery and Regional Operations Donna O’Brien, Assistant Deputy Minister of Corporate Services Jean Tilley, Executive Director Paula Rodgers, and Director of Communications Melony O’Neill. Please see Transition Binder for more information.

- The Minister’s Office in the Department of Child, Youth and Family Services (CYFS) provides administrative and executive support to the Minister of CYFS.

- The 2015-16 Budget for CYFS included $325,100 for CYFS’s Minister’s Office including $71,700 in Operating Accounts as well as $253,400 for Salaries. The budget for salaries includes:
  - The Minister’s salary ($55,650) in addition to the base salary ($95,357) and other benefits of being a Member of the House of Assembly (MHA)
  - A Secretary to the Minister who is staffed on a permanent basis by Joanne Barnes.
  - An Executive Assistant position that can be staffed by the Minister, as desired.

- In addition to a Secretary and an Executive Assistant employed by CYFS, the House of Assembly also provides funding for a constituency office in the Minister’s riding including a Constituency Assistant that can be staffed by the Minister, as desired.

- The Minister of CYFS is also supported by two Inquiries Coordinators-Anita Harte and Dave McGrath. When the Minister receives questions and complaints from the public, including clients of CYFS, the Inquiries Coordinators are responsible for answering questions and addressing concerns on behalf of the Minister regarding case management, policies, procedures and legislation. The Inquiries Coordinators also draft correspondence related to inquiries for the Minister’s signature, and conduct investigations into complaints from the public, as required.

- Expenses incurred by the Minister, including travel and accommodations can be claimed from the Department if the Minister is participating in Ministerial/Departmental business pursuant to the Ministerial Expense Reimbursement Policy. If the Minister incurs expenses as a result of constituency business, claims can be made to the House of Assembly in accordance with the Members’ Resources and Allowances Rules.

Prepared by/ Reviewed by: R. Hodder/S. Dow
December 11, 2015
Department of Child, Youth and Family Services  
Minister's Office  
Operating Budget 2015-16

### Salaries

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Employee Benefits  
Transportation and Communication  
Supplies  
Purchased Service  

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**Total Minister's Office**  $325,100