



# Child, Youth and Family Services

Annual Report  
*2015-16*



**Child, Youth and Family Services**



## Message from the Minister

As Minister for the Department, I am pleased to present the 2015-16 Annual Report. This report outlines the department's activities from April 1, 2015 to March 31, 2016, and reports progress on the department's 2015-16 annual objectives. In addition, the report identifies highlights and accomplishments for the past year; how the department utilized its shared commitments with other departments and stakeholders; and some challenges and opportunities ahead as the department continues to improve its programs and services. This performance report was prepared under my direction, and I am accountable for the results reported herein.

Throughout 2015-16, the department has continued to enhance its programs and services. In particular, the department has implemented revised policies and procedures for the Protective Intervention program and transformed Intervention Services. To enhance support for children and youth in care, the department has worked to expand staffed residential placements in Labrador and has worked with its community partners to enhance support to foster families.

Going forward, I am pleased to continue working with my departmental colleagues as we begin work on a number of important priorities including a legislative review of the *Children and Youth Care and Protection Act*, and a review of the Youth Services program to ensure it is responsive to the unique needs of vulnerable youth. For 2016-17, under the new Department of Children, Seniors and Social Development, I look forward to achieving progress on the 2016-17 objectives outlined herein and am committed to the continual improvement of programs and services for children, youth and families in Newfoundland and Labrador.



A handwritten signature in black ink that reads "Sherry Gambin-Walsh".

Honourable Sherry Gambin-Walsh  
Minister of Children, Seniors and Social Development



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## Departmental Overview

### MANDATE

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

### LEGISLATION

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

- *Children and Youth Care and Protection Act;*
- *Adoption Act, 2013;*
- *Youth Criminal Justice Act;* and
- *Young Persons Offences Act.*

### LINES OF BUSINESS

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

1. Child Protection and In Care
2. Youth Services
3. Community Youth Corrections
4. Adoptions

#### 1. Child Protection and In Care

The programs and services available within Child Protection and In Care are designed to help ensure the safety and well-being of children and youth. Specifically, when concerns exist as to the safety of children or there is a risk of maltreatment by a parent, social workers conduct assessments to determine risk. Intervention with the family is based on the **best interests of the child**, as mandated by the *Children and Youth Care and Protection Act*. Where a child is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce any identified risks, for instance by providing supervision in the home, and/or ensuring the parent avails of supports and intervention services to adequately care for the child. These services may be provided by departmental staff, other departments or agencies of government, or through service providers within the community.

### Snapshot Stats

#### As of March 31, 2016:

- Approximately 5,765 children and youth in Newfoundland and Labrador were receiving services under the Child Protection and In Care programs.
- Approximately 970 of these children and youth were in the care or custody of a manager of the department.

When the health and safety of a child cannot be maintained or assured in the family home, the department provides the following options:

- **Kinship Services** - A voluntary agreement with the family to have a child reside with relatives or significant others.
- **Protective Care Agreement** - A voluntary agreement with the family to have a child placed with the department on a temporary basis.
- **Transferring Care and Custody to a Manager** - When a court orders that a manager of the Department of Child, Youth and Family Services take the care and custody of a child or youth temporarily or permanently. A child can remain in care up to age 18.

## 2. Youth Services

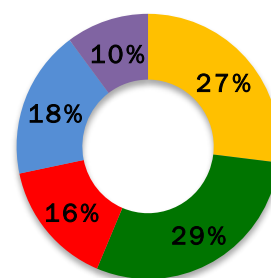
The department also assists young people age 16 to 17 years, during their transition to early adulthood. Youth may be supported up to the age of 19 if they are completing a high school program. Additionally, youth who were in care at 16 years of age and are enrolled in an educational and/or a rehabilitative program may receive continued support until the age of 21. All Youth Services are provided through a voluntary Youth Services Agreement signed directly with the youth.

### *Services include:*

- **Supportive Services** - Providing supportive and rehabilitative services to young people living in their family home to address issues which could affect the safety, health and well-being of the youth in an effort to keep families together.
- **Residential Services** - In addition to Supportive Services noted above, youth also can receive residential and financial services to enable youth to reside outside of the family home when they are at risk of maltreatment in their family home.

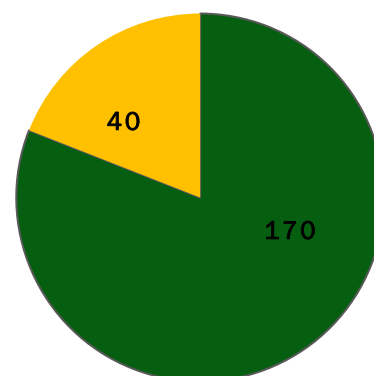
## Age of Children and Youth In Care (as of March 2016)

- Birth to 4 yrs
- 5 to 9 yrs
- 10 to 12 yrs
- 13 to 15 yrs
- 16+



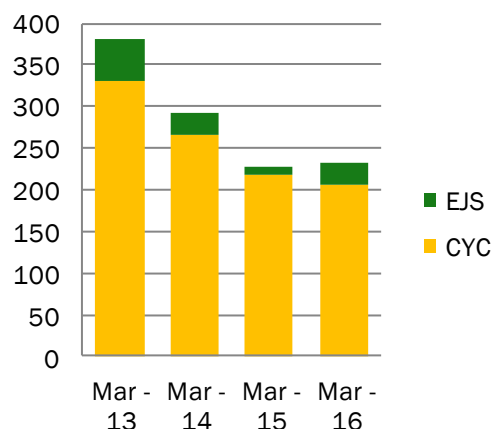
## Number of Youth in Youth Services (as of March 2016)

- Residential
- Supportive





**Number of Youth in Youth Corrections (2013-16)**



### 3. Community Youth Corrections

The department provides rehabilitative services to youth who come into conflict with the law between their 12<sup>th</sup> and 18<sup>th</sup> birthdays. The services provided under the Community Youth Corrections program include a wide range of supervisory options for young offenders, including those serving community service orders and probation sentences (during community release portions), and open-custody placements.

The department also supports community Youth Justice Committees throughout the province to operate Extrajudicial Sanctions, including restorative justice and diversion programs. The programs are an alternative to court proceedings for young offenders referred by Crown Attorneys.

### 4. Adoptions

Adoption is the legal process whereby a person or persons becomes a child's legal parent or parents. The department seeks permanent homes for children who are available for adoption. The department also provides services to birth parents who are placing a child for adoption and for individuals and couples who wish to apply to adopt a child. Children become available for adoption through consent signed by a birth parent or because they are in the permanent custody of a manager of Child, Youth and Family Services who has approved a plan for adoption. Children available for adoption are matched with approved adoptive applicants.

The Adoptions division also approves applicants who apply to adopt a child from another country and applicants who have been identified by another Canadian province or territory to adopt a specific child in that province/territory. Step-parents and relatives can adopt without the assistance of the department.

Post adoption services are provided to adults who were adopted as children and birth families who may be interested in reunion or obtaining additional information.

### Snapshot Stats

- As of March 2016, 60 applicants were approved to become adoptive parents.
- There were 40 adoptions finalized in 2015-16.

## STAFF AND BUDGET

As of March 31, 2016, the department had 732 permanent positions. The gender breakdown of departmental staff is 89 per cent female and 11 per cent male. The department has 50 offices across the province, including the provincial office in St. John's as well as regional and service delivery offices throughout the Metro, Central East, Western, and Labrador regions.

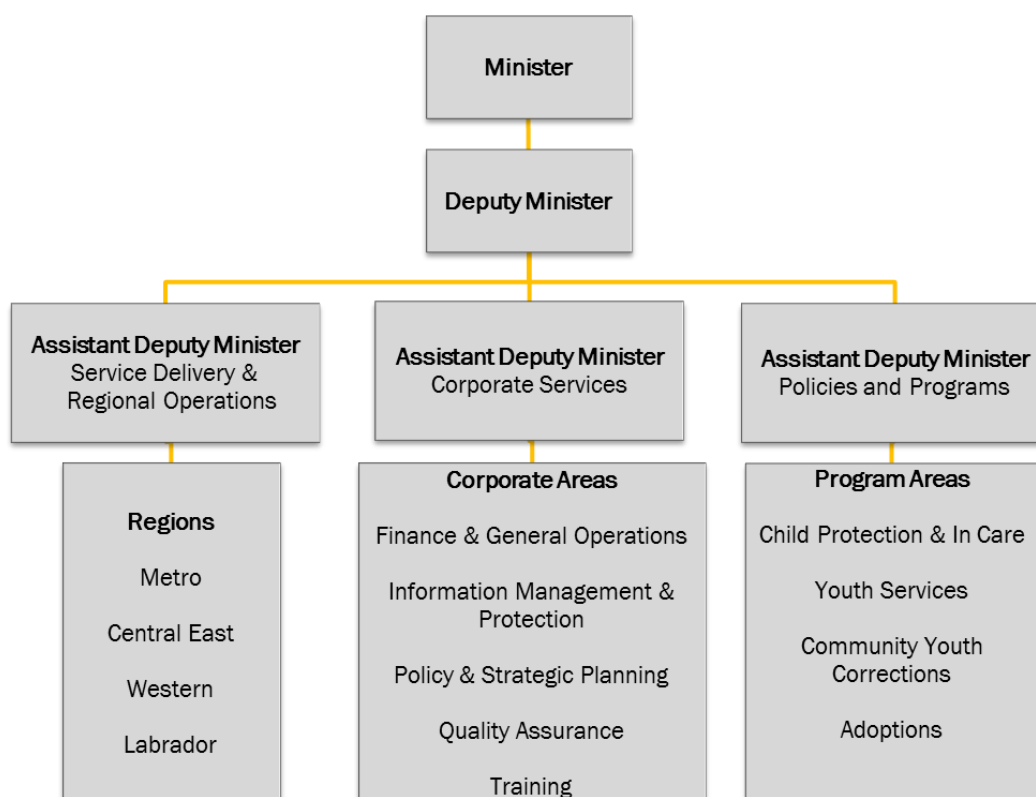
The 2015-16 gross budget for the Department of Child, Youth and Family Services was \$155.35 million. Expenditures and revenue figures included in this document are based on the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year ending March 31, 2016. Please see Appendix I for detailed financial information.



Artwork created during a departmental management meeting, September 2015

## ORGANIZATIONAL STRUCTURE

The department is directed by the Deputy Minister and three Assistant Deputy Ministers.



### *Service Delivery and Regional Operations*

The Service Delivery and Regional Operations Branch is responsible for front line service delivery at the local and regional level. This branch ensures responsive services are available to meet the needs of children, youth and their families in each of the four regions.

### *Corporate Services*

The Corporate Services Branch has responsibility for ensuring fiscal, human and information services are available. The five corporate areas are: Finance and General Operations, Information Management and Protection, Policy and Strategic Planning, Quality Assurance, and Training.

### *Policies and Programs*

The Policies and Programs Branch has responsibility for program and policy development. This branch administers each of the four program areas: Child Protection and In Care, Youth Services, Community Youth Corrections, and Adoptions.

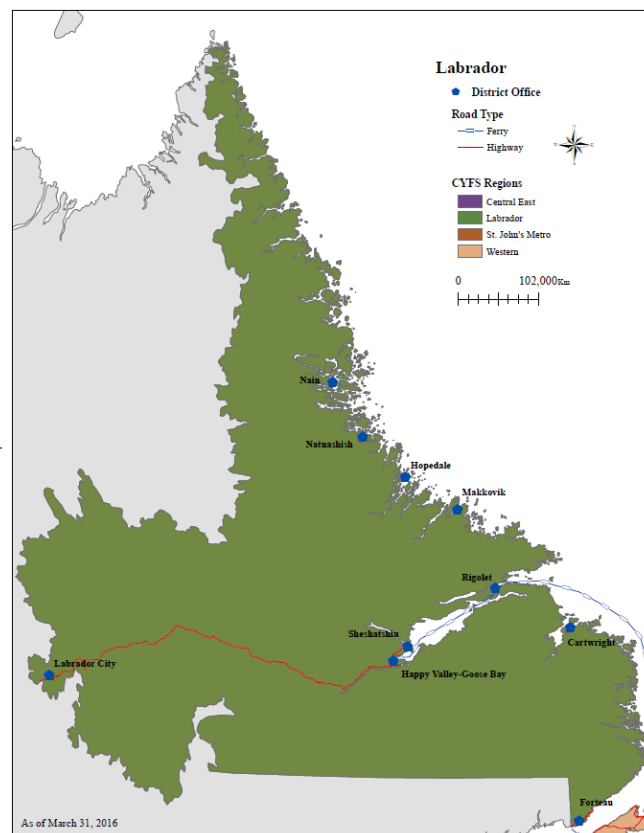
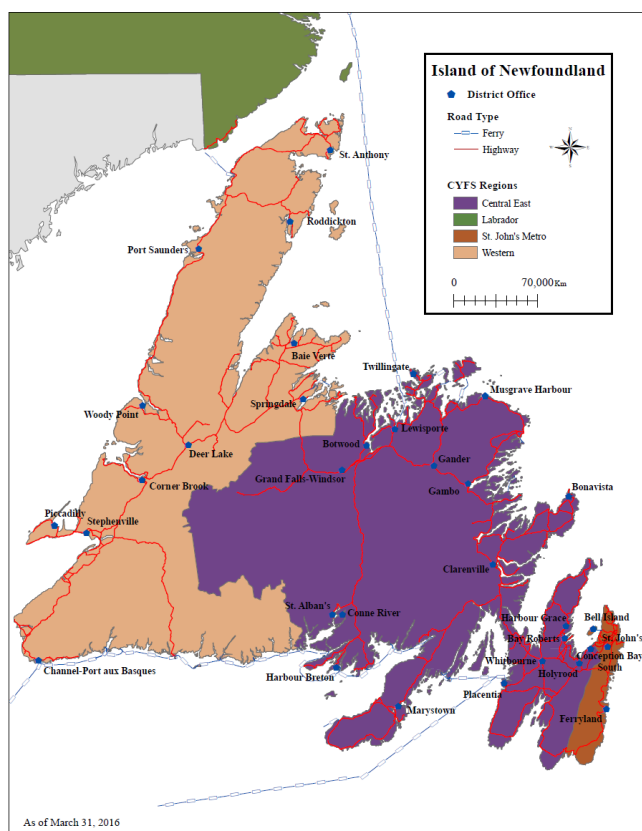
## GEOGRAPHIC OVERVIEW

For efficient service delivery, the department has divided the province into four regions:

Labrador	110 positions
Western	128 positions
Central East	177 positions
Metro	317 positions

Our Labrador offices are located in: Cartwright, Forteau, Happy Valley-Goose Bay (two offices), Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet, and Sheshatshiu.

Our Western offices are located in: Baie Verte, Channel—Port Aux Basques, Corner Brook, Deer Lake, Piccadilly, Port Saunders, Roddickton, Springdale, St. Anthony, Stephenville, and Woody Point.



Our Central East offices are located in: Bay Roberts, Bonaville, Botwood, Clarenville, Conception Bay South, Conne River, Gambo, Gander, Grand Falls-Windsor (two offices), Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, St. Alban's, Twillingate and Whitbourne.

Our Metro offices are located in: Bell Island, Ferryland, and St. John's (six offices).



### Vision

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

### Mission

*By March 31, 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.*

For the full mission statement, including measures and indicators, please see the department's 2014-17 Strategic Plan at: [http://www.gov.nl.ca/cyfs/publications/strategic\\_plan\\_2014-17.pdf](http://www.gov.nl.ca/cyfs/publications/strategic_plan_2014-17.pdf)





## Highlights and Accomplishments

The following information in the Highlights and Accomplishments section, as well as the Shared Commitments section reflect the achievements and progress made during the 2015-16 fiscal year to continue to improve programs and services for children, youth and families in Newfoundland and Labrador.

### Training Unit

As part of the department's ongoing efforts to realize continual improvements to the delivery of its programs and services, the Training Unit provides training to social workers and clinical program supervisors across the department. The Training Unit's suite of training modules consist of: "Pre-CORE" Basic Orientation for new social workers; the department's current information management system (Client Referral Management System) and risk assessment tool (Risk Management Decision Making Model); and eight CORE training modules (e.g. child development). In 2015-16, the Training Unit delivered 14 training session to 225 staff.

In 2015-16, the Training Unit also completed a review of the suite of training modules and has commenced updating CORE training modules. This work will continue into 2016-17.



### Foster Families

Foster families play a critical role in the child protection system in Newfoundland and Labrador. The support provided by foster families to children and youth throughout the province is vital in helping the department ensure the safety and protection of children and youth. Support for foster families contributes to permanency planning for children and youth.

The **Foster a Future** campaign is a promotional campaign aiming to recruit additional foster families to address the critical shortage of foster homes: homes where children and youth in the care of a Manager of Child, Youth and Family Services can live temporarily in a safe, nurturing family-based environment. This campaign has been ongoing throughout 2015-16.

### Collaborating with Aboriginal Partners

Early in the creation of the Department of Child, Youth and Family Services it was determined that effective and efficient service delivery would not be possible without the input and support of local Aboriginal Partners including the **Mushuau Innu First Nation**, the **Sheshatshiu Innu First Nation**, the **Nunatsiavut Government** and the **Miawpukek First Nation**. Newfoundland and Labrador's Aboriginal partners provide important input to help the province design culturally appropriate policies and programs as well as to address the unique needs of children, youth and families in their communities.

In September 2015, the department, the Sheshatshiu Innu First Nation and the Mushuau Innu First Nation signed a new Working Relationship Agreement to further improve coordination of service delivery and enhance information sharing. The agreement provides for the creation of a collaborative Out-of-Community Review of children and youth currently placed outside of their home community and works toward reducing the need for out-of-community placements.

*"It is critical that our government's decisions are also informed by engagement with stakeholders, including our Aboriginal partners, to ensure everyone's voices are heard."*

Premier Dwight Ball,  
Mandate letter to the Honourable Sherry Gambin-Walsh,  
Minister of Child, Youth and Family Services

## Shared Commitments

The Department of Child, Youth and Family Services works closely with the Government of Newfoundland and Labrador's departments and agencies, as well as the Statutory Offices of the House of Assembly, other provincial/territorial governments, the Federal Government, Aboriginal governments/organizations, and community stakeholders to serve the children, youth and families in the province. Throughout 2015-16, these partnerships were instrumental in helping the department contribute to strengthening child, youth and family services.

### GOVERNMENT PARTNERS

#### Provincial/Territorial Governments

At the August 2014 meeting of Canada's Premiers, Premiers discussed the overrepresentation of Aboriginal children in care across Canada, and directed Provincial and Territorial Ministers to share information on potential solutions to improve outcomes for Aboriginal children in care. Throughout 2015-16, the department collaborated with the Labrador and Aboriginal Affairs Office to work with provinces and territories across Canada to develop a report to Canada's Premiers. The report profiles best and promising practices along three strategic child welfare themes: (i) Root Causes; (ii) Prevention and Early Intervention; and, (iii) Supporting the Child Welfare System. At the July 2015 Meeting of Canada's Premiers, Premiers released the report and directed Provincial and Territorial Ministers Responsible for Social Services to consider the report in their own work.

On February 5, 2016, Federal, Provincial and Territorial Ministers Responsible for Social Services met to discuss key social issues including improving outcomes for Aboriginal children and youth. Ministers agreed to engage Aboriginal partners and the Minister of Indigenous and Northern Affairs Canada in future discussion on how to reduce the overrepresentation of Aboriginal children in care, and collaborative work is ongoing to address this issue.

*"The meeting was a tremendous opportunity to learn more about the new Federal Government's plans to address specific social issues, and for provincial and territorial jurisdictions to share best practices and common goals."*

The Honourable Sherry Gambin-Walsh  
February 8, 2016



## Federal Government

The Government of Canada is an important partner for the department in two areas of federal responsibility: youth criminal justice and the care of Aboriginal children. As the province's Community Youth Corrections program is mandated by the federal *Youth Criminal Justice Act*, the Federal Government provides multi-year financial support to provincial programming through a cost-shared agreement. In 2015-16, \$1.76 million was provided to the department under this agreement. Further, arising from the Government of Canada's constitutional responsibility for Aboriginal peoples, the Federal Government provides funding to support the costs of child protection services in the Innu communities of Natuashish and Sheshatshiu, respectively, through an annually renewed intergovernmental agreement. In 2015-16, the federal contribution under this agreement was \$9.52 million. The Federal Government also has a funding agreement directly with the Miawpukek First Nation in Conne River to support child, youth and family services in the community. The department, through an agreement with the Miawpukek First Nation, provides child protection services in Conne River.

While individual provinces and territories are responsible for adoption services, the Federal Government's Department of Citizenship and Immigration Canada plays an important role in helping children involved in intercountry adoption join a Canadian family. Working with the department, Citizenship and Immigration Canada helps to ensure that the rights of a child are protected in the adoption process.

## Provincial Government Departments and Agencies

The department's primary partners within the Provincial Government are the Department of Health and Community Services and the Regional Health Authorities, the Departments of Justice and Public Safety, Education and Early Childhood Development, Seniors, Wellness and Social Development, Advanced Education and Skills, and ServiceNL, as well as the Newfoundland and Labrador Housing Corporation.

Horizontal initiatives allow for an integrated approach to complex policy issues. In 2015-16, the department participated in the following interdepartmental committees and working groups:

- Poverty Reduction Strategy  
- *Department of Seniors, Wellness and Social Development*
- Violence Prevention Initiative  
- *Women's Policy Office*
- Population Growth Strategy  
- *Department of Advanced Education and Skills*
- Provincial Strategy for the Inclusion of Persons with Disabilities  
- *Department of Seniors, Wellness and Social Development*
- Interdepartmental Advisory Committee for the Supportive Living Program  
- *Newfoundland and Labrador Housing Corporation*

The department also worked closely with the **Office of the Child and Youth Advocate** and shares a common goal to provide the best possible services for protecting, supporting, and assisting children, youth and families in Newfoundland and Labrador. The department is committed to working with the Advocate to improve the delivery of services to children, youth and their families.

The department also partners with **Memorial University** and other Canadian universities in employing Bachelor and Master of Social Work students in practicum placements. During 2015-16, the department provided placements to approximately 70 social work students. This work contributes to the practical experience for students and is part of the department's commitment to long-term recruitment of qualified staff.

In September 2015, the department and Memorial University's School of Social Work officially launched a new partnership - **Advancing the Practice Together**. Recognizing the importance of collaboration within the professional community, this partnership highlights continued collaboration and helps advance the social work practice by responding to the needs of the department's social workers through professional development sessions. At the initial Advancing the Practice Together training session in September 2015, keynote speaker, Lynn Barry, Executive Director of the Canadian Child Abuse Association, presented on Forensic Interviewing.

## COMMUNITY PARTNERS

The effective and efficient delivery of child, youth and family services in Newfoundland and Labrador requires participation and cooperation from numerous organizations across the province.

The **Newfoundland and Labrador Foster Families Association** represents over 580 foster families in Newfoundland and Labrador and provides important input into the department's policies, programs and services. In recognition of the important role of the Foster Families Association, the department provided \$369,000 to the Association in 2015-16. The Association held its annual symposium themed *Fostering Well-Being* from June 5 to 7, 2015. This symposium brought together foster families, social workers, and community partners from across the province. Additionally, the Provincial Government recognized National Foster Families Week, which was October 18 to 24, 2015.



**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 that promote healthy personal development. In 2015-16, Choices for Youth continued delivering the Supporting Youth with Transitions pilot program in the Metro region through an agreement with the department. Supports focus on areas such as daily living, self care, housing and money management, and work and study life.

The **Newfoundland and Labrador Coalition of Youth Justice Committees** represents 27 volunteer Youth Justice Committees throughout the province. These committees are responsible for the delivery of extrajudicial sanctions programs (an alternative to court processes) in partnership with the department.

The department also works closely with the **John Howard Society** which operates two open custody group homes in the province. These facilities, located in St. John's and Corner Brook, have a capacity for up to 11 individuals to receive court ordered open custody and supervision.

As part of the Continuum of Care Strategy, a four-level continuum of out-of-home placement options, the department contracts services from **Blue sky, Key Assets, Shalom** and **Waypoints**, and has service agreements with the **Nunatsiavut Government** and **Key Assets**, as well as the **Labrador Group Home** for staffed residential placements. These residential placements ensure that children and youth, who cannot be supported in a family-based environment, are provided with a safe, caring and supportive living arrangement. These organizations also provide short-term emergency care for children and youth who come into care when an immediate foster home placement is not available. The types of staffed residential placement resources include:

- **Emergency Placement Homes** offer 24-hour emergency care to children and youth for a period of time to allow for the child or youth's placement needs to be assessed, and to support the transition to a longer term placement.
- **Group Homes** provide group care for children and youth who have complex social, emotional, behavioural and developmental needs and, as a result, require a level of residential service that cannot be provided in a family-based setting.
- **Individualized Living Arrangements** specific to children and youth who present with social, emotional, behavioral, developmental and/or medical needs and, therefore, cannot be matched with a foster or group home.

The department works with two adoption agencies in this province: **Aspens and Oaks** and **Lynn Burke Evely**. Both of these agencies work closely with the department when they are involved in an adoption process. Where an agency completes an adoption assessment, the department maintains responsibility for approving all applicants interested in adoption and the placement of a child for adoption.

**Daybreak Parent Child Centre** is a community-based not-for-profit organization which provides the Daybreak Family Home Visitation program. This program is a supportive service offered primarily to parents with children in-care and some families in the Protective Intervention program to assist in enhancing parenting skills. The services are designed to assist the reunification of children with the family.

## Report on Performance

In consideration of the objectives, mandate and financial resources of the department, the following key departmental issues were identified:

- Safety and Protection of Children and Youth
- Improved Family Services

To achieve success on these important issues, the Department of Child, Youth and Family Services identified a three-year goal for each issue, reflecting the planned result in the three-year timeframe, and identified annual objectives to provide focus each year. Measures and indicators were provided for the three-year goals and the 2015-16 objectives to assist in monitoring and evaluating success.

## Issue 1

## Safety and Protection of Children and Youth

Throughout 2015-16, the Department of Child, Youth and Family Services worked diligently to enhance programs and services to promote the safety and protection of children and youth. Through aligning programs and services with best practices and current research in the field, the department works to ensure programs and services are evolving and are responsive to client needs.

In 2015-16, the department continued to review and revise policies, programs and services within the Protection and In Care, and Community Youth Corrections program areas. This was accomplished through developing further enhancements to the Continuum of Care Strategy; reviewing and revising the policies and procedures for Community Youth Corrections; further developing the Structured Decision Making Model for the Protective Intervention program; and updating the policies, procedures and forms for the Protection, In Care and Community Youth Corrections programs to reflect the Integrated Service Management Project.

**Goal 1:** By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.

**Measure:** Enhanced programs and services

**Indicators:**

- Developed and implemented new policies and procedures for select program areas
- Reviewed, revised and developed new programs and services for select program areas
- Trained staff/ key stakeholders on new policies and procedures
- Commenced a legislative review of the *Children and Youth Care and Protection Act* (2011), including research and consultation with key stakeholders
- Reviewed existing and developed new initiatives to address the unique challenges associated with service delivery in the Labrador region

2015-16 Objective: By March 31, 2016, CYFS will have continued to review and revise policies, programs and services in the areas of Protection and In Care and Community Youth Corrections to ensure they are responsive to client needs.

Measure: Continued to review and revise policies, programs and services in the areas of Protection and In Care and Community Youth Corrections

Indicators	Progress and Accomplishments
Developed Further Enhancements to the Continuum of Care Strategy	<p>The Continuum of Care Strategy is a four-level continuum of out-of-home placement options to ensure children and youth are placed in accordance with their needs. In 2015-16, the department developed further enhancements to the Continuum of Care Strategy in the following areas:</p> <p><u><b>New policies and procedures for the In Care program developed:</b></u>  In April 2015, the <i>Children and Youth in Care and Custody Standards and Procedures Manual for Staffed Residential Placement Resources</i> (The Manual) was introduced. The Manual provides standards and procedures for Staffed Residential Placement Resources (Level 4).</p> <p>Throughout 2015-16, the department also implemented revised policies regarding the completion of Annual Reviews of Level 4 homes, Specialized Foster Homes (Level 3), and Out-of-Province Placements for children and youth in care.</p> <p>These revised policies and procedures introduced increased monitoring and review of out-of-home placements.</p>

Developed Further Enhancements to the Continuum of Care Strategy (continued)

**CYFS launched two pilot projects to enhance and increase family-based placements for children/youth who require out-of-home placements:**

The Newfoundland and Labrador Foster Families Association and Waypoints, a non-profit service provider that has provided staff residential services for over 35 years, entered into an agreement with the department for a pilot program to provide increased supports and training to foster parents. The project provides supports for foster families including: in-home and after hours support and crisis response. Waypoints also provides training on various topics to foster parents monthly. The pilot's goal is to increase supports to foster families and increase the number of families interested in fostering and/or caring for children/youth with complex needs.

Key Assets, a branch of Core Assets (an international organization with almost 20 years of experience in providing specialized foster care and related services in many countries) and non-profit service provider, entered into an agreement with the department to establish the Family-based Care Pilot Project. The project provides family-based placements for children and youth in care who have a range of complex needs and/or large sibling groups. Through this project, Key Assets recruits, assesses and trains those providing care, and provides 24-hour wraparound supports. The department maintains responsibility for approving and monitoring these homes, and the children/youth placed in them, and works closely with Key Assets to develop in care plans for these children and youth.

Developed Further Enhancements to the Continuum of Care Strategy (continued)

**Conducted annual reviews to enhance Level 4 Placement Resources:**

Level 4 service providers are required to provide services in accordance with the *Child Youth and Family Services Children and Youth in Care and Custody Standards and Procedures Manual for Staffed Residential Placement Resources*, which requires an annual review of each placement home in addition to the regular monitoring completed by the department through home visits, contact with children/youth and families, and consultations with others involved with the children/youth. The department completed annual reviews in 2015-16.

**Implemented Level 4 in Labrador:**

In June 2015, the department began consultations with residential placement providers, the Nunatsiavut Government, and Innu leaders regarding the implementation of Level 4 (staffed residential placements) in Labrador. Throughout 2015-16, the department worked to implement Level 4 in Labrador as follows:

- A Service Agreement was signed with the Labrador Group Home in October 2015. This agreement provides five group home placements, and introduces the service standards of care for staffed residential placements to the Labrador Group Home.
- A Service Agreement with the Nunatsiavut Government and Key Assets was signed in November 2015. This agreement provides for the Nunatsiavut Government and Key Assets to jointly provide Level 4 placements in Inuit communities. This service agreement has enabled collaboration between the department and the Nunatsiavut Government in securing future placements for Inuit children/youth in Inuit communities. Placements are currently under development.
- Consultations are ongoing with the Innu First Nation regarding placement resources in Innu communities. The Innu First Nation is developing an “Innu Model of Care” to inform proposals to the department.



Continued review and revision of policies and procedures for Community Youth Corrections	<p>In 2015-16, the department engaged regional front-line and management staff in a working group to advise on the review and revision of Community Youth Corrections policies and procedures. Additionally, a legal review of the policies and procedures manual was also completed in 2015-16. Feedback from the working group and legal review was incorporated into the revised policies and procedures.</p> <p>Revisions include: (i) Format was updated to align with other Child Youth and Family Services policy and procedure manuals; (ii) Language was updated to reflect language in the <i>Youth Criminal Justice Act</i>; (iii) Approval levels were established; and, (iv) Forms were updated to a fillable format to be used in the Integrated Service Management system.</p> <p>The revised Community Youth Corrections Policies and Procedures manual is expected to be implemented in 2016-17, and regional information sessions with front-line and management staff are planned to facilitate this process.</p>
Continued Development of the Structured Decision Making Model for the Child Protection program, and initiated development of a training and implementation plan	<p><b><u>Continued development of the Structured Decision Making model:</u></b></p> <p>In 2015-16, the department worked with the Children's Research Center to develop and finalize the Structured Decision Making Policy/Procedures and Practice Standards Manual. The Department also developed a Change Management Plan with the team responsible for developing the Integrated Service Management system. The Change Management Plan is designed to enable the department to facilitate the effective and efficient transition from the Risk Management Decision Making model to the Structured Decision Making model.</p> <p><b><u>Initiated development of a training and implementation plan:</u></b></p> <p>In 2015-16, the department worked with the Children's Research Centre to develop and finalize the Structured Decision Making training curriculum. The curriculum includes two 30 minute e-learning modules and a four-day onsite training for management and frontline social work staff. A training plan was developed, which outlines a training schedule for staff.</p>

Updated Policies, Procedures and forms for the Protection, In Care and Community Youth Corrections programs to reflect the Integrated Service Management project	<p>Throughout 2015-16, significant work was accomplished in the Protection, In-Care and Community Youth Corrections programs to reflect the requirements of the department's new information management system, the Integrated Service Management system.</p> <p>All policies, procedures, and forms for the Protective Intervention, In Care and Community Youth Corrections programs were reviewed and revised. New forms were also developed to enhance efficiency and to support the Integrated Service Management project.</p>
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By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement and monitor program changes to improve services.

**Measure: Continued to implement and monitor program changes to improve services**

**Indicators:**

- Implemented revised policies and procedures for Community Youth Corrections
- Enhanced monitoring of residential placements
- Initiated a statutory review of the *Children and Youth Care and Protection Act*
- Continued to monitor and report on output indicators on the safety and protection of children and youth

## Issue 2

## Improved Family Services

The Department of Child, Youth and Family Services recognizes that the safety and protection of children and youth is of paramount importance and cannot be fully accomplished without strong and supportive families.

In 2015-16, the department continued to develop and implement system changes to improve programs and services for families. This was accomplished through: reviewing the supports and services provided to children and families receiving Protective Intervention services, and developing and implementing new policies and procedures; reviewing specialized services provided to clients of the department; transforming the Intervention Services program; and, updating policies, procedures and forms for the Adoptions program to reflect the Integrated Service Management project.

**Goal 2: By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families.**

**Measure: Improved services to families**

**Indicators:**

- Developed and implemented new policies and procedures for Adoptions
- Developed and implemented new policies and procedures for the Family Visitation Program
- Reviewed and revised select family services programs
- Trained staff/key stakeholders on new policies and procedures

**2015-16 Objective:** By March 31, 2016, the Department of Child, Youth and Family Services will have continued to develop and implement system changes to improve programs and services for families.

**Measure:** Continued to develop and implement system changes to improve programs and services for families

Indicators	Progress and Accomplishments
Reviewed the supports and services provided to children and families receiving Protective Intervention services toward developing and implementing changes to the child protection system	<p><u><b>Reviewed the supports and services provided:</b></u></p> <p>In the summer and fall of 2015-16, the department conducted a review of the supports and services provided to children and families who avail of Protective Intervention services. The review was a multi-step process, including data analysis, literature review, jurisdictional scan and focus groups. Specific activities undertaken include:</p> <ul style="list-style-type: none"> <li>• An analysis of financial records from the Client Pay module of the Client Referral Management System for all supports and services used by children and families in the Protective Intervention program.</li> <li>• A literature review of the supports and services most beneficial to families receiving Protective Intervention services.</li> <li>• A jurisdictional scan of child protection policies in other Canadian provinces and territories to determine what services are provided to families and how these services are delivered.</li> <li>• Focus groups were conducted with the department's regional front-line and management staff to gather information on regional supports and services necessary to support families.</li> </ul> <p><u><b>Developed and Implemented new policies and procedures for Protective Intervention:</b></u></p> <p>New policies and procedures were developed and implemented in 2015-16. Funding amounts and approval levels were established for each service/support including child care, babysitting, day camp, respite, behavioral aid, infant safety, transportation, physician expenses, parenting capacity assessments, and payroll administration.</p> <p>Information sessions with the department's front-line and management staff were conducted to facilitate the implementation process.</p>

Reviewed specialized services provided to clients of the department by community partners to determine if improvement to programs and services are required	<p><b><u>Conduct a review of the Waypoints Family Support Program:</u></b></p> <p>A review of the Family Support Program began in the fall of 2015. Review activities completed in 2015-16 include: collection of statistical data related to the number of clients served, length of service, and case status after families left the program. Research into intensive family support programs was also completed. Staff of the department and Waypoints have participated and have contributed program information and statistical data to support the review. The review, while anticipated to conclude in 2016-17, was not completed in 2015-16 as changing priorities delayed the review.</p>
Updated policies, procedures and forms for the Adoptions program to reflect the Integrated Service Management project	<p>Throughout 2015-16, significant work was accomplished in the Adoptions Program to reflect the requirements of CYFS' new information management system, the Integrated Service Management system.</p> <p>All policies, procedures, and forms for the Adoption program were reviewed and revised. New forms were also developed to enhance efficiency and to support the Integrated Service Management project. Policy work has been identified to support the new ISM system.</p>

Expanded the Intervention Services Program	<p><b>Intervention Services Policy and Procedures:</b> In July 2015, the Intervention Services Policy Working Group was established consisting of provincial office and regional staff. Throughout 2015-16 draft policies and procedures were developed to enhance the Intervention Service program. The policies and procedures established contact standards with children and youth receiving Intervention Services, streamlined the referral process, and enhanced collaboration between social workers and behavioural management specialists. Additionally, the policies and procedures guide the assessment process and improves case planning for children and youth. Following the end of the fiscal year the policies are expected to be implemented in May 2016.</p> <p><b>Non-Violent Crisis Intervention®:</b> Regional Intervention Services staff were trained as Non-Violent Crisis Intervention instructors during onsite training conducted by the Crisis Prevention Institute in St. John's in November 2015. Non-Violent Crisis Intervention is the crisis management program used by the department. These new trainers will enable all regions to provide Non-Violent Crisis Intervention training to departmental staff.</p>
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By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement system changes and monitor policies, programs and services for families.

**Measure: Continued to implement system changes and monitor policies, programs and services for families**

**Indicators:**

- Reviewed services to support children within their family home
- Transformed the Intervention Services program
- Developed and implemented a Foster Parent Exit Survey
- Continued to monitor and report on output indicators on services for families

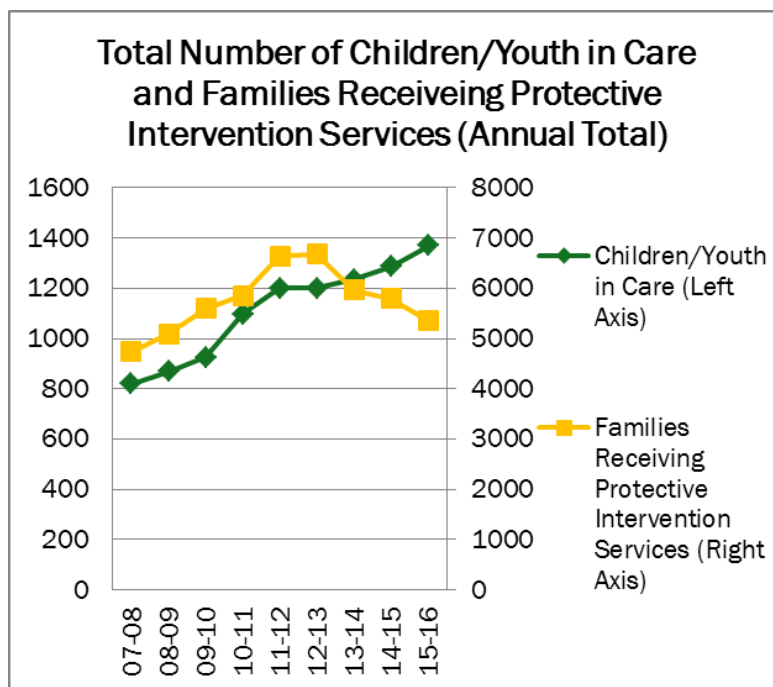
## Opportunities and Challenges

Throughout 2015-16, the department continued its work to further strengthen programs and services for children, youth and families. Going forward, the department anticipates encountering the following opportunities and challenges as it works to

In recent years, the number of children/youth in the In Care program has increased despite a declining population of children in Newfoundland and Labrador and a declining number of families requiring Protective Intervention Services.

For children in care, temporarily or permanently, the department endeavours to ensure that every child has a permanent plan to ensure the child's safety, health and well-being. Enhancing permanency planning for children in care is a high priority for the department.

The department recognizes the critical role that foster homes play in the child protection system. Although the number of children who need a foster home has



increased, the number of available foster homes has not increased correspondingly. Working with our foster families and the Newfoundland and Labrador Foster Families Association to ensure children who require foster care receive the services and resources they require is a top priority of the department. To this end, the department will be reviewing the Family-based Care Pilot Program in 2016-17.

Maintaining a stabilized workforce of skillful and dedicated staff, while preserving strong community ties, is crucial to the operations of the department and leads to better outcomes for children, youth and families. While the department has made significant progress in hiring and retaining staff the department continues to be challenged in this area and will continue to seek innovative solutions to stabilize the service delivery team.

Finally, the department will be undertaking a legislative review of the *Children and Youth Care and Protection Act* in 2016-17. The legislative review provides a significant opportunity for the department to enhance its continual improvement processes for the Protective Intervention, In Care and Youth Services programs. The Youth Services program will be reviewed concurrent with the legislation to ensure the program is responsive to the unique needs of youth as they transition to adulthood.

## Appendix I

## Summary of Expenditures and Related Revenue

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

#### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES Statement of Expenditure and Related Revenue FOR THE YEAR ENDED 31 MARCH 2016

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>MINISTER'S OFFICE</b>			
<i>CURRENT</i>			
<b>1.1.01. MINISTER'S OFFICE</b>			
01. Salaries	284,939	288,400	253,400
Operating Accounts:			
Employee Benefits	-	5,000	5,000
Transportation and Communications	22,249	50,000	50,000
Supplies	271	10,000	10,000
Purchased Services	424	6,700	6,700
02. Operating Accounts	22,944	71,700	71,700
<b>Total: Minister's Office</b>	<b>307,883</b>	<b>360,100</b>	<b>325,100</b>
<b>TOTAL: MINISTER'S OFFICE</b>	<b>307,883</b>	<b>360,100</b>	<b>325,100</b>
<b>GENERAL ADMINISTRATION</b>			
<i>CURRENT</i>			
<b>1.2.01. EXECUTIVE SUPPORT</b>			
01. Salaries	1,248,806	1,250,300	1,245,300
Operating Accounts:			
Employee Benefits	3,415	5,000	5,000
Transportation and Communications	9,069	96,400	96,400
Supplies	10,962	30,000	30,000
Professional Services	-	15,000	15,000
Purchased Services	3,888	20,000	20,000
Property, Furnishings and Equipment	1,425	-	-
02. Operating Accounts	28,759	166,400	166,400
<b>Total: Executive Support</b>	<b>1,277,565</b>	<b>1,416,700</b>	<b>1,411,700</b>



## Appendix I

## Summary of Expenditures and Related Revenue

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

#### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>GENERAL ADMINISTRATION</b>			
<i>CURRENT</i>			
<b>1.2.02. CORPORATE SERVICES</b>			
01. Salaries	2,269,126	2,766,700	3,280,000
Operating Accounts:			
Employee Benefits	6,965	21,100	21,100
Transportation and Communications	94,981	243,800	243,800
Supplies	40,432	85,900	85,900
Professional Services	6,550	31,300	31,300
Purchased Services	102,410	190,400	190,400
Property, Furnishings and Equipment	37,314	40,000	40,000
02. Operating Accounts	288,652	612,500	612,500
	2,557,778	3,379,200	3,892,500
02. Revenue - Provincial	(17,789)	-	-
<b>Total: Corporate Services</b>	<b>2,539,989</b>	<b>3,379,200</b>	<b>3,892,500</b>
<b>1.2.03. PROGRAM DEVELOPMENT AND PLANNING</b>			
01. Salaries	1,572,790	1,917,900	1,906,800
Operating Accounts:			
Employee Benefits	6,651	24,000	24,000
Transportation and Communications	23,287	141,300	141,300
Supplies	27,202	35,000	35,000
Professional Services	29,313	242,200	442,200
Purchased Services	11,798	112,000	112,000
Property, Furnishings and Equipment	1,336	30,000	30,000
02. Operating Accounts	99,587	584,500	784,500
<b>Total: Program Development and Planning</b>	<b>1,672,377</b>	<b>2,502,400</b>	<b>2,691,300</b>
<i>CAPITAL</i>			
<b>1.2.04. ADMINISTRATIVE SUPPORT</b>			
Operating Accounts:			
Property, Furnishings and Equipment	55,500	56,000	-
02. Operating Accounts	55,500	56,000	-
<b>Total: Administrative Support</b>	<b>55,500</b>	<b>56,000</b>	<b>-</b>
<b>TOTAL: GENERAL ADMINISTRATION</b>	<b>5,545,431</b>	<b>7,354,300</b>	<b>7,995,500</b>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b>5,853,314</b>	<b>7,714,400</b>	<b>8,320,600</b>

## Appendix I

## Summary of Expenditures and Related Revenue

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

#### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>SERVICE DELIVERY</b>			
<b>REGIONAL SERVICES</b>			
<i>CURRENT</i>			
<b>2.1.01. REGIONAL SERVICES</b>			
01. Salaries	44,108,522	44,672,300	49,867,600
Operating Accounts:			
Employee Benefits	24,339	56,400	56,400
Transportation and Communications	2,341,348	2,278,200	2,278,200
Supplies	294,226	559,400	559,400
Professional Services	28,625	-	-
Purchased Services	3,921,812	4,954,000	5,554,000
Property, Furnishings and Equipment	182,392	300,000	356,000
02. Operating Accounts	6,792,742	8,148,000	8,804,000
	50,901,264	52,820,300	58,671,600
02. Revenue - Provincial	(107,420)	-	-
<b>Total: Regional Services</b>	<b>50,793,844</b>	<b>52,820,300</b>	<b>58,671,600</b>
<b>TOTAL: REGIONAL SERVICES</b>	<b>50,793,844</b>	<b>52,820,300</b>	<b>58,671,600</b>
<b>TOTAL: SERVICE DELIVERY</b>	<b>50,793,844</b>	<b>52,820,300</b>	<b>58,671,600</b>
<b>DIRECT CLIENT SERVICES</b>			
<b>DIRECT CLIENT SERVICES</b>			
<i>CURRENT</i>			
<b>3.1.01. DIRECT CLIENT SERVICES</b>			
Operating Accounts:			
09. Allowances and Assistance	54,093,994	57,443,500	55,743,500
10. Grants and Subsidies	36,083,685	38,151,100	32,614,200
	90,177,679	95,594,600	88,357,700
01. Revenue - Federal	(16,668,659)	(13,544,800)	(13,544,800)
02. Revenue - Provincial	(53,075)	-	-
<b>Total: Direct Client Services</b>	<b>73,455,945</b>	<b>82,049,800</b>	<b>74,812,900</b>
<b>TOTAL: DIRECT CLIENT SERVICES</b>	<b>73,455,945</b>	<b>82,049,800</b>	<b>74,812,900</b>
<b>TOTAL: DIRECT CLIENT SERVICES</b>	<b>73,455,945</b>	<b>82,049,800</b>	<b>74,812,900</b>
<b>TOTAL: DEPARTMENT</b>	<b>130,103,103</b>	<b>142,584,500</b>	<b>141,805,100</b>

## Appendix I

## Summary of Expenditures and Related Revenue

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

### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

#### Summary of Gross Expenditure and Unexpended Balances

	\$
Original estimates (net)	141,805,100
Add (subtract) transfers of estimates	779,400
Addback revenue estimates net of transfers	13,544,800
Original estimates of expenditure	156,129,300
Supplementary supply	-
Total Appropriation	156,129,300
Total net expenditure	130,103,103
Add revenue less transfers and statutory payments	16,846,943
Total gross expenditure (budgetary, non-statutory)	146,950,046
Unexpended balance of appropriation	9,179,254

#### Summary of Cash Payments and Receipts

	Payments	Receipts	Net
	\$	\$	\$
Current Account	146,894,546	16,846,943	130,047,603
Capital Account	55,500	-	55,500
Totals	146,950,046	16,846,943	130,103,103

RACHELLE COCHRANE  
Deputy Minister  
Child, Youth and Family Services

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

**Provincial Office**

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