
From: Harvey, Brian </O=PSNL/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=BRIANHARVEY>
Sent: Monday, July 30, 2012 10:17 AM
To: O'Toole, Maggie
Subject: FW: Agenda & Discussion Paper for Working Group Meeting
Attachments: AGENDA LSDM Meeting Nov 7 & 8.doc; Labrador Service Delivery Model Working Group Discussion Guide Nov 7th 8th revised final.doc

FYI and TRIM

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From: MacDonald, Sheree P.
Sent: 04 November 2011 10:40
To: Harvey, Brian
Subject: FW: Agenda & Discussion Paper for Working Group Meeting

Sorry this should have included you

sheree

From: Mitchell, Kimberley
Sent: November 3, 2011 5:07 PM
To: Lundrigan, Wanda; Shallow, Michelle; Whelan, Jackie; 'Lyla Andrew'; 'gaile.hall@lghealth.ca'; 'Amanda Winsor'; 'Lisa Blackmore'; 'Jodean Jefford'; 'Jack Penashue'; 'Michelle Kinney'; 'evelyn_winters@nunatsiavut.com'; 'CHARLES FELTHAM'; 'Melita Paul'; 'slfc@nf.aibn.com'
Cc: MacDonald, Sheree P.; Singleton, Debbie
Subject: Agenda & Discussion Paper for Working Group Meeting

Good Afternoon---

In reference to our upcoming Working Group meeting on November 7th and 8th, please find the attached Agenda and Discussion Paper, circulated on behalf of Sheree MacDonald, Chair of the Working Group, CYFS Labrador Service Delivery Model.

If you have any questions or difficulties opening these documents, please contact me.

Thank you,

Kimberley

Kimberley Mitchell, BSW, RSW

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**CYFS Labrador Service Delivery Model
Working Group Meeting**

November 7th & 8th, 2011

**Hotel North ~ Captain's Room
25 Loring Drive, Happy Valley-Goose Bay, Labrador**

AGENDA

Monday, November 7, 2011

- | | |
|-------------------------|---|
| 10:00 a.m. – 10:30 a.m. | “Meet & Greet” - Continental Breakfast |
| 10:30 a.m. – 1:00 p.m. | <ul style="list-style-type: none">• Review Draft Terms of Reference• Clarify Historical Context in Labrador and for Aboriginal Communities |
| 1:00 p.m. – 2:00 p.m. | Lunch (Provided) |
| 2:00 p.m. – 3:30 p.m. | <ul style="list-style-type: none">• Presentation on New Department |
| 3:30 p.m. – 3:45 p.m. | Nutritional Break |
| 3:45 p.m. – 5:00 p.m. | <ul style="list-style-type: none">• Discussion Document |

Tuesday, November 8, 2011

- | | |
|-------------------------|---|
| 9:00 a.m. – 10:15 a.m. | <ul style="list-style-type: none">• Discussion Document (continued) |
| 10:15 a.m. – 10:30 a.m. | Nutritional Break |
| 10:30 a.m. – 12:00 p.m. | <ul style="list-style-type: none">• Discussion Document (continued) |
| 12:00 p.m. – 1:00 p.m. | Lunch (Provided) |
| 1:00p.m. – 2:30 p.m. | <ul style="list-style-type: none">• Focusing on Key Points & Areas of Agreement |
| 2:30 p.m. – 2:45 p.m. | Nutritional Break |
| 2:45 p.m. – 4:30 p.m. | <ul style="list-style-type: none">• Focusing on Key Points & Areas of Agreement (continued)• Planning Next Steps |

**CYFS Labrador Service Delivery Model
Working Group**

Identifying Service Delivery Issues in Labrador

Working Group Discussion Guide

Meeting November 7th and 8th, 2011

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Background

The Department of Child, Youth and Family Services is committed to building a revitalized child protection system, and providing more targeted attention to children, youth and their families. The Department is developing a new organizational model to address systemic issues, improve service delivery for children, youth and families and better support frontline staff throughout the province.

The legislative authority for the Department's programs and services is provided by:

- *Children and Youth Care and Protection Act;*
- *Adoption Act;*
- *Child Care Services Act;*
- *Youth Criminal Justice Act; and*
- *Young Person's Offences Act.*

The Department's key lines of business include:

- Protective Intervention Services
- Youth Services
- Community Youth Corrections
- Adoption Services
- Child Care Services
- Family Resource Centres

The delivery of services in these areas is conducted with the cooperation of numerous individuals and organizations. The numbers below are provided for Labrador specifically and not the Labrador region as currently defined under the Regional Health Authority boundaries for Labrador Grenfell and includes:

- over 533 foster parents who open their homes to children and youth with 120 in Labrador;
- 27 Family Resource Centres with seven in Labrador (one of these is primarily a Healthy Baby Club)
- John Howard Society which operates two open custody group homes on the island;
- Volunteer Community Boards who operate group homes in various sites throughout the Province, including Nain and Happy Valley-Goose Bay;
- Sheshatshiu Band Council who operate a group home in that community;
- Choices for Youth, an organization which delivers services to youth aged 16 to 18 in the St. John's area;
- 35 Youth Justice Committees for Extra Judicial Sanctions with committees in Labrador West, Happy Valley-Goose Bay and Nain;
- 183 child care centres with nine in Labrador;
- 84 family child care homes with two in Labrador; and
- two approved family child care agencies licensed by the Department to oversee family child care homes on the island.

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

Aboriginal organizations/governments have been engaged with CYFS on specific policy issues and also work with CYFS offices directly in communities. The Department hopes to strengthen that partnership by seeking input on the development of a service delivery model that is culturally appropriate to meet the needs of Aboriginal children, youth and families.

The need for culturally appropriate policies, programs and service delivery systems for Aboriginal people in Newfoundland and Labrador has been raised on many occasions. In recognition of Labrador's unique circumstances, a Steering Committee comprised of Ministers of the provincial Government and leaders from Innu Nation, the Innu First Nations, Nunatsiavut Government and the NunatuKavut Community Council was formed to ensure that the new structure considers all cultural and geographic aspects of Labrador. The Steering Committee will be supported by a Working Group comprised of individuals representing their members.

The Steering Committee met on November 10, 2010 and identified the following key points for further exploration and consideration by the Working Group:

- A model for Aboriginal service delivery is required to meet the needs of Aboriginal people in Labrador as many face issues that are distinct from mainstream delivery.
- Need to explore Aboriginal historical customs and practices – in terms of the strengths in Aboriginal families, communities and culture – to find solutions.
- It is important to base the model on listening and learning from experiences as well as Aboriginal evidence-informed practice.
- The extent to which basic needs can be met in communities has an impact on the success of the programs mandated under the Department of Child, Youth and Family Services and the service delivery model being developed.
- The geography of Labrador presents unique challenges for many areas which must be considered in the design.

The Working Group will assist the Department in developing recommendations for a service delivery model that takes into account core issues unique to Child, Youth and Family Services program and service delivery in Labrador and for Aboriginal children, youth and families with the goal of improving accessibility and effectiveness. These recommendations will be referred to the Steering Committee for discussion.

Introduction

The purpose of this Discussion Guide is to help initiate discussion on the issues impacting Child, Youth and Family Services delivery in Labrador and for Aboriginal children, youth and families in Labrador.

The Discussion Guide is intended to be used as a tool to help identify priority service delivery and structural issues. The Guide identifies five issues for consideration and poses several questions on each issue to facilitate **but not limit** discussion. The format is designed to ensure the “problem or issue” is clearly understood by examining the impacts observed on children, families and communities, as well as identifying the possible root causes or why the problem or issue exists. Recognizing that these issues have been assessed previously by others, the discussion document asks participants to identify other relevant sources of information on each topic which the Group may wish to consider. Finally, the document puts forward questions to stimulate ideas for possible solutions.

The results of these discussions will inform recommendation developed by the Department of Child, Youth and Family Services for a service delivery model for Labrador and Aboriginal people, for consideration by the Steering Committee.

ISSUES:**1. RECRUITMENT AND RETENTION****Status:**

Q What is the current status of this issue?

Recruitment and retention issues vary significantly throughout the Labrador region. Assessment of vacancies (See Appendix 1) in Labrador's regional directors, program managers, social workers, social worker assistants, community service workers, behavioral management specialists and clerical positions over the period of January 2008 - December 2010, identifies that Sheshatshiu and the North Coast of Labrador have experienced significant challenges in recruiting and retaining workers.

Impacts:

Q How does current staffing retention impact service delivery in Labrador and to Aboriginal children, youth and families?

Root Causes:

*Q What are some of the barriers to recruitment and retention? What are the top three?
Q What research, information sources or key contacts should be pursued to inform the Working Group further on this issue?*

Possible Solutions:

*Q What are the priority strategies for recruitment?
Q What are the priority strategies for retention?*

2. ORGANIZATION OF CYFS SERVICES**Status:**

Q What is the current status of this issue?

As the Department of Child, Youth and Family Services develops a new CYFS service delivery structure for Labrador, staffing models that support effective and culturally relevant CYFS service delivery to Aboriginal children, youth and families in the diverse settings throughout Labrador are imperative. Currently the model includes a Director in Region with authority under the various Acts mandated to this department, for the Innu Communities and one for the remainder of Labrador. The new model will have three Zone Managers with this authority: one for the Innu Zone, one for the Inuit Zone and one

for the rest of Labrador. Labrador will also be a dedicated region and the communities from the Northern Peninsula, currently included in the Regional Health Authority for Labrador Grenfell Region, will become part of the new Department's Western Region for the purposes of CYFS programs. The current model also includes a mix of social workers, social worker assistants, community service workers and behaviour management specialists to deliver front-line services. Some of the current positions are shared with the health sector to perform work in both CYFS and Family Rehabilitative Services (FRS). This will not be the case when the Labrador region transfers to the new department.

Specific training on Aboriginal culture and issues is limited. In September 2008, through a partnership between the Labrador-Grenfell RHA, St. Thomas University of New Brunswick, the Nunatsiavut Government and the Department of Health and Community Services, the first courses in the Labrador Bachelor of Social Work Post Degree Program (LBSW) were offered. The Nunatsiavut Government also revised the *Parent Resources for Information, Development and Education* (PRIDE) program to make it culturally relevant and the Department piloted this new program in Hopedale in June 2011, and another session is planned this year. Under the Department's Early Learning and Child Care (ELCC) Plan, CYFS is exploring a number of projects with Aboriginal and community organizations and the Nunatsiavut Government to increase child care space appropriate to the needs of the communities.

The distribution of workers is identified in Appendix 1. Caseload distribution will be provided at the meeting and indicates significant inequities with caseloads from two to 107. There is also a trend provincially, as well as in Labrador, of children coming into care at an earlier age.

Impacts:

Q What are the specific impacts on service delivery from the current level of training specific to Aboriginal culture and issues?

Q What impacts are the Community Support Worker positions having on service?

Q What are the positive or negative results of the current locations of CYFS offices?

Q What do the caseload numbers indicate?

Root Causes:

Q What research, information sources or key contacts should be pursued to inform the Working Group further on this issue?

Possible Solutions:

Q What is the appropriate mix and types of positions to deliver this service on the front-line?

Q What type of training should be provided to professionals delivering services to Aboriginal peoples and communities in Labrador?

Q. What supervisory, technical and administrative supports are required for the front line?

Q Where should all levels of program staff be located to provide the most effective services to both high and low volume caseloads?

Q How should CYFS services work in partnership with Aboriginal organizations and communities? What are the specific processes which should be put in place?

3. DATA COLLECTION AND INFORMATION MANAGEMENT

Status:

Q What is the current status of this issue?

The June 23, 2010 Canadian Council of Provincial Child and Youth Advocates position paper *Aboriginal Children and Youth in Canada: Canada Must Do Better*, recommended a national data management system reporting Aboriginal child welfare outcomes. While data is currently available by community for both the Innu and Inuit Zones, information is specific to the community and does not identify Aboriginal children either within these communities or in other areas of the province. Also the information in the Client Referral Management System (CRMS) is often not complete making tabulation more difficult.

Identifying indicators that can be tracked to assess outcomes is a challenge for CYFS in this province and across Canada, particularly in the area of child protection. Provincial departments responsible for child protection throughout the country are partnering on a project to identify indicators. The department will use this information to inform the development of outcomes specific to its intervention with children and youth.

As a first phase in monitoring outcomes, the Department has identified a series of indicators to track whether CYFS is meeting its legislative and policy requirements: for example are risk assessments and family centered action plans completed. The department is also tracking placement information for Labrador which will also be provided at the meeting.

Complete and reliable data is required to understand the true scope of the issues and possible solutions as well as outcomes.

Impacts:

Q How important is this type of data?

Root Causes:

Q How is the data on Aboriginal children, youth and families currently collected, interpreted, reported and used?

Q How and for what purposes is data shared between agencies?

Q What research, information sources or key contacts should be pursued to inform the Working Group further on this issue?

Possible Solutions:

Q How can data collection, management and sharing be improved to assist with the development and delivery of the services under the mandate of the Department of Child, Youth and Family Services for Labrador and Aboriginal people?

Q What are the key outcome indicators CYFS needs to track related to its interventions?

Q Would it be beneficial for communities or aboriginal governments to also set outcome indicators for children generally that they could plan and measure their own intervention against?

4. POLICY ISSUES

Status:

Q What is the current status of this issue?

There are specific minimum standards (reflected in policy and procedures) that are required for programs administered by the Department. These may be based on clinical best practice, legislative requirements and/or government's framework for human resources, financial and records management. Within this context the challenge is to find where flexibility is possible to ensure program objectives can be achieved without lowering the standard or creating inequities in system delivery. This requires a clear understanding of what the standards are and why they are in place, as well as an understanding of community norms in order to identify ways to make services culturally reflective as well as responsive to the current realities in specific communities.

Impacts:

Q What are some of the key policies or procedures impacting the success of service delivery for Aboriginal children, youth, families and communities? What are the top three?

Root Causes:

Q What is the rationale for these policies or procedures?

Q What community norms, cultural aspects and historical customs and practices need to be considered in respect of these policies or procedures?

Q What research, information sources or key contacts should be pursued to inform the Working Group further on this issue?

Possible Solutions:

Q Where might variation, flexibility or a different approach be needed and possible?

5. SERVICE COORDINATION**Status:**

Q What is the current status of this issue?

In order to improve the service delivery capacity of CYFS, the availability, gaps and cross-over of critical priority services and programming provided by other Provincial Government and Aboriginal governments which affects CYFS outcomes must be considered. Key areas include housing, court/legal services and medical services, such as mental health and addictions counseling, as well as strategies/programs to facilitate community healing and strengthen Aboriginal traditions and knowledge.

Impacts:

Q What are the impacts to CYFS objectives in terms of the availability, gaps or cross-overs of these service areas? Are there other critical priority services impacting CYFS results?

Root Causes:

Q Who has primary responsibility for these services and what strategies are in place to address gaps in these areas?

Q What research information sources or key contacts should be pursued to inform the working Group further on this issue?

Possible Solutions:

Q What role should CYFS play, or actions can it take, in respect to these gaps or cross-overs?

Appendix 1: Staffing Information

Zone K (*) (& Present Office)	Catchment Communities	Position	# of FTEs	Monthly Occupancy by FTEs	% Occupancy over 3 Years	Comments
*Cartwright		Social Worker	1	36/36	100%	No Turnover (N/T)
*Forteau	L'Anse Au Clair Buckle's Point L'Anse Amour English Point Fox Cove L'Anse Au Loup Capstan Island West St. Modeste Pinware Red Bay	Social Worker	1	36/36	100%	N/T
*Happy Valley- Goose Bay District Office	North West River, Mud Lake, *Cartwright & *Black Tickle	Manager (Clinical & Administrative)	2	36/36	100%	N/T
		Social Worker	9	>9 FTEs-27 mo. (up to 13FTEs/mo.) =9 FTEs- 6 mo. <9FTEs-3 mo. 33/36 months: 4 vacancies affected 3 months	At or above 100% for 92% of timeframe	At or above 9 FTEs for 27 months
		Social Worker Assistant	2	=2 FTEs-29 mo. =1 FTE-7 months	100% for 81% of timeframe	
		Family Intervention Worker	1	=1 FTE-13 mo. 13/14 months position filled	100% for 93% of timeframe	New Position Nov. 2009
		WPEO 1	1	36/36	100%	
*Happy Valley- Goose Bay Regional Office		Regional Director (Protective Intervention, Youth Services and Adoptions)	1	36/36	100%	N/T
		Social Worker	4	=4 FTEs-19 mo. =3FTEs-6 mo. =2FTEs-11 mo.	At 100% for 53% of timeframe	December 2010: 4FTEs
		Clinical Psychologist	1			N/T
		C/BMS	2	=2 FTEs-36mo.	100%	
		Clerk IV	1	=1 FTE-35 mo.	98%	
		File Disclosure Clerk	1	=1FTE-18 mo. 18/18 months filled	100%	New Position July 2009
Labrador Health Centre		Child Care Services Social Worker	2			1 position is Capacity Social Worker
<u>Port Hope</u>	Lodge Bay	Social Worker	1	=1 FTE-32/32 mo. in Mary's Harbour	100% in two	No SW in MH. SW position

<u>Simpson</u> *Mary's Harbour	*Mary's Harbour St. Lewis William's Harbour Charlottetown Pinsent's Arm Norman Bay			=1 FTE-4/4 mo. in Port Hope Simpson	towns	moved to PHS Sept. 2010; Mary's Harbour shown as office location by Dept. of CYFS
* <u>Wabush</u>	Labrador City Churchill Falls	Regional Director (Community Youth Corrections, Community Agencies and Child Care Services)	1	36/36	100%	N/T
		Manager- (Clinical & Administrative)	2	36/36	100%	N/T
		Social Worker	3	=3 FTEs-33 months =2FTEs-3 months 1 vacancy affecting 3 months	At 100% occupancy for 92% of timeframe	
		Family Intervention Worker	1	=1 FTE months 11/12 months position filled	At 100% for 92% of timeframe	New Position Jan. 2010
		WPEO 1		=1 FTE-36 mo.	100%	N/T

Zone L Office "Innu Zone"	Catchment Communities	Position	# of FTEs	Monthly Occupancy by FTEs	% Occupancy over 3 Years	Comments
Natuashish		Social Worker	2	=2FTEs-0 mo. =1FTE-30 mo. =0FTE-6 mo.	50% FTE occupancy for 83% of timeframe ; 0% capacity for 17% of the timeframe	SSS managers supervise NSH staff; All SSS staff & resources support NSH
		Community Service Worker	4			Problem with L- GH data-wating for L-GH reply
Sheshatshiu		Regional Director- Innu Zone (Protective Intervention & Youth Services)	1	36/36	100%	
		Manager (Clinical & Administrative)	2	34/36	1FTE vacant for 2 months	Both FTEs do not have original staff
		Social Worker	6	>6FTEs-4 mo (7FTEs/mo.) <6FTEs-18 mo.: =5FTEs-9 mo. =4FTEs-8 mo.	50% of timeframe at less than full occupancy	FTEs include 1 dedicated YC SW for SSS/NSH; 3 steady SW staff from Jan/08- Sep/10; 18

				=3FTEs-1 mo. =6FTEs-14 mo.		months show vacancies
		Community Service Worker	4	=4FTEs-18 mo. >4FTEs-14 mo. =3FTEs-4 mo.	89% of time at or above FTE capacity	Includes Family Intervention Worker? Staff must speak Innu Aimun & English ; write in English
		Information Administrator	1	36/36	100%	N/T; Unique position
		Clerk IV	1	36/36	100%	Functions as FAO for both SSS & NSH
		Clerk 1	1	29/36	81% occupancy over 36 months High turnover	4 persons in position since 2008; Staff must speak Innu Aimun & English; write in English

Zone M (*) Office	Catchment Communities	Position	# of FTEs	Monthly Occupancy by FTEs	% Occupancy over 3 Years	Comments
*Hopedale		Manager (Clinical)	1	2/2	Manager (3 rd FTE since position began) started position in October 2010	Manager resides in Hopedale.; Responsible for all offices & communities in Zone M
		Social Worker	2	=2FTEs-27mo. =1FTE-7 mo. =0FTE-2 mo.	2FTEs 75% of timeframe at 100% occupancy	
		Community Service Worker	2	=2FTEs-21 mo. =1FTE-15mo.	58% of timeframe	1CSW since Jan. 2008; one since June 2009; 3 CSWs Oct-Dec. 2010
*Nain		Manager (Administrative)	1	36/36	100%	Manager resides in Nain; Responsible for all offices & communities in Zone M.; Former District Manager
		Social Worker	3			Problem with L-GH data-wating for L-GH reply
		Social Worker Assistant	1	=1FTE-26mo.	72% of timeframe	Vacant March-December 2010
		Community Service Worker	2	=2FTE-36 mo.	100%	Same staff since January 2008
		WPEO1	1	36/36	100%	March-Dec/10 2 FTEs in position
*Makkovik	Postville & Rigolet	Social Worker	1	=0FTE-30 mo. =1FTE-6 mo.	0% capacity for 83% of the timeframe	1 CSW received RSW status April 2011
		Community Service Worker	2	=2FTEs-33mo. =1FTE-3mo.	92% of timeframe	Same two CSWs since March 2008

(Remote)		Manager (Clinical)	1	Vacant one month: Nov. 2009	#1 FTE: 22 mo. #2 FTE: 10 mo. #3 FTE: 3 mo.	FTE filled twice; neither resided in Labrador; #3 FTE Manager now living in Hopedale
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