

IRT SECRETARIAT
Prevention Regime Development
Business plan

Original Draft: September 2014
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BACKGROUND

The Sheshatshiu Innu First Nation (SIFN) and Mushuau Innu First Nation (MIFN) have made it a priority to negotiate and exert Innu influence over the delivery of Child, Youth and Family Services in a manner comparable to or better than other First Nations across Canada.

Child and Family Services delivery on Indian Act reserves involves a complex mix of federal and provincial jurisdictions, funding, standards, accountabilities and organizations. In most provinces, jurisdiction is provincial and funding is federal creating separate agencies that focus on on-reserve children being mandated to deliver provincial services while funded by a federal formula.

In July 2013, a tripartite enhanced prevention focused approach (EPFA) working group comprised of Innu, Conne River, provincial and federal representatives was established. Their role was to oversee the completion and submission of an accountability framework and costing model to the Federal Cabinet in order to pursue enhanced prevention funding in the 2014-2015 federal budget.

Throughout these tripartite discussions, Innu leadership, provincial and federal delegates were regularly updated through the Innu Round Table. In early April 2014, these representatives were officially notified that EPFA funds were not made available to Newfoundland and Labrador. Several EPFA working group members later discussed next steps regarding enhanced prevention services, which included the development of a business plan to address strategies, services and measures of success to meet identified prevention goals. The 2014 document captured these identified elements and set out a framework to move ahead. In June 2015 a federal human rights tribunal ruled Canada's approach to CFS funding was discriminatory. In budget 2016 Canada announced a different regime that would include a new approach for prevention services. This 2016 version of the business plan

recognizes Canada's changes but concludes the same functions noted in the past are still required of the Innu in 2016. This document adds resources required to achieve the desired prevention elements over a two year period.

The Sheshatshiu and Mushuau Innu First Nations will implement community-based prevention services to Innu children, youth and families living on reserve in Sheshatshiu and Natuashish. The legislative mandate for protection of vulnerable children and families remains with the province but will be complemented by incremental federal funding to support the implementation and leveraging of community driven, culturally appropriate activities that enable these families to remain together safely in their homes and communities.

CYFS is ultimately responsible for child protection in NL, including establishing policy, delivering programs and services, and administering the Children and Youth Care and Protection Act (CYCPA). NL does not reference prevention in their legislation. The administration of child, youth and family services in NL is guided by the CYCPA objective: "to promote the safety and well-being of children and youth who are in need of protective intervention" and, by the best interest of the child.

The need to join the two ends of the spectrum – prevention services by the Innu to reduce risk to children and protective intervention services by CYFS– is viewed as critical to ensuring all services can be effective and tailored to the unique needs of an Innu child, youth and their family.

SIFN and MIFN are uniquely positioned to provide such prevention services. The Innu are experts in respect of the needs of the communities and children and youth of Sheshatshiu and Natuashish, and the level and nature of required programming and supports. As stated in the 2013 EPFA Tripartite Accountability Framework, all parties agree that building and relying upon this expertise is essential for the development and delivery of effective prevention services, to First Nations by First Nations in First Nations communities. Furthermore, these parties also recognize a significant need for proactive programs, services and supports for children and parents to pre-emptively address risks to an Innu child and youth's health, safety and well-being.

The Innu vision of a prevention services agency resembles that of the Mi'kmaq Family PRIDE (Prevention, Respect, Intervention, Development and Education) Program in Prince Edward Island (PEI). Within a three level set of services—primary, secondary and tertiary—PRIDE provides prevention services and supports the protection of First Nations children. They do not provide protection services, as the legal mandate for all child protection concerns remains the responsibility of the PEI Dept. of Child and Family Services. PRIDE's Prevention services are voluntary and include the following:

- In home support (home visits)
- Groups (support and educational)
- Connections to community programs and services

- Immediate support for families when child protection social workers are investigating a referral.
- Family Group Conferencing
- Outreach Services
- Designated Band Representative
- Foster Home Recruitment

In November 2012, SIFN and MIFN Innu leadership signed Memorandums of Understanding (MOU's) with CYFS to create planning circles for each community. The goal of the MOU's was "to improve planning with respect to the safety and placement of children and youth, as well as to enhance service delivery coordination between the parties." The Circles were replaced in 2015 with Working Relationship Agreements between each First Nation and CYFS. Under this Agreement delegated Innu and Provincial officials reviewed all protection cases and jointly identified 19 Innu children that could be brought to community-based placements. Development of in-community prevention services alongside creation of accredited in-community placements are seen as priority needs before these children can be brought back.

CONCLUSION

Every Innu family has been impacted by child welfare services and Sheshatshiu and Natuashish have exhibited disproportionately high levels of referrals of their children and youth to CYFS for protection intervention.

To date, the Innu have had little influence on child welfare practices or services in NL, but have shown the ability to deliver a range of social programs and services which are community-based and community-led. The Innu are now in the process of building a prevention services framework where Innu children, youth and families can obtain pro-active programs, services and supports that pre-emptively address risks to children's health, safety and well-being.

CYFS devolution to an Innu agency followed by a self-governing body remains the long-term goal of the Innu. But the development and provision of prevention services is an appropriate and necessary stepping-stone towards making this goal a reality. This business plan for creating prevention capacity is a significant step along that path.

Core Business, Goals, Strategies, Outcomes and Performance Measures

Core Business One: Promoting the development and well-being of Innu children, youth and families.

Goal One:

Develop and provide coordinated enhanced prevention services to Innu children, youth and families.

What it means:

The Sheshatshiu and Mushuau Innu First Nations believe that children, youth and families benefit the most from services and resources that are compatible with their cultural beliefs and traditional values. They also recognize the importance of setting the foundations for children, youth and families to learn, grow and reach their full potential.

Strategies:

- Defining, developing and implementing enhanced prevention services by establishing and maintaining partnerships with community and non-community based resources as well as the provincial and federal government
- Visiting families in their own homes
- Enhancing parental knowledge, self-esteem, and problem-solving capabilities
- Working with parents as partners to appreciate the value, role, challenges and satisfactions of parenthood
- Strengthening protective factors within the family system
- Working with families to mobilize formal and informal resources to support family development
- Facilitating access to community and non-community based resources

Expected Results/Outcomes:

- Healthy parent-child attachment
- Strengthened social functioning within the family unit
- Children, youth and families are physically, emotionally, socially, intellectually, culturally and spiritually healthy

Performance Measure	Target Year one	Target Year two
# Families engaged in home support services	Baseline to be determined	Equal or greater than baseline
# Parents engaged in community support networks (i.e., integrated case management)	Baseline to be determined	Equal or greater than baseline
# Parents engaged in family support networks (i.e., case conferencing, family group conferencing, case plans)	Baseline to be determined	Equal or greater than baseline
# Families who received informal resources designed to support healthy family development (i.e., newsletters, pamphlets, community education/information sessions)	Baseline to be determined	Equal or greater than baseline
# Community activities that promote self-esteem, life skills, parenting, and effective problem-solving	Baseline to be determined	Equal or greater than baseline
# Families who are served by a community resource and indicate positive outcomes	Baseline to be determined	Equal or greater than baseline

Resources needed

Developing the system and measurements requires management leadership at IRT, part of the time of Community Liaison BSW to oversee, and part of the time of one new BSW for each community and a new Innu front line worker in each community to ensure each part is tailored to the factors in each community. Additional administrative, technical, space and travel supports also needed

Goal Two:

Implement initiatives focused on the prevention of child abuse and neglect, maintaining safe living environments for children and increasing family resiliency.

What it means:

Sheshatshiu and Mushuau Innu First Nations believe there must be a balance of risk reduction and wellness promotion initiatives focused on protecting children, youth and families and creating safe living environments free of abuse, neglect and family violence.

Strategies:

- Undertaking activities that promote community education and awareness of the impact of child abuse and/or neglect and family violence through collaboration with CYFS staff
- Providing parent education classes that focus on child development
- Coordinating provision of life skills training that focuses on personal development skills such as problem solving, stress reduction and communication skills
- Promoting family and child resiliency (i.e. recognition of strengths, promotion of Innu culture, recognition of healthy role models, effective communication and practical problem solving skills) through individual and group interventions
- Linking parents with supportive counseling who are dealing with the effects of child abuse and/or neglect and family violence

Expected Outcomes/results:

- Increased awareness of the serious implications of child abuse and/or neglect and family violence.
- Evidence of increased community responsibility in the prevention and reduction of child abuse and/or neglect and family violence.
- Decreased incidences of child neglect and/or abuse and family violence.

Performance Measure	Target Year one	Target Year two
# Incidents of child abuse and/or neglect	Baseline to be determined	Equal or less than baseline
# Children and youth engaged in group programming that focuses on building resiliency skills, healthy relationships, independent		

living skills and self-esteem	Baseline to be determined	Equal or less than baseline
# Community events that promote education and awareness of the impact of abuse and/or neglect and family violence	2 per year	2 per year
# Joint training events among service providers	2 per year	2 per year

Resources Needed: Governance by IRT, oversight by senior management, practical leadership by the Community Liaison Social Worker, and a significant percentage of the time of the two community BSW's and the two frontline workers to prepare and offer new initiatives to increase resiliency.

Goal Three:

Help prevent Innu children from being removed from family, community and culture.

What it means:

Developing appropriate and culturally competent programs and services to improve and enhance family supports and parental capacity.

Strategies:

- Educating the community about the role of CYFS
- Assisting families who become involved with CYFS in understanding the legal process and procedures.
- Assisting families in obtaining the help they need to make necessary changes prior to, during and subsequent to --the involvement of CYFS.
- Working cooperatively with CYFS who may be involved with Innu children and their families.

Expected Results/Outcomes:

- Strengthened parental, extended family and community capacity to care for Innu children and youth
- Improved knowledge about the role of CYFS and the process involved when a child protection referral is received
- Fewer incidences of children taken into care and custody

Performance Measures	Target Year one	Target Year two
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# Children in protective care and custody	Baseline to be determined	Equal or less than baseline
# Children placed in care within their community	Baseline to be determined	Equal or greater than baseline
# Children placed in care outside their community	Baseline to be determined	Equal or less than baseline
# Case conferences and family group conferences involving CYFS staff, community service providers and families	Baseline to be determined	Equal or greater than baseline

Resources needed: Leadership from the community liaison social worker, significant portion of the time of the BSW and front line worker in each community. Additional communication resources and materials will also be needed.

Goal Four:

Provide Innu children with culturally appropriate and nurturing placements who require temporary/permanent care outside the familial home.

What it means:

Sheshatshiu and Mushuau Innu First Nations will work to ensure that Innu culture and heritage is an integral component of a child's placement and to strengthen linkages within the child's community for children who are currently placed in care and custody away from their communities.

Strategies:

- Undertaking an annual foster home recruitment campaign in Innu communities in collaboration with CYFS staff
- Providing public information sessions to impart information about fostering and the importance of Innu foster homes for Innu children
- Promoting the need for the development of foster care and kinship resources
- Engaging Innu children in care who are currently living away from their communities in community celebrations and cultural events

Expected Results/Outcomes:

- Increased capacity to place children who require care in culturally appropriate foster homes
- Increased capacity to place children in kinship care

- Increased awareness of placement needs of Innu children as it pertains to maintaining and strengthening their cultural and linguistic heritage
- Increased community involvement in the care of children who can no longer reside with their immediate families

Performance Measure	Target Year one	Target Year two
Annual foster care recruitment campaign in collaboration with CYFS staff	2	2
# Approved Innu foster kinship homes	Baseline to be determined	Equal or greater than baseline
# Innu children placed in culturally appropriate foster care placements	Baseline to be determined	Equal or greater than baseline
# Innu children in care who are placed outside of their communities participating in community events and celebrations	Baseline to be determined	Equal or greater than baseline

Resources needed: Leadership from the community liaison social worker, significant portion of the time of the BSW and front line worker in each community. Additional communication resources and materials focused on Innu foster homes will also be needed.

Goal Five:

Decrease the incidences of Innu children and youth in care and custody residing in placements both outside their province and their respective communities of Sheshatshiu and Natuashish.

What it means:

When circumstances require Innu children and youth to be taken into care and custody, the goal is to not only have them remain in their community but to reunite these children and youth with their families and community as soon as possible. Depending on the circumstances, children and youth currently in care and custody may be ready to return home if an approved placement home or facility is available.

Strategies:

- Perform case reviews through the working relationship agreements on each child and youth currently in care and custody in placements both outside province and their community
- Develop and implement an after-care and support plan for each child and youth and their family prior to returning to their community

Expected Results/Outcomes:

- Fewer children placed in care and custody outside of their community and province
- Children and youth only placed to access services not available in their own community or province and would return to their community once the program is completed
- Innu language and culture will remain strong

Performance Measure	Target Year one	Target Year two
# Children in out-of-province placements	Baseline to be determined	Equal or lesser than baseline
# Children in out-of-community placements	Baseline to be determined	Equal or lesser than baseline
# Children, youth and their families involved in an after-care plan	Baseline to be determined	Equal or greater than baseline

Resources Needed: The Community liaison social worker will lead working relationship reviews and development of approved placement options-- in consultation with local inputs. The community BSW and front line worker will work within a community-based integrated services team to match service needs to each case and develop a service plan.

Goal Six:

Build agency capacity to enhance services and promote best practices to children and families

What it means:

Plan and engage agency staff in capacity building initiatives in the present so they can provide effective prevention services in the future. These include record keeping, roles and responsibilities, agency mandate and vision, child development, parenting,

confidentiality, CYFS legislation, at-risk assessment, case management and other skills and core competencies as required or identified.

Strategies:

- Training in skills and competencies, personnel development/recruitment and other organizational needs.

Expected Results/Outcomes:

- Improved staff competencies through training and resource initiatives
- Identify and improve assessment of risk to children and families
- Establishment of for all program areas within the agency
- Increased connectivity between CYFS and prevention services staff in both Innu communities

Performance Measure	Target Year one	Target Year two
Workload ratio	Baseline to be determined	Equal or less than baseline
# Training, coaching activities and resources accessed by staff	Baseline to be determined	Equal or greater than baseline
Establishment of program databases to track and evaluate agency programs and outcomes	Creation of databases	Outcome Program Measures

Resources needed: Overseen by the Community Liaison Social Worker operating within the IRT management approach; the two BSW and front line workers will spend a considerable amount of their time ensuring all related administrative procedures and needs are met in a timely and consistent manner This will require certain elements of administrative, policy and IT support

SUMMARY ESTIMATE OF RESOURCES YEAR ONE

? 2 SW's?

ITEM	MIFN	SIFN	IRT
BSWs			
Salary & Benefits	69000	69000	
Allowance	5000	2500	
Training	5000	5000	
Travel	7500	2000	
sub total	86500	78500	
Accommodations	15000	0	
local transport	10000	0	
sub total	25000	0	
BSW subtotal	111500	78500	
Front line workers			
Salary & Benefits	51,750	51,750	
Training	2500	2500	
Travel	3500	1000	
Front line sub total	57,750	55,250	
Office			
Start up buys			20000
Annual Rent			20000
IT & Cmns help			5000

? 2 SWAs?

	sub total			45,000	
	Other Assistance				
	Communications			15000	
	Supervision costs			15000	
	research			15000	
	contingency			15000	
	sub total			60,000	
	Totals	169,250	133,750	105,000	
	Grand Total				408,000