

Office of the Auditor General Labrador – Grenfell Health Update

Stabilization of the Workforce

North Coast

- Stabilization of the workforce and workload in the Nunasiavut zone has historically been an ongoing challenge and problematic. The situation has since improved and staffing resources are currently stabilizing.
- Currently there are two program managers residing on the North Coast living in the communities of Hopedale and Nain. The second program manager was recently recruited to Hopedale this past year. As a result, staff now has readily access to clinical supervision.
- CYFS have successfully recruited two family intervention workers to the North Coast. These positions are located in Hopedale and Nain. The introduction of family intervention workers will strengthen the service delivery model for CYFS service. The focus of this position is to work with families, where children are at risk, to teach new strategies and skills to enable families to grow and learn how to appropriately care for their children. The goal is to prevent children from coming into the care of the director. In situations where children are removed, the focus of this position will be to assist with parenting skills development and where possible to be reunited with their children. To date there has been significant positive impact and progress achieved in both communities as a result of the implementation of these positions.
- Currently there is two social work II (one in Nain and the other in Makkovik) and one social work assistance position(in Nain) vacant on the North Coast. There is an 85% retention/occupany rate of filled CYFS position in the Nunasivut area. This is the best it has been in several years.
- Staffing throughout the rest of the region has been consistent over the past year with some turn over throughout. Effective March 2011 there were the following vacancies:
 - Roddickton – SW I
 - Flowers Cove – SW II
 - Wabush – Family Intervention Worker
 - Makkovik – SW II
 - Innu Zone – 3 SW II (3 of 6 SW positions)

Documentation Training

- Regional documentation training was developed and successfully implemented throughout the region. Initially the priority was to ensure all front line social worker staff received the same. The focus was then broaden to include paraprofessional staff (community service workers[CSW], social work assistants [SWA], family intervention workers[FIW]) who also provide clinical services for the children, youth & families we serve. To date 80% of our social work and 35% of paraprofessional staff has attended the same. The current goal is to have 100% of our social worker and paraprofessional staff receive this training before July 2011.

Training and Development

There has been much emphasis on regional and provincial training since 2008.

- Regionally, all new social work hires receive Basic Orientation and Risk Management Training within the first six-weeks of hire.
- All new paraprofessional hires (SWA, CSW, and FIW) also receive Basic Orientation and Risk Management Training in the clinical components up to and including step #5. The purpose of the same is to ensure that our paraprofessional staff can assist social workers with the collection on organization of information during the protective intervention investigative and assessment process.
- SWA, CSW, FIW also attend Family Violence training with our social work staff as paraprofessionals often work closely with families experiencing domestic violence in our remote and aboriginal communities.
- All regional training provided in the Labrador-Grenfell region (ie documentaiton training, risk management training, family violence trainnig) is offered using a cultural sensitive approach. Where possible, facilitators will incorporate examples and supplement curriculum to include aboriginal and rural pratice.
- In 2009 the province started CORE training. Most of Labrador-Grenfell staff has received CORE modules I & II. As the province continues to offer this training it will also continue to strengthen the service offered to families on the protective intervention case load within the region.

To date, 80% of social workers and 80% of program managers have attended CORE Mod I & II “Child-Centered Approach to CYFS Programs” and “Engaging families in CYFS Programs.” 70% of program managers have attended CORE Mod III & IV “Assessment in Protective Intervention Services” and “Investigation in Protective Intervention Services”

In terms of Supervisory Skills Training for program managers 80% attended Mod I “Transfer of Learning”, 80% attended mod II “Clinical Supervision”, and 70% attended mod III “Managing Diversity and People in the Workplace.”

Implementation of Risk Management System on CRMS

- Currently, CRMS is available in all areas of the Labrador-Grenfell Region.
- Maintaining the CRMS connection in the Northern communities of the region has been an ongoing challenge with significant disruptions. This has contributed to problems with maintaining documentation standards and completion of risk management assessments on CRMS.
- In the Innu zone, CRMS is available and to date a clerical person is entering protective intervention referrals only. Some staff are documenting case notes on the system. Many staff continue to keep hand written case notes. The risk management system on CRMS has not been activated due to continued staffing shortages (March 31, 2011 the Innu zone was providing CYFS services with only 50% of the required social work positions filled).

Diversification of Skill Mix

- Labrador-Grenfell Health, CYFS division, has diversified the skill mix of professionals to assist with the provision of CYFS services throughout the region. To date, four family intervention workers have been hired to offer community based services for high risk families on the CYFS protective intervention case load. These positions are located in Nain, Hopedale, HV/GB and Wabush.

The purpose of the family intervention worker (FIW) is to work with the social worker and assist with carrying out case plans with families on the protective intervention caseload. FIW are people who are inherent respected community members. The role of the FIW is to assist parents

with the development of life skills and parenting skills required to support healthy childhood development.

There has been great success experienced in areas of the region where FIW have been hired. Families have been very receptive of services offered by our paraprofessional staff. The addition of FIWs have diversified the service delivery model to meet unique client needs.

Regional Quality Initiatives

Despite ongoing challenges experienced in the provision of services for families and children in the Labrador's most Northern communities there have been many successes and developments which have strengthened CYFS services.

- The recent **provincial CRMS case load** count was a worthwhile initiative whereby workers reviewed every file that was listed on CRMS. This exercise provided reason to review and account for all CYFS files and, where needed, updating on CRMS was completed.
- Regionally there have been several initiatives completed. In response to the **workload analysis**, whereby every protective intervention file was reviewed, a regional tool was developed to facilitate a discussion between the worker and the manager to plan next "most immediate" step required for the file. **Worker Action Plans** were developed for every worker in the region and all work was monitored for completion.
- A **(monthly) regional narrative statistical report** has been developed and implemented for the Protective Intervention Program. The information required for the form is very detailed and requires workers to manually review every file on a monthly basis to collect information required by the form. This monthly review ensures that all files, despite risk rating, are reviewed and monitored regularly.
- Regular review of CYFS caseloads is completed each month. Managers print their **CRMS case load management stats** routinely and use these stats with staff in individual supervisory sessions to ensure every CYFS file is reviewed and discussed.
- **Regular file audits** are completed on the protective intervention caseload by the quality program manger, with the assistance of the CRMS coordinator. This involves opening each file and auditing what risk management documents are outstanding and/ or need updating.
- Another important quality initiative that was developed, as a result of completing an internal file review, is the **File Review Tool**. This tool is

completed by managers reviewing high risk cases. Managers are encouraged to review one file per month using the new tool. This quality initiative assists with identification of high risk cases, highlight outstanding documentation and support effective case management and planning thus reducing risk for children who require CYFS services. This File Review tool is currently developmental and is in the process of being piloted throughout the region.

- An ***on-call system on the North Coast*** was implemented effective November 26, 2010. Satellite phones were purchased for Nain, Hopedale and Makkovik. This on-call service ensures available CYFS coverage 24/7 should an emergency arise. This is the first formal on-call system to be offered for families in this area. It is anticipated the availability of CYFS after hours emergency services will further assist in case management and support crisis intervention with our high risk families.
- ***Regional Management on-call system*** was implemented June 2010. There is a program manager on call (rotation) 24/7 in the region to support our social work on-call staff.
- Currently 16 of the 22 ***LBSW program*** participants are employed with Labrador-Grenfell Health. Thirteen (13) of the 16 LBSW participants are employed with CYFS.

Transitioning Process and Establishment of the Steering Committee

With the formation of the new department and a focus on working with Aboriginal leaders and community stakeholders to contextualize a service delivery model which will better meet the needs of our Aboriginal children, families and communities, a steering committee has been put in place. In the weeks to come it is anticipated there will be working groups identified to facilitate the development of a service delivery model required to meet the unique needs of Labrador and to ensure a smooth transitional process.

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