

Mushuau Innu First Nation
Tel: (709)478-8827 Fax: (709)478-8920



P.O Box 190, Natuashish
Labrador, NL A0P1A0

Mushuau Innu Government Vision Statement

To provide good government, that responds to the needs of the people and fosters unity,
understanding and fairness to the Mushuau Innu.

12 October 2017

Christopher McDonell
Regional Director General
Indigenous and Northern Affairs Canada
Atlantic Region Office
40 Havelock St, PO Box 160
Amherst, NS
B4H 3Z3

E-Mail: Christopher.McDonell@aandc.gc.ca

RE: CYFS Placement Capacity Building in Natuashish

Dear Mr McDonell,

As you know, the Labrador Innu have undertaken the task to plan and develop community-based placement facilities to better serve our Innu children and families. Our joint plan is being coordinated by the Innu Round Table Secretariat, we are working in a coordinated fashion with the Sheshatshiu Innu First Nation (SIFN), and we have engaged the services of Bluesky Family Care for planning and training. The team is also collaborating closely with provincial officials to ensure our placement facilities are well planned and will meet the provincial requirements to enter into a service agreement for operational funding.

Unfortunately, most projects proposed under the Labrador Innu Prevention Initiative for 2017/18 (submitted Feb/Mar 2017) including the funding request for the Mushuau Innu First Nation (MIFN) to access CYFS capacity building funding in 2017/18 were not supported. Through various meetings and discussions with departmental officials and exchange of correspondence with Minister Bennett, funding was eventually approved for some projects. Although the MIFN project was not supported for the full fiscal year 2017/18, Minister Bennett's correspondence of July 17th, 2017, invited us to redesign an interim proposal to begin the work in Natuashish this year for one of our placement facilities.

In MIFN, we have focused our attention on plans for an Emergency Placement Home (EPH) and an Enhanced Group Home as the two priority community care facilities, designed to keep Innu children closer to home, connected with Innu language, culture and traditions. As agreed, we will work in a phased approach to establish the EPH in Natuashish in 2018 and then finalize plans for the Group Home.

The 2017-2018 Capacity Building Plan and funding request is attached. We appreciate your concerns about coordinating the capital plan with our capacity building schedule. We have selected two potential homes in the community that would require varying degrees of renovation. We have identified the costs and are working with our partners and the Co-Manager on the best options to finance the initial capital investment. As you know, these costs can be recovered through service agreements with the Province for operation of the EPH.

We look forward to your response to the funding request to implement Phase one (Oct 2017-Mar 2018) of the capacity building plan for the first placement facility in Natuashish. If you have any questions or require clarification on any detail, we would be pleased to meet with you at your earliest convenience.

Thank you,



John Nui
Chief

Attachments:

CYFS Capacity Building in Natuashish

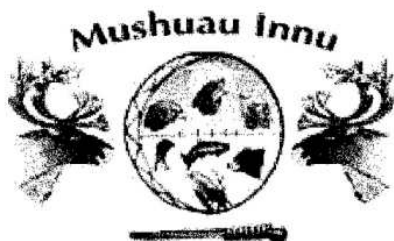
CC: (By E-Mail)

Nick Paradisis, MIFN Band Manager: nick.paradisis@gmail.com

Natasha Hurley, Executive Director, Innu Round Table Secretariat: nhurley@irtsec.ca

Rick Healey, ADM Government of NL, rhealey@gov.nl.ca

Michelle Hawco, Bluesky Family Care: Michelle.Hawco@blueskyfamilycare.com



Mushuau Innu First Nation

CYFS Capacity Building

Keeping Innu Children Closer to Home

Phase One

October 1st 2017 to March 31st 2018



Proposal for Emergency Placement Homes for Innu Children and Youth

IMPLEMENTATION PLAN:

Phase One (October 1st 2017 to March 31st 2018)

Capacity building & development of proposed Service Delivery Model

Background

As of 30 September 2017, it is estimated that there were 55 Mushuau Innu children and youth in The Department of Children, Seniors and Social Development (CSSD) placements, 14 of which were placed primarily in foster homes in the community and 4 in Sheshatshiu. The remaining 37 (67%) were placed in other parts of the province or out of province placements and were, in both cases, isolated from their community, family and every aspect of their culture.

Since signing the Memorandum of Understanding (MOU) with the Provincial Government in 2012, Mushuau Innu First Nation (MIFN) has been in discussions with the Government of Newfoundland and Labrador regarding the placement of Innu children and youth. The Working Relationship Agreement, signed in 2015 replacing the MOU, was intended to further this work with a goal of reviewing all CSSD placements of children outside of Natuashish and Sheshatshiu working together to make plans, wherever possible, to return children to placements in the communities.

Unfortunately there are no placement options in Natuashish either for children and youth that cannot be placed into foster care on removal or for those transitioning back into the community. In December 2015, the Innu Round Table Secretariat (IRTS) engaged Blue sky Family Care, a placement provider based in Newfoundland and contracted by CSSD, to work in partnership with both MIFN and Sheshatshiu Innu First Nation to identify in community placement options.

Blue sky conducted an initial visit to Natuashish in September 2016 in order to speak to members of leadership and the wider community around their priorities and to gain an understanding of the geography and physical infrastructure of the community. They were also asked to advise on the viability of establishing placement resources in the community.

By this point, our leadership had already been informed by the Department of Indigenous and Northern Affairs Canada (INAC) that funding would be available, for the current fiscal year, to support prevention-based Child and Family Services programming



Proposal for Emergency Placement Homes for Innu Children and Youth

in our community. As a result, our Working Group comprising representatives from the Child Welfare League of Canada, MIFN, Mushuau Innu First Nation (MIFN), IRTS, Blue sky Family Care and our internal CYFS policy advisors collaborated to design the *Labrador Innu Prevention Initiative* (LIPI). This initiative was rooted in Innu culture and addressed prevention programming for Innu children, youth and their families.

In order to reach a point where the LIPI was delivering culturally appropriate evidence-informed prevention programs, capacity building and transition efforts were required this fiscal year. As a result, the Working Group identified four prevention pillars for priority implementation in 2016-2017 and associated proposals and costings were submitted to INAC in August 2016. Funding was approved for the four pillars in October 2016 with work commencing in November 2016.

As a result of the work on placement planning in our community, MIFN submitted a full proposal in February 2017 for the development and implementation of an Emergency Placement Home (EPH) in Natuashish to provide culturally appropriate care for Innu children and youth and to meet the required standards and expectations of the provincial Department of Child, Seniors and Social Development (CSSD). An additional proposal for the research and development phase for a Group Home with wraparound clinical services was also submitted.

Subsequent and numerous discussions with the Department of Indigenous and Northern Affairs Canada (INAC) resulted in the need to re-examine our initial timelines and propose a phased in approach for capacity building and implementation of an EPH with phase one taking place from October 1st 2017 to March 31st 2018. Phase Two will span a period of 6 months commencing April 1st 2018 with the intention of the EPH reaching full operational status by October 1st 2018.

As more and more time passes, our children continue to be removed from our community, many remain isolated from their homes and culture with very little hope of reunification and re-establishing ties with their families and their very identities as young Mushuau Innu.

Our community is in desperate need of long-awaited action on this crucial issue - crucial for our children and crucial for our future as a First Nation. With federal funding of this plan, we will at last see commitment at the highest level for developing the capacity to provide much needed services and support in Natuashish.



Proposal for Emergency Placement Homes for Innu Children and Youth

This proposal fully outlines the implementation plan and cost of Phase One of the capacity development of an Emergency Placement Home and we ask that INAC gives timely, full and thorough consideration of our request for what is a critical service for our children, our youth and our community.

Work completed to date

Due to INAC's support of the Transition of the Shusheshipian Group Home in Sheshatshiu and our partnerships with Sheshatshiu Innu First Nation (SIFN), the Innu Round Table Secretariat (IRTS) and Blue sky, we were able to recruit two management trainees who completed a training and professional development program designed and facilitated by Blue sky.

Ann Megan Rich and Judith Rich have completed training and professional development in the following areas:

- First Aid and CPR
- Trauma Training
- Straight Talk
- Clinical Supervision basics
- Leadership and Management basics
- 30+ hours of online training in various Child and Youth Care topics (trauma, attachment, child development, childhood disorders)

They have also completed or are in the process of completing program development work on Meal Planning, Community Resource Identification for General Programming, and initial work on a Cultural Programming Schedule, all in support of CSSD Standard 13 and the Innu Care Approach.

Emergency Placement Home location

Although not part of the capacity building proposal and funding request, MIFN recognizes INAC requires a degree of assurance that full consideration has been given to the capital requirements for a placement resource in the community.



Proposal for Emergency Placement Homes for Innu Children and Youth

Chief and Council have identified a four bedroom home that they have approved for use as an EPH following extensive renovation. Members of the Blue sky team visited the location and made recommendations for the renovations necessary to comply with Level 4 CSSD Standards and Child and Youth Care best practices. In addition, the Management Trainees are working on costing and sourcing the contents required for an EPH.

The capital costs are being identified and the Council is considering the best method to finance or cash manage existing funds for this purpose. Band Management and Finance staff are working in collaboration with the co-manager on the financial plan to support the acquisition and capital costs of establishing the facility, keeping in mind these initial costs can be recovered through a service agreement with the province for operating the placement facility.

It is anticipated that the renovations and fit up will be completed by March 31st, 2018.

Implementation

As discussed the implementation plan for the EPH will be divided into two phases of six months each after which operations and service delivery will have reached the standard required for funding under a CSSD Service Agreement.

The following sections include a brief outline of the primary areas of focus for Phase One including timelines:



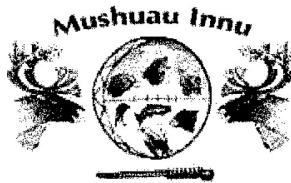
EPH Phase One Implementation Plan

Key area	Detail	Timeline
Operational infrastructure		
Project Management: Project Lead for EPH development	Oversee and coordinate implementation of all aspects of the placement planning and preparation. Liaise with IRTS, project staff, the community and the Labrador Innu Prevention Initiative in order to monitor progress of key deliverables and timelines.	Oct 1 2017 – Mar 31 2018
Recruit	Operations Manager	Oct 1 2017 – Mar 31 2018
Begin recruitment campaign	Child and Youth Care Workers & Social Worker	Oct 1 2017 – Mar 31 2018
Begin community consultation	Innu Elders	Oct 1 2017 – Mar 31 2018
Training & Continuing Professional Development	Continued training and professional development for management staff Train the Trainer: - Therapeutic Crisis Intervention	Oct 1 2017 - Mar 31 2018 Nov 13 – 17 2017
	Management trainees work 'on the floor' in Shushesheshpan Group Home to develop practical CYC competencies.	Oct 1 2017 - Mar 31 2018
Programming	Translation of best practice Child & Youth Care into Innu focused service delivery utilizing Innu Care Approach	Oct 1 2017 - Mar 31 2018
	Devise community communications plan	Oct 1 2017 – Dec 31 2017



EPH Phase One Implementation Plan

	Implement community communications plan	Jan 1 2018 – Mar 31 2018
Operations	Implement, evaluate and refine infrastructure elements: - Technology and software	Jan 1 2018 – Mar 31 2018



EPH Phase One Budget

Natuashish CYFS Capacity Building

Emergency Placement Home Phase One: October 1st 2017 to March 31st 2018.

		EPH Oct 2017 to Mar 2018
Human Resources		
Recruitment costs		\$ 3,160.00
Operations Manager	1	\$ 22,948.38
Management trainees	2	\$ 60,345.00
		\$ 86,453.38
Training		
Training development		\$ 19,095.62
Training delivery		\$ 26,647.81
Travel, accommodation, per diems		\$ 11,410.00
Management trainees - CYCW competencies and management	3	\$ 23,440.00
Train the Trainer		
Therapeutic Crisis Intervention	4	\$ 10,467.00
		\$ 91,060.43
Program Development		\$ 6,839.04
		\$ 6,839.04
Project Management		
Project Manager		\$ 36,008.39
Travel, accommodation, per diems		\$ 3,275.00
		\$ 39,283.39
Operational infrastructure		
Operational compliance and facility advice		\$ 3,419.52
		\$ 3,419.52
Totals (Natuashish EPH - Phase One)		\$ 227,055.76
Contingency (2%)		\$ 4,541.12
Total		\$ 231,596.88

Notes:

- 1 Salary for 3 months including MERC
- 2 Management trainee salary for 6 months including MERC
- 3 Trainees work in Sheshatshiu Group Home for total period of 4 weeks each, includes travel & accommodation
- 4 Trainees x 2 attend TCIF scheduled in Sheshatshiu - Nov 13 to 17