

INNUWAS GROUP HOME
SHESHATSHIT, LABRADOR

PHASE III

ACTION PLAN

*Confidential

JUNE, 1986

*This report contains information about residents, staff and their families and should be treated with the same respect for confidentiality as case file materials.

INTRODUCTION:

This document was prepared as a result of a one day program of in-service education, sponsored by the Department of Social Services, to develop Group Home care in the Province of Newfoundland and Labrador. The following people were brought together at the Band Council Boardroom at Sheshatshit in June, 1986 to review objectives established in January, 1986 and to establish program objectives for the Innuwas Group Home in 1986-87.

1. Innuwas Group Home Staff and Board Members:

Paul Riche	- House Parent
Veronica Riche	- House Parent
Christine Nuna	- Group Home Worker
Sebastian Riche	- Group Home Worker
Sebastian Nuna	- Board Chairman

2. Department of Social Services:

Annette Dale	- Social Worker, Sheshatshit
Wayne Penney	- Regional Director, Labrador
Bryan Purcell	- Assistant Director, Youth Corrections

3. Workshop Leader:

Leon Fulcher	- University of Stirling, (Scotland)
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I. ENDURING MEMORY OF THE INNUWAS GROUP HOME SINCE JANUARY, 1986

- Getting the pre-disposition report from Social Services for each boy in the Group Home.
- As a new member of staff, it takes time to get to know how the Group Home works, but I remember most taking one of the boys up the Churchill Falls Road to Lobstick Lake to visit his family.
- Having three young people who did five break and entries together and then having all three of these boys placed in the Group Home together. Seeing some progress.
- The Group Home building is still not in a good condition. We need more space and water to help us do better work with the boys.
- Happy to see how well the Group Home operates and hoping it can have the resources it needs to continue to function well.
- Working to form a new board and the decision to close the Sheshatshit home and combine it with the Innuwas home.
- The lack of a vehicle for the Group Home and not being able to take the boys on trips at the weekends. It cost \$50 or \$60 a trip to go to the Valley by taxi. It costs \$3.00 per mile to go 50 miles up the Churchill Falls Road. Travel is therefore prohibited.

II. BIGGEST CONCERN FOR THE INNUWAS GROUP HOME FOR 1986-87

- Getting the Group Home licensed after more than five years of operation.
- Concern about the boys' future who we work with in the Group Home. I also think about my own boys and their futures after living for five years in the Group Home.
- The building which houses the Group Home should be seriously looked at since it is very crowded and because of the Fire Inspector's rules, we have had to relocate one bed so that it would not block the fire door. This results in overcrowding.
- The need to look closely at the pay for Group Home workers. There has been one increase in the salary in five years. Also there is not any recognition given to have both live-in house parents work both shifts and then have to cover night time periods as well. This can mean sometimes working a 96 hour work week!

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- Getting water and sewerage in the Group Home. With one staff on duty, sometimes we have to leave the home unsupervised to go get water.
- The residents keep asking if we can go fishing or camping rather than staying around the house or getting involved in possible trouble on the weekends or during school holidays. Without a vehicle, this is not possible.
- Knowing what to do about Document Destruction when the R.C.M.P. drop charges on a boy who might be in the Group Home.
- Needing to get problems about the Group Home building, water and sewerage sorted out so that we can focus on programming issues with the boys. That we will not always be preoccupied with the problems associated with an inadequate building.
- I want to know why after five years, known of our concerns have been dealt with. Things get put on paper but nothing happens. Why do things never change? The building is a problem, not the boys. The building is the problem, not the boys. The work is done properly but the place is still the same. Why?
- There are extra problems having to go to the Band Council who are elected annually and who own the building. This is important in order for the Board to carry out its work in support of the Group Home.
- Being able to deal with the issues referred to above and to see the Department of Social Services doing so quickly.
- The need for a Group Home administrator to help support and develop the Group Home program.

III. OBJECTIVES ESTABLISHED IN JANUARY, 1986

A total of eleven objectives were established in January, 1986 for attention by the Department of Social Services, Group Home Staff and Board Members during the following six months. These objectives were reviewed in June, 1986 and the following list of comments were offered.

OBJECTIVE 1 - Licensing

A home study was made on both the Innuwas building and the Sheshatshit building. The Sheshatshit Group Home Building. Work

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is required on both buildings before they could be approved for use as Group Homes and licensed for that purpose. The only thing that prevents licensing of either home is the inadequacy of the building and major renovations are urgently required before the fire and health inspectors can approve the facility. The Department of Social Services is in a very vulnerable position in operating the Group Home - and having operated it for five years - under these conditions. This objective had not been achieved.

OBJECTIVE 2 - Mandate

With the closure of the Sheshatshit Child Welfare Group Home and the decision to establish a facility which is concerned with youth corrections placements and some emergency child welfare support, the Department of Social Services will need to work with the Board and the Group Home staff to prepare a new statement of mandate for the Innuwas Group Home which can form the basis for the Group Homes authority to provide services. Progress has been made on this objective but nothing specific is yet written. Objective not achieved.

OBJECTIVE 3 - Native Traditions

The Group Home house parent and social worker have discussed the need for teaching young people in the Innuwas Group Home their native skills. However, these proposals and ideas and been thwarted by the inability to travel away from Sheshatshit except by taxi. There is a need to consider traditional activities which can take place in the local community and also activities that require travel

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to the country. A sample proposal has been considered but this will need to be re-written to apply specifically to the Innuwas Group Home program. The Board would like to see the young people go on outpost to the country with other people in the village. This objective had not been achieved.

OBJECTIVE 4 - Running Water and Sewerage

Options were explored in this regard but no specific proposals have been submitted. Objective not achieved - not yet achieved.

OBJECTIVE 5 - Group Home Extension

Various options have been explored but no concrete proposals are yet available. This item is now taken account of in the new licensing objective set for 1986-87. This objective has not yet been achieved.

OBJECTIVE 6 - In-service Training

Without a designated office space to take on administrative duties and for writing letters or proposals, no written plan has been developed. The staff met and discussed this item but could not identify any specific training needed at this time. If training opportunities are made available in the Valley, the Innuwas Group Home would like to be informed so they could take advantage of these.

OBJECTIVE 7 - Individual Program Plan

Individual plans are not yet in place but a pre-disposition report has been received on each resident in the Group Home. Two meetings have taken place since January, 1986 in the Group Home where the house parent and the social worker sat down with the residents to discuss progress. This objective had been partially achieved.

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OBJECTIVE 8 - New Refrigerator

A request for funding was submitted. No new refrigerator is yet available in the Group Home. As stated the objective, however, was achieved.

OBJECTIVE 9 - Contact with Families and Local Community

Pre-release plans are now made available so that each resident leaving the Group Home has a school or family plan in place when their open custody sentences are completed. Support from Rural Development has been forthcoming to help check on young people who have recently left the Group Home. This objective has been achieved.

OBJECTIVE 10 - Transportation

Recommendations were drawn up and submitted to the Regional Director, who in turn submitted these to the provincial office as a special case. This item was also the subject of a supplementary budget request which was submitted after the annual budget negotiations. Because it was not included in the original budget estimates, this was not approved for 1986-87 because of limitations in funding. The special case argument for a van for the Innuwas Group Home has been heard but still requires more supportive evidence since provincial policy does not provide Group Homes with vans. The Department is still hopeful that a van can be obtained. As stated this objective has been met.

OBJECTIVE 11 - Board of Directors

A new Board is now in place although the degree of active participation is influenced by long periods of temporary absence

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when numbers of the community go to outpost camp during late spring and autumn. There is still a need for closer coordination of Group Home administrative demands. To the extent possible this objective has been achieved.

IV. OBJECTIVES ESTABLISHED IN JUNE, 1986

OBJECTIVE 1 - Licensing

Urgent attention must be given to carrying out the necessary repairs and renovations to the building which will house the Innuwas Group Home so that the facility can be properly licensed for the service it has provided over the past five years. The license will be sought for a joint facility offering youth corrections and child welfare services. Eight sub-tasks were identified as requiring attention in order to achieve this objective.

- (i) Determine what physical space is needed for the type of building that the Group Home requires for program purposes. This Group Home facility should take account of capacity for five youth corrections placements and two emergency child welfare placements for older teenagers. The facility should be capable of managing both male and female residents and have options including both single and double bedrooms with ample space for storage. Recreation space is needed for up to seven teenage young people in the Group Home. Office space is also required. The senior house parent, in consultation with the Group Home staff, Board members and staff in the District Office of the Department of Social Services will make an assessment of what physical space the

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Group Home will need in order to provide the necessary youth corrections and child welfare services at Sheshatshit and report to the Board on these requirements. This task will be completed by the end of July, 1986 for Board consideration by the end of August.

- (ii) Complete engineering assessment of both potential Group Home facilities. The regional director and the district manager will take responsibility for this task and complete it before the end of July, 1986.
- (iii) Determine ownership of both potential Group Home facilities, and obtain or locate deeds. The district manager and the Board chairman will carry out this task by the end of July, 1986. It was noted that the Roman Catholic Church may have the deeds. If questions are found which require attention in St. John's, then Bryan Purcell should be contacted.
- (iv) Incorporation of the Board as a potential owner of the Group Home building. The Group Home Board, with support from the district manager and the regional director will retain the services of a lawyer to draw up a legal document of incorporation that is written in both English and Innu languages which can be filed for the formal incorporation so that the Board can become the legal owner of the Group Home. Funding is available for this from the Department of Social Services.

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- (v) Make a decision on what is the most suitable option available for the Innuwas Group Home. The Group Home Board and the Department of Social Services will examine all the available options and decide on a course of action that will secure the services of the Innuwas Group Home immediately following completion of steps 1 to 4 above.
- (vi) Obtain estimates for necessary repairs and renovations to the Group Home facility. The Board, in consultation with the Department of Social Services will carry out this task immediately following a decision on what course of action to be taken on the Group Home facility.
- (vii) To obtain approval of at least the \$35,000 included in the 1986-87 budget estimate for funding of the initial renovations. The Assistant Director for Youth Corrections and the Regional Director will assume responsibility for securing the 1986-87 budget for renovations and presenting the case to the Department and the Treasury Board for any additional funding needed to secure the Innuwas Group Home services.
- (viii) All documentation associated with the Group Home assessment will be completed for the purposes of licensing by the district office of the Department of Social Services by August 31, 1986.

OBJECTIVE 2 - Mandate

The district and regional office of the Department of Social Services, in consultation with the Innuwas Group Home Board staff will prepare a written statement of mandate which can be used to

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guide the continuing development of services offered by the Innuwas Home in Sheshatshit. This should state what is seen to be special about Innuwas Group Home. This written statement will be available by the end of September, 1986.

OBJECTIVE 3 - Native Traditions Program

The Group Home house parent and the Board chairman will prepare a written summary of what the Innuwas Group Home would like to develop as a native traditions program for residents in the Group Home. This would respond to the residents' request for participation in the Outpost program and could be achieved either by the Department of Social Services supporting individual residents to go with particular families or as a whole Group Home. This proposal will be submitted to the district manager in order to obtain approval and potential funding.

OBJECTIVE 4 - Running Water and Sewerage

The installation of or availability of running water and sewerage facilities will be a central feature of the licensing objective identified in 1 above.

OBJECTIVE 5 - Staff Training and Development

The regional office of the Department of Social Services will keep the Group Home informed about training opportunities that might be available for Group Home staff, including training around themes such as counselling of young people, first aid, health and safety, and so forth. The Group Home board and staff would like to be involved in any training and development opportunities that might become available.

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OBJECTIVE 6 - Individual Program Plans

The district social worker in consultation with the social worker from Davis Inlet will meet with the staff at the Innuwas Group Home to prepare an individual plan for each resident in the Group Home and review such plans at least every two weeks while young people are living in the Group Home. It was agreed that there was a need to ensure that all parties are working together with each resident to implement these plans. The Group Home house parent and social worker will keep the district manager advised on progress achieved with this objective.

OBJECTIVE 7 - New Refrigerator

The refrigerator in the old Sheshatshit Group Home will be inspected, and if in working order, will be moved to the Innuwas Group Home. If this refrigerator is not satisfactory, then approval will be forthcoming from the Department of Social Services for the purchase of a new refrigerator.

OBJECTIVE 8 - Regular Group Home Staff Meetings

The senior house parent will try to work out a schedule so that the Group Home staff can meet for two hours every second week to review developments in the Group Home program and to plan activities which might be made available to residents from week to week.

OBJECTIVE 9 - Transportation for the Group Home

The special transportation needs of the Innuwas Group Home are a matter of urgent concern for 1986-87 which imposes important limitations on the program needs for native young people in

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receipt of services offered at Sheshatshit. Further documentation will be submitted by the regional office to the provincial headquarters in support of the case for provision of a Group Home vehicle. Progress on the achievement of this objective will be made available to the Group Home staff and board through the district manager within thirty days of the submission being made to provincial office.

OBJECTIVE 10 - Group Home Administrator

Given the unique demands on the Innuwas Group Home and its work with native young people, a special case has been made for a Group Home administrator who could be hired for two years in the first instance to help develop the Group Home service and to ensure that adequate training and support is available to native staff and the Group Home Board of Directors. Such a position could be cost-shared between the Divisions of Child Welfare and Youth Corrections. If possible, a person hired to such a position should be Innu or very familiar with the native culture of Sheshatshit and Davis Inlet, as well as having knowledge about programming for children and young people.

The Assistant Director of Youth Corrections will meet with the Director of Child Welfare and the Director of Youth Corrections to explore ways and means whereby such a position can be created. This meeting will occur by July 31, 1986 and a progress report will be made available to the Group Home board and staff through the regional and district offices.

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V. Summary

Three issues stand out as being of major importance in the operation of the Innuwas Group Home after nearly five years of operation. First, the Department of Social Services has failed to fulfill its legal commitment to ensure that Group Home facilities are fully licensed so as to safeguard the standard of services offered to young people requiring special care and supervision. Unless the Group Home facility is brought up to provincial standards for the licensing of Group Homes, the Department of Social Services remains in a vulnerable position and could be held to be negligent were a fire or accident to occur in the Innuwas Group Home. Second, because of the level of formal education available within the Group Home staff and board membership, there is a particular need for a period of initial support from a Group Home administrator who can help to develop programming in the local communities of Sheshatshit and Davis Inlet, provide specialist training and support for Group Home staff, offer support to local board members and cooperate with the Department of Social Services to develop special services for native children and young people. Such an initiative should be considered for two years in the first instance and involve someone who is sensitive to the Innu culture. Such an affirmative action initiative could go a long way towards consolidating and strengthening the Group Home project.

Finally, every effort should be made to support the development of a native traditions program whereby Innu young people can learn traditional skills alongside their formal education. The Department

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of Social Services should give this matter urgent attention through support of the Innuwas Group Home case for a vehicle which would allow access to the country areas within driving distance of the Group Home but which are at present prohibitive because of the \$60 to \$360 taxi journeys required for one such weekend trip.

This Group Home offers a service that is unique in the Province of Newfoundland and Labrador. The service offered by the Innuwas Group Home can not be compared on equal terms with any other Group Home in the province, located as it is in an area of rural deprivation and higher unemployment than almost any other part of the province. This Group Home has few advocates in the corridors of power and government. Unless a policy of positive discrimination is adopted by the central office of the Department of Social Services, this service will continue to suffer unfairly in the distribution of Group Home Resources.

INNUWAS GROUP HOME

SHESHATSHIT, LABRADOR

PHASE II

ACTION PLAN

*Confidential

JANUARY, 1986

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INTRODUCTION:

This document was prepared as a result of a one day program of in-service education, sponsored by the Department of Social Services, to develop Group Home care in the Province of Newfoundland and Labrador. The following people were brought together at Sheshatshit in January, 1986 to review objectives established in January, 1985 and to establish program objectives for the Innuwas Group Home in 1986.

1. Innuwas Group Home Staff:

Paul Riche	- House Parent
Veronica Riche	- House Parent
Christine Nuna	- Group Home Worker
Raphael Gregoire	- Group Home Worker
Joseph Pokue	- Sheshatshit Group Home

2. Department of Social Services:

Annette Dale	- Social Worker, Sheshatshit
Ruby Harkness	- Social Worker, Davis Inlet
Gillian Mullins	- District Manager, Sheshatshit
Edna Kearley	- Regional Co-ordinator, Mental Retardation Services
Wayne Penney	- Regional Director, Labrador
Bryan Purcell	- Assistant Director, Youth Corrections

3. Workshop Leader:

Leon Fulcher	- University of Stirling, (Scotland)
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I. ENDURING MEMORY OF THE INNUWAS GROUP HOME IN 1985

- a) Starting a new job and struggling to get a handle on how the Group Homes worked at Sheshatshit;
- b) The day we had to approach Paul about taking Child Welfare children as compared with Youth Corrections children;
- c) The lack of involvement and direction from the Board;
- d) Coming back to work in the Group Home and being disappointed to find that there was still no running water, the old refrigerator from 1981 was still there, and nothing written down about policies in direction;
- e) The day one of the Group Home's ran out of food;
- f) Trying to get support from a Board which offers policy and direction. Also a lack of visits on a regular basis from Social Services. The need for better team work with the support staff;
- g) Complaints about the outdoor toilet because the water and sewer is still not in place. Going to Court with two boys from the Group home;
- h) Getting criticized by other staff for not doing all they thought I should; not having transportation available for the Group Homes for taking trips to the Valley and getting groceries;

II. MOST URGENT CONCERN FOR THE GROUP HOME IN 1986

- a) Helping to encourage formation of a new Board of Directors and develop a better level of teamwork between Department of Social Services, the Board and the Group Home Staff;
- b) Two years or more since there was a working Board and this community involvement is vital;
- c) Need the water and sewer installed after more than five years;
- d) The idea of having a native Social Worker on the Board;
- e) Community recognition that they have a say in the Group Home being at Sheshatshit, enabling a working Board to be formed;
- f) Need policy and direction from a Board about the running of the Group Home. Given the number of Davis Inlet children in the Group Home, we may need to have some Board representation from Davis Inlet, possibly the Social Worker;

- g) Change the community view that the Group Home is not a babysitting service, but often a last resort for kids who are in dire need. See the extension built this year with water and sewer installed and to form an active Board, we need transportation also;
- h) More staff at the Innuwas Group Home and having them work from the policy of getting to work on time;
- i) Developing more supports for children moving between Davis Inlet and Sheshatshit;
- j) Need to form an active Board, hearing from the old Board and new Board different messages. Worried about possible closure of the Sheshatshit Group Home in 1986;

III. OBJECTIVES ESTABLISHED IN JANUARY, 1985

In all, seven objectives were established in January, 1985 for attention by Department of Social Services, Group Home Staff and Board Members during that year. These objectives were reviewed in January, 1986 and the following list of comments are offered.

OBJECTIVE 1 - Licensing

The Staff resumes, medicals, public health inspection, fire inspection certificates have all been taken care of, no home study has been completed by the Department of Social Services and the final licensing arrangements has not been achieved after more than five years of operation.

OBJECTIVE 2 - Mandate

The statement identified in January, 1985 was probably in hindsight unrealistic. It is clear that a regional and local view of the mandate for the Sheshatshit Homes is required and a new objective was established for this objective which in 1985 remained unmet.

OBJECTIVE 3 - Native Traditions

A date was set for a meeting to prepare a paper about a Native Traditions

Program at the Innuwas Group Home and then the Social Worker left the area for a job elsewhere in the Province. The meeting never took place and the objective was unmet. It was agreed by all involved in January, 1986 that this objective still required a great deal of attention and it was noted that some work in this area has been established by two teachers at the school.

OBJECTIVE 4 - Group Home Extension

As outlined in the objective the House Parent has sent his letter to the Board Chairman, on 1st April, 1985 but did not get a reply, and no further action took place in relation to this objective.

OBJECTIVE 5 - Support for Group Home Extension

Given that the Board took no further action in relation to the Group Home Extension the Social Services took no further action in relation to Employment Opportunities Program for direct labour.

OBJECTIVE 6 - Policy and Procedures Manual

This objective had been met with a copy of the Juvenile Corrections Policies and Procedures Manuals being made available to the Group Home. It was noted however that this Manual required revision in the light of the Young Offenders Act.

OBJECTIVE 7 - Young Offenders Act Training

The House Parent from the Innuwas Group Home attended the Young Offenders Act Training at Goose Bay for a half day but had no support from members of the Board.

IV. OBJECTIVES ESTABLISHED IN JANUARY, 1986

OBJECTIVE 1 - Licensing

The District Office of the Department of Social Services (Gillian Mullins) and the Social Worker (Annette Dale) will draw together all materials collected thus far concerning licensing of the Innuwas Group Home and will work with the Group Home staff to complete the Home Study and prepare for getting the Group Home License established by June, 1986.

OBJECTIVE 2 - Mandate

The Regional Director (Wayne Penney) and District Manager (Gillian Mullins) will prepare an initial draft of a Mandate statement which can form the basis for negotiations and agreement with the Innuwas Group Home Board and Group Home Staff concerning future direction of the Sheshatshit Group Home. This draft Mandate statement will be available by 15th March, 1986.

OBJECTIVE 3 - Native Traditions

The Group Home staff (under Paul Riche's leadership) will work with the Social Worker (Annette Dale) to prepare a written proposal on how the Group Home can assist residents to learn and use native skills. This will be available in June, 1986 for circulation to the Board for their approval and to the Department of Social Services for additional support funding.

OBJECTIVE 4 - Running Water and Sewerage

The Regional Director (Wayne Penney) and District Manager (Gillian Mullins) will explore options available and submit specific proposals to the Department of Social Services, the Board of Directors, and the Roman

Catholic Mission who own the house about installing running water and sewerage in the Innuwas Group Home during 1986. A progress report will be made available by the end of June, 1986.

OBJECTIVE 5 - Group Home Extension

The Regional Director (Wayne Penney) and the District Manager (Gillian Mullins) in association with the Group Home staff, will explore options available concerning an extension to the Innuwas Group Home so as to provide extra recreation space, living space and accommodation for a washroom and laundry facilities. The Director and District Manager will make a concrete proposal to the Board of Directors by the end of June, 1986 as to how the additional space might be made available for the Group Home program. These proposals will also include reference to labour support through Employment Opportunities.

OBJECTIVE 6 - In-service Training

The Group Home staff will discuss training needs within their group and the House Parent (Paul Riche) will write to the Regional Director (Wayne Penney) outlining staff training needs by the end of March, 1986. An outline training plan will be available by the end of May, 1986.

OBJECTIVE 7 - Individual Program Plans

The District Social Worker (Annette Dale) in consultation with the Social Worker from Davis Inlet (Ruby Harkness) will meet with the staff at the Innuwas Group Home to prepare an individual plan for each resident in the Group Home and review such plans at regular intervals while young people are living in the Group Home. A progress report on this procedure will be made by Paul Riche and Annette Dale by June, 1986. It was agreed

that there was a need to ensure that all parties are working together with each resident to implement these plans. It was also noted that copies of the Pre Disposition Report which is submitted on each prospective resident should be made available to the Group Home staff.

OBJECTIVE 8 - New Refrigerator

The Regional Director (Wayne Penney) will include a request for money to purchase a new refrigerator for the Innuwas Group Home in the budget requests which are submitted to the Department of Social Services next year. A progress report on this objective in June, 1986.

OBJECTIVE 9 - Contact with Families and Local Community

To establish monthly telephone or personal consultation between Social Workers at Davis Inlet and Sheshatshit along with the Group Home Staff at Sheshatshit in order to better inform individual program plans made for each resident in the Group Home. It was hoped that they would be able to prepare a written pre-release plan for each resident within thirty days of completion of the open custody sentences. Such reports will be prepared by the Home Social Worker in either Sheshatshit or Davis Inlet.

OBJECTIVE 10 - Transportation

The House Parent (Paul Riche) and the District Manager (Gillian Mullins) will meet and draw up a recommendation for meeting the Group Home transportation needs, including possibilities of buying, leasing, temporary hire, rental arrangements, or supporting a member of staff with purchase of a van. The recommendation will be made in writing to the Regional Director (Wayne Penney) by the end of January, 1986, highlighting the special case of the Innuwas Group Home (and the other Group Home in Sheshatshit).

OBJECTIVE 11 - Board of Directors

To do everything possible to establish an active Board of Directors which can give direction and oversight to the Innuwas Group Home in 1986 and beyond. All members attending the Workshop were committed to doing everything possible to achieve this objective but it was agreed that it was a bigger task than all of them combined could achieve in a specified time period.

V. SUMMARY

This Action Plan contains information that was generated during a one day program of in-service education. A copy of this Action Plan is available for staff working with the Innuwas Group Home, Members of the Board, and relevant staff involved with Group Homes in the Department of Social Services. Specific objectives and actions are identified in this document, along with the allocation of specific tasks to designated people. Information and decisions that become available or are made at follow-up meetings will be incorporated into a future Action Plan. It is hoped this will ensure that development of the Group Home program occurs in a climate of negotiation, clarification, and responsible action on behalf of the young people in receipt of services at the Innuwas Group Home.

Three issues seem to require urgent attention by those associated with the Innuwas Group Home in 1986. First, it is essential that a Community Board of Directors be established and supported in their task of providing guidance and direction for the Innuwas Group Home Program. Second, over five years have passed since discussions began about installing running water and sewerage in the Innuwas Group Home. This must be considered

unsatisfactory. And, third, is the need to clarify the mandate which the Innuwas Group Home will have in its working relationship with the Department of Social Services and the local Community. Establishing local support for this Group Home is the fundamental issue at this stage.

INNUAUASS GROUP HOME
SHESHATSHIT, LABRADOR

A C T I O N P L A N

*Confidential

January, 1985

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Introduction

This document was prepared as the result of a two-day program of inservice education, sponsored by the Department of Social Services, which was aimed at developing group home care in the province of Newfoundland and Labrador. An outline of the objectives used in the workshop is attached. (See Appendix A)

The following people were brought together to facilitate planning and to describe current policies and procedures in the Innuaquass Group Home.

Innuauass Group Home Staff

Paul Riche	- Innuaquass Group Home House Parent
Veronica Riche	- Innuaquass Group Home House Parent

Department of Social Services

Maxine Paul	- Social Worker, Sheshatshit
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Workshop Leader

Leon Fulcher	- University of Stirling (Scotland)
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This document is the first stage in developing an agreed Action Plan for the Innuaquass Group Home. The Action Plan is based on:

1. Individual resident and family characteristics;
2. Mandate for services;
3. Philosophy and Approach;
4. Maintenance of order and organization;
5. Involvement of residents and families;

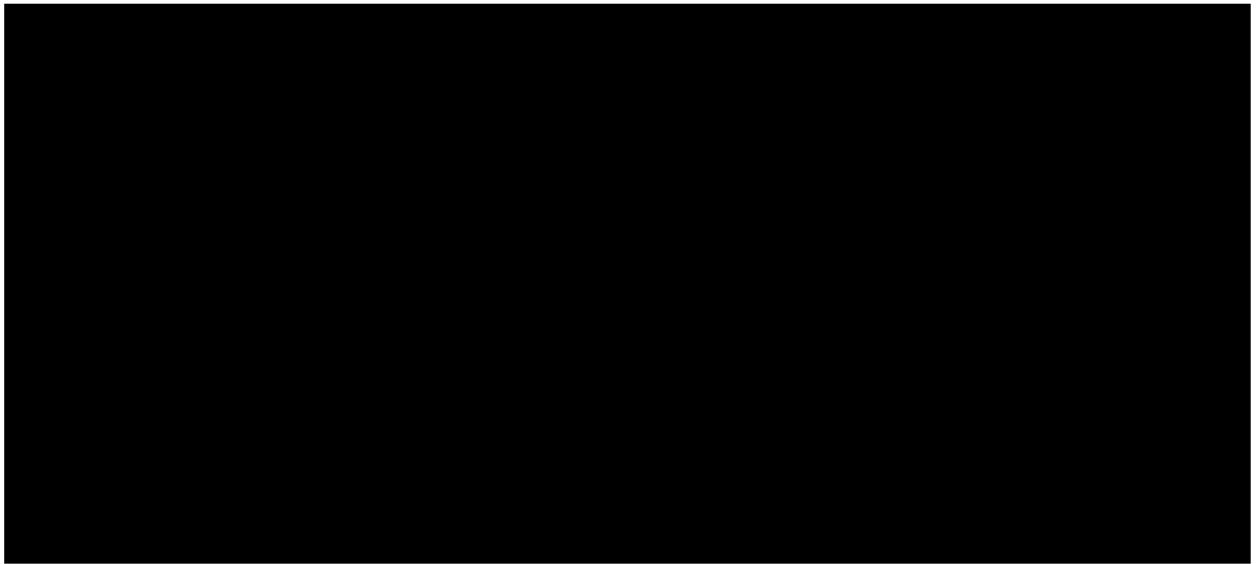
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6. Community involvement and participation;
7. Staff and Board characteristics, staff development and training needs.

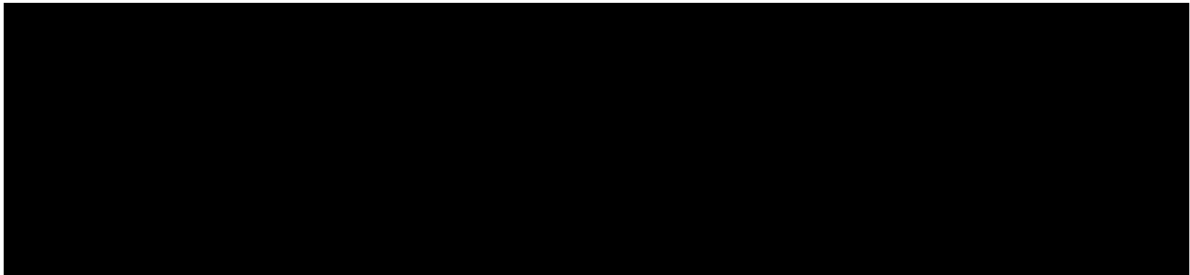
This Action Plan incorporates material contained in the original proposal submitted for establishment of the Innuauss Group Home. Reference is also made to the Department of Social Services Policy and Procedures Manual for Group Home Workers, a copy of which was not available in the group home in January, 1985.

I. Individual Resident and Family Characteristics

Since opening in August, 1981, a total of 18 Innu-speaking young people have lived in the group home, five girls and thirteen boys. Their stay in the group home has ranged in length from two months to as long as 2 and 3/4 years. An extension to the group home was built in 1982, increasing its capacity from four resident placements to six. The first four residents were young men from Davis Inlet who had been placed in training school places at Pleasantville or Whitbourne School near St. John's.



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II. Mandate for Services

In January, 1985, the Innua-uass Group Home was not yet licenced by the Department of Social Services, inspite of the fact that it had been opened for more than three years. In the original proposal for establishment of an adolescent group home in Sheshatshit, dated October, 1980, it was stated that the home would serve young people from the Indian communities of Sheshatshit and Davis Inlet. The original group home proposal, sponsored by the Roman Catholic Mission at Sheshatshit, called attention to a special mandate which would be carried out by this group home.

It was expected that the home would serve young people who were exhibiting acting out behavior. Their problems might be emotional, behavioral or mental, including difficulties in family living, school adjustments, social and peer relationships and legal offences. There was an acute awareness of the difficulties that Indian adolescents have in adjusting to correctional institutions on the island portion of the province. They had been found to have severe difficulty in adjusting to a different culture and isolation from their families. The distance in terms of culture and miles had made counselling and the reuniting of families extremely difficult. The system, as of 1980,

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had not worked for Indian adolescents.

In Davis Inlet there were said to be in 1980 a number of young people acting out in the community through vandalism, truancy, gas sniffing, alcohol abuse, break and entry, etc. They were causing a general disturbance in the community while their parents offered no supervision so that they were left on their own. Many of these young people did not come home at night and had a general distaste for authority and any who attempted to restrict them. The alarming thing was said to be that the leaders of the gang were leading many young people in the village astray. It had become apparent in 1980 that these children were unable to be worked with in their own community and family.

It was hoped that a group home in Sheshatshit would allow all concerned to work with the young people in a familiar setting which included culture, language, and environment. In such a home it was hoped that the young people would live in a non-threatening environment with their own Indian people directing them. The children were to be given every opportunity for a successful adjustment and reintegration into their families and their communities. The main objective of the group home was to provide a home-like atmosphere within the community for children and young people who demonstrated some acting out behavior and thus required guidance, limits, respect, encouragement, understanding, and control. The group home was to be an alternative to institutional care. It would remain small enough that individual care could be given to each child. It was expected that the

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length of stay would change depending on individual needs.

In January, 1985, the core statement of mandate available to the group home was "to provide Open Custody supervision for up to six young people who have appeared before the Youth Court for delinquent behavior. The group home was to provide a special service for native youths."

The group home house parents were particularly concerned with the question about whether there would be any more residents coming to the group home in the foreseeable future. The last time that the group home was full was from the time that it opened with three or four residents until August, 1984. There were two residents in the group home from August to December, 1984, leaving one resident in January, 1985. This resident was expected to be in the home until May 31, 1985. The house parents would like to know from the Department of Social Services what they see to be the future of the group home if there are no residents. There may be some question about taking younger, Child Welfare residents by special arrangements with the group home staff and the Department of Social Services. Worries were expressed in January, 1985, that the group home may have to close if there are no more referrals. Two staff have already been laid off in the summer of 1984 because of the dwindling numbers of residents.

Two objectives were established in relation to the mandate for the Innuauass Group Home.

Objective 1: Licencing Objective

To complete the licencing requirements for the group home

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by May 1, 1985. The Regional Services Co-ordinator (William Cook) and District Manager (Edna Kearley) will make the necessary arrangements for this task to be completed. It was hoped that the absence of running water in the group home - a feature common to 90% of the houses in Sheshatshit - would not prevent the group home from being licenced.

Objective 2: Mandate Objective

The Department of Social Services, Division of Juvenile Corrections, will provide the Innua-uass Group Home with a written statement of mandate for services by April 1, 1985. They will include in that statement some indication about the middle range to longer-term future of the Innua-uass Group Home. The Regional Services Co-ordinator (William Cook) and the Assistant Director of Juvenile Corrections (Sharron Callahan) will co-ordinate this task and provide information to the Board by April 1, 1985.

III. Philosophy and Approach

The original 1980 proposal for establishing an adolescent group home at Sheshatshit envisaged the group home as a residential facility to provide care for up to six children and young people when the facility was expanded. Within a family type setting it was expected that emphasis would be placed on building a strong character with developed internal values. Much character building was thought necessary in light of the fact that adolescents would be returning home to a situation where they would experience few restrictions and limitations and

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would need to exert their own self controls. The staff were to be Indian people thus enabling them to communicate in their native language and cultural ways. It was intended to offer ongoing supervision and support and where possible continuing education to the group home staff to enable them to constantly improve their ability to meet the needs of the children. It was hoped that the Social Worker from the Sheshatshit District Office would have close liaison with the home.

An objective of the group home was that children would function in an atmosphere of love, concern, and cooperation, thus sharing household responsibilities. The children and young people were expected to be either attending normal school or vocational school. They were expected to involve themselves in community activities such as arts, crafts, and recreation. The home was also expected to work towards reuniting young people with their families.

In January, 1985, the house parents of the group home knew nothing of the original group home proposal submitted in 1980. The philosophy and approach in the Innuaquass Group Home was summarized as follows. To begin with, the Innuaquass Group Home house parents tried to identify with each native young person who comes to the home, encouraging that young person to see them as people who have had to learn to live with life problems. The house parents strive to be good examples for young people who live in the group home. They help children make choices and to give support when they make bad choices. The house parents

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encourage young people to maintain contact with their families, even when the families have problems.

The house parents indicated that their approach with young people was to give clear guidelines about what was expected of each resident, and also to encourage independence within these limits. Life in the group home was, therefore, like living in a community, with laws, obligations, and responsibilities. Their objective was to provide a living and learning environment for native young people which will help them live on their own in the community, without having trouble with the police and other authorities. The house parents tried to emphasize the importance of Indian cultural traditions and the significance of these traditions to native people in the future.

The house parents were fearful that the Innu young people living in the group home had not learned native skills such as hunting, fishing, trapping, and crafts. The traditional times of going to the country were said to be September to December and February/March to May of each year. Travel was done by air and the band council traditionally organizes this for the community.

The house parents expressed their view that closer involvement of group home residents in traditional journeys to the country would help encourage self confidence and the development of pride amongst native youths who had a history of delinquent activity. Such involvement was also thought to foster self help skills which would support young people in the future. The

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following objective was identified as being worthy of consideration by the Board and the Department of Social Services.

Objective 3: Native Traditions Objective

To explore opportunities whereby young people in the group home can learn traditional native skills which have not been passed on to them by their families for a variety of reasons. The House father (Paul Riche) will prepare a program proposal, in cooperation with the Social Worker (Maxine Paul), to present to the Board of Directors and the Department of Social Services by June 1, 1985.

IV. Maintenance of Order and Organization

A review of daily living activities in the group home (See Figure 1) highlighted a number of features about the program operating in the home during January, 1985. The one group home resident was attending school from 9:00 a.m. to 3:00 p.m., coming home for his lunch. Outdoor activities were allowed after school, including visits to friends, street hockey, visits to the Social Worker, etc. Meal times were at regular and predictable times each day. After supper the resident carried out chores of carrying water for the house from the water pipe available at the band council offices. On Saturdays the resident helped the house father to chop wood for the house. After chores during weekdays, the resident was expected to do his homework, before going out in the evening.

[illegible]

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Depending on whether the house rules had been followed, the residents were allowed out in the evening until 10:30 or 11:00 p.m. A later time could be negotiated at the weekend. Visitors were allowed in the home during any evening between 7:00 and 9:00 p.m. The weekly allowance was paid at two different times, half on Thursday after school, and the other on Sunday after the weekly house meeting. The house parents and their family accompanied any residents to Church on Sunday morning. Radio bingo was said to be a regular Sunday night activity.

The house parents share responsibility for operation of the group home and their own three young children. The house mother normally works during the day, from 8:00 a.m. to 5:30 p.m. while the house father works from 4:00 p.m. to midnight. Any night time demands were managed by both house parents. Up to eight hours per day of relief time was available to the group home, although this was not used very often with only one resident living in the home. Provisions were bought for the home at the super market in Goose Bay/Happy Valley every other week. Because the group home vehicles were broken down, it was necessary to hire a taxi for the one half hour journeys each way.

V. Involvement of Residents and Families

In January, 1985, there was no clear guidance given to the Innuauass Group Home concerning involvement of families in direct work with young people. Each resident was allowed to

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telephone a family member once a month. It was pointed out that other group homes allowed a telephone call every other week. The one resident had regular telephone contact with a brother in St. John's and another brother in Davis Inlet. He went home to Davis Inlet for Christmas. No family members have visited the group home with respect to the current resident.

In the past, young people living in the group home from Sheshatshit have had contact with family members. Most of these contacts had been problematic and involved family members visiting the group homes while intoxicated. However, the overall response from Sheshatshit neighbours has been positive and people seem to feel that the group home is a good resource for native young people.

VI. Community Involvement and Participation

The Innuauass Group Home is housed in a two storey, wood frame building that was built in the mid-1960's. The home is heated by a wood burning stove and has no running water, like about 90% of housing in Sheshatshit. Water has to be carried up hill from the Band Council offices some five to ten minutes walk away. The home is leased from the Roman Catholic Mission of Sheshatshit for a sum of \$450 a month. The lease runs until April, 1987. An extension to the house was completed in the summer of 1983 to provide separate accommodation for the house parents and their family.

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Blue prints have been drawn up for a further extension, including basement and well for the group home. Nothing further has been done about this since February, 1984. Money was supposed to have been available for this extension and the well, but no formal decision has been made yet to proceed. The extension will include a recreation room, laundry, office space, and t.v. room.

Two objectives were established in relation to the group home extension project.

Objective 4: Group Home Extension Objective

To seek formal approval from the Board of Directors for carrying out plans for an extension to the group home and the installation of running water in 1985. The house parent (Paul Riche) will write a formal letter to the Board seeking approval for this project to proceed by May 1, 1985. Mr. Riche will send a letter to the Board by the end of February, 1985.

Objective 5: Support for Group Home Extension Objective

To obtain support from the Department of Social Services, Employment Opportunities Program to obtain labourers who can assist in construction of the group home extension. The District Manager (Edna Kearley) and Special Projects Co-ordinator will pursue this objective pending a firm decision to proceed with the extension project by the Board of Directors. The Board will be asked to make a decision on this project by May 1, 1985.

A general view expressed in January, 1985, was that the group home was situated in a good location in Sheshatshit. The

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lack of running water and distance required to obtain water for the group home were the only problem areas referred too. Some neighbours were very supportive and came to use the telephone. Other neighbours were disinterested. One or two neighbours were hostile, disturbing the house parents and residents during the summer. These neighbours may have had their children placed in the group home by the Department of Social Services at some point earlier.

VII. Staff and Board Characteristics, Staff Development and Training Needs

Staff

The staffing complement established for the Innuauass Group Home was for live-in house parents and two full-time support workers. The house parents, a couple in their mid 30's with three young sons, have been with the group home since it opened in 1981. The house father is bi-lingual, with a grade 8 education and vocational course at Stephenville. He worked as a saw mill supervisor and as a community services worker for the Band Council prior to starting at the group home. The house mother has a grade 5 education and has been employed by the group home for three years. Three other workers have been employed in the group home since it opened. The Social Worker working with the group home was a young white woman in her early twenties. She had a Social Work Degree and had been employed by the Department of Social Services for ten months.

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Limited training opportunities have been made available for group home workers in the past three and a half years. A short course in bookkeeping and another on basic child care practices were all that had been offered. It was noted that the Department of Social Services had not supplied the Innua-uass Group Home with a copy of the Policy and Procedures Manual for Group Homes published in November, 1984. Two objectives were established in relation to training materials and opportunities.

Objective 6: Policy and Procedures Manual Objective

To provide the Innua-uass Group Home with a copy of the Department of Social Services, Policy and Procedures Manual by February 15, 1985. The Regional Services Co-ordinator (William Cook) will supply a copy of this document to the Sheshatshit District Office for delivery to the group home.

Objective 7: Young Offender's Act Training

The Regional Services Co-ordinator (William Cook) will supply group home staff and Board members with advance information about the Young Offenders Act training course which is to be offered in Labrador March 4-7, 1985. The house father (Paul Riche) and at least two Board members will be encouraged to attend this training.

Board

The same Board of Directors has responsibility for the Innua-uass Group Home and the Sheshatshit Family Group Home. In January, 1985, there were said to be eight members of the

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Board, at least four of whom were white people appointed in 1984. Two key members of the Board left the community in 1984 and another two native members resigned over Board representation. The Board used to have a meeting on the first Sunday of each month. Since February, 1984, the Board has not met at any set time and only two meetings have been held since August, 1984.

Summary

This Action Plan contains information that was generated during a two day program of inservice education. A copy of this Action Plan is available for staff working with the Innuaquass Group Home, members of the Board, and relevant staff involved with group homes in the Department of Social Services. Specific objectives and actions are identified in this document, along with the allocation of specific tasks to designated people.

Information and decisions that become available or are made at the follow up meetings will be incorporated into the Action Plan, thus ensuring that development of the group home program occurs in a climate of negotiation, clarification, and responsible action on behalf of the young people in receipt of services at the Innuaquass Group Home.

Three issues seem to require attention by those associated with the Innuaquass Group Home in the next year. First, the house parents need enhanced support from the Department of Social Services and the Board of Directors through opportunities to discuss the work of the group home on a more regular basis.

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The group home is especially in need of a decision to proceed with the plans for a group home extension and the installation of running water. Second, the Department of Social Services needs to try and clarify the future mandate for this group home, especially as only one resident was living there at the start of 1985. Finally, given the unique contribution which this group home makes to the care and treatment of native youths, it is hoped that both the Board and the Department of Social Services will support any initiatives aimed at helping the group home residents and house parents to travel with other native people on annual trips to the country.

APPENDIX AO U T L I N E

- TITLE: Developing a Team Approach to Services.
- OBJECTIVE 1: To involve Project teams in a review of their primary task with residents and families.
- OBJECTIVE 2: To collaborate with employees, board members, and other key decision and policy-makers in formulation of an up-to-date, written Action Plan which can be used for development purposes over the next 6 to 18 months of work.
- ACTION PLAN: The proposed written plan would include summary statements associated with each of the following headings:
1. A staff review of individual resident and family characteristics - Who are the clients?
 2. Social policy mandate for services (imposed from outside) - What are you asked to accomplish with them?
 3. Basic philosophy and approach (developed from within) - What ideas are used to guide your work?
 4. Maintenance of order and organization in the service - How do you keep your noses above water on a day to day basis?
 5. Involvement of residents and families in care and treatment plans - How do you get the residents and their families to use their strengths?
 6. Community involvement and participation in community life - How do we prepare the clients and the community for interdependence?
 7. Staff Development - What do the staff do and what supports, training and guidance do they need?
- METHODS: A workshop format is proposed in which board members, government representatives, and staff can engage in a review of their work together. Ample use will be made of flipchart sheets and material produced by the team will be posted on

the walls to develop a "gallery" of relevant information. This information will then be drawn together in draft form for teams to revise and adapt into a written plan. Such a plan can then be reviewed and revised annually, and provide a focus for continuing development. Written plans of this sort can be used in contacts with referring agencies; for public relations purposes; and to orient new staff, board members, and government representatives.

PROGRAMME:

Day 1

- Session 1: Introduction and a Review of Expectations.
- Session 2: The Primary Task - A "Wallpapering Exercise" with team members exploring positives and negatives in their work.
- Session 3: The Residents/Clients as Individuals and a Group - clarifying assessments of need.
- Session 4: Identifying Expectations that are Imposed from Outside the Service - the social policy mandate and the basic philosophy or approach supported by the team.

Day 2

- Session 1: Maintaining Order and Organization in the Service - Staff behavior in relation to clients.
- Session 2: Links with Families and Community Involvement.
- Session 3: Staff Development - staff meetings, supervision and styles of management.
- Session 4: Team Functioning and the Management of Stress in Resident and Family Care Work.

FOLLOW-UP:

A ten to twelve page document will be drawn together out of the material generated during the two day workshop. This document will be made available to project teams in draft form within two weeks of their work together.

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APPENDIX BFrustrations (Worries)

1. As Board Chairman, finding that I am involved in details about the running of the group home;
2. Calling meetings and people cannot attend;
3. Work that has piled up while out of the office attending workshops;
4. Snow piling up in the driveway;
5. Hearing rumours outside the group home about what is happening inside;
6. Not understanding the payroll;
7. Working with the contractors on the building repairs;
8. Getting started with several new children who have just entered school from being out in the country;
9. A complicated new referral and not knowing where to start;
10. Not feeling well all week, but still having to work.

Satisfactions

1. Hearing fewer complaints about the group home and finding time to do my own job;
2. Agreement reached by the Labrador Group Home Board about the Lake Melville Group Home;
3. When pay day comes and the children are happy in the home;
4. Time off from the job to spend time with other people and my own children;
5. Being invited home to a special meal and three people volunteering to do odd jobs;

6. An invitation home for a meal of caribou;
7. Feeling that some progress has been made with a family;
8. Getting reclassified to a new job;
9. Seeing things start to come together in my job;