

Ministry of Children and Family Development

Strong, Safe and Supported: Operational Plan

2007 - 2012

Status Legend		Description
NS	Not Started	Activity has yet to begin.
P	Planning Stage	Plans are being developed, approved, etc.
D	Development Stage	Plans are approved – options / policies are under development.
I	Implementation Stage	Implementation of plans/programs starting or underway.
C	Completed	Activity has been completed.
OG	Ongoing	The timeline for the activity does not have a definitive end.



Measurement of Indicators:

Baseline data for all indicators are being developed and will be complete in the next 18 months.

All the indicators combined are intended to achieve the overall vision and the core outcomes for children and youth. Additional indicators will be added over time.

PILLAR 1: PREVENTION

Government will place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities.

OUTCOME:

An increase in the health and well-being of children and youth and a decrease in preventable vulnerabilities.

INDICATORS:

- **An increase in the number of parents or caregivers with strengthened ability to cope with challenges and promote healthy development in their children.**
- **A decrease in the number of children born with FASD and other substance abuse related vulnerabilities.**
- **An increase in the number of young children who are school-ready.**

Actions - Pillar #1	Overall Status	Milestones	Timeline
1. Develop, cost and implement a comprehensive, innovative, cross-ministry five year Early Years Plan (including child care and early childhood development), together with provincial, national and international experts/stakeholders.	P	Review of research, other jurisdictional approaches, and existing good practice and frameworks Draft Plan completed Early Years Plan approved. Early Years Plan implementation commences.	Fall 08 Fall - 08 Winter - 08/09 Spring - 09

Actions - Pillar #1	Overall Status	Milestones	Timeline
2. Develop and implement a new Fetal Alcohol Spectrum Disorder (FASD) strategic plan.	I	<p>FASD Plan [Building on Strengths. A Provincial Plan for British Columbia 2008 – 2018)] developed, approved and released.</p> <p>FASD Plan implementation commences.</p>	<p>Spring - 08</p> <p>Spring – 08</p>
3. Increase innovative youth development programs in each region - targeting the most vulnerable communities as a priority.	P	<p>Regional strategies for youth development completed.</p> <p>Incremental roll out of youth development programs</p>	<p>Fall – 08</p> <p>Winter - 09/10</p>
4. Identify and implement youth crime prevention initiatives in collaboration with the Provincial Community Safety Steering Committee.	P	<p>Inter-ministry planning and consultation underway.</p> <p>Pilot Projects identified and initiated.</p> <p>Interim Pilot evaluation reports completed.</p>	<p>Spring/Summer -08</p> <p>Fall - 08</p> <p>Winter – 09/10 & Ongoing</p>
5. Develop and implement parent/ caregiver capacity development programs.	P	<p>Purple Crying Initiative (re Shaken Baby Syndrome) launched</p> <p>A parent / caregiver capacity development strategy developed, including the Parenting Vision Program Framework</p> <p>Implementation of innovative strategies and programs begins</p>	<p>Spring – 08 - Completed</p> <p>Summer - 08</p> <p>Spring - 09</p>

PILLAR 2: EARLY INTERVENTION

Government will provide early intervention services to vulnerable children and youth within their families and communities

OUTCOME:

An increase in the strengths, capacities and competencies of vulnerable children and youth and their families.

INDICATORS:

- A decrease in the number of children and youth referred for intervention, or coming into care or custody.
- An increase in the use of family development response used as an alternative to bringing children into care.
- An increase in early identification of vulnerabilities in children and youth.
- An increase in the ability of vulnerable children and youth and their families to overcome challenges and sustain positive outcomes.

Actions – Pillar #2	Overall Status	Milestones	Timeline
1. Increase early intervention options on early childhood mental health.	I	Capacity to deliver Infant Mental Health services to 0-5 age group established by developing and providing training in assessment and intervention.	Summer – 08 & Ongoing
2. Expand use of community hubs providing early years programs.	D	Establishment of 22 new hubs in 2006/07 that provide family strengthening or early childhood development services along with child care services. Additional hubs in each region established. Regional plans to expand hubs developed and implemented, emphasizing integrated cross ministry	Spring – 07 - Completed Spring – 08 Ongoing

Actions – Pillar #2	Overall Status	Milestones	Timeline
3. Increase use of Family Development Response (FDR).	P	<p>hubs.</p> <p>Plans to shift practice away from investigations to a family assessment approach in low risk cases developed by working group.</p> <p>Family Assessment approach increasingly implemented as the norm for low risk families.</p>	<p>Spring – 08 & Ongoing</p> <p>Summer 08</p>
4. Expand services for vulnerable youth at risk of sexual exploitation.	P	<p>Strengthen the existing youth agreement program for youth aged 16-18 including sexually exploited youth.</p> <p>Develop a cross-ministry plan for raising public awareness about child and youth sexual exploitation.</p> <p>Increase resources available to children, youth and parents that provide information about sexual exploitation and how to prevent it.</p>	<p>Fall – 07 – Completed</p> <p>Fall – 08</p> <p>Spring - 09</p>
5. Enhance, or establish, services in each region to respond to youth who are particularly vulnerable to self harm (e.g. addictions and suicide).	D	<p>Collaborate with the Ministry of Health to develop early intervention strategies and review the framework for 10 year Mental Health and Substance Use Plan.</p> <p>Innovative, new community based initiatives underway (Developed in consultation with stakeholders, particularly youth, including the recognition of cultural and/or indigenous ways of supporting vulnerable youth.)</p>	<p>Spring 07 and Ongoing</p> <p>Fall 08 and Ongoing</p>
6. Review and revise the current kinship program within the continuum of services.	D	<p>Research/discussion paper drafted.</p> <p>Consultations held with regional staff and stakeholders to consider options for revision of the kinship program.</p>	<p>Winter – 07/08 - Completed</p> <p>Spring - 08</p>

Actions – Pillar #2	Overall Status	Milestones	Timeline
		Final report and recommendations on changes to kinship care program completed.	Fall – 08

PILLAR 3: INTERVENTION AND SUPPORT

Government will provide intervention services and supports based on the assessment of individual needs.

OUTCOME:

Children and youth receiving services from the ministry will demonstrate increased resilience and capacity to cope with their challenges.

INDICATORS:

- **An increase in the number of children and youth in care or custody who have a secure, safe, lifelong, positive relationship with at least one caring adult.**
- **An increase in the number of children and youth in care or custody who have positive developmental outcomes, for example, educational outcomes.**
- **Each child in care has a permanency plan.**
- **An increase in the number of children and youth returning to their families or extended families as a result of family strengthened reunification work.**
- **A decrease in the number of children and youth who attempt or commit suicide.**
- **An increase in positive developmental outcomes for children and youth with special needs who are receiving services and supports.**

Actions – Pillar #3	Overall Status	Milestones	Timeline
1. Implement MCFD's component of the cross-ministry CYSN plan, integrated with the ministries of Health and Education.		Cross-ministry Children and Youth with Special Needs (CYSN) Framework for Action developed and approved by 3 Ministers.	Summer - 07 - Completed

Actions – Pillar #3	Overall Status	Milestones	Timeline
	D	<p>Key worker and parent support approaches implemented.</p> <p>Early Hearing Program jointly implemented.</p> <p>Cross-Sectoral planning tables contributing to implementation and continued evaluation.</p> <p>Cross-ministry school-based service delivery protocols revised.</p> <p>Appropriate evidence based assessment tools developed.</p> <p>Analysis of functional assessment approaches completed</p>	<p>Spring – 07 Completed</p> <p>Fall – 07 - Completed</p> <p>Spring-08</p> <p>Fall – 08</p> <p>Spring - 08</p> <p>Spring - 09</p>
<p>2. Provide effective therapeutic and developmental support according to children and youth’s assessed needs and their comprehensive plan.</p>	D	<p>Guide on health supports for Children in Care and Youth Agreements developed.</p> <p>Permanency Plans are established for each child in care and strongly facilitated to ensure that children do not wait unnecessarily for return to families or for an adoption placement. (Implement together with Action 3)</p> <p>Child Protection Decision Making Model developed.</p> <p>Child and Family Assessment Framework for the continuum of services developed.</p>	<p>Fall – 07 - Completed</p> <p>Spring 08 and Ongoing</p> <p>Winter – 08/09</p> <p>Winter – 08/09</p>

Actions – Pillar #3	Overall Status	Milestones	Timeline
		<p>Plans of care reflect detail of developmental outcomes to be achieved to meet assessed needs of the child/youth, and progress in achieving outcomes is actively facilitated by the ministry or agency staff.</p> <p>Appropriate evidence based assessment tools developed.</p>	<p>Spring – 09 & Ongoing</p> <p>Spring - 09</p>
3. Eliminate the backlog in screening of adoptive parents and placement of children.	I	<p>Implement Regional plans to address backlog that include contracts to accelerate adoption home studies, increased collaboration between MCFD adoption workers and private adoption agencies, contracts for required adoption parent education, local advertising and media recruitment campaigns.</p> <p>Backlog in screening of adoptive parents eliminated.</p>	<p>Fall 07 and Ongoing</p> <p>Winter – 08/09</p>
4. Increase recruitment of adoptive parents and post adoption support.	D	Regional recruitment initiatives established and implemented.	Spring – 08 & Ongoing
5. Increase recruitment and retention of foster parents and other caregivers.	D	<p>Foster care payment rates increased.</p> <p>Beginning in 2006/07, new funding of \$31 million was made available to support foster and adoptive parents over three years and \$1.3 million to fostering and adoption campaigns.</p> <p>Increase awareness of need for foster parents through media campaigns and community events.</p> <p>Review of foster parent education program to assess basic training needs and skill development related to children with complex needs commenced.</p>	<p>Spring – 07 Completed</p> <p>Completed</p> <p>Winter – 07/08 & Ongoing</p> <p>Winter 08/09</p>

Actions – Pillar #3	Overall Status	Milestones	Timeline
		<p>Strengthen provision of foster parent mentoring, education and supervision.</p> <p>Caregiver support standards in place and implemented.</p> <p>Ministry’s foster home education program revised and improved with support of 5 regional Foster Parent support agencies and the Provincial Foster Parent/MCFD Advisory Committee.</p>	<p>Winter 08/09 and Ongoing</p> <p>Winter – 08/09</p> <p>Spring – 09</p>
6. Redesign residential care services.	P	<p>Review of residential care services completed.</p> <p>Plan established for re-design of residential services.</p> <p>Implementation of re-design begins</p>	<p>Spring – 09</p> <p>Summer -09</p> <p>Winter 09/10</p>
7. Enhance, or establish services in each region to respond to youth who are challenged by substance abuse and/or mental illness.	D	<p>Dialectical Behavioural Therapy training & consultation for CYMH staff completed.</p> <p>Youth Hubs developed with Ministries of Health/Education and community service providers.</p> <p>Review the 5 year CYMH Plan for Aboriginal and non-Aboriginal children and youth and recommend any improvements.</p> <p>Suicide prevention/intervention training for CYMH clinicians piloted.</p> <p>Suicide prevention/intervention best practices web material for community practitioners posted.</p>	<p>Winter – 07/08 & Ongoing</p> <p>Spring – 08 & Ongoing</p> <p>Fall -08</p> <p>Spring - 09</p> <p>Spring 09</p>

Actions – Pillar #3	Overall Status	Milestones	Timeline
		Collaborative approach with Ministry of Health specific to youth addiction services developed	Spring - 09
8. Develop and implement services for young adults exiting care or on youth agreements.	D	<p>Transition planning protocol with Ministry of Employment and Income Assistance for youth with severe disabilities established.</p> <p>MCFD transition planning guides for youth with special needs revised.</p> <p>Policy and Procedures for new Agreements With Young Adults implemented.</p>	<p>Spring – 07 - Completed</p> <p>Spring - 08</p> <p>Summer – 08</p>
9. Increase use of mediation and family group conferencing as a means of increasing family and community involvement in case planning and decision making based on child's need.	P	<p>Policy to increase the usage of family group conferences, mediation or traditional dispute resolution developed.</p> <p>Policy implemented.</p>	<p>Spring – 08</p> <p>Spring - 09</p>

PILLAR 4: THE ABORIGINAL APPROACH

Aboriginal people will be supported to exercise jurisdiction in delivering child and family services.

OUTCOME:

Aboriginal children, youth and their families are receiving services through an Aboriginal service system which strongly connects children and youth to their culture and tradition.

INDICATORS:

- **Aboriginal people are delivering services to their children, youth and families.**
- **First Nations communities and Aboriginal service providers have sufficient and equitable resources to effectively sustain services to vulnerable children and youth.**
- **An increase in the number of Aboriginal children, youth receiving services and supports who are strongly connected to their own language, traditions and culture.**
- **A decrease in the number of Aboriginal children and youth coming into care.**
- **An increase in the number of Aboriginal children and youth in care or custody who have positive developmental outcomes.**
- **An increase in Aboriginal children and youth making positive and healthy choices.**
- **An increase in the number of Aboriginal parents or caregivers with strengthened ability to cope with challenges and promote healthy development in their children.**
- **A decrease in the number of Aboriginal youth that attempt or commit suicide.**
- **An increase in positive outcomes for Aboriginal children and youth with special needs.**
- **An indigenous child welfare approach supported by policy and legislation.**

Actions – Pillar #4	Overall Status	Milestones	Timeline
1. As indicated by the Tsawwassen Accord, support communities and regions to develop a common vision for governance of the child welfare system and undertake widespread consultation in making a choice of governance model/s.	D	<p>Planning teams, Interim Authorities, Agencies, chiefs, communities and urban organizations supported to plan and design without MCFD interference.</p> <p>Inclusive planning process and design completed for all regions.</p>	<p>Started 06 and Ongoing</p> <p>Winter 08/09</p>
2. Facilitate through funding, capacity development & any necessary legislation the successful implementation of the chosen governance model/s.	D	<p><i>[Consider the Strategic plan underway by the First Nations Chiefs Forum]</i></p> <p>Enabling legislation, co-drafted by Aboriginal representatives and MCFD staff, drafting complete (for one potential model)</p> <p>Funding and capacity development support provided to communities, chiefs and organizations based on strategic plans</p> <p>Facilitate the transfer of services to Aboriginal people based on readiness criteria, principles and standards which have been developed by Aboriginal people with support from MCFD</p>	<p>TBD</p> <p>Spring – 08</p> <p>Spring 08 and Ongoing</p> <p>Winter 09/10 & Ongoing</p>
3. Contribute to “Closing the Gap” as indicated in the <i>Transformative Change Accord</i> .		The Province, working with the First Nations Leadership Council, has prepared the Transformative Change Accord Implementation Plan (draft – June 2007) to	Completed and implemented

Actions – Pillar #4	Overall Status	Milestones	Timeline
	P	<p>support the achievement of goals outlined in the Kelowna Accord.</p> <p>On reserve cost comparison report drafted.</p> <p>Interim report on Financial Analysis of Aboriginal Services Transformation (FAAST) developed.</p> <p>Report on FAAST finalized.</p> <p>Complete a gap analysis on the full range of service requirements for vulnerable Aboriginal children and youth and establish a strategy for addressing gaps.</p> <p>Work with First Nations and Métis communities to assess socio-economic concerns as they relate to children families and to develop strategies for addressing needs.</p> <p><i>[Consider the Strategic plan underway by the First nations Chiefs Forum]</i></p>	<p>Winter 07/08 Completed</p> <p>Spring - 08 Completed</p> <p>Spring - 08</p> <p>Spring – 09</p> <p>Begin Spring 09 & Ongoing</p> <p>TBD</p>
4. Support First Nations, INAC and Delegated Agencies to develop and implement a new approach for Federal funding on reserve.	D	<p>INAC Out-of Care options implemented.</p> <p>Foster and Group Care rates for children in care on reserve revised.</p> <p>Support the enhancement, access or development of the full range of services which are culturally appropriate for</p>	<p>Spring – 07-Completed</p> <p>Fall – 07 Completed</p> <p>Winter 08/09</p>

Actions – Pillar #4	Overall Status	Milestones	Timeline
		Aboriginal children and families including prevention programs for Aboriginal children, youth and families.	
5. Implement Jordan’s Principle based on the commitment made on January 25, 2008 by Premier Gordon Campbell.	P	Cross-government implementation plan on Jordan’s Principle completed. Implementation commences	Fall 08 Spring 09
6. Improve contractual processes and infrastructure support for Aboriginal service providers, including information systems.	I	Implementation Plan for addressing Aboriginal Contracting Issues developed and implementation commences.	Fall – 07 & Ongoing
7. Support Aboriginal people to identify and reclaim indigenous child protection and development practices which existed in the past.	I	Support First Nations to analyze, research and document indigenous ways of supporting and protecting children and youth. Elder’s Advisory Council has been established and tasked to begin this process. Five year business plan, to develop options on sustainable access for Aboriginal communities to “Traditional Decision Making” developed.	Summer - 09 Fall - 08
8. Support Aboriginal people in the work of designing a child & family development service system which is founded on their culture & traditions.	D	<i>[Consider the Strategic plan underway by the First nations Chiefs Forum]</i> Design and development of an indigenous child welfare system is initiated Policy and legislation to support an indigenous child and family development service system commences development (together with design work)	TBD Summer- 08 Fall -08

Actions – Pillar #4	Overall Status	Milestones	Timeline
		<p>New approach to adoption based on indigenous practice developed with agencies and communities.</p> <p>Design and development of an indigenous child welfare system is completed</p>	<p>Spring- 09</p> <p>Winter -09/10</p>
<p>9. Support communities and Aboriginal service providers to increasingly address the needs of vulnerable children and youth, with a particular emphasis on culture and traditions and a community-based approach.</p>	<p>P</p>	<p><i>[Consider the Strategic plan underway by the First nations Chiefs Forum]</i></p> <p>Nenan Dane Zaa Deh Zona Family Services Society initiative in the North East launched (Pilot project)</p> <p>Establish an Aboriginal service delivery/practice forum in partnership with MCFD which can immediately undertake an evaluation of urgent issues and gaps in service delivery, particularly relating to children in care, and implement a strategy to address these immediate and urgent needs.</p> <p>In partnership with Aboriginal service providers, evaluate the suitability, accessibility and progress of the Child and Youth Mental Health Plan as it applies to Aboriginal children and youth and adjust as needed to ensure effective CYMH services as a matter of urgency</p> <p>Innovative, new community based initiatives underway to focus on youth who are particularly vulnerable to self harm and/or addictions. (Developed in consultation with stakeholders, particularly youth, including the</p>	<p>TBD</p> <p>Fall -07 and Ongoing</p> <p>Summer 08</p> <p>Fall 08 & Ongoing</p> <p>Winter 08/09 & Ongoing</p>

Actions – Pillar #4	Overall Status	Milestones	Timeline
		<p>recognition of cultural and/or indigenous ways of supporting vulnerable youth.)</p> <p>Community-based wellness and reconciliation initiatives designed and piloting initialised each region</p>	Spring 09
<p>10. Support Aboriginal service providers in implementing their own plans for capacity development, including equitable access to training, and support in the recruitment and retention of staff.</p>	I	<p>Child Welfare Specialization Training Pilot project in the North region piloted in partnership with UNBC. The Aboriginal Child Protection Recruitment project is a partnership between MCFD, delegated agencies represented by Carrier Sekani Family Services and the University of Northern BC. The program is designed to train social workers to provide safe care for Aboriginal children and youth within a culturally appropriate context. On May 25, 2007, ten individuals graduated with a certificate in child welfare specialization, in addition to a social work degree.</p> <p>Xyolhemeyth salary classification review completed and recommendations approved.</p> <p>Standardized costing Framework Project to provide information on the equitable allocation of funding to agencies developed.</p> <p>Aboriginal Social Worker training program restructured.</p>	<p>Spring - 07 & Ongoing</p> <p>Winter – 07/08 Completed</p> <p>Summer – 08</p> <p>Fall – 08</p>
<p>11. Support Aboriginal people in the development of complaint resolutions, policy, standards, quality assurance which reflects the</p>	I	<p>Review of operational standards completed.</p>	<p>Spring – 07 & Ongoing</p>

Actions – Pillar #4	Overall Status	Milestones	Timeline
new service system.		<p>MCFD and Delegated Agencies joint development of AOPSI, Operational Standards Review, including complaint resolution process, implemented.</p> <p>Review of Practice Standards</p>	<p>Spring – 08</p> <p>Begin Spring 09</p>
12. Support the development and implementation of a comprehensive, innovative five year Early Years plan for Aboriginal children.	P	<p>Plan established with First Nations ECD Council and other Aboriginal partners developed.</p> <p>Support implementation through Aboriginal service providers.</p>	<p>Winter – 08/09</p> <p>Spring – 09</p>

PILLAR 5: QUALITY ASSURANCE

Child, youth and family development services will be based on evidence gathered through a strong quality assurance system.

OUTCOME:

Increased effectiveness, efficiency and accountability of supports and services for children, youth and their families served by the ministry.

INDICATORS:

- Establish baseline data for measurement of those indicators for which this data does not exist.
- Increase in comprehensive and accurate information which is used to inform continuous service improvement.
- Increase in the use of evidence in policy and practice changes.
- Increase in the implementation of the UNCRC and other rights-based instruments throughout all services and supports to children, youth and their families.
- Increased engagement of staff, service provider partners, other ministries, and children, youth and their families in quality assurance processes.
- Increased effectiveness of services and supports delivered.
- Increased use of evidence gathered through QA to inform ongoing training of staff and day to day practice.
- Increased regular public reporting on data collected through the QA system

Actions – Pillar #5	Overall Status	Milestones	Timeline
1. Foster a culture of continuous improvement.		Workplace Process Framework (for continuous improvement) implemented.	Summer – 08 & Ongoing

Actions – Pillar #5	Overall Status	Milestones	Timeline
	D	Results of Aggregate Analysis of Director/Deputy Directors reviews included in staff training.	Winter – 08/09 & Ongoing
2. Support continuous learning and service improvement through academic and action research.	P	Knowledge, Synthesis, Translation & Exchange (KSTE) Strategy implemented. Service Competencies designed.	Fall - 08 Completed Spring - 09
3. Strengthen quality assurance and reporting at the provincial and regional level.	P	An integrated Quality Assurance ADM position has been established and filled to strengthen quality assurance and ensure an integrated quality assurance lens is applied to all programs and to share learning across programs in MCFD Integrated Quality Assurance and Improvement Framework completed. Review of the Child Welfare Specialized program completed. Evaluation of quality assurance processes across the ministry including approach used in child protection, conducted. Provincial and regional monitoring and tracking systems and activities evaluated. Monitoring and tracking systems re-designed where required based on evaluation.	Winter 07/08 Completed Spring - 08 Spring - 08 Fall - 08 Spring - 09 TBD & Ongoing

Actions – Pillar #5	Overall Status	Milestones	Timeline
4. Monitor complaint resolution processes and conduct systematic analyses of complaints.	P	Provincial complaints process policy developed Complaints resolution policy implemented in the regions. Province-wide Complaints Tracking and Reporting System, including aggregate trend analysis, developed.	Winter – 07/08 Completed Spring - 08 Spring - 09
5. Establish and sustain effective advocacy and monitoring within MCFD of child and youth rights in relation to the UNCRC, rights of indigenous children, child and youth participation and any other special rights such as Rights of Children and Youth in Care.	D	Advocacy Team established to develop and implement effective advocacy and monitoring of child and youth rights within the ministry. Advocacy and monitoring framework implemented. Provincial and regional staff training commenced.	Fall - 08 Fall - 08 Fall – 08 & Ongoing
6. Revise the current MCFD reviews of child injury and death to increase the effectiveness of the review process.	P	Review of case review processes for critical injuries and deaths of children completed. Integrated case review framework finalized.	Winter – 07/08 Fall - 08
7. Increase the capacity to gather comprehensive and detailed data across all services.	P	Strategies and plans to improve appropriate information sharing developed.	Summer - 08
8. Increase the capacity to undertake analysis, reporting, and evaluation of service delivery within the new quality assurance approach.	P	Research framework drafted. Service model and plan for reporting services for ministry clients and key stakeholders developed. Strategies and plans to maintain data quality and improve information flow to support Ministry service delivery and decision making developed.	March - 08 Summer - 08 Fall 2008

Actions – Pillar #5	Overall Status	Milestones	Timeline
9. Together with other ministry partners, develop a comprehensive strategy for monitoring and reporting on child and youth outcomes.	P	<p>Identification of key data elements for reporting on child and youth outcomes across ministry partners completed.</p> <p>Expand public reporting on existing data for child and youth outcomes.</p> <p>Comprehensive Evaluation Strategy for Child and Youth Outcomes implemented.</p>	<p>Fall - 08</p> <p>Summer – 08</p> <p>Spring - 09</p>
10. Increase provincial organizations engagement and involvement in service delivery evaluation.	P	<p>Youth Engagement Evaluation Framework developed.</p> <p>Integrated Quality Assurance consultations with provincial organizations completed.</p> <p>Provincial youth organization consultations to develop youth input into service delivery and evaluation completed.</p> <p>Participation framework for ongoing engagement and involvement in service delivery evaluation implemented.</p>	<p>Summer - 08</p> <p>Winter – 08/09</p> <p>Spring - 09</p> <p>Spring - 09 & Ongoing</p>

INFRASTRUCTURE AND RESOURCES FOR THE SYSTEM

The commitments in the 5 pillars and the service improvements which support the pillars require changes or enhancements to both infrastructure and resources across the system. This section of the operational plan speaks to that support. As new supports are identified over the months and years, they will be included in this section. This section applies to the full child and family development system, including Delegated Agencies, the full range of service providers, and MCFD itself.

Actions	Overall Status	Milestones	Timeline
1. Provide staff with training and experience regarding diversity and knowledge on Aboriginal cultural and tradition.	P	<p>22 Cultural Sensitivity sessions for staff held in 2007/08 for staff.</p> <p>Aboriginal cultural sensitivity training incorporated into core training for all practice areas.</p>	<p>Spring - 08 Completed</p> <p>Fall – 08</p>
2. Increase effectiveness of supervisory support to all practitioners in the system.	P	<p>To improve orientation, and training for practice analysts in child protection, a Request for Qualifications (RFQ) process was recently completed and an updated bidder's list (case reviewers and auditors)</p> <p>Regional education / supervisor development programs implemented.</p> <p>Regional strategies established to increase knowledge of Aboriginal culture and tradition.</p> <p>Clinical Supervision training courses increased.</p>	<p>Completed</p> <p>Spring – 08 & Ongoing</p> <p>Winter 08/09</p> <p>Spring – 09</p>

Actions	Overall Status	Milestones	Timeline
		<p>Implement new supervision training strategies for all team leaders and CSMs as well as supervisors in contracted and delegated agencies.</p> <p>Evaluation and monitoring processes of supervision training implemented.</p> <p>Supervisory training needs reviewed and revised.</p> <p>In conjunction with academic institutions, innovative comprehensive supervisory skills development training developed.</p>	<p>Spring - 09</p> <p>Spring - 09</p> <p>Spring – 09</p> <p>Spring – 09</p>
<p>3. Address existing and future needs of MCFD and its service providers through innovative recruitment and retention strategies.</p>	<p>P</p>	<p>Recruitment / retention strategies developed in partnership with the BC Federation of Child Welfare & other service providers.</p> <p>267 MCFD auxiliary staff converted to regular status as permanent employees.</p> <p>Training in mediation and counselling skills to support transformation is implemented. Implementation of collaborative practice initiatives including family group conferencing and mediation is well underway. MCFD has completed its fourth annual training session for family group conference coordinators followed by a two day forum for approximately 200 MCFD and delegated agency staff on collaborative planning and decision making.</p>	<p>Spring -07 & Ongoing</p> <p>Winter – 07/08- Completed</p> <p>Completed</p>

Actions	Overall Status	Milestones	Timeline
		<p>Almost 200 new front-line workers were added in 2006/07, and MCFD will fill another 60 full time equivalent positions in the coming year.</p> <p>Increases in Co-op / Intern hires completed.</p> <p>Innovative recruitment and retention strategy for the North region developed.</p> <p>Recruitment and retention implementation commenced:</p> <ul style="list-style-type: none"> • North • Other regions <p>Recruitment and retention strategies for other MCFD regions developed.</p> <p>Comprehensive Strategic Human Resources strategy developed with ministry staff and stakeholders.</p> <p>High School student exchange program for Aboriginal Youths developed and implemented.</p> <p>Between January 2006 and March 2008, the total number of Aboriginal staff MCFD doubled from 119 to 239. Of those hired, one was an ADM and three were Directors.</p>	<p>06/07 & Ongoing</p> <p>Spring – 08 - Completed</p> <p>Spring - 08</p> <p>Fall – 08 Summer - 09</p> <p>Spring - 09</p> <p>Spring-09</p> <p>Spring - 09</p> <p>Completed</p>

Actions	Overall Status	Milestones	Timeline
5. Review and align qualifications, competencies and training to support the continuum of integrated services.	P	<p>New competencies for child welfare professionals were introduced in 2007 with emphasis on integrated, strengths-based, developmental and culturally appropriate practice.</p> <p>Initial Review of qualifications, competencies and training for front line staff completed</p> <p>(Implementation planning to be included in comprehensive strategic plan which will be updated annually)</p>	<p>Completed</p> <p>Fall - 08</p>
6. Realign resources to enable practitioners to spend more quality time working directly with children, youth, families and communities.	P	<p>Review of the delegation approach to hiring of child protection staff</p> <p>Re align roles of MCFD and contracted agency staff to best utilize skills reviewed.</p> <p>Integrated Case Management System implemented.</p>	<p>Winter 08/09</p> <p>Summer 09</p> <p>TBD</p>
7. Monitor and report on transformation processes, projects and outcomes.	P	<p>Transformation Team will implement a project management framework for the ministry's Transformation.</p> <p>Detailed Operational plans and reporting processes developed and in place.</p>	<p>Spring – 08</p> <p>Fall - 08</p>

Actions	Overall Status	Milestones	Timeline
8. Implement a transformation communication strategy and continued, effective communication by MCFD to staff and the public.	D	<p>Operational plan updated and posted every six months.</p> <p>Progress report updated and posted every six months.</p> <p>Communications plan developed.</p> <p>Youth friendly interactive website developed by youth council.</p> <p>Families First Website established</p> <p>Communications plan implemented and updated.</p>	<p>Ongoing. Next update Summer - 08</p> <p>Ongoing. Next update Summer - 08</p> <p>Spring – 08</p> <p>Winter – 08/09</p> <p>Spring 08</p> <p>Summer - 08</p>
9. Develop and support leaders throughout MCFD.	P	<p>Innovative Leadership development strategy completed.</p> <p>Implementation of leadership development strategies commenced.</p>	<p>Summer – 08</p> <p>Summer - 08</p>
10. Align the provincial and regional roles and responsibilities to reflect regionalization of service delivery and decision-making.	I	<p>Provincial Office restructure complete.</p> <p>Capacity for regional policy implementation role established.</p>	<p>Fall – 07</p> <p>Winter -07/08</p> <p>Completed</p>

Actions	Overall Status	Milestones	Timeline
		Regions realigned to meet goals of transformation.	Spring - 08
11. Establish a bottom-up approach to planning and budgeting, including engagement of service providers and communities in planning.	D	Regional consultations completed. Strategic Plan finalized. Strategic Plan actioned and bottom up approach implemented.	Spring - 08 Fall – 08 Summer – 09 & Ongoing
12. Review and revise finance policies and legislation that reflect practice principles.	P / D	Process for regular review of financial policies and practices established. Quality Assurance Framework for Procurement and Finance approved. Financial Accountability Framework implemented.	Summer - 08 Summer - 08 Spring - 09
13. Improve processes that support good procurement and contracting practices and principles, in collaboration with the social services sector.	I	Collaborative Strategic Contracting Framework implemented. Third Party service contracts in all regions converted to performance –based.	Spring – 08 Spring - 10
14. Develop an integrated information management framework, in consultation with service providers and other ministries that identify needs and barriers to information sharing and provide a strategy to address them.	P	Initial consultations completed. Solution strategies for implementing reduced barriers to appropriate information sharing implemented.	Summer - 08 Summer - 08

Actions	Overall Status	Milestones	Timeline
		Information Management framework implemented.	TBD
15. Develop an integrated case management solution, in consultation with service providers and other ministries that supports integrated practice and the social sector information management project.	D	<p>Product software to implement Integrated Case Management selected.</p> <p>Strategy to ensure Integrated Case Management supports business needs implemented.</p> <p>Systems integration consulting firm for the configuration and implementation of the Integrated Case Management software selected.</p>	<p>Spring – 08 Completed</p> <p>Winter – 08/09</p> <p>TBD</p>

This operational plan is a living document and transformation is a developmental process. Thus the operational plan will be updated on our website every 6 months. It will include a progress report at each of these stages. The first update and progress report will be posted in June 2008

Collaboration and partnership will form the basis of our methodology for achieving these milestones. We continue to be committed to working in close partnership with all our stakeholders and the other social sector ministries.

The Ministry wishes to thank all our partners without whom the actions and progress to date of this plan could not be achieved. Our partners include:-

Aboriginal Chairs Caucus
Aboriginal Regional Planning teams
Adoptive Families of BC
Assembly of First Nations, BC Region
BC Association of Aboriginal Friendship Centres
BC Federation of Foster Parents
BC Aboriginal Network on Disability Society
Board of Registration for Social Workers
Canadian Mental Health Association
Community Agencies
Community Living BC
Delegated Aboriginal Agencies
Federation of Aboriginal Foster Parents
Federation of Child and Family Services
First Nations Agency Directors Forum
First Nations Leadership Council
First Nations Summit
Former Non-Aboriginal Planning Committees
Healing Our Spirit BC Society

Indian and Northern Affairs Canada
Interim Aboriginal Authorities
Métis Commission
Métis Nation BC
Ministry of Aboriginal Relations and Reconciliation
Ministry of Attorney General
Ministry of Education
Ministry of Health
Ministry of Public Safety and Solicitor General
Native Courtworker and Counselling Assoc of BC
Provincial Court of BC
Public Guardian & Trustee
Union of BC Indian Chiefs
United Native Nations
University of British Columbia
University of Northern BC
University of Victoria
Vancouver School of Theology

Appendix: PRINCIPLES

STRENGTHS BASED

All children, youth and families have inherent strengths which should be identified and supported to build capacity and resiliency.

RIGHTS BASED

The rights of children, as established in the UN Convention on the Rights of the Child (UNCRC), ratified by Canada and endorsed by the Province of British Columbia, will be upheld.

HOLISTIC AND NEEDS BASED

A continuum of integrated supports and services will be available and accessible to vulnerable children, youth and families based on need.

CHILD FOCUSED – FAMILY AND COMMUNITY CENTRED

The ministry will prioritize services based on the need for children to remain within their family and community context. Where this is not possible, planning for each child will include opportunities for life-long connection to family and community appropriate to their culture and traditions. If children, by necessity, are placed in care, the plan will provide for the return to their family, or a permanent placement where family placement is not an option, in the shortest period possible.

TRANSPARENCY AND ACCOUNTABILITY

To the extent that it is possible within law, government and partners will be fully transparent with regard to plans, funding, and achievement of goals. Everyone who delivers supports and services on behalf of government is accountable to the children, youth, families and communities of British Columbia.

VALUE AND RESPECT FOR ABORIGINAL PEOPLE' TRADITIONS, CULTURES, VALUES AND BELIEFS INCLUDING EXISTING AUTHORITIES

Based on traditions, culture and beliefs, Aboriginal people have an inherently different perspective or world view of family and community from that of the mainstream western perspective. These influence the way child and family services are perceived and should be delivered. Policy and practice in child and family development services must reflect traditional ways of being and doing if they are to truly be effective in Aboriginal communities and with Aboriginal young people. The history with regard to residential schools has done significant harm to tradition and culture and thus to communities and families. Respect for traditions and culture now require that policy and practice include reconciliation in this regard. Traditional and cultural practices which provide evidence of child protection and/or child and family development and healing should be recognized as of equal value to those programs developed as western “good practices”, and should receive support and resources on the same basis.

CONSISTENCY IN THE APPLICATION OF PRINCIPLES

It should be understood that these principles will consistently guide all policy, practice and quality assurance. While innovation and flexibility is encouraged, the principles remain constant and non-negotiable.

DIVERSITY

Cultural and ethnic diversity is to be recognized and respected in community engagement and service delivery.

CONTINUITY OF CARE, SUPPORT AND/OR TREATMENT

Once in the care of the province, the changing social, emotional, physical, cognitive and cultural needs of the child, youth and family should be assessed and addressed throughout the intervention process. Support and resources should be available after disengagement.

EFFECTIVE AND EFFICIENT

All interactions and services to and with children, youth, families and communities should be tendered in the most effective and efficient way possible.

FAIRNESS AND EQUITY

All children, youth and families in BC unequivocally should receive fair and equitable resources and services.

NON-DISCRIMINATION

Any form of discrimination against children, youth, families and communities is unacceptable.

PARTICIPATION

In the context of child and family development children, youth, families and communities should be actively and meaningfully involved in all decisions which affect their well-being and development

PERMANENCY PLANNING

Every child should be provided with the opportunity to grow up in their family (or extended family) and where this is proven not to be in their best interests, or if not possible for good reason, to have a time-limited plan which provides for life-long relationships in their family (or an alternative family) and a community setting appropriate to their culture and traditions.

RESPONSIVE GOVERNANCE AND SERVICE:

The service system will be driven by a “bottom-up” approach where needs are identified at the child, family and community level, information is provided to regions, and regions respond with the appropriate support and resources. In turn, provincial governance in child and family development will seek to understand and respond in a supportive manner to the resource, program, and policy needs of the regions. All levels of governance will be held accountable for effective and efficient service delivery. Budgeting and planning will be developed and decided on the basis of thoroughly assessed need and prioritization with regard to desired response.

Assessment of Implementation of Hughes Review Recommendations

Hughes Review Recommendation	Status
1 That a Representative for Children and Youth be appointed as an Officer of the Legislature, for a five year term, renewable to a maximum of 10 years.	Implemented On November 26, 2006 a special committee of the Legislative Assembly recommended the appointment of Mary Ellen Turpel-Lafond as the Representative for Children and Youth for a five year term; this appointment was unanimously approved by the Legislative Assembly on December 5, 2006.
2 That the Legislature strike a new Standing Committee on Children and Youth, and that the Representative and Deputy Representatives report to this committee at least annually.	Implemented The <i>Representative for Children and Youth Act</i> was passed on May 18, 2006. The <i>Child and Youth Statutes (Representative Improvement) Amendment Act</i> , amending several statutes and providing the legislative foundation for implementation of Hughes Review recommendations respecting the mandate, powers and functions of the Representative, was passed on March 29, 2007.
3 That the Representative for Children and Youth be mandated to support and advise children, youth and families who need help in dealing with the child welfare system, and to advocate for change to the system itself.	Implemented See Recommendation 2
4 That the Representative for Children and Youth be mandated to monitor, review, audit and investigate the performance and accountability of the child welfare system, but that this mandate be reviewed in five years and revised as appropriate at that time.	Implemented See Recommendation 2
5 That the Representative be mandated to review certain child deaths and critical injuries. Reviews are to be limited to those children who were in care at the time, or who had been receiving Ministry services during the preceding year. The deaths and injuries to be reviewed are those due to abuse or neglect; or to an accident occurring in unusual or suspicious circumstances; or to self inflicted injury or injury inflicted	Implemented See Recommendation 2

Hughes Review Recommendation	Status
<p>by another; and only if the child welfare system might have contributed in some way to the death or injury. Critical injuries are those that are life-threatening, or cause serious or long term impairment.</p>	
<p>6 That legislation permit the Lieutenant Governor in Council or the Standing Committee to refer a death to the Representative, leaving it to the discretion of the Representative to determine whether to undertake a review or not, and to report to Cabinet.</p>	<p>Implemented See Recommendation 2</p>
<p>7 That the Representative have powers of a Commissioner of Inquiry under the <i>Inquiry Act</i>.</p>	<p>Implemented See Recommendation 2</p>
<p>8 That the Representative be mandated to report to the Minister, the Legislature and the public through annual reports and special reports. This reporting will include reporting on compliance with recommendations, by the Ministry and other public bodies.</p>	<p>Implemented See Recommendation 2</p>
<p>9 That the Coroner's child death investigation function, with funding as reflected in Budget 2006, be continued.</p>	<p>Implemented See Recommendation 10</p>
<p>10 That the Child Death Review Unit within the Coroners Service continue.</p>	<p>Implemented The new <i>Coroners Act</i> was passed and brought into force on May 31, 2007; sections 47 and 48 support the establishment of the Child Death Review Unit.</p>
<p>11 The <i>Coroners Act</i> should be updated, in line with the Coroner's role today; and expectations of the office should be clarified.</p>	<p>Implemented See Recommendation 10</p>
<p>12 That the provincial and federal governments, in collaboration with Aboriginal communities, begin work towards fulfillment of the commitments of the Kelowna Accord by assessing the health, economic and social needs of Aboriginal communities, including urban, off-reserve populations.</p>	<p>Implemented</p> <p>The Province, working with the First Nations Leadership Council, has prepared the Transformative Change Accord Implementation Plan (draft - June 2007) to support the achievement of goals outlined in the Kelowna Accord.</p> <p>Initiatives already implemented that support</p>

Hughes Review Recommendation	Status
	<p>the goals of the Kelowna Accord include:</p> <p>The First Nations Summit on Aboriginal Health, held in Vancouver in November 2007, reaffirmed commitments to close the health gap between Aboriginal people and other Canadians by 2015. A tripartite First Nations Health Plan has been agreed upon by the First Nations Leadership Council, BC and Canada.</p> <p>BC has launched the Aboriginal Housing Initiative and provided over \$50 million for new housing projects.</p> <p>BC, Canada, and First Nations representatives agreed upon the First Nations Education Jurisdiction Agreement. Legislation has been passed federally and provincially to recognize First Nations jurisdiction over on-reserve schools.</p> <p>BC launched a \$65 million Aboriginal post-secondary education strategy in 2007.</p> <p>Underway</p> <p>MCFD is participating in the implementation of Transformative Change Accord Implementation Plan.</p> <p>MCFD is participating in the implementation of the plan to improve the health status of First Nations in BC.</p> <p>BC is continuing to work with Canada and the First Nations Leadership Council on the development of a First Nations Economic Development Strategy.</p> <p>BC is developing a 10-year action plan for off-reserve Aboriginal housing.</p>
<p>13 That the provincial government actively collaborate with Aboriginal people to develop a common vision for governance of the Aboriginal child welfare system; and whatever</p>	<p>Implemented</p> <p>Regional Aboriginal Planning Committees have been established in each of MCFD's five regions. Regional Aboriginal Planning Committees are comprised of community-</p>

Hughes Review Recommendation	Status
<p>Aboriginal child welfare model evolves from that process must be the subject of active and widespread community consultation before its enactment.</p>	<p>based volunteers representing the diverse regional Aboriginal communities, their interests and values. The committees have been created to engage in planning and consultations to prepare for the creation of interim, permanent, or other leadership models.</p> <p>In two regions (Fraser and Vancouver Island), Interim Aboriginal Authorities have been established under the <i>Community Services Interim Authority Act</i> and have replaced the Regional Aboriginal Planning Committees. The Interim Authorities have issued their first public Service Plans for 2008-2011 on their websites.</p> <p>Regional Aboriginal Planning Committees continue in each of the other three regions (Vancouver Coastal, Interior and North). An MOU was signed by MCFD and Métis Nation British Columbia (MNBC) in 2007. The MOU outlines the roles and responsibilities of the government and the MNBC, provides clarification of community involvement in service delivery, and supports culturally appropriate services.</p> <p>An Elders Advisory Council has been tasked with completing research into traditional Aboriginal child-rearing practices.</p> <p>Underway</p> <p>The two Interim Authorities continue to develop plans to become permanent service delivery Authorities. An Annual Report on progress will be available in June 2008, as per their Government Letter of Expectation.</p> <p>A third Interim Authority is close to being established in the Vancouver Coastal region. Ongoing discussions are taking place with the Interior and Northern Aboriginal Planning Committees.</p> <p>The Nenan Dane Zaa Deh Zona Family Services Society is working with MCFD on planning to support an authority process for the Northeast.</p>

Hughes Review Recommendation	Status
<p>14 That the provincial government work with Canada to clarify their respective funding responsibilities, remove jurisdictional obstacles facing Aboriginal child welfare agencies, and replace Directive 20.1 with a new approach that is more supportive of measures that protect the integrity of the family.</p>	<p>Underway</p> <p>MCFD is working with First Nations leadership, Indian and Northern Affairs Canada and service agencies on the framework for a new model for federal funding inclusive of prevention services. In April 2007, Indian and Northern Affairs Canada (INAC) introduced changes to allow reimbursement to Aboriginal agencies for out of care options such as Kith and Kin and Youth Agreements.</p> <p>On January 25, 2008, Premier Campbell made a commitment that the BC government will support “Jordan’s Principle”. The government first contacted pays for a child’s services and settles the accounts later. BC is the first province to announce their intention to implement this Principle.</p>
<p>15 That the provincial and federal governments provide Aboriginal agencies with: modern information technology and help them acquire appropriate office management systems and skills; the same training opportunities as are offered to Ministry staff, as well as specialized training directed at their particular needs; and support during a crisis from an emergency response team.</p>	<p>Implemented</p> <p>In February 2006, delegated Aboriginal agencies received enhanced access to MCFD’s management information system. MCFD also provides training and assistance for systems related problems.</p> <p>Delegated Aboriginal agency staff receive training equivalent to that of MCFD staff. During a crisis, rapid response plans are developed collaboratively between MCFD and Aboriginal agencies. These plans ensure support, resources and staffing are available to fulfill a child welfare mandate during a time of crisis. This approach ensures that the unique needs of the community, the agency and the circumstances of the crisis are met.</p> <p>Underway</p> <p>Consultation is ongoing between MCFD and the delegated Aboriginal agencies regarding enhanced training in relation to specific requirements, as well as enhanced access to training by delegated Aboriginal agencies.</p>
<p>16 That at least one of the three senior positions at the new Representative for Children and Youth be held at all times by an Aboriginal person; and that the</p>	<p>Implemented</p>

Hughes Review Recommendation	Status
<p>Representative actively recruit some Aboriginal staff at all levels of the organization.</p>	
<p>17 That the Ministry of Children and Family Development find ways to recruit and retain more Aboriginal people for service in the Ministry, at all levels, but particularly among social workers who deal directly with children and families.</p>	<p>Implemented</p> <p>Between January 2006 and January 2007, the number of Aboriginal staff increased by 46 staff – from 119 to 165; of those, one was an ADM and three were Directors. Between January 2007 and March 2008, Aboriginal staff increased by another 74 staff - from 165 to 239.</p> <p>The Aboriginal Child Protection Recruitment Project is a partnership between MCFD, delegated agencies represented by Carrier Sekani Family Services and the University of Northern British Columbia (UNBC). The program is designed to train social workers to provide safe care for Aboriginal children and youth within a culturally appropriate context. In May 25, 2007, ten individuals graduated with a certificate in child welfare specialization, in addition to a social work degree.</p> <p>Underway</p> <p>MCFD regions and provincial staff have participated in the Aboriginal Youth Internship Program to help develop the skills and leadership capacity of Aboriginal youth in BC.</p> <p>Further initiatives are continuing or planned to recruit and retain Aboriginal people for service in MCFD as part of MCFD’s Strategic Human Resources Plan.</p>
<p>18 That the Ministry and community representatives jointly develop a plan for decentralization, beginning with a set of principles that will guide the process, a clear statement of expected results, and a course of action to achieve those results.</p>	<p>Underway</p> <p>As part of this work on decentralization, MCFD in consultation with community representatives and Aboriginal leaders has articulated goals, principles and expected outcomes. This occurs both regionally and provincially.</p> <p>MCFD is committed to designing and implementing an integrated service delivery system in which decision-making, resources and services are decentralized to regions and community.</p> <p>MCFD is working with regionally-based</p>

Hughes Review Recommendation	Status
	<p>Aboriginal Planning Committees and Interim Aboriginal Authorities – with Aboriginal people leading the process.</p> <p>Regional Executive Directors, with support from the provincial office, are also developing processes with community representatives for continued decentralization.</p> <p>Regional Executive Directors are now part of the MCFD leadership team and MCFD has restructured its provincial office to better support regional service delivery.</p> <p>See Recommendations 13 and 18</p>
<p>19 That government commit itself to decentralization, which means supporting it with adequate resources, time, a dedicated team, and budget stability.</p>	<p>Implemented</p> <p>This commitment to decentralization is in place. There is specific budget support for Planning Committees and Interim Authorities. Regional Executive Directors have joined MCFD leadership committee and provincial office has been restructured to support further regional involvement in planning and decision-making.</p> <p>Regional Council Support Team has been established at the provincial office to support regionalization and to guide implementation across program areas.</p> <p>Regional budgets have increased each year for the past three years to support increased regional autonomy.</p> <p>See Recommendations 13 and 18</p>
<p>20 That responsibilities be transferred to regions and to Aboriginal Authorities once they have demonstrated their ability to meet key performance targets and readiness criteria.</p>	<p>Underway</p> <p>Two Interim Aboriginal Authorities have been established and a third Interim Authority is close to being established.</p> <p>A proposal for legislation to establish permanent Aboriginal Authorities responsible for service delivery is under consideration by government and First Nations/Aboriginal leadership.</p> <p>See Recommendation 13</p>
<p>21 That the Ministry retain at its headquarters, the authority it needs to set and ensure compliance with provincial standards and to meet its responsibility for public accountability.</p>	<p>Implemented</p> <p>The provincial office of MCFD maintains authority to set and ensure compliance with provincial standards.</p> <p>An Integrated Quality Assurance ADM position has been established and filled to</p>

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	<p>ensure an integrated quality assurance lens is applied to all programs and to share learnings across programs in MCFD.</p> <p>The provincial office, in meeting its responsibility for public accountability, reports out on quality assurance activities through MCFD's web site and service plan.</p>
<p>22 The Ministry should examine its management structure to find ways to realign roles and responsibilities in ways that will clarify lines of authority and facilitate collaboration across program areas and between regions and the central office.</p>	<p>Implemented</p> <p>The provincial office has been restructured to facilitate collaboration across program areas, both regionally and provincially.</p> <p>An Integrated Policy and Legislation team has been established in the MCFD provincial office. This includes the establishment of an ADM position with a mandate to pursue integration across policy and legislation.</p> <p>An ADM of Integrated Quality Assurance position has been established with the mandate to pursue integration across all MCFD quality assurance activities.</p> <p>The Regional Council Support Team was established at the provincial office to support regionalization and to guide implementation across program areas.</p>
<p>23 The Ministry should establish a comprehensive set of measures to determine the real and long-term impacts of its programs and services on children, youth and their families and then monitor, track and report on these measures for a period of time.</p>	<p>Underway</p> <p>MCFD publicly reports on 17 performance measures. The MCFD Annual Service Plan Report provides an annual report on achievement of MCFD goals, objectives and performance.</p> <p>The mandate of the ADM of Quality Assurance includes reviewing and enhancing quality assurance initiatives including leading the development of a comprehensive set of measures.</p> <p>MCFD participates with other Canadian jurisdictions in the National Outcomes Measures committee which is developing national child welfare outcome indicators. MCFD will be participating in the Third Canadian Incidence Study of Reported Child Abuse and Neglect.</p>
<p>24 The Ministry should continue its work with other B.C. ministries to establish</p>	<p>Implemented</p> <p>MCFD continues to work with the Ministry of</p>

Hughes Review Recommendation	Status
<p>common measures and linked data sets.</p>	<p>Education, Ministry of Employment and Income Assistance, Ministry of Health and other agencies to establish common measures and data sets.</p> <p>This work is being facilitated by a Government and MCFD Chief Information Office. A vendor has been awarded a contract for the first phase of the development of a new computerized integrated case management system.</p> <p>MCFD reported publicly on educational outcomes of children in care as a result of a joint initiative with the Ministry of Education and the Representative for Children and Youth.</p> <p>See Recommendation 23</p>
<p>25 Once collected and analyzed, data must be used as a tool to support operation and management decision making, and program evaluation and policy development.</p>	<p>Implemented</p> <p>As data is available it is used to develop, deliver and review delivery of MCFD programs and services.</p> <p>Underway</p> <p>Enhancing data gathering techniques and improving quality of data will better inform decision making at all levels of MCFD.</p> <p>See Recommendation 24</p>
<p>26 The Ministry must devote sufficient resources to develop and maintain a strong central quality assurance function at headquarters, in the regions, and in Aboriginal agencies. In consultation with the regions and Aboriginal agencies, headquarters must set provincial standards; provide training, support and expertise; and monitor results.</p>	<p>Implemented</p> <p>Additional resources to the existing quality assurance functions were added to the 2006/07 budget resulting in additional practice analysts for case review, audit and recommendation monitoring.</p> <p>Current standards include:</p> <p>Child and Family Development; Children in Care, Caregiver Support Service Standards (for those providing services to foster families); Aboriginal Operational Practice Standards and Indicators (AOPSI - for Aboriginal delegated agencies); Child and Youth Mental Health; Youth Support Services and Agreements, Safe Houses and Services; Standards for Foster Homes; Staffed Residential Resources and Quality Assurance.</p> <p>MCFD provides training to regional staff and supports equivalent training to delegated Aboriginal agency staff. Specialized training opportunities are provided to both MCFD and</p>

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	<p>delegated Aboriginal agency staff. Underway As per the mandate of the newly appointed ADM of Integrated Quality Assurance, MCFD's quality assurance processes across program areas will be reviewed and strengthened to continually support integrated practice. Within the Integrated Quality Assurance team, the new Advocacy Unit is responsible for MCFD's internal advocacy function with respect to the UN Convention on the Rights of the Child, the rights of indigenous children and youth engagement. The Aboriginal Regional Support Service team is increasing its quality assurance capacity to carry out audit and review functions with delegated Aboriginal agencies.</p>
<p>27 The Ministry needs to develop its capacity to do aggregate analysis of recommendations from case reviews and regional practice audits.</p>	<p>Implemented</p> <p>In June 2006, MCFD implemented a provincial database that tracks and reports on recommendations arising from case reviews and audits. The database tracks and reports on recommendations by source, type and status of recommendation.</p> <p>Underway</p> <p>A provincial aggregate statistical review of case review and audit recommendations from June 2006 to February 2008 is under development.</p>
<p>28 The Ministry needs a regular, coordinated program of reporting on its activities and results achieved for children in care and children at risk.</p>	<p>Implemented</p> <p>MCFD publicly reports on 17 performance measures. The MCFD Annual Service Plan Report provides an annual report on achievement of MCFD goals, objectives and performance. In 2006, MCFD began posting individual case practice audit reports.</p> <p>Underway</p> <p>MCFD is developing a means of measuring child in care outcome achievement in health, education and other significant developmental areas through work with the Ministry of</p>

Hughes Review Recommendation	Status
	<p>Education, Ministry of Health, Ministry of Employment and Income Assistance and the Representative for Children and Youth, and means of reporting on these measures. See Recommendation 51</p>
<p>29 That the Ministry finalize, with a new sense of urgency, its complaint resolution process, ensuring that the process is timely, accessible, and simple; that it takes a problem-solving, rather than confrontational approach; and that it is respectful and responsive to the complainant; and that it involves the parties in resolving the issue.</p>	<p>Implemented Regions have had complaints processes in place since 1997 with staff in each region responsible for resolving issues. The provincial office role of co-ordinating, monitoring and using the results of the process to influence policy and practice has been confirmed as a result of new policy approved in January 2008. Underway The new Advocacy Unit in the Integrated Quality Assurance Team will assist in increasing child, youth and family access to the complaints process and will enhance opportunities for the voices of children and youth to be heard in the process.</p>
<p>30 That the Ministry develop processes for resolving complaints by Aboriginal children, youth and families that incorporate and respect traditional cultural values and approaches to conflict resolution.</p>	<p>Implemented Delegation Enabling/Confirmation Agreements include the requirement for delegated Aboriginal agencies to have a complaint resolution process to be in place. The complaints procedure for Aboriginal agencies incorporates and respects traditional culture, values and approaches to conflict resolution. The MCFD wide Complaints Resolution Process and the Provincial Complaints Resolution Policy also speak to the need to incorporate cultural approaches to resolving disputes with Aboriginal children, youth and families. Underway The new Advocacy Unit in the Integrated Quality Assurance Team will support cultural approaches in increasing Aboriginal children, youth and family access to the complaints process, including opportunities for the voices of Aboriginal children and youth to be heard in the process. MCFD will continue to strengthen and make</p>

Hughes Review Recommendation	Status
	the complaints process more responsive to Aboriginal peoples through ongoing engagement and consultation with Aboriginal communities and agencies.
31 That the Ministry adopt a common review tool to guide the conduct of case reviews across all program areas that are relevant to the life of a child who has died or been seriously injured.	<p>Implemented</p> <p>Case review processes for all MCFD program areas have been reviewed and an Integrated Case Review Framework (2008) has been introduced.</p> <p>The Integrated Case Review Framework guides the review of critical injuries and fatalities of children receiving services from MCFD across program areas. All program areas are required to use a comprehensive review or a file review according to the nature and severity of the circumstances.</p> <p>Underway</p> <p>An implementation committee has been established for the Integrated Case Review Framework to support the development of case review standards, guidelines and priorities.</p>
32 That the Ministry adjust its timelines for its internal reviews, ensuring timeliness, but taking account of current capacity. Once established, the timelines should be made public.	<p>Implemented</p> <p>Timelines have been reviewed and are now established in the Integrated Case Review Framework (6 months for a file review and 11 months for a comprehensive review).</p>
33 That the Ministry undertake reviews of critical injuries and deaths of children receiving services from any of its program areas.	<p>Implemented</p> <p>See Recommendation 32</p>
34 That the Ministry rename its internal injury and death reviews and clarify the scope of each.	<p>Implemented</p> <p>The Integrated Case Review Framework outlines the scope of reviews.</p> <p>Within the framework, the Deputy Director's Review has been renamed the Integrated File Review and the Director's Case Review has been renamed the Integrated Comprehensive Review.</p>
35 That the death or critical injury of a child who is in care always be subjected to a review, regardless of the circumstances.	<p>Implemented</p> <p>All deaths or critical injuries are initially reviewed through a reportable circumstance report. The standards and criteria in the Integrated Case Review Framework guide decision-making pertaining to whether an</p>

Hughes Review Recommendation	Status
	additional review is to be conducted.
36 That the Ministry develop clear criteria to guide the decision as to whether to review the death or critical injury of children who are receiving or have received Ministry services.	Implemented See Recommendation 35.
37 That the Ministry review injuries and deaths not only of children who were receiving Ministry services at the time of the incident, but also of children who had received Ministry services during the 12 months preceding, and in exceptional circumstances, going back even further.	Implemented This is consistent with current practice for services received under the <i>Child, Family and Community Service Act (CFCSA)</i> .
38 That the Regional Executive Director be responsible to decide whether a review should occur; record the reasons for that decision; establish the terms of reference for the review; decide who will do the review; and finally, sign off on the recommendations that result.	Implemented The Director of Integrated Practice in each region is the Director responsible for reviews under the <i>CFCSA</i> . The Regional Executive Director may add recommendations.
39 That the Provincial Director of child welfare retains the authority to conduct a review.	Implemented
40 That the Ministry provide required orientation, training, and mentoring for practice analysts who will conduct reviews; and maintain a list of qualified reviewers.	Implemented MCFD provides orientation, training and mentoring for practice analysts to support integrated practice. The most recent conference occurred in February 2008. A Request for Qualifications (RFQ) process was recently completed and an updated bidder's list (case reviewers and auditors) is available provincially. Underway The implementation committee for the Integrated Case Review Framework will review training requirements across program areas.
41 That the Ministry make use of multidisciplinary teams in its child injury and death review process.	Implemented This recommendation is consistent with the recently introduced Integrated Case Review Framework and is also consistent with current practice given the mix of professionals and agencies that are often involved in a child's life.

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	<p>MCFD supports the Coroner's and the Representative for Children and Youth's multi-disciplinary review processes.</p> <p>Underway</p> <p>MCFD is committed to a provincial and regional cross program review committees for the purpose of disseminating findings from reviews/audits and assisting follow through on recommendations.</p> <p>MCFD is considering whether a need exists for another multi-disciplinary team in the context of a review of requirements for an integrated quality assurance system.</p>
<p>42 That government provide sufficient funding, staffing and training to support its newer approaches to child protection work.</p>	<p>Implemented</p> <p>Staffing and training initiatives in new approaches have been undertaken.</p> <p>MCFD's budget has increased for each of the last three years and has included enhancements for mediation, family group conferences and kinship based care.</p> <p>Almost 200 new front-line workers were added in 2006/07, and MCFD will fill another 60 full-time equivalent positions in the coming year.</p> <p>In fiscal 06/07, over 700 employees received training through conferences and one and two day workshop child protection including family development response, family group conferencing and mediation sessions.</p> <p>New competencies for child welfare professionals were introduced in 2007 with emphasis on integrated, strength-based, developmental and culturally appropriate practice.</p>
<p>43 That an external evaluation of all programs under the service transformation initiative, beginning with kith and kin agreements, be undertaken both during the implementation phase and then later, on an ongoing basis.</p>	<p>Underway</p> <p>External evaluation as a component of MCFD's quality assurance activities has been confirmed and as a result Kith and Kin and other initiatives will be evaluated in 2008/09.</p> <p>The Office of the Child and Youth Officer issued a report in June, 2006 which reviewed the Kith and Kin Program and made recommendations respecting policy and practice. The Office of Child and Youth also issued a report in November of 2006 reviewing MCFD's increasing use of family</p>

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	group conferencing. The report spoke positively of its use to date and of the implementation plans for the future.
44 That program evaluation become a routine part of the Ministry's management role, to be carried out in consultation with the regions and with Aboriginal authorities, once established.	Underway Program evaluation will be part of integrated quality assurance development. See Recommendation 43
45 That government provide training for current social workers and recruit individuals with necessary mediation and counseling skills to support the services transformation initiative.	Implemented Implementation of collaborative practice initiatives including family group conferencing and mediation is well underway. Selection of mediators is based on skills and other qualifications and is done in consultation with the Dispute Resolution Office in the Ministry of the Attorney General. Social worker orientation/ training are specific to their role in family group conferencing and mediation. In October 2007, MCFD completed its fourth annual training session for family group conference co-ordinators, followed by a 2 day forum for approximately 200 MCFD and delegated Aboriginal agency staff on collaborative planning and decision making. See Recommendation 42
46 That the Ministry reinvigorate its campaign to recruit foster and adoptive parents and ensure that it is funded so that it can respond to public interest and participation.	Implemented Beginning in 2006/07, new funding of \$31 million was made available to support foster and adoptive parents over three years and \$1.3 million to fostering and adoption campaigns. Every October, foster family month is proclaimed and every November, adoptive family month is proclaimed. Activities held in these months seek to increase awareness of the need for foster and adoptive families and enhance recruitment. Underway MCFD is working closely with the BC Federation of Foster Parent Associations, the Federation of Aboriginal Foster Parents and the Adoptive Families Association of BC on initiatives to increase recruitment.
47 That the Ministry establish a forum or council, including the new	Implemented With agreement of all parties, a Children's

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<p>Representative for Children and Youth, the Coroners Service, the Ombudsman and the Public Guardian and Trustee, that will meet regularly to review developments and issues of common concern.</p>	<p>Forum has been established and is chaired by the Representative of Children and Youth. Members include the Chief Coroner, Public Guardian and Trustee, the Ombudsman and MCFD representative.</p>
<p>48 That the <i>Child, Family and Community Service Act</i>, which sets out powers and duties of the provincial Director be amended to include the power to produce reports of internal child death reviews and to state that although the main purposes of the report is learning, public accountability is a purpose of these reports.</p>	<p>Implemented The <i>CFCSA</i> was amended in 2007 to address this recommendation. Reviews are now authorized under section 93 and disclosure of some information in reviews is permissible under section 79 subject to balancing public accountability and privacy interests.</p>
<p>49 That the <i>Child, Family and Community Service Act</i> be amended to allow the provincial Director to make information sharing agreements with other agencies for the purpose of multidisciplinary child death reviews.</p>	<p>Implemented Privacy experts consulted on this topic advised that such agreements are best managed outside of a statutory framework.</p>
<p>50 That the <i>Child, Family and Community Service Act</i> be amended to require the provincial Director to give, on a confidential basis, a complete copy of the final child death review report to all agencies that participated in the multi-disciplinary child death review team.</p>	<p>Implemented The Director already has discretion to provide such information under the <i>CFCSA</i> and further amendment is not necessary. Full copies of child death review reports are provided to the Chief Coroner and the Representative for Children and Youth.</p>
<p>51 That in its annual reports, the Ministry of Children and Family Development provide a statistical report on its reviews of deaths and critical incidents, as well as the recommendations that resulted from those reviews, and a progress report on their implementation.</p>	<p>Implemented Statistics are published and updated semi-annually on the MCFD internet site regarding the fatalities of children in care and children receiving services. The Representative for Children and Youth receives incident reports regarding all fatalities and critical injuries of children in care and children receiving services and copies of all case reviews. MCFD and the Office of the Chief Coroner share information regarding deaths of children in care and children receiving services and the Chief Coroner receives copies of all child fatality case reviews. The Public Guardian and Trustee receives all incident reports for children in continuing care. Child fatality case review summary reports</p>

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	<p>are posted on the MCFD internet site for 2001 - 2006.</p> <p>Underway</p> <p>The 2007 child fatality case review summary report will be posted in spring 2008.</p> <p>Beginning in 2008, summaries of all case review reports including reviews pertaining to critical incidents and deaths will be posted on the MCFD web site semi-annually.</p>
<p>52 That twice a year the Ministry of Children and Family Development publicly release a summary of each child death review it has completed during the previous six months. The summaries would contain no names, dates or places.</p>	<p>Underway</p> <p>See Recommendation 51</p>
<p>53 That if the death of a child who was in care or known to the Ministry has already been disclosed by police, a court or the Coroner, the Ministry be permitted by the Child, Family and Community Service Act, to disclose the child's name and relationship to the Ministry and the contents of the Ministry's case review, to the extent necessary for accountability but without unreasonable invasion of privacy.</p>	<p>Implemented</p> <p>Amendments to the <i>CFCSA</i> in Spring 2007 address this recommendation and authorize disclosure by a Director while balancing the need for accountability without an unreasonable invasion of privacy.</p>
<p>54 That the <i>Representative for Children and Youth Act</i> contain an authority to collect information that is at least equivalent to s.11 of the Office of Children and Youth Act; provisions to ensure that the records it requests are delivered promptly and without charge to the Representative; and to permit public disclosure of personal information if it is in the public interest, necessary to support the findings and recommendations, and not an unreasonable invasion of privacy.</p>	<p>Implemented</p>
<p>55 That the <i>Representative for Children and Youth Act</i> clearly provide for the creation, use and disclosure of linked data sets for purposes specified in the Act.</p>	<p>Implemented</p>
<p>56 That the Representative, in collecting</p>	<p>Underway</p>

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<p>linked data from Ministry of Children and Family Development and other public bodies for the purpose of fulfilling its monitoring role, develop policies and practices to ensure that all identifying information is removed from public reports and that the highest privacy standards are met.</p>	<p>This policy matter is being addressed by the Representative for Children and Youth.</p>
<p>57 That the Ministry of Children and Family Development, in collecting linked data from other public bodies for the purpose of decision making about individuals, ensure that the absolute minimum information is collected and that each linking is necessary to enable the Director to deliver mandated services, and that the highest privacy standards are met.</p>	<p>Implemented The <i>Freedom of Information and Protection of Privacy Act (FOIPPA)</i>, existing policy and practice limit the use of personal information and establish high standards of privacy and security. Data sharing agreements are not needed for the purpose of collecting information to inform case decisions and planning. Such agreements and arrangements are necessary for research, evaluation and informing decision making about policy and practice. Most of such activity remains at the aggregate level. Privacy standards are in place.</p>
<p>58 That the <i>Representative for Children and Youth Act</i> contain a provision similar to s.9 of the <i>Ombudsman Act</i>, requiring that information collected by the Representative be kept in confidence, with a limited right of disclosures.</p>	<p>Implemented</p>
<p>59 That the Ministry of Children and Family Development should not rely on research agreements to collect and link personal information from other ministries and public bodies: it has the authority under <i>Child, Family and Community Service Act</i> s.96 to collect information and to use it to make decisions about individual children.</p>	<p>Implemented MCFD does not rely on research agreements to obtain information necessary for case related planning and decision making. The <i>CFCSA</i> entitles the Director to access information in the custody and control of a public body necessary for decision making under the Act, including decision making about individual children. Agreements and protocols based on the Director's entitlement facilitate timely access. In addition, to support the effective sharing of information among service providers to better meet the needs of children, youth and their families, MCFD is undertaking a major initiative in partnership with the Ministry of Employment and Income Assistance to</p>

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	develop a new computerized integrated case management system. The new case management system will facilitate necessary information sharing.
<p>60 That the Ministry of Children and Family Development review the statutes that govern it to ensure that there are no statutory barriers to disclosure of information among program areas.</p>	<p>Implemented The review of statutes was completed in 2006. Other than the specific provisions in the federal <i>Youth Criminal Justice Act</i> and the general rules relating to right of access to information in <i>FOIPPA</i>, there are no substantive legislative provisions that impede information sharing.</p> <p>Policy is supportive of disclosing information for the purpose of planning and ensuring child safety, as well as the safety of another person. Underway MCFD is a participant in a cross government initiative being led by the Government Chief Information Officer intended to “<i>enable the right information, to the right people, at the right time, for the right purpose</i>”. The objective is improved decision making and collaboration while protecting the security of personal information to result in better outcomes for individual citizens. As part of this initiative MCFD has prepared an inventory of its information sharing policies and practices and has identified legislative and other barriers to information sharing. As a participant on the government wide advisory committee, MCFD will provide input to the development of a standardized policy and practice framework to support secure information sharing across government.</p>
<p>61 That the Ministry of Children and Family Development review its privacy policy documents to ensure that they are current, accurate and easily useable by employees.</p>	<p>Implemented The Confidentiality and Disclosure of Information booklet was revised in January, 2006 to include recent amendments to the <i>CFCSA</i>. The booklet provides guidance and information to front line workers relating to information sharing and addresses commonly asked questions.</p>

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62 That the <i>Freedom of Information and Protection of Privacy Act</i> be amended to incorporate the “unreasonable invasion of privacy” test into s 33.2, which authorizes public disclosure of personal information under certain conditions.	Underway Amendments to the <i>FOIPPA</i> are under consideration by the Ministry of Labour and Citizens Services.