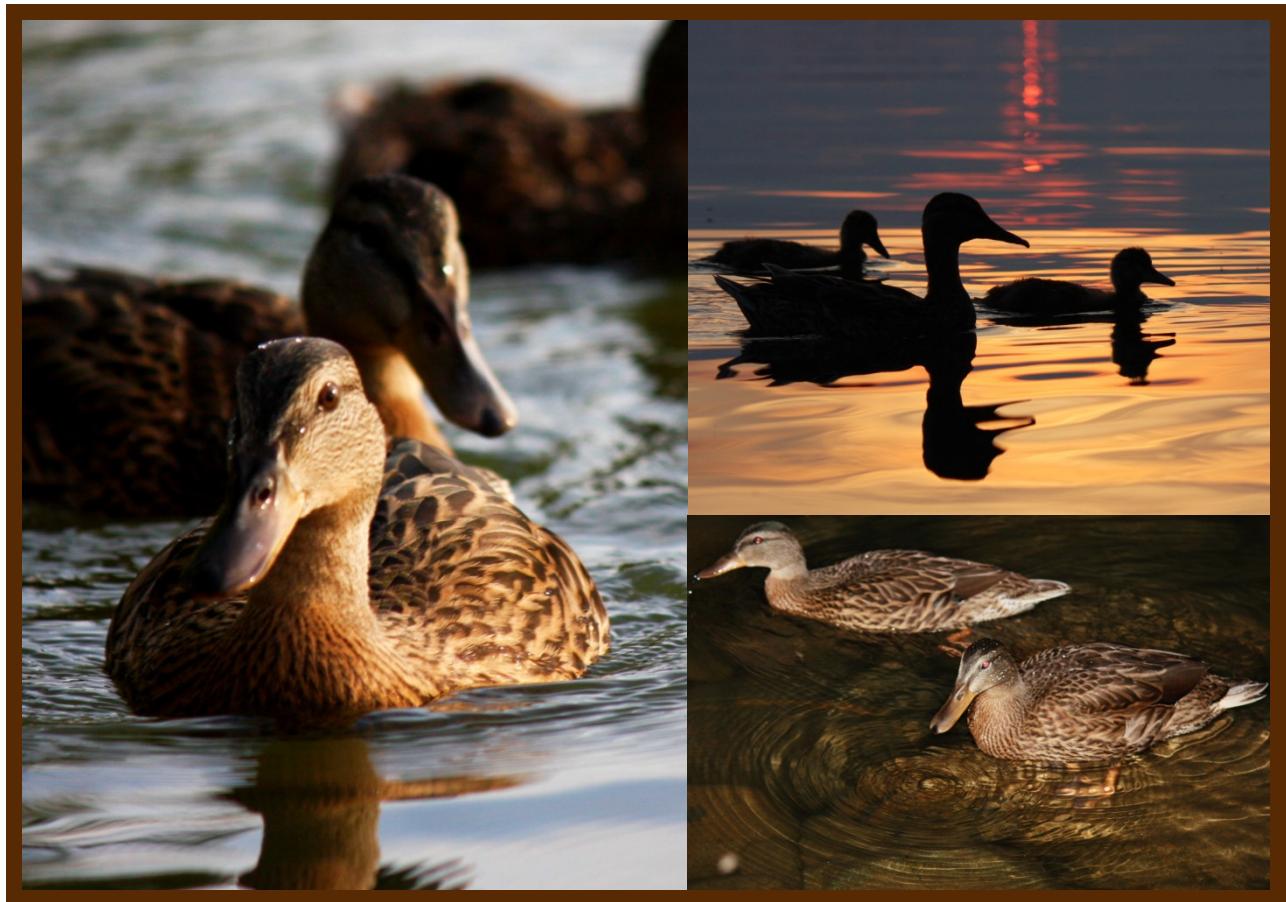


# 10<sup>TH</sup> ANNUAL REPORT



[www.northernauthority.ca](http://www.northernauthority.ca)

## 2013 - 2014





# THE FIRST NATION AGENCIES OF NORTHERN MANITOBA



Awasis Agency of Northern Manitoba  
100-701 Thompson Drive  
Thompson, MB R8N 2A2

Rose McKay, Executive Director



Cree Nation Child & Family Caring Agency  
Box 10130  
Opaskwayak, MB R0B 2J0

Fran Sinclair-Dick, Executive Director



Island Lake First Nations Family Services  
General Delivery  
Garden Hill, MB R0B 0T0

Alfred Wood, Executive Director



Kinosao Sipi Minisowin Agency  
PO Box 640  
Norway House, MB R0B 1B0

Clarence Paupanekis, Executive Director



Nisichawayasihk Cree Nation FCWC  
PO Box 451  
Nelson House, MB R0B 1A0

Felix Walker, Executive Director



Opaskwayak Cree Nation Child & Family Services  
PO Box 10550  
Opaskwayak, MB R0B 2J0

Ron Ranville, Executive Director



Cross Lake Mb

Nikan Awasisak Agency Inc.  
Box 388  
Cross Lake, MB R0B 0J0

George Muswaggon, Executive Director

## MISSION STATEMENT

Supporting and empowering First Nation child and family services agencies in northern Manitoba to enhance and enrich family life.

## VISION STATEMENT

First Nation Elders, parents and extended family members in northern Manitoba are restoring their traditional and inherent roles and honouring their sacred responsibilities to all children.



*"The soul is healed by being with children."*  
~ Fyodor Dostoyevsky ~

## ELDERS COMMITTEE



Elder Irene Michel  
Awasis Agency of Northern Manitoba



Elder Melinda Robinson  
Cree Nation Child & Family Caring  
Agency



Elder Ambrose Wood  
Island Lake First Nations Family Services



Elder Frances Queskekapow  
Kinosao Sipi Minisowin Agency



VACANT  
Nisichawayasihk Cree Nation FCWC



Elder Flora Young  
Opaskwayak Cree Nation Child &  
Family Services



Elder Andrina Blacksmith  
Nikan Awasisak Agency Inc.



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## MESSAGE FROM THE BOARD OF DIRECTORS

On behalf of the Board of Directors of the First Nations of Northern Manitoba Child and Family Services Authority (Northern Authority), we are pleased to present our 10th Annual Report. The following pages offer compelling substantiation that the Northern Authority continues to collaborate with leadership, its agencies, government bodies and external collaterals.

I want to acknowledge my fellow board members and Northern Authority staff for their ongoing dedication and commitment to the organization. A special mention to the late Joe Guy Wood for his wisdom and contribution, he shall be remembered in our hearts forever. His work and contribution to the organization has not gone unnoticed as we collectively continue to pursue his vision of self-government. The Board also acknowledges the contributions of the late Elder of NCN, Madeline Spence to the Board's vision and mission.

Many thanks to David McDougall for his contribution as a board member, who is now Chief David McDougall of St. Theresa Point First Nation.

In this era of unprecedented changes, challenges and opportunities, we continue to demonstrate our deep commitment to realizing the organization's vision and mission statement through the relentless pursuit of the development of strong governance practices within the Northern Authority. We continue to affirm the strong relationships that have been built from our predecessors as we strive toward the ultimate goal of total autonomy. By no means is this an easy road but we continue to embark on a path that paves the way to something much greater for the benefit of our children, families and communities.

In closing, we continue to build upon the foundation that has been forged by the former board members and staff. We acknowledge their inexhaustible energy, as well as our agencies, leadership and partners who invest generously in our cause to make a real difference for our children and families. Your devotion and generosity is greatly appreciated as we strive to establish healthy outcomes to those we serve.

Ekosi,  
Duke Beardy  
Northern Authority Board Chair



## LIST OF BOARD OF DIRECTORS

Duke Beardy (Awasis)	Chair
Sydney Garrioch (Nikan)	Vice-Chair
Maria Moore (OCN)	Secretary / Treasurer
Daisy Monias (KSMA)	Member
Inez Vystrcil-Spence (NCNFCWC)	Member
Denise Packo (CNCFCA)	Member
Vacant (MKO)	Member
Vacant (ILFNFS)	Member



*“Nothing you do for children is ever wasted.”*  
~ Garrison Keillor ~

## MESSAGE FROM CHIEF EXECUTIVE OFFICER

On behalf of the First Nations of Northern Manitoba Child and Family Services Authority (Northern Authority), I am pleased to present our 10th Annual Report. The following information contained in this report demonstrates undeniable commitment to continue and support the seven northern First Nation CFS agencies as we collectively ensure children are safe by supporting our families and our communities. The Northern Authority continues to work with all key stakeholders to further develop and maintain important partnerships. Through the Collaborative Working Group (CWG), the Northern Authority continues to collaborate with the Department of Family Services as well as the Aboriginal Affairs and Northern Development Canada (AANDC). This forum has proven to be successful by creating a vital dialogue with key stakeholders in an effort to navigate through our child welfare system as we strive to build trust and confidence in the CFS system.

The staff and Northern Authority Board of Directors are committed to supporting the seven agencies as they provide the best possible service to children, families and communities. It must be said here again that we commend the agencies in their resolve and perseverance in continuing to ensure the safety of children by strengthening and supporting families and communities.

I would like to pay special acknowledgement to the Manitoba Keewatinowi Okimakanak (MKO) for their strong support and overall leadership. I would also like to extend my thanks and appreciation to the Northern Authority Board of Directors for their ongoing guidance and wisdom. It is through their support along with the dedicated work of the Northern Authority staff that we continue to grow and develop as an organization.

Ekosi,  
Ron Monias  
Chief Executive Officer

# FIRST NATIONS OF NORTHERN MANITOBA CHILD & FAMILY SERVICES AUTHORITY STAFF

## Executive & Policy Unit

Ron Monias	Chief Executive Officer
Cindy Ramsay	Executive Assistant
Jennie Wastesicoot	Senior Policy Analyst
Ron Fidler	Community Relations Advisor

## Standards Unit

Alice Bignell	Standards Manager
Charity Martin	Standards Supervisor
Theresa Henderson	Intake Coordinator
Dolores Highway	Case Management Specialist
Linda Dettanikkeaze-Patterson	Case Management Specialist
Candace Donaldson	Foster Care Recruitment Coordinator
Mary Werba	FASD/Resource Specialist
Karen McKay	Administrative Assistant

## Quality Assurance Unit

Shirlene Asham	Quality Assurance Manager
Terri Sinclair	Quality Assurance Coordinator
Alfred Muswagon	Quality Assurance Coordinator
Colleen Robinson	Education and Training Coordinator
Bonnie Mayham	Administrative Assistant
Celina McLellan	Administrative Assistant

## Finance Unit

Bryan Hart	Chief Financial Officer
Bethany Ettawacappo	Financial Controller
Faron Whitequill	Special Rates Officer
Darlene Courchene	Special Rates Coordinator
Heather Mowatt	Finance/Administrative Clerk
Amanda Hamelin	Receptionist/Administrative Assistant
Monica Genaille	Administrative Assistant

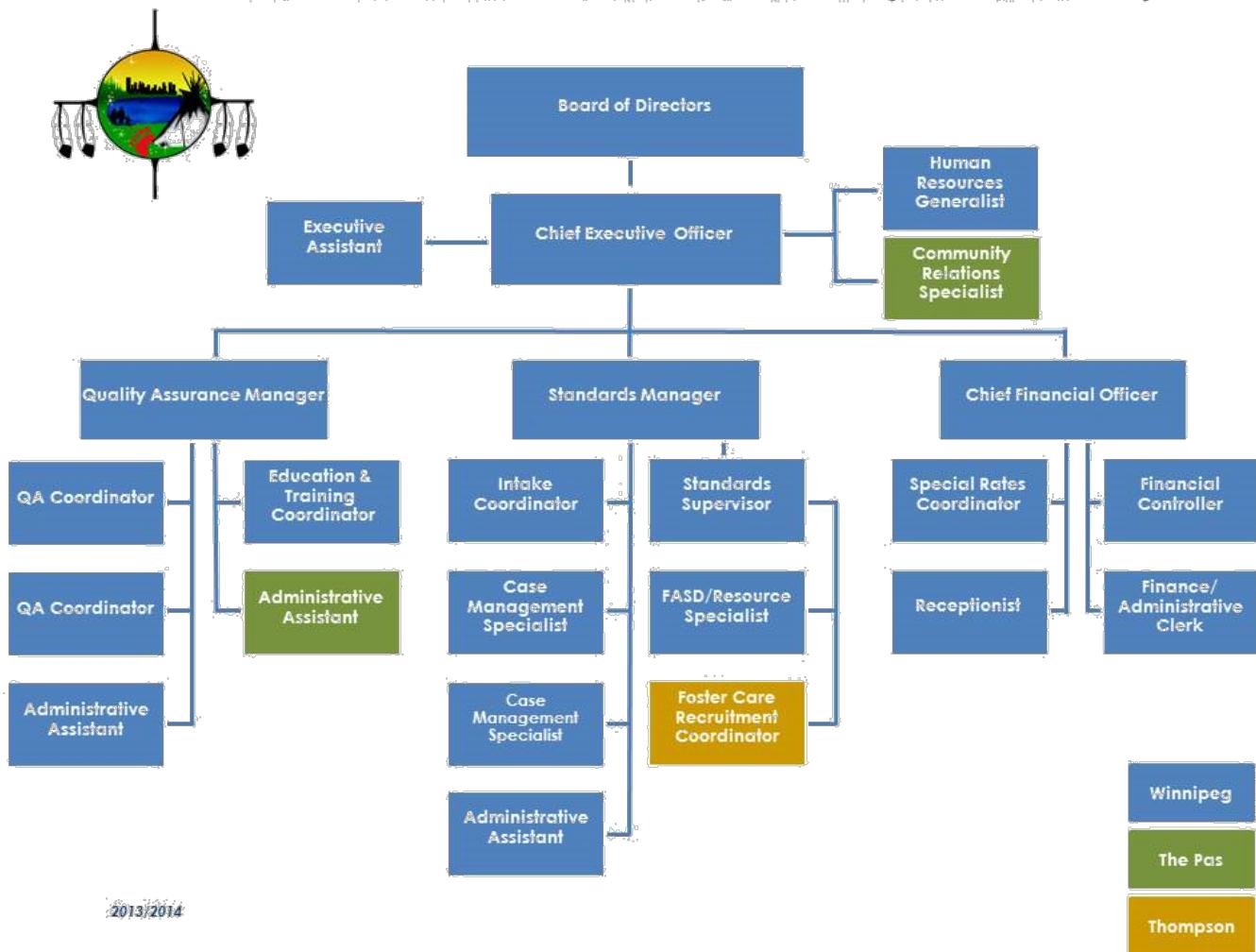
## Human Resources Unit

Lorraine Desmarais	Human Resource Generalist
--------------------	---------------------------

The Northern Authority would like to acknowledge the following individuals who were employed at the Northern Authority for part of 2013-2014 fiscal year:

Cybil Williams (Associate Chief Executive Officer)	Ruby Lathlin (Administrative Assistant)
Della George (Case Management Specialist)	Lynne Pierre (Foster Care Coordinator)
Charlene Ducharme (Co-Executive Director ILFNFS)	Melissa Morrisseau (Human Resource Manager)

## First Nations of Northern Manitoba Child and Family Services Authority



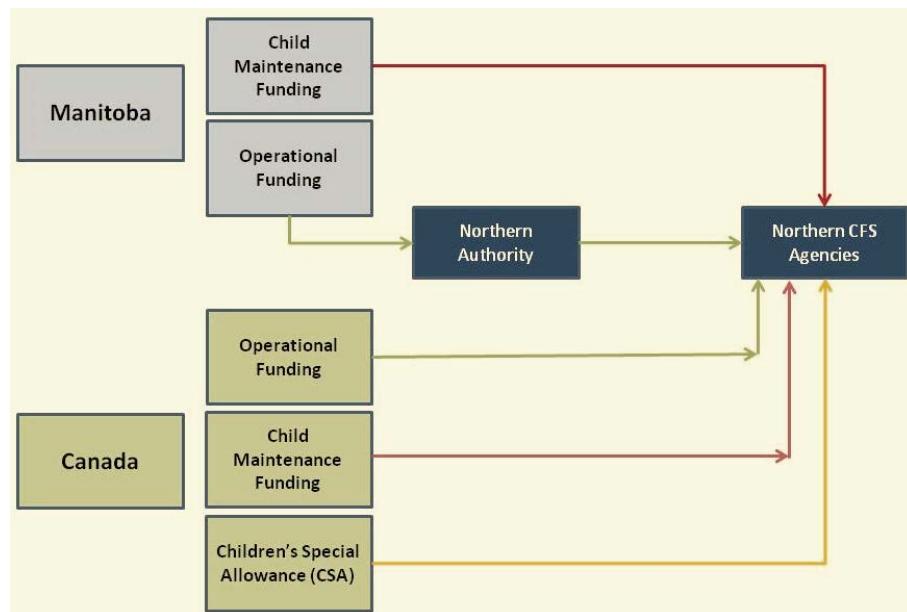
"While we try to teach our children all about life, our children teach us what life is all about."  
 ~Angela Schwindt~

# FINANCIAL REPORT

## BACKGROUND

Funding for First Nation CFS services in Manitoba is a shared responsibility between Manitoba and Canada. Northern First Nation CFS agencies receive provincial and federal funding each year as follows:

Federal Funding	<ul style="list-style-type: none"><li>• Aboriginal Affairs &amp; Northern Development Canada (AANDC)<ul style="list-style-type: none"><li>- Provides operating funding directly to agencies for on-reserve operations; and</li><li>- Provides child maintenance funding directly to agencies for children in care that are under federal jurisdiction.</li></ul></li><li>• Canada Revenue Agency (CRA)<ul style="list-style-type: none"><li>- Provides Children's Special Allowance (CSA) funding directly to agencies.</li></ul></li></ul>
Provincial Funding	<ul style="list-style-type: none"><li>• Province of Manitoba<ul style="list-style-type: none"><li>- Provides operating funding indirectly to agencies for off-reserve operations (the province flows these funds through the Northern Authority who then transfers these funds to the agencies); and</li><li>- Provides child maintenance funding directly to agencies for children in care that are under provincial jurisdiction.</li></ul></li></ul>



In 2013-2014, Canada provided approximately 2/3's of the combined agency operational funding. In contrast, the Northern Authority receives all of its operational funding from the province

## PROGRAM UPDATE

### OVERVIEW OF THE NORTHERN AUTHORITY FINANCE UNIT

The Finance Unit is responsible for ensuring efficient allocation and accountability of resources within the organization as well as throughout the northern First Nation CFS region. In addition to core financial management functions, the Finance Unit also oversees the Northern Authority's office leases and information technology systems and initiatives.

The Finance Unit consists of the following six positions:

- *Chief Financial Officer* (Bryan Hart): responsible for the overall financial management of the organization including overseeing the organization's accounting system, budget development & implementation process, internal reporting, managing the year-end audit process as well as overseeing financial arrangements with agencies.
- *Financial Controller* (Bethany Ettawacappo): responsible for the day to day administration of the organization's accounting system in addition to payroll and employee benefits.
- *Finance/Administrative Clerk* (Heather Mowatt): responsible for accounts payable and general office administrative duties.
- *Special Rates Coordinator* (Darlene Courchene): responsible for reviewing agency child maintenance special rate requests as well as providing training and mentorship to agencies in the area of special rates.
- *Administrative Assistant* (Monica Genaille): responsible for overseeing the administrative functions of the

organization's head office in Opaskwayak Cree Nation (OCN) as well as providing technical database support.

- *Receptionist* (Amanda Hamelin): responsible for reception and general administrative support duties for the Winnipeg sub-office.

## KEY HIGHLIGHTS

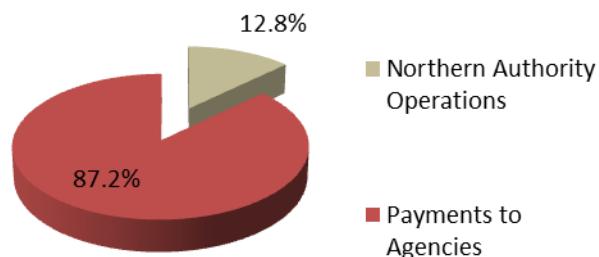
Key highlights for 2013-2014 included the following:

- Secured signed contribution agreements with each of the seven agencies which represented a historic achievement in the relationship between the Northern Authority and agencies.
- Developed a comprehensive financial policy and procedures manual for the organization
- Established a Finance Committee to support the Board
- Established the Employee Benefits Committee (EBC) to oversee changes to the organization's pension plan and group benefits plan
- Accessed \$250,000 in special project funding from Aboriginal Affairs and Northern Development Canada (AANDC) to support agency information technology initiatives for on-reserve operations.
- Expanded the Finance Unit to include the Special Rates Coordinator, Receptionist and the OCN-based Administrative Assistant (as part of the Northern Authority's reorganization in late 2013-2014).

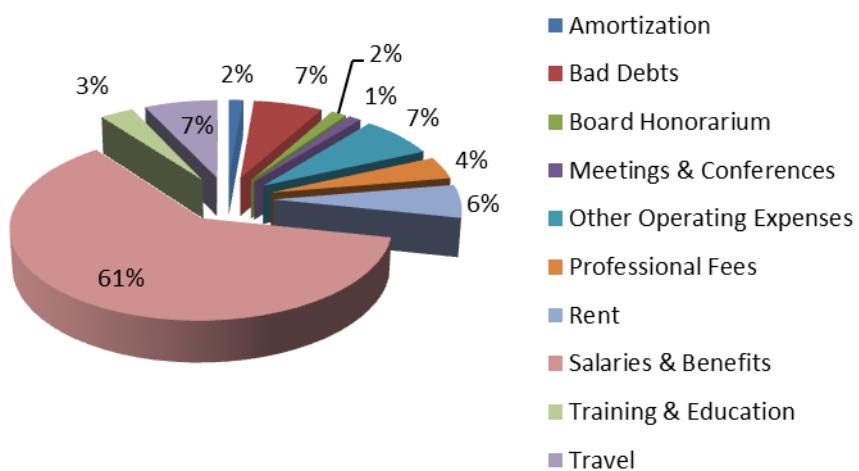
## FINANCIAL SUMMARY

In 2013-2014, the Northern Authority received just over \$23.7 million from the Province of Manitoba of which \$20.6 million was transferred to agencies. In addition, the Northern Authority received \$250,000 in special project funding from AANDC and transferred \$225,000 of these funds directly to agencies. The Northern Authority spent \$3.07 million to support its own internal operations. The following pie chart provides a summary of expenditures.

Allocation of Revenues (2013-2014)



Northern Authority Operating Expenses (2013-2014)



(Page 29 – Appendix A: Financial Audited Statement attached)

# HUMAN RESOURCES REPORT

## BACKGROUND

The Human Resources unit was established as a separate program within the Northern Authority in August of 2009. Previously the Northern Authority had maintained a designated human resource position to support human resource activities of the Northern Authority. As the Northern Authority grew in staff complement and program responsibility, a greater need was identified and the Board of Directors committed to establishing a Human Resources unit intended to support both the Northern Authority and the seven First Nations agencies of northern Manitoba.

## OVERVIEW

After a comprehensive recruitment process Lorraine Desmarais was named the new Human Resources Generalist (HR Generalist). She replaced Melissa Morrisseau, who resigned in July 2013.

There have been a number of other significant changes in Human Resources. During a change in the Northern Authority's organizational structure it was decided by the executive management that the area of human resources would be overseen by an HR Generalist rather than an HR Manager. Regardless of the change the HR Generalist continues to participate in all executive management team meetings. The administrative staff team previously under the supervision of the HR Manager were reassigned to other unit managers. The Education and Training Coordinator was also delegated to the Quality Assurance unit as it was believed to be better suited to the collaborative work between the agencies and the Quality Assurance team in

their goal to strengthen services provided to children and families.

The HR Generalist is responsible for all aspects of human resources related activities within the Northern Authority such as recruitment, selection, training, development, performance management, labour relations, policy and procedures. A key responsibility of the human resources unit is to provide accurate information, recommendations, leadership and mentorship to the seven mandated agencies in northern Manitoba as requests are made for assistance in all areas of human resources.

The Human Resources Generalist continues to be a member of the Northern Authority's Executive Management team, Northern Authority Board's Human Resources Committee, Workplace Safety and Health, Employee Benefits and the Northern Authority's Agency Human Resources Representatives Committee. In order to support the ongoing development of human resources the HR Generalist is also an active member of the Human Resource Management Association of Manitoba.

## UPDATE

The Workplace Safety and Health Committee consist of 4-5 employees and HR Generalist in the capacity of management representative. All members of the committee have been trained on the Safe Committee Basics and with some members receiving additional training which benefit all employees of the Northern Authority. Quarterly meetings are held as per the Manitoba Health and Safety Act to ensure regulation requirements are met. An example of work in the past year by the committee is the implementation of fire drills, completing a risk assessment in regards to the current Working Alone Policy and one committee member

drafted an Accident, Incident and Near Miss Policy for review.

A commitment was made by the Human Resources representatives from the agencies to meet quarterly in order to provide networking and learning opportunities. These meetings have allowed committee members to share what they have developed, current challenges and access resources and supports in the complexity of human resource related matters. Most of the committee was able to attend a free employment law seminar in February 2013 and the committee has requested to have information experts in various areas attend future meetings such as the Human Rights Commission.

Recruitment efforts in 2013-2014 were for Human Resources Generalist, Education and Training Coordinator, Intake Coordinator and Special Rates Coordinator. The recruitment competitions include advertising on the Amik and Northern Authority websites along with postings sent via email/fax to all agencies and other collaterals. We are pleased to report the positive feedback from the agencies in regards to the Northern Authority staffed by a qualified workforce representative of the agencies they serve.

Another highlight is the support of the Northern Authority of employees in their educational goals. The Northern Authority views the enhancement of employees knowledge, skills and abilities as a “partnership in learning”, mutually beneficial to the employer and employee. One employee graduated with a Masters in Social Work (MSW) and three others are either enrolled or working on the completion of graduation requirements in the MSW Program. And one employee is in the final stages of completing her research/thesis

requirements for the PhD Program at the University of Manitoba.

One of the key drivers of employee engagement is recognition. In the next year it is the goal of Human Resources to ensure employees are appreciated and their contributions are recognized and valued so the authority can retain a dedicated and talented team.



# QUALITY ASSURANCE PROGRAM UPDATE

## BACKGROUND

### *HISTORY OF PROGRAM*

The Northern Authority established a Quality Assurance (QA) team in 2009, the team consisted of 1 QA Manager, 2 QA Coordinators and 1 QA Administrative Assistant. This team was tasked with the development of a Quality Assurance framework for the child and family services QA reviews that included four components: service delivery, human resource, governance and finance. Three quality assurance areas have been developed; service delivery, human resource and governance. To date all finance reviews have been conducted by external finance firms.

### *FIND AND FIX*

One of the important developments to the Quality Assurance Framework was the “Find and Fix” approach that has been carried out within the agency review process. The “find and fix” approach provides the agency and staff with a quick response to findings which allows the agency to start to address the findings immediately. The QA team provides the agency a completed find and fix form that outlines that area(s) that requires agency responses and the agency is provided a time-line to address the finding(s). This approach is different than past QA reviews in that agency’s did not have to wait months for the final report to address the findings.

## OVERVIEW

### *PURPOSE*

The Northern Authority is responsible for ensuring its agencies provide child and family services and follow the practices and procedures in accordance with current legislation, regulations and standards.

The Northern Authority acknowledges that the delivery of child and family services programs to First Nations people must occur in a manner which respects their unique status, as well as their cultural and linguistic heritage; (Memorandum of Understanding with Manitoba Keewatinowi Okimakanak (MKO)).

### *LOCATION AND STAFFING OF THE PROGRAM*

The Quality Assurance Program is located at the Northern Authority sub-office in Winnipeg

Staffing Complement –Northern Authority Sub Office in Winnipeg:

- 1 QA Manager;
- 2 QA Coordinators; and
- 1 QA Administrative Assistant

### *AGENCY STAFFING*

- 5 Agencies have 1 staff person assigned QA responsibilities; and
- 2 agencies have 1 senior manager tasked with the QA activities.

### *PROGRAM ACTIVITIES 2013 – 2014*

During the past year the Northern Authority Quality Assurance team has been involved in a variety of tasks. These include, but are not limited to, the following:

- Time has been spent on continuing to research, modify and strengthen the Quality

<p>Assurance tools used in conducting program reviews;</p> <ul style="list-style-type: none"> <li>• Ongoing work has been done on refining and revising the current lists of indicators for each of the mandated program;</li> <li>• Worked on a final draft copy of the review of Island Lake First Nations Family Services;</li> <li>• Work time set on evaluating some of the current training activities being done by agencies;</li> <li>• Consult with the Education and Training Coordinator to evaluate training activities and identify strengths and gaps; and</li> <li>• Maintain a collaborative relationship with agencies to address recommendations received from Special Investigation Reports of the Office of the Children's Advocate.</li> </ul>	<p>5.0      Community Notification      6.0      File Review      7.0      Directive(s)      8.0      Interviews      9.0      Find and Fix      10.0     Interim Report      11.0     Final Report      12.0     Tracking Recommendations</p>
<p>Additional key activities were:</p> <ol style="list-style-type: none"> <li>1. Development of a Quality Assurance Guideline Manual</li> </ol>	<p><i>DESIGNATED INTAKE AGENCY (DIA) REVIEW WORKING GROUP</i></p>
	<p>This is a working group established through the Office of the Child and Family Services Standing Committee. The purpose of this review is to assess the extent to which the current models for providing intake and related services in Manitoba's child and family services system are appropriate given the trend in:</p>

- Service demand;
- The expressed needs of children, youth, and families within each area; and
- The characteristics of communities being served.

In addition to the above, part of the DIA review includes researching the following five key purpose statements:

- Describe staffing capacity, funding level and how services are organized in each DIA;
- Describe the changes that have occurred over the course of the past three years in the demand for services being provided by each DIA;
- Describe to what extent DIAs are using consistent criteria for making case decisions at intake;
- Describe the unique challenges of providing intake in each area served by a DIA; and
- Describe the model for how after hours is delivered (current, not over past three years).

The working group includes a representative from each of the following organizations:

- First Nations of Northern Manitoba Child and Family Services Authority;
- First Nations of Southern Manitoba Child and Family Services Authority;
- Metis Authority;
- General Authority; and
- Manitoba Family Services.

Two of the seven northern agencies that FNNMCDSA works with have a DIA program.

These are:

- Cree Nation Child and Family Caring Agency; and
- Nisichawayasihk Cree Nation Family and Community Wellness Centre.

#### FNNMCDSA Self-Assessment in Service Delivery:

This would be an internal activity for the entire organization. The quality assurance team along with the departments would participate in this capacity building exercise.

The intent for embarking on this type of work is to work from a baseline of information that is objective in providing a direction forward to:

- Review current processes and activities;
- Improve existing processes; and
- Identify areas for future development.

The means of looking at the above includes using a similar process in reviewing an agency or program. This includes reviewing service delivery files as a source of information, laws, regulations and standards may form part of the indicators. Lastly, applying parts of the continuous quality improvement method used by family services.



#### SPECIAL INVESTIGATION REPORTS (SIR) FROM THE OFFICE OF THE CHILDREN'S ADVOCATE (OCA)

Under subsection 8.2.3(1) of *The Child and Family Services Act*, the Office of the Children's Advocate (OCA) is required to review and conduct the Special Investigation Reviews (SIR) into the services provided by the mandated agencies and any circumstances surrounding the death that relate to the standards or quality of the care and services.

Review of child deaths occur when a child has died who was in care of an agency or the child's whose family had received services from an agency within one year prior to the death. Under Standards 8.2.3(2), the purpose of the review is to identify ways in which the programs and services under review may be improved to enhance the safety and well-being of children/youth and to reduce the likelihood of a death in similar circumstances.

According to the "Protocol for the Review of Draft SIR Reports Jointly by the OCA and the Authorities", the Northern Authority and its Agency involved, and the OCA can meet prior to the final version of a Special Investigation report.

This allows the Authority to discuss and/or provide further information on the content, findings and any draft SIR recommendations with its Agencies. Further, the Northern Authority and its Agencies can address areas where recommendations would be helpful in improving the quality of services to children and families.

The OCA completes the Special Investigation draft report and shares the draft report with findings and/or recommendations to the child and family services (CFS) Northern Agency involved and the Northern Authority. The final version of the SIR report is provided to the Northern Authority and its Agency involved.

The Quality Assurance (QA) Unit of the Northern Authority continues to follow up on the recommendation(s) that arise from the SIR reports that are directed to its Agencies and/or the Authority. The QA Unit reviews the agency responses that are received to ensure that the responses demonstrate that the recommendation(s) have been successfully implemented.

A formal response in writing is then provided to the Manitoba Ombudsman as required for their review and input on the progress of the implementation of the special investigation recommendations. Copies of these formal responses would be provided to the OCA and Child Protection Branch (CPB).

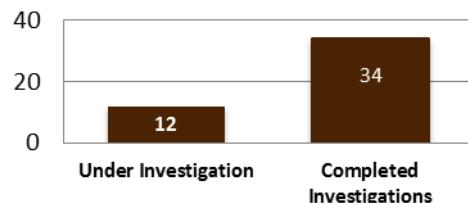
The Northern Authority not only receives SIR reports with findings and/or recommendations, but also receives completed Special Investigation Reviews with no recommendations from the OCA. In 2011, the OCA began conducting reviews of cases that involved child deaths as a result of prematurity, birth complications or medically fragile.

During 2013/2014, the Northern Authority received 34 reports in total. Of these reports, 28 Special Investigation reviews were completed, where child deaths occurred as a result of prematurity, birth complications or medical fragility; and six Special Investigation reports on cases where the cause of death was a result of other factors, such as Illness and Accidental.

Of the six SIR reports received with recommendations, the OCA made 15 recommendations directed to the Agencies and/or the Authority. The QA Unit continues to follow up with its Agencies on the SIR recommendations that are "In Progress" as determined by the Manitoba Ombudsman.

The chart below provides the number of cases that are under investigation and completed special investigation reviews by the Office of the Children's Advocate (OCA).

**Special Investigation Review  
April 1/13 to March 31/14**



The OCA is currently conducting review and investigation of 12 child deaths that may be completed as special investigation reviews or reports.

#### *INTERNAL AGENCY REVIEWS*

The Quality Assurance Unit developed an Internal Agency Review draft template and a guideline to assist the seven CFS Northern Agencies to use or an Agency can develop their own specific document incorporating the requirements.

The completion of Internal Agency Reviews can provide Agencies:

- An opportunity for Agencies to conduct and complete a review of their programs and/or services
- Development of quality improvement activities and/or agency initiatives
- Development of Agency's own findings and/or recommendations

#### **MULTIPLES WORKING GROUP**

The Northern Authority receives and follows up on child death recommendations from Section 4 reports and Special Investigation Review reports by the Office of the Children's Advocate that are directed to more than one Agency and/or Authority. These types of recommendations are referred as "multiples" or "multiple recommendations".

The Multiples Working Group (MWG) was established through the Office of the Child and Family Services Standing Committee (OCFSSC). The purpose of MWG is to share and respond to child death recommendations directed to:

- *The Division and two or more Authorities*
- *Two or more Authorities*
- *A single agency, Authority and/or the Division that may have implications or interest for multiple parties in the child and family services system*

The membership of the Multiples Working Group is comprised of the Coordinator of the OCFSSC, a representative from each of the four CFS Authorities: the Northern Authority, Southern Authority, General Authority and the Metis Authority; and the Child Protection Branch. The MWG work together to address the multiple recommendations for a formal response to the Manitoba Ombudsman, OCA, and the Child Protection Branch (in case of an

SIR) or to the Authority or Director who called the review (Section 4).

The MWG can also receive recommendations if it has applicability to the child and family services (CFS) system as a whole. Additionally for recommendations where it is warranted, each Authority could be providing an individual response to its actions or progress toward the completion of the recommendation. For instance, one Authority having a youth engagement strategy over another, but its Agencies may have implemented their own.

In October 2013, the Chief Medical Examiner called an Inquest Report into the death of Jaylene Redhead. The Inquest Report and its 14 recommendations, was released by the Province in May 2014. Out of the 14 recommendations, four recommendations are directed to all four CFS Authorities that have been tabled for the MWG committee.

## **EDUCATION AND TRAINING COORDINATOR**

### **BACKGROUND**

The Education and Training Coordinator is a member of the Northern Joint Training Team and the Joint Training Team. The JTT that meets monthly and continues to meet on a regular monthly basis to work on joint training initiatives and on the training recommendations of the child death reviews. The JTT reports to the Child and Family Services Standing Committee.

It is responsible for establishing and maintaining training initiatives to develop a qualified, culturally competent workforce for child and family services. The major functions of the Education and Training Coordinator is to work collaboratively; with the Northern JTT and the JTT: which includes developing, coordinating, implementing and evaluating training activities for staff and foster families in the child services system. In addition, the JTT is responsible for assisting in the development and evaluation of education and training curricula.

The community and cultural context are vital considerations when developing and delivering skill and knowledge development opportunities. The Education and Training Coordinator firmly believes that new training interventions need to be developed in order to be culturally appropriate and sensitive to each community and their agency's needs.

### **PROGRAM UPDATE**

- The Education and Training Coordinator's goal is to continue with the vision of developing a professional, qualified, culturally relevant agency staff teams; with sensitivity to the needs of our families and communities we work for and with; and a

competent workforce within the child and family services agencies of the Northern Authority.

- Using a joint approach, the JTT continues to develop education and training activities based on the priorities and needs identified by the CFS system, as well as the recommendations of external reviews of the CFS system.
- These strategic priorities are in various stages of development and implementation.
- The Education and Training Coordinator acknowledges that much work has been done to reach our collective vision; however there is still much work to be done to meet our collective training goals.

### **SUMMARY OF ACTIVITIES**

In 2013 to 2014; the Northern Authority provided training to approximately 626 agency staff and foster parents. Key training areas included:

- Age of Majority; ASIST;
- Attachment Training;
- Building Inclusive Environments; (Winnipeg);
- Child Abuse Coordinators Conference;
- Case Worker Core Trainings;
- CFSA Training (The Pas);
- Child Abuse/Forensic Interview Training,
- Domestic Violence (Winnipeg);
- Employment Law Seminar; FASD Programs & Policy (Winnipeg);
- Family Violence (Winnipeg);
- First Aid/CPR Training,
- Investigating Child Abuse, CFS (Winnipeg);
- Journey towards Cultural Competency (Winnipeg),
- Making Sense of Trauma, (The Pas, Winnipeg, Brandon),
- Planning 4 Success – Case Management Conference (The Pas),
- Sexual Exploitation Absent/Missing Children (Winnipeg);

- Sexual Exploitation (Section 52CFS) (Winnipeg);
    - Supervisor Core Trainings;
    - Supervisory Core Training (SC1 & SC2) Island Lake;
    - Youth in Care Transitioning Into Independent Living (Winnipeg); and
    - Worker’s Safety & Communication Strategies.
  - The current Education and Training Coordinator has continued to deliver trainings to the agencies in the following areas: during the first six months of employment; the Education and Training Coordinator was involved in the following activities; and has audited three trainings to revise/revamp to audit the cultural benefits of the training to ensure cultural relevance of trainings delivered to the agencies of Northern Authority.
  - Delivered trainings in the Structured Decision Making Assessment Tools; for Needs and Risk Assessments; OCN and Winnipeg offices, ILFNFS Winnipeg sub-office.
  - Delivered trainings in Foster Care Licensing and Place of Safety Training: all agency staff: and in Thompson, MB in collaboration with Candace Donaldson, Foster Care Recruitment Coordinator and Charity Martin, Standards Supervisor.
  - The Education and Training Coordinator has been working on prioritizing the OCA recommendations that pertain to training that will be incorporated into the development of a work plan and training priorities to implement these recommendations.
  - Another goal for the Education and Training Coordinator is to include or develop an Elders Resource List; for guidance and advice and to be an integral piece to the specialized trainings offered to our Agencies; such as Family Wellness that includes Trauma Awareness; e.g.: how it affects our relationships with each other; Communication Skills and Parenting Skills.
  - Will continue to research, audit, and evaluate other trainings to ensure they can be delivered in a way that can benefit our agencies and their staff.
- The Education and Training Coordinator:
- Attended Structured Decision Making Training: Training of Trainers: to help with co-facilitation of the roll out of the SDM assessment tools.
  - Attended Training of Trainers; with 4 agency staff to assist in developing in-house agency trainers.
  - Attended Dr. Martin Brokenleg: “Assets” that help our youth improve their probability of success.
  - Attended Brief Intervention Training: Training of Trainers by AFM to help with training workers that help youth that are struggling with addiction issues.
  - Attended Wrap Around Training: Audited to determine benefits and cultural/community relevance to agencies of Northern Authority; which may benefit communities regarding establishing relationships with other collaterals and other systems within the community to come together and develop a plan to help support our families involved with many systems; not just CFS.
  - Coordinated in-house FIPPA training to Northern Authority Staff.
  - Coordinated ASIST Training for agency staff in Thompson, MB.
  - Attended Child Abuse Committee Coordinators Conference 2 days in Winnipeg; as facilitator of Table/small group discussions and as a member of the JTT as co-hosts of this event.

# STANDARDS UNIT PROGRAM UPDATE

## BACKGROUND

The Standards Unit is the core program that is responsible for all intakes, referrals, case management, foster care, resource development, FASD, special rates, age of majority and other projects initiated by the Northern Authority. The core programs are deliverable in accordance to provincial standards, *The Child and Family Services Act* and *The Child and Family Services Authorities Act*.

## STANDARDS MANAGER

Alice Bignell – is the Standards Manager that supervises and oversees the daily function and operation of the core program and ensures concerns, complaints, or other issues forwarded by external referrals are followed up. The Standards Manager works closely with the seven mandated agencies, Authorities, Office of the Children’s Advocate, and the Child Protection Branch. Alice is also part of the executive management team and other committees/working groups that is specifically related to her position.

## STANDARDS SUPERVISOR

Charity Martin – is the Standards Supervisor assigned to lead the foster care, resource and FASD team within the Standards Unit. Charity is involved with issues concerning foster care/foster parent complaints, high complex cases that require placement, licensing and foster care appeals. The Standards Supervisor works in a supportive capacity to the seven mandated agencies under the Northern Authority. She also

assists the Standards Manager on other initiatives and provides coverage during the absence of the Standards Manager.

## INTAKE COORDINATOR

Theresa Henderson – is the Intake Coordinator for Northern Authority. Intake is an integral part of the Northern Authority and the first point of contact. The Intake Coordinator provides consultation and expert advice; assists in identifying outstanding child risks and concerns and ensures intakes are followed up in a timely manner by Northern Authority Managers and their Units.

## CASE MANAGEMENT SPECIALISTS

Della George & Linda Dettanikkeaze-Patterson – are the Case Management Specialists. They are each assigned agencies to oversee the case management core component. Della works with Awasis, KSMA, OCNCFS & Nikan Awasisak. Linda works with the three (3) remaining agencies: CNCFCA, ILFNFS & NCNFCWC. The Case Management Specialists provide expert support and assistance to agencies regarding issues related to case management.

## FOSTER CARE COORDINATOR

Candace Donaldson – works out of the Northern Training Centre in Thompson. She is responsible for responding to foster care inquiries, complaints and foster care recruitment. Her additional responsibilities include reviewing and processing Support beyond Termination of Guardianship applications from agencies and coordinating Youth in Care Tuition Waiver applications with participating colleges and universities who offer current and former youth in care tuition waivers. Candace participates in committee work in relation to her position.

## FASD/RESOURCE DEVELOPMENT SPECIALIST

Mary Werba – is tasked with creating collaborative work plans with each of the seven Northern First Nations Agencies toward the development of regionally and culturally relevant placement resources. This work is informed through the participation in various provincial committees and working groups as well as the tracking of agency based statistics and placement issues.

## ADMINISTRATIVE ASSISTANTS

Karen McKay & Celina McLellan – are the administrative assistants for the Standards Unit. Karen works out of the Winnipeg location Celina works out at the Thompson location. They are both responsible for a broad range of reception, general office duties and administrative support for Northern Authority management and staff in both locations. Celina also fulfills an acting role as Education and Training coordinator and is responsible with various duties: tracking, monitoring, recording and distributing training packages and calendars to the seven agencies and the Authority. Both are expected to participate in the planning of conferences, summits and any other Authority events.



*"If we are worried about the future, then we must look today at the upbringing of children."*  
~ Gordon B. Hinckley ~

## PROGRAM UPDATE

### DESIGNATED INTAKE AGENCIES (DIA)

The Northern Authority oversees two DIAs: Cree Nation Child and Family Caring Agency (CNCFCA) located at Opaskwayak, Manitoba and Nisichawayasihk Cree Nation Family and Community Wellness Centre (NCN) located in Thompson, Manitoba. The DIA's provide 24-7 service to their respective geographic regions.

The following charts indicate the total number of intakes based on category and type transferred from the respective DIA's to the four Authorities: Northern, Southern, General and Metis for the period April 1, 2013 to March 31, 2014.

CNCFCA - DIA	CIC	PRT	FE	SUP	VFS	TOTAL
Northern Authority	413	460	43	6	29	<b>951</b>
Southern Authority	0	4	0	0	0	<b>4</b>
General Authority	29	29	0	14	5	<b>77</b>
Metis Authority	3	25	0	0	6	<b>34</b>
<b>TOTAL</b>	<b>445</b>	<b>518</b>	<b>43</b>	<b>20</b>	<b>40</b>	<b>1066</b>

NISICHAWAYASIHK	CIC	PRT	FE	SUP	VFS	TOTAL
Northern Authority	423	348	0	3	116	<b>890</b>
Southern Authority	0	0	0	0	0	<b>0</b>
General Authority	29	48	0	1	33	<b>111</b>
Metis Authority	9	20	0	0	6	<b>35</b>
<b>TOTAL</b>	<b>461</b>	<b>416</b>	<b>0</b>	<b>4</b>	<b>155</b>	<b>1036</b>

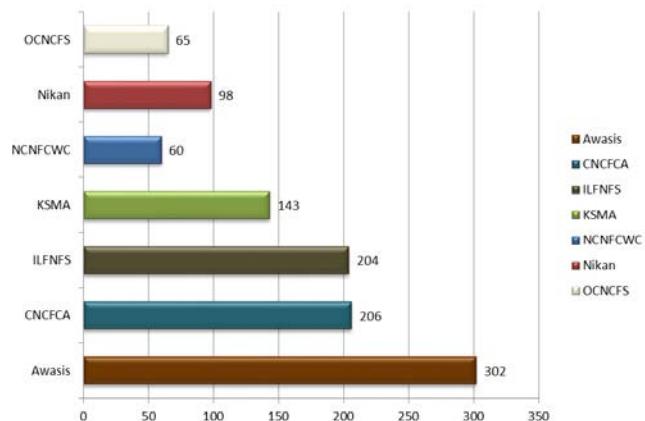
\*Source: NCN and Cree Nation Designated Intake Agencies Reporting Period from April 1, 2013 to March 31, 2014.

### INTAKE PROCESS

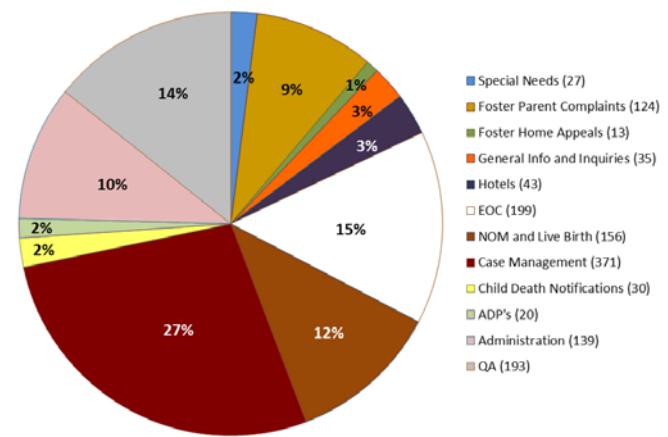
The first point of contact is the intake system at the Northern Authority. The intakes/referrals are received via email, phone calls, faxes or walk-ins; and all complaints, concerns, information and inquiries are recorded and

assessed, opened and assigned to the appropriate departments for follow up. The intake system tracks and monitors communications from sources of referrals, CFS agencies, Child Protection Branch, and other external collaterals. Monthly intake reviews are scheduled by the Standards Manager with the Unit staff to ensure follow up has occurred.

**Agency Intakes April 2013 - March 2014**



**Nature of Intakes April 2013 - March 2014**



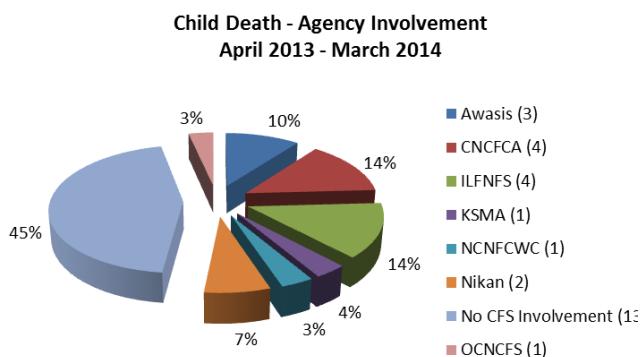
### CASE MANAGEMENT

The northern agencies mandate provide a wide range of services in accordance to *The Child and Family Services Act* and *The Child and Family*

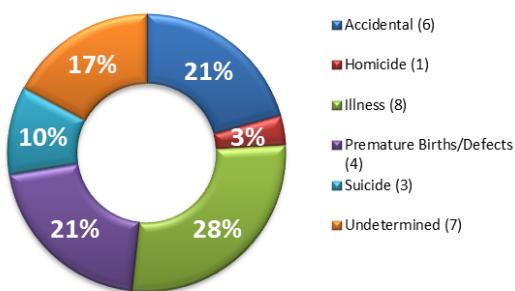
Services Authorities Act who are under the auspices of Family and Labour Services, Child Protection Branch.

The following key functions have been transferred to Case Management Specialists (CMS) as part of the restructure at the Northern Authority:

- Child Death Notifications – Child death notifications received at the Northern Authority from the agency Executive Director are followed up by case management unit.



**Cause of Child Deaths April 2013 - March 2014**



- Serious Injury to a Child in Care applies to both children in care and non-care
- Authority Determination Protocol (ADP) and Authority of Service (AoS)

transfer requests are received at the Northern Authority and followed up by case management.

- Transfer of Guardianship/Permanent Ward as per Standards and may include internal/external agency or external Authority transfers.
- Abuse Investigations are intakes received at the Northern Authority for agency follow up. The safety of the child or children is paramount and the Northern Authority ensures the agencies respond to any child safety concerns.
- Child Abuse Committee - role, function, membership, abuse registry and regulations are outlined in *The Child and Family Services Act* and fall under the Standards Unit.
- Repatriation is a process where the community re-connects the bond between the children, family and the community. Northern Authority assists agencies who are involved with family reunifications and require financial assistance. Northern Authority received two requests for fiscal year ending March 2014.

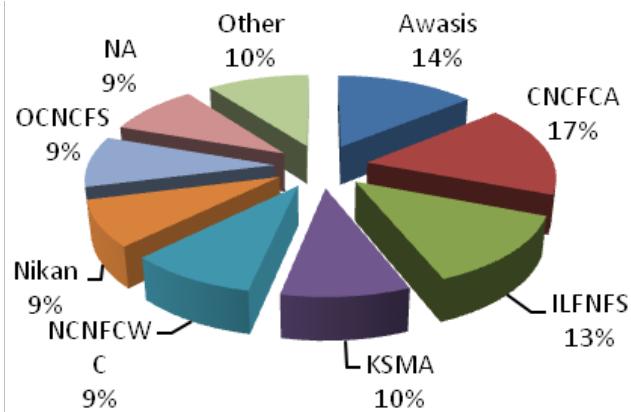
#### **EDUCATION AND CHILD ABUSE REPORTING PROTOCOLS**

The Provincial Advisory Committee on Child Abuse (PACCA) working sub-committees had just completed a project in Education and child abuse. The Educational Protocol was developed and implemented on January 2014. This document replaces the 2002 protocol between education and the child welfare system. The roll-out of the protocol included information sessions presented by the Education and Child Protection Branch divisions to child and family services agencies and different organizations that are affected by the new changes.

**Reporting on Child Protection and Child Abuse**  
– Handbook and Protocols for Manitoba Service Providers is a mandatory child abuse handbook developed by the Province and PACCA. It is revised handbook with provincial guidelines on legislated requirements regarding reporting a child in need of protection, including child abuse. The guidelines serve as a basic summary and legal reference to help service providers carry out their responsibilities to protect children through child abuse identification and reporting.

#### *PLANNING 4 SUCCESS – CASE MANAGEMENT CONFERENCE*

The conference was hosted by the Northern Authority at Opaskwayak Cree Nation on April 17 & 18, 2013. The purpose of the conference was to introduce the foundations of case management practices according to Provincial Standards: Intake/Assessment, Case Planning, Service Provision and Evaluation, Closure and Transfer. Each section was presented by staff and Management of the Northern Authority. The Northern Authority invited keynote speakers: Dr. Gerard Bellefuelle, Assistant Professor at Grant McEwan University, Edmonton, Alberta and his presentation was on Relational Case Planning. Gerald Charlette, a former Child in Care, now a foster parent, presented an inspiring and motivational keynote on his own experience as a foster child. The number of participants registered was ninety-nine (99) with the seven Northern agencies in attendance.



#### *STRUCTURED DECISION MAKING*

Child and Family Services in Manitoba have adapted an assessment tool known as Structured Decision Making (SDM). The SDM tool are evidence based, have been researched extensively, and are designed to aid workers in making key decisions during critical points in the life of a case. These tools will be required on every open case within Child and Family Services in Manitoba (all agencies), so it is imperative that staff be provided with training to fully understand the applications of the tool and what to do with information they generate. SDM is divided into four parts and utilized in child protection, family services, family enhancement, intake, and any other services that require assessment of child safety and risk. Northern agencies have participated on the training process and have identified trainers for each agency. DIA's apply the Structured Decision Making tool on a daily basis.

#### *SERVICES TO FAMILIES*

The goal is to strengthen, preserve and support the family unit with different streams of services:

1. Protection Family Service - families identified as high risk and intervention is required to ensure child safety.

2. Voluntary Place Agreements or Voluntary Family Service- families who require family support and assistance from the agency on a voluntary basis.
3. Expectant parent service - young, unmarried expectant mothers under the age of eighteen years who require support and assistance from the agency.
4. Family Enhancement (FE) - early preventative/intervention non-intrusive model that originates from the Differential Response Model. Agencies work with families to prevent their children coming into care. The northern agencies have developed their own Family Enhancement units that include the FE Coordinator and FE workers.

#### *SERVICES TO CHILDREN IN CARE*

The goal is to provide the best service to children in care and their families who are involved with child and family services at a voluntary, short or long term basis.

Children in Care with special needs require appropriate referrals to various outside resources and or specialized services and may require further extension of care beyond age of majority until 21 years old. Referrals to adult services are necessary to continue receiving on going supports through Adult Supportive Living Program, Provincial Special Needs program, and/or Community Adult Living. The Unit's case management works in collaboration with their mandated Northern agencies by attending systems meetings with different collaterals or facilities. The Northern Authority ensures that follow up is completed by the mandated agencies when child is reported to be potentially at risk or require.

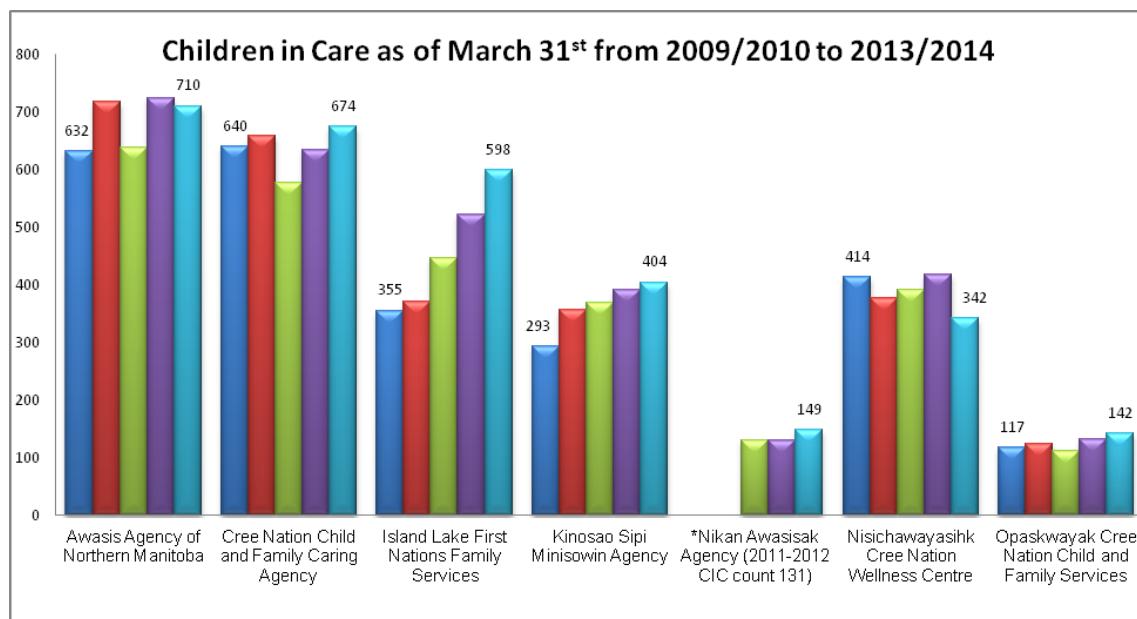
Children In Care As at March 31, 2014			
Agency	Federal	Provincia	Total
Awasis Agency of Northern Manitoba	437	273	710
Cree Nation Child and Family Caring Agency	229	445	674
Island Lake First Nations Family Services	266	332	598
Kinosao Sipi Minisowin	158	246	404
Nikan Awasisak Inc.	86	63	149
Nisichawayasihk Cree Nation Wellness Centre	136	206	342
Opaskwayak Cree Nation Child and Family Services	64	78	142
<b>Total</b>	<b>1376</b>	<b>1643</b>	<b>3019</b>

Children In Care 2009-2013 (Numbers include Federal and Provincial responsibility)						
Agency	2009	2010	2011	2012	2013	
	/2010	/2011	/2012	/2013	/2014	
Awasis Agency of Northern Manitoba	632	718	637	724	710	
Cree Nation Child and Family Caring Agency	640	659	577	634	674	
Island Lake First Nations Family Services	355	370	447	521	598	
Kinosao Sipi Minisowin	293	357	369	392	404	
Nikan Awasisak Inc.	0	0	131	130	149	
Nisichawayasihk Cree Nation Wellness Centre	414	376	392	417	342	
Opaskwayak Cree Nation Child and Family Services	117	124	111	132	142	
<b>Total</b>	<b>2451</b>	<b>2604</b>	<b>2664</b>	<b>2950</b>	<b>3019</b>	

The number of children in the care of a Northern Authority agency, with the exception of Nisichawayasihk to a decision being rendered by the Northern Authority and the other two were sent to adjudication. Cree Nation Family and Community Wellness Center, has increased from 2009/2010 to 2013/2014. The Nisichawayasihk agency reduced the percentage of children in care by 17% during this period. Island Lake First Nations Family Services and Kinosao Sipi Minisowin Agency each experienced a significant increase of 68% and 38% respectively. Over that same period the trend showed an increase for Awasis (12%), Cree Nation (5%), Nikan (14%) and Opaskwayak (21%).

#### **FOSTER CARE**

Foster care is part of the Standards Unit; duties include advising agencies on Standards relating to foster care including but not limited to: resource development and management, licensing and licensing appeals, foster home placements, the removal of foster children, responding to foster parent complaints and foster home licence variance requests.



\*Nikan Awasisak Inc., received its mandate on October 1, 2011

#### ***FOSTER PARENT APPEALS***

The Northern Authority, as per Clause 19(p) of the Child and Family Services Authorities regulation, is responsible for the review and decision of an agency's decision to remove a foster child from a foster home. In the last fiscal year the Northern Authority reviewed four appeals, whereby the Northern Authority supported the agencies decision to not return the child to the foster home, the other appeal was withdrawn by the foster parent.

#### ***MYTEAM***

The MYTEAM pilot program is designed to assist youth who are in the process of transitioning out of child and family services care by connecting them with a mentor from one of two participating community agencies (Macdonald Youth Services in Thompson and Ka Ni Kanichihk in Winnipeg). Former youth in care, who are over 18 years old, can self-refer and current youth in care can be referred by their CFS agency worker. Service includes a mentor who provides support and linkages to community resources, including but not limited to housing, education and training, child care resources and employment. MYTEAM can support up to 22 participants in Winnipeg and up to eight participants in Thompson.

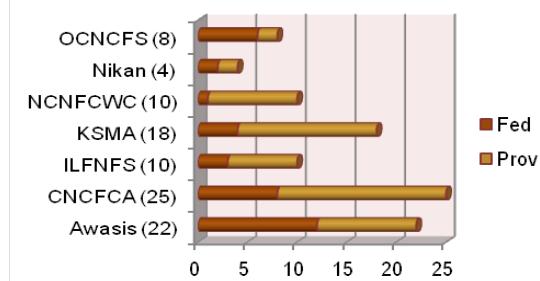
In the last fiscal year the Northern Authority participated in four Selection Committees (in both locations) through an email process, in rotation with representatives from each of the other CFS Authorities that are present in each of the pilot locations. The program at MYS in Thompson is not currently at capacity. Case workers from Northern Authority agencies are encouraged to refer prospective candidates to each community agency to achieve the maximum number of participants in each region.

#### ***AGE OF MAJORITY – SUPPORT BEYOND TERMINATION OF GUARDIANSHIP***

The Northern Authority, as per legislation, is responsible for the review and approval of an agency's request to extend the care and maintenance of a current child in care who is a permanent ward beyond the age of majority and continuance requests to further extend the care and maintenance of former permanent wards. A permanent ward is any individual who is in care under a Permanent Order (PO) or a Voluntary Surrender of Guardianship (VSG). Youth who are in care under any other legal status are not eligible to receive an extension of care.

The purpose of the extension of care is to ensure that the individual has an opportunity to successfully transition out of agency care to an appropriate adult services program, complete his/her educational diploma or degree and/or complete the process of developing independent living skills. From April 1, 2013 to March 31, 2014 the Northern Authority approved 198 extensions of care and maintenance requests. In response to the large number of requests the Northern Authority formalized the extension of care process by developing an application form which was designed to inform case workers of the necessary documentation/information required when submitting an extension of care request; as a result, the process for reviewing and approving extensions of care has been streamlined.

As of March 31, 2014 there were 97 former permanent wards on an extension of care, of these 61 were provincially funded, the remainder (36) were funded by Aboriginal Affairs and Northern Development Canada.



#### *KEITH COOPER SCHOLARSHIP*

The Keith Cooper Scholarship fund was created in 2002 to commemorate the late Keith Cooper, Educator and former Chief Executive Officer of Winnipeg Child and Family Services. The scholarship program was created in 2002 and to be eligible for the scholarship the applicant must be a current child in care or a former child in care of a CFS agency from one of the four CFS authorities in Manitoba.

The responsibility for chairing the Keith Cooper Scholarship committee is shared, on a rotational basis, between the four CFS authorities; a member from VOICES: Manitoba's Youth in Care Network also sits on the review panel. The funds for the Keith Cooper Scholarship Committee are drawn from the Gilroy/Acheson account with the Winnipeg Foundation. Scholarship recipients are encouraged to re-apply each year up to a maximum of four disbursements per individual.

#### *YOUTH IN CARE TUITION WAIVERS*

There are several post-secondary institutions throughout Manitoba who are providing current and former youth in care an opportunity to further their education by providing a tuition

waiver, bursary or tuition grant. Currently, the University of Winnipeg, Red River College, Brandon University, Assiniboine Community College, Winnipeg Technical College and Université de Saint-Boniface all provide an opportunity to break down the barriers for those youth and former youth in care who strive to achieve a post-secondary education.

Northern Authority agencies are encouraged to explore this opportunity on behalf of the youth on their case load. For those who are interested in exploring this opportunity they are encouraged to contact their case worker, the above mentioned university or college and/or the Northern Authority Youth in Care Tuition Waiver Coordinator.

#### *CURRENT COMMITTEE AND WORKING GROUPS*

Standards Unit is involved with different working groups and committees:

1. Provincial Advisory Committee on Child Abuse (PACCA)
2. Child Abuse Committee working group (CAC)
3. Inter-Authority working group (IASWG)
4. Alternate Care Sub-Committee
  - EPR working group – hotel reduction strategy
  - Resource development working group
5. Complex Needs Placement Protocol
6. MB. Coalition on Alcohol & Pregnancy
7. Thompson Region FASD Coalition
8. Norman Region FASD Coalition
9. Keewatinook FASD Committee
10. ADP Sub-Committee
11. Child Health Women' Health Child & Family Services working group
12. CURAM working group
13. MyTeam, Tuition Waivers, Keith Cooper Scholarship
14. In house committees

## COMMUNITY RELATIONS

The Community Relations Specialist:

- is focused on building strong working relationships between Northern Manitoba First Nations, Northern Authority management and staff to determine issues which need to be communicated to the Northern Authority agencies and government representatives;
- is responsible for promoting and fostering a collaborative and positive relationship between the Northern Authority and all stakeholders with respect to Northern First Nation Child and Family Service context; and
- takes the lead role in designing policies, procedures and protocols to guide the transfer of information from the Northern Authority, and its member agencies to external contacts such as provincial and federal government representatives and other collaterals.

The Community Relations meets with communities and agencies as much as possible to understand the community needs so the CFS system can be changed to meet the needs. Required changes are implemented through a standards working group that includes northern CFS agency representatives. This process ensures that standards developed by the province take into account the realities and circumstances of Northern Manitoba.

Capacity Building has been another primary focus area for the Northern Authority, there has been plenty of opportunity throughout this past year during a number of meetings or gatherings to establish and improve working relations with Northern Manitoba First Nations and the

Northern Agencies, the Northern Authority has recognized the importance of their role and existence in the communities they work with and continue to make improvements in this regard.

In June 2013 the Northern Authority held a Summit on governance, there were many presentations in various formats focused on the ever-changing needs of the seven mandated northern first nations child and family services agencies.

The presentations and subsequent discussions at the Summit were enriched by the variety and backgrounds of the presenters as this group included; elected officials, active/inactive Board members, local child care committee members, direct service workers, Elders, foster parents, former foster parents, adults who had been in care of the child welfare system, grandparents and extended family members.

Each of the presenters brought a unique and personal perspective as their thoughts, observations and their commentary added to the quality of the learning for all participants at the Summit, the telling of personal stories enabled a human face to be put on the child and family service system.

The event allowed for preliminary discussions toward forming a strong governance relationship between our agencies and the Northern Authority and also to review the current child and family services system cooperatively to address issues and work towards improving the system for the betterment of our communities, families and children.



# Appendix A

# Audited Financial Statements

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Financial Statements**  
*March 31, 2014*

## **Independent Auditors' Report**

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To the Members of First Nations of Northern Manitoba Child and Family Services Authority:

We have audited the accompanying financial statements of First Nations of Northern Manitoba Child and Family Services Authority which comprise the statement of financial position as at March 31, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of First Nations of Northern Manitoba Child and Family Services Authority as at March 31, 2014 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, Manitoba

August 23, 2014

**MNP LLP**  
Chartered Accountants

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Statement of Financial Position**  
*As at March 31, 2014*

	2014	2013
<b>Assets</b>		
<b>Current</b>		
Cash	1,846,552	2,283,420
Marketable securities (Note 4)	689,886	689,886
Accounts receivable (Note 5)	888,357	902,355
Prepaid expenses and deposits	373,316	346,034
	3,798,111	4,221,695
<b>Capital assets (Note 6)</b>	60,909	86,182
<b>Working capital receivable from agencies (Note 7)</b>	3,038,724	2,897,724
	6,897,744	7,205,601
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 8)	2,957,867	3,531,293
<b>Working capital payable to Province of Manitoba (Note 9)</b>	3,038,724	2,897,724
	5,996,591	6,429,017
<b>Net Assets</b>		
Unrestricted	38,484	187,242
Internally restricted (Note 10)	665,280	366,680
Externally restricted (Note 11)	136,480	136,480
Invested in capital assets	60,909	86,182
	901,153	776,584
	6,897,744	7,205,601

Approved on behalf of the Board

Director

Brandi Chown (Duke Bepproy)

Director

Sydney Garrison

Director

Maria Therre - Sec. Tre.

The accompanying notes are an integral part of these financial statements

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Statement of Operations**  
*For the year ended March 31, 2014*

	2014	2013
<b>Revenue</b>		
Province of Manitoba	23,725,259	24,121,285
Aboriginal Affairs and Northern Development Canada	250,000	1,000,000
Other	38,961	974
Interest	7,589	7,137
	<b>24,021,809</b>	<b>25,129,396</b>
<b>Expenses</b>		
Amortization	43,359	77,112
Annual general meeting	11,191	16,458
Audit	4,980	16,590
Bad debts	205,883	138,780
Bank and service fees	3,266	2,591
Board and committee meetings	15,232	33,764
Board honorariums	46,461	38,352
Donations	1,000	15,036
IT support	37,944	40,642
Insurance	23,888	23,378
Janitorial	8,510	9,103
Meetings and conferences	12,278	97,223
Membership fees	805	2,960
Miscellaneous	23,676	4,195
Office supplies	35,600	54,546
Payments to agencies	20,601,791	21,087,846
Payroll processing	6,641	9,587
Postage	3,292	3,673
Printing and stationary	4,093	6,075
Professional development	3,636	12,186
Professional fees	124,714	223,974
Property tax	22,599	-
Recruitment costs	3,663	4,746
Rent	182,435	164,995
Repairs and maintenance	158	1,194
Salaries and benefits	1,885,278	2,046,457
Special projects	232,550	912,021
Telephone	35,173	37,731
Training and education	100,368	47,166
Travel	216,776	226,186
Website development	-	5,500
	<b>23,897,240</b>	<b>25,360,067</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>124,569</b>	<b>(230,671)</b>

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Statement of Changes in Net Assets**  
*For the year ended March 31, 2014*

	<i>Unrestricted</i>	<i>Internally restricted</i>	<i>Externally restricted</i>	<i>Invested in capital assets</i>	<b>2014</b>	<b>2013</b>
<b>Net assets, beginning of year</b>	187,242	366,680	136,480	86,182	<b>776,584</b>	1,007,255
<b>Excess (deficiency) of revenue over expenses</b>	124,569	-	-	-	<b>124,569</b>	(230,671)
<b>Amortization of capital assets</b>	43,359	-	-	(43,359)	-	-
<b>Purchases of capital assets</b>	(18,086)	-	-	18,086	-	-
<b>Internal restrictions</b>	(298,600)	298,600	-	-	-	-
<b>Net assets, end of year</b>	<b>38,484</b>	<b>665,280</b>	<b>136,480</b>	<b>60,909</b>	<b>901,153</b>	<b>776,584</b>

*The accompanying notes are an integral part of these financial statements*

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Statement of Cash Flows**  
*For the year ended March 31, 2014*

	2014	2013
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Excess (deficiency) of revenue over expenses	124,569	(230,671)
Amortization	43,359	77,112
	167,928	(153,559)
Changes in working capital accounts		
Accounts receivable	13,998	6,926,044
Prepaid expenses and deposits	(27,282)	(338,610)
Accounts payable and accruals	(573,426)	(4,504,597)
	(418,782)	1,929,278
<b>Financing</b>		
Working capital payable to Province of Manitoba	141,000	449,600
<b>Investing</b>		
Working capital receivable from agencies	(141,000)	(449,600)
Purchase of capital assets	(18,086)	(25,153)
	(159,086)	(474,753)
Increase (decrease) in cash resources	(436,868)	1,904,125
Cash resources, beginning of year	2,973,306	1,069,181
<b>Cash resources, end of year</b>	<b>2,536,438</b>	<b>2,973,306</b>
<b>Cash resources are composed of:</b>		
Cash	1,846,552	2,283,420
Marketable securities	689,886	689,886
	2,536,438	2,973,306

The accompanying notes are an integral part of these financial statements

# **First Nations of Northern Manitoba Child and Family Services Authority**

## **Notes to the Financial Statements**

*For the year ended March 31, 2014*

### **1. Incorporation and nature of the organization**

The First Nations of Northern Manitoba Child and Family Services Authority ("the Authority") has been incorporated under the Child and Family Services Authority Act, which was proclaimed by the Province of Manitoba on November 24, 2003.

The mandate of the Authority is to administer and provide for the delivery of child and family services in Manitoba to people who are members of the northern First Nations, people who identify with those northern First Nations and others as determined in accordance with protocols established in the regulations which form part of the Child and Family Services Authority Act. The Authority is exempt from income taxes under Section 149(1)(1) of the Income Tax Act.

On June 10, 2002 legislation to create the First Nations of Northern Manitoba Child and Family Services Authority was introduced in the Legislative Assembly. Royal Assent was received on August 9, 2002. The Child and Family Services Act came into force upon proclamation on November 30, 2003. All assets and liabilities of 4601149 Manitoba Association Inc. as of November 30, 2003 were transferred to the First Nations of Northern Manitoba Child and Family Services Authority on December 1, 2003.

### **2. Significant accounting policies**

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

#### ***Financial instruments***

The Authority recognizes its financial instruments when the Authority becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

The Authority subsequently measures investments in equity instruments quoted in an active market and all derivative instruments at fair value. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the statement of operations for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

#### ***Cash and cash equivalents***

Cash and cash equivalents include cash and marketable securities with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

#### ***Revenue recognition***

The Authority follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Other revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

# First Nations of Northern Manitoba Child and Family Services Authority

## Notes to the Financial Statements

For the year ended March 31, 2014

### 2. Significant accounting policies *(Continued from previous page)*

#### *Capital assets*

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the straight-line method at the following rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment	3 years
Computer software	5 years
Office equipment	5 years
Furniture and equipment	5 years
Leasehold improvements	5 years

In the year of acquisition, amortization is taken at one half of the above rates.

#### *Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in the statement of operations in the periods in which they become known.

#### *Long-lived assets*

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Authority performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when undiscounted future cash flows from its use and disposal are less than the asset's carrying amount. Impairment is measured as the amount by which the asset's carrying value exceeds its fair value. Any impairment is included in the statement of operations for the year.

### 3. Financial instruments

The Authority, as part of its operations, carries a number of financial instruments. It is management's opinion that the Authority is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

### 4. Marketable securities

	2014	2013
Royal Bank of Canada Money Market Fund	689,886	689,886

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2014*

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**5. Accounts receivable**

	2014	2013
GST receivable	54,663	65,010
Province of Manitoba	916,473	884,262
Other	97,252	231,894
Allowance for doubtful accounts	1,068,388 (180,031)	1,181,166 (278,811)
	888,357	902,355

**6. Capital assets**

	Cost	Accumulated amortization	2014 Net book value
Computer equipment	290,715	253,344	37,371
Computer software	28,412	28,412	-
Office equipment	61,043	61,043	-
Furniture and equipment	161,675	141,053	20,622
Leasehold improvements	9,720	6,804	2,916
	551,565	490,656	60,909

	Cost	Accumulated amortization	2013 Net book value
Computer equipment	276,939	211,999	64,940
Computer software	28,412	28,342	70
Office equipment	61,043	61,043	-
Furniture and equipment	157,365	141,053	16,312
Leasehold improvements	9,720	4,860	4,860
	533,479	447,297	86,182

**7. Working capital receivable from agencies**

The working capital receivable from agencies represents amounts advanced to agencies to provide required cash flow for operations to support the administration of payments related to the maintenance of children in care. The amounts are non-interest bearing and are due on demand at the end of each annual contribution agreement with each agency until such time that a new contribution agreement with each agency has been entered into.

**8. Accounts payable and accruals**

	2014	2013
Accounts payable	83,630	64,750
Accruals	219,511	181,081
Accounts payable to agencies	2,654,726	3,285,462
	2,957,867	3,531,293

**First Nations of Northern Manitoba Child and Family Services Authority**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2014*

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**9. Working capital payable to Province of Manitoba**

The working capital payable to the Province of Manitoba represents amounts advanced to the Authority in order for the Authority to provide cash flow advances to the various agencies which deliver the services administered by the Authority. The amounts are non-interest bearing and are due on demand at the end of each annual contribution agreement with the Province of Manitoba until such time that a new contribution agreement with the Province of Manitoba has been entered into.

**10. Internally restricted net assets**

	<b>2014</b>	<b>2013</b>
Capital assets	50,000	50,000
Unfunded positions	100,000	100,000
Repatriation	20,000	20,000
Information technology	408,240	196,680
Aging out initiative	62,040	-
Educational outcomes	25,000	-
	<b>665,280</b>	<b>366,680</b>

**11. Externally restricted net assets**

Externally restricted net assets represents the unspent portion of Transition Grant Funding received from the Province of Manitoba. The grant is to be used for the Aboriginal Justice Inquiry - Child Welfare Initiative one-time transition activities connected to the establishment of the Authority and to assist Family Service Agencies in extending their operations.

	<b>2014</b>	<b>2013</b>
Authority development	136,480	136,480

**12. Economic dependence**

The Authority's primary source of revenue is from the Province of Manitoba. The funding can be cancelled if the Authority does not observe certain established guidelines. The Authority's ability to continue viable operations is dependent upon maintaining its right to follow the criteria within the provincial government guidelines. As at the date of these financial statements the Authority believes that it is in compliance with the guidelines.

**13. Commitments**

The Authority has entered into operating lease agreements for office space and equipment. These agreements result in commitments over the next 5 years as follows:

2015	162,292
2016	144,293
2017	9,200
2018	4,000
2019	4,000

## ACKNOWLEDGEMENTS

The Northern Authority would like to pay a special acknowledgement to the late Madeline Spence who served on the Northern Authority Elders Council.

The Northern Authority would also like to acknowledge the commitment and hard work of the entire staff of the Northern Authority, members of the Elders Council, staff and Board from each of the seven northern First Nation CFS agencies, northern Manitoba First Nation Chief & Councils, as well as MKO and, in particular, Grand Chief David Harper, MKO CFS Portfolio Chief Cathy Merrick, and former MKO CFS Portfolio Chiefs Jerry Primrose and Jack Dysart. We wish Jerry and Jack all the best in their future endeavors.

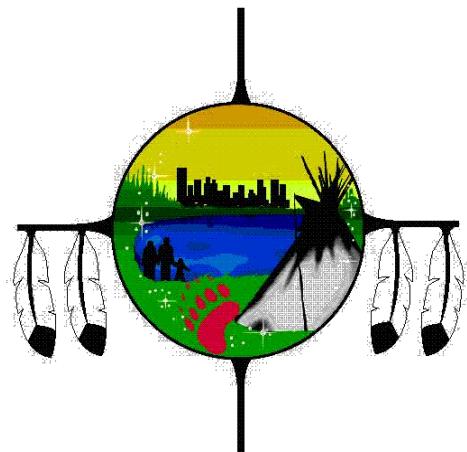
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