



CHILD & FAMILY ALL NATIONS  
COORDINATED RESPONSE  
NETWORK

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ANNUAL REPORT

April 1, 2009 – March 31, 2010



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# OUR MISSION AND VISION

## Mission

As the point of entry for child and family services in Winnipeg, ANCR is a leader in providing quality services that protect and advocate for children and families.

ANCR works to empower families to support their children in their homes and communities.

ANCR practices a strength-based approach, recognizing that families and community are partners in this collective work.

ANCR is committed to supporting families and children reach their fullest spiritual, mental, emotional and physical capacity in ways that recognize and respect all cultures.

## Vision

ANCR recognizes and supports the rights of children to develop within safe and healthy families and communities, and recognizes that First Nations and Métis people have unique authority, rights and responsibilities to honour and care for their children.

## ANCR BACKGROUND

The Child and Family All Nations Coordinated Response Network (ANCR) became a new agency on February 3, 2007, and assumed responsibility for all intake and emergency child welfare services in Winnipeg, Headingley and East and West St. Paul, Manitoba. This change in service arrangements was implemented as part of the Aboriginal Justice Inquiry – Child Welfare Initiative. The year prior was a transitional period during which the Joint Intake Response Unit (JIRU) at Winnipeg Child and Family Services prepared to operate as ANCR. During this transitional period, from mid 2006 to February 2007 an Interim Board with representatives from the four child welfare authorities met regularly to plan the development of ANCR, to secure sufficient funding, hire staff and to provide definition to ANCR's programs.

The board then accepted the mandate to be the initial point of service for children and families requiring child protection services and assistance, and for members of the community reporting child protection issues. ANCR's responsibility was to ensure that cases are responded to promptly and are then transferred to the appropriate authority and agency when ongoing service is required.

ANCR operates as a private agency under the First Nations of Southern Manitoba Child & Family Services Authority, governed by a Board of Directors and managed by an Executive Director and a Senior Management team. The mandate includes building a skilled and capable staff team, reflective of the community that ANCR serves.

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## MESSAGE FROM THE BOARD CHAIR

### “Change for the Better”

ANCR is in the process of change for the better. We realize that, as a relatively new organization, change is necessary. We believe all the changes we are making will have a positive impact for our service in the community.

ANCR embarked on a Change Management Process in 2009, primarily in response to the ANCR Service Model Review conducted by the Southern First Nations Network of Care (SFNNC). Patrick Falconer and Angela Chotka were retained by the SFNNC to support ANCR in this challenging undertaking. They have assembled excellent development teams, bringing staff and external partners together to look at key areas of organizational change. These teams will be making recommendations about improving the working environment at ANCR, with the aspiration of becoming an employer of choice. We want to thank all members of these teams for their continued hard work.

The Province’s Department of Family Services and Consumer Affairs has also contributed to the development process at ANCR by retaining a service model expert to support ANCR in reviewing its service delivery model. John Leggat is coordinating the agency’s response to the recommendations of the Quality Assurance Review. He is working collaboratively within and beyond the organization to identify best practice, and strategies for improving the quality of service provided at ANCR.

ANCR has also contracted a Human Resource Consultant to take the lead in improving the HR function within the agency. Don McIntosh was hired to consult on HR matters and to facilitate negotiation of the new agreement with the Manitoba Government Employees Union. He will also support the development of personnel policies and will be taking part in the HR Development Team.

Once change has been implemented a key to successfully maintaining organizational excellence is a strong Management Team. The Board of Directors recognizes the importance of investing in training and support for the senior managers and supervisors at ANCR to ensure they have the resources to succeed in their work. We thank the management team for their leadership through this time of change.

Last, but not least, the Board of Directors will ensure the organization is well governed in order for ANCR to do the best job possible for our families and children. The directors have been working hard to learn the Carver Model of Policy Governance, under the guidance and coaching of Susan Rogers from Rogers Leadership Consulting. This model combined with the knowledge and experience of the directors will ensure a governance model that will put ANCR in the forefront of policy governance.

The Board of Directors would like to thank everyone involved in the organization, authorities, staff, volunteers, consultants, agency collaterals and community partners, for their dedication as partners in the change process. We believe this change will be for the better, and in the long term, will make a significant difference for our children, families and communities.

Respectfully submitted,

Dan Highway, Chair

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## INTRODUCING THE BOARD

**DAN HIGHWAY [BOARD CHAIR]** is a member of Barren Lands First Nations and understands the issues that Aboriginal people face in Northern Manitoba. He retired from Manitoba Highways & Transportation, Human Resources in Equity and Diversity where he served for 23 years and developed numerous employment equity programs to promote the development and recruitment of the Aboriginal workforce.

**Carole Shankaruk** is an Aboriginal Social Worker who is currently working for the River East Transcona School Division in the capacity of Aboriginal Community Networker. In this role Carole oversees the Aboriginal Academic Achievement Portfolio for the Division. Carole has participated in presenting on numerous Aboriginal Perspectives workshops, assisting to promote academic success for Aboriginal students, families, and communities at large.

**DAVE RUNDLE** is a member of Ebb & Flow First Nations and is now retired from work in child welfare. He has given over 25 years of service, most recently in the capacity of Executive Director at both Southeast and Anishinaabe Child & Family Services. He understands the issues of the Aboriginal community both rural and city and continues to advocate for their needs.

**JAN BURNS** – Jan is currently an employee of the Province of Manitoba, Department of Justice and is currently the Coordinator of Training at the Manitoba Youth Centre and a member of the Provincial Female Advisory Committee. She has 36 years experience of working in Youth Corrections with a variety of responsibilities, with a particular interest and expertise in dealing with female youth.

**RICHARD BENOIT** is the past Directeur of the M.Ed. program at the College Universitaire de St. Boniface where he still teaches part-time. He has also served as a board member at Child and Family Services of Central Manitoba, serving a number of years as Board President.

**Sharon Conway** currently works as the Director of Provincial Education for the Manitoba Métis Federation, where she is working on larger issues such as policy. She is also in the process of completing her Masters of Education as part of a small cohort group focusing on adult education with an Aboriginal focus. Sharon joined the ANCR board in January 2010.

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## MESSAGE FROM THE INTERIM EXECUTIVE DIRECTOR

When ANCR and its partners look back on this year, I hope that it will be remembered as the beginning of a shared sense of possibility. As the mandated agency to provide intake services to Winnipeg, East St. Paul, West St. Paul and Headingley on behalf of all four Child and Family Services Authorities and 18 mandated Child and Family Service Agencies, ANCR has faced unique challenges in its growth and maturity. In 2007 ANCR “went live” equipped with the principles of the Aboriginal Justice Inquiry-Child Welfare Initiative, a framework of provincial service standards, and an intake system that was designed and developed to provide services to one agency under provincial authority. The opportunity came this year to begin to finally begin to build the operations and service models that will allow ANCR to fulfill its mandate.

The opportunity for change came with the Service Model Review, jointly conducted by The Southern First Nations Network of Care (our mandating authority) and the Province of Manitoba’s Child Protection Branch. The review was thorough, spanning a one year period, and included a scan of other intake services throughout Canada, a comprehensive data gathering and analysis from ANCR’s current operation, a thorough review of ANCR’s current service delivery system, and a survey of ANCR staff, collaterals and key stakeholders. The Service Model Review was released at the end of this fiscal year with 54 constructive recommendations that place ANCR firmly on the path of change. The Service Model Review lays the foundation for ANCR to build and grow, and strengthens our belief that we can and will achieve our goals of excellence in intake service provision.

The Service Model review coincides conveniently with the provincial movement towards Differential Response in Child Welfare Services. The Differential Response Initiative represents a commitment to providing child welfare services from a strengths-based perspective, working together with families to decrease risk to their children and preserving the family unit. Differential Response recognizes that effective Child Welfare Services consist of both prevention-focused and protection-focused services. High risk cases will still require child protection investigations to ensure the safety of children. Differential Response will provide an option for families that present as low and medium risk, to capitalize on their strengths as a family to decrease the risk to their children and prevent the need for further Child Welfare Services. Differential Response also provides for community and service partnerships to better meet the needs of the families and communities persistently engaged with child welfare. ANCR completed and submitted a proposal to the Southern First Nations Network of Care to implement three pilot projects across the CRU, Intake and Family Enhancement Programs. Once approval is received, we will proceed to pilot differential response within ANCR, with the goal of establishing innovative and effective models which will assist ANCR in its overall service model development.

In January 2010 The ANCR Board of Directors and The Southern First Nations Network of Care formally announced that ANCR was embarking on a three year development process. This process has been founded in principles that echo the spirit of the Aboriginal Justice Inquiry – Child Welfare Initiative, and which speak to a commitment to build levels of support and cooperation in the workplace. ANCR’s developmental growth will

focus on strengthening the organization as an employer and as a child welfare service provider. With a strengthened vision of the kind of organization we want and need to be, there is strong evidence to suggest that ANCR's staff team and our partners will accomplish the great tasks ahead of us.

It was from necessity that ANCR began its work with a largely seconded workforce. ANCR continues to work towards developing and stabilizing an ANCR workforce that is representative of the population it serves. ANCR is working on the development of a strong and effective recruitment and retention strategy which will assist the organization in obtaining a culturally diverse and representative workforce, with a focus on First Nations and Métis peoples. ANCR has been very fortunate as it has benefited greatly from the skills and experience of its seconded employees who have provided a solid foundation to build upon. As we move forward, the agency is exploring mechanisms, such as reciprocal agreements with the Province of Manitoba that will allow us to maintain the skills and experience of our workforce.

A key challenge for ANCR as a 24-hour, essential service organization is to balance the provision of service to children and families with the time and energy needed for organizational change and development. The progress that ANCR has made and continues to make has only been possible through the hard-work, commitment and dedication of the staff at ANCR. My deepest thanks to each and every employee of ANCR for your consummate work, your commitment to children and families and the level of integrity you demonstrate each and every day. I recognize that the volume of work has yet to decline and the needs of children and families continue to become more complex. This requires all staff to work harder and become more creative in our approach to service provision. I continue to be thankful and amazed at the dedication of the agency's staff in persevering in helping families and ensuring the safety of children. At the same time I want to recognize and thank the staff for their commitment and dedication to making ANCR an exceptional organization on all fronts. ANCR employees continue to invest time and energy in ANCR's development and success. They are the foundation of our agency and it is only with their support, resiliency, knowledge, expertise and unwavering commitment to the work that ANCR will achieve all it aspires to.

I would also like to thank our Board of Directors for their support, dedication and commitment to our agency. The Board has demonstrated patience, guidance and leadership as ANCR continues to grow and develop. They continue to show their devotion to supporting the staff and the agency as it strives to provide excellent intake services.

ANCR values and appreciates the support, leadership and assistance of its mandating authority, The Southern First Nations Network of Care. It has been of great benefit to the agency to have the guidance, expertise and commitment of the authority as ANCR continues on its path of development and growth. ANCR also would like to thank all four of the Child and Family Services Authorities, who make up ANCR's Joint Management Group. We are honoured to be given the mandate to provide intake services on behalf of all four authorities and we strive to provide culturally representative services on your behalf. Your knowledge, support and leadership contribute and assist ANCR as it strives to achieve its vision and mission.

Sandie Stoker – Interim Executive Director

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# ANCR DEVELOPMENT PROCESS

ANCR is a recently established agency that has taken on a pivotally important function in the restructured child and family service (CFS) system. When ANCR was first mandated in February 2007, there were no existing models of child and family service intake agencies operating in a concurrent jurisdiction system. Accordingly, the agency's service model and organizational structure were developed based on the best available information and the broad input of stakeholder groups.

A lot has been learned in ANCR's first years of operation. Building on the lessons learned, on January 18, 2010, the ANCR Board of Directors announced the start of a three-year development process. The development process also addresses the findings of a Service Model Review recently completed by the Southern First Nations Network of Care and the Child Protection Branch.

The three-fold goals of the development process are to:

- Build a stronger, more vibrant organization
- Provide significantly improved child and family intake services
- Make ANCR a workplace of choice

With the support of the Southern First Nations Network of Care and the Joint Management Group, and after consultation with the Manitoba Government and General Employees' Union (MGEU – the union representing ANCR staff), the ANCR Board developed a set of principles to guide the development process.

Grounded in the paramount concern for the safety, security and well-being of children and families, the following principles were adopted:

- Recognition of ANCR's critical responsibilities and unique challenges
- Responsibility for addressing current difficulties
- Focus on go forward basis/aspirations
- Commitment to partnership
- Participatory planning processes
- Respect for both Aboriginal and non-Aboriginal values, traditions and practices
- Respect realistic capacities for change

As one of the measures taken to address the principles of partnership and participatory planning, two new bodies have been established to support developmental activities.

Senior Coordinating Group (SCG): With senior representation from the four CFS Authorities, the Child Protection Branch and ANCR senior management, the initial responsibilities of this body are to oversee the development of a comprehensive change management plan and to recommend the plan to the ANCR Board of Directors and the Southern First Nations Network of Care.

Change Management Implementation Committee (CMIC): With representation from the same groups as the SCG, and supported with staff and union representation, the initial responsibilities of this body are to draft the comprehensive change management plan and to help coordinate the work of Development Teams which will develop recommendations for improvement.

Progress to March 31, 2010

Work has focused on the non-service goals set for the development process. Major accomplishments to March 31, 2010 include:

The completion of a series of consultation sessions jointly planned and hosted by ANCR senior management and the MGEU to invite ANCR staff to identify priority areas to improve organizational and workplace health.

The joint preparation and release of a report on the findings and major themes that emerged from the staff consultation sessions.

The establishment of six Development Teams, including the election of staff representatives and the recruitment of external resource persons, to develop recommendations in the areas of:

- Communication, Engagement and Participation
- Cultural Diversity and Strength
- Human Resources
- Labour Relations
- Mentorship and Staff Development
- Staff Wellness

Looking Ahead

Work in the coming months will continue to focus on the non-service goals but will also include an increasing focus on identifying the measures required to improve services.

On the non-service side, the Development Teams are responsible for tabling final reports by early July, including recommendations related to their respective areas of focus. Work will be undertaken over the summer months to review the recommendations and support the development of a comprehensive action plan.

On the service side, a series of consultations will be held with ANCR staff to review and discuss the findings from the Service Model Review. Concurrently, a short-term plan will be developed and implemented to address the Review findings that require the earliest attention. Plans will also be developed for broader consultations related to service improvements with the four CFS Authorities and their agencies, as well as with collateral groups.

### ABUSE

ANCR is mandated to investigate and assess all allegations of abuse within the city of Winnipeg, East St. Paul, West St. Paul and Headingly on behalf of all Child and Family Services agencies in the area. The regulation which places this responsibility on ANCR shapes an Abuse investigation program with highly dedicated staff, a strong investment in training, and a commitment to strong partnerships with community and collateral groups.

There are 35 positions in the Abuse Investigations Program. This includes a Program Manager, 3 Supervisors, 22 Abuse Investigators, 2 Child Exploitation Investigators, 4 Administrative Support Workers, 2 Administrative Typists, and 2 Case Aides. There are three abuse investigation units. Each unit has 8 Investigators, one supervisor and 1 administrative support worker. An additional administrative support person is designated to provide support to 4 Child Abuse Committees. Case Aides and Administrative Typists provide support to the program as a whole.

The Abuse Units divide the responsibility for investigation along the lines of the four Child and Family Services Authorities. One unit represents the First Nations of Northern Manitoba Child and Family Services Authority and the First Nations of Southern Manitoba Child and Family Services Authority. The second unit represents the General Child and Family Services Authority and the Métis Child and Family Services Authority. The third Abuse Unit addresses high caseloads in the other two units.

The responsibility of the Abuse Investigation Program is to ensure that children receive protective services as outlined in the Child and Family Services Act and to complete thorough investigative assessments on behalf of all Child and Family Service Agencies within ANCR's jurisdiction. To this end the Program works collaboratively with all external collaterals including medical professional and police services to ensure that all investigations are conducted with due diligence. It is the Abuse Program vision to ensure that the families are provided service in a respectful manner and that the best interests of the children are upheld.

The Abuse Investigation Program also coordinates and operates four local child abuse committees in accordance with The Child and Family Services Act, Section 19(1). The regulation states that "each agency shall, in accordance with the regulations, establish a child abuse committee to review cases of suspected abuse of a child and to advise the agency concerning what actions, if any, may in its opinion be required to protect the child and other children." The committees are an important part of the process, ensuring that ANCR is following through with the vision of protecting children and servicing families.

The ANCR Abuse Investigation Program is an active participant in the Manitoba Street Reach Initiative, which is mandated to identify and connect with children and youth in need of being protected from sexual exploitation, reduce and eliminate the sexual exploitation of children and youth by assisting and providing them with opportunities and strategies to recover from sexual exploitation, identify and investigate the predators who are sexually abusing children and youth in the sex trade, and co-ordinate services to find missing children and youths. ANCR has two child exploitation investigators who conduct all abuse investigations on children and youth who are at risk of being sexually exploited. The investigators also

work as part of the multi-disciplinary Street Reach team in the coordination of services to this highly vulnerable and exploited population of children.

The ANCR Abuse Investigation Program is also an active partner in the development of a Winnipeg-based Child Advocacy Centre. ANCR is a member of the Child Advocacy Centre Partners working group and a key participant on the Winnipeg Service Model Sub-Committee. A Child Advocacy Centre is a child-focused centre in which representatives from all relevant disciplines, i.e. police, child protection, justice and medical, work together, conducting joint forensic interviews and making team decisions about the investigation, treatment, management and child abuse cases. The primary goal of all a CAC is to ensure that children are not further victimized by the intervention systems designed to protect them. This includes providing culturally appropriate services to the child, family and community, providing abuse investigation services in a child friendly facility, preventing further trauma to children caused by multiple contacts with different professionals and providing linkages and access to treatment and support services.

During the past fiscal year the Abuse Investigations Program focused on recruitment, orientation and training of staff for the third abuse unit which includes the Child Exploitation Investigators. At the beginning of April 2009 there were 11 vacancies in the program. At the end of March 2010 five vacancies remained.

There was an increase in the total number of referrals from 1,426 in 2008-2009 to 1,514 in 2009-2010, for an increase of 6%.

***Service statistics for Crisis Response can be found in Appendix A.***

## **CRISIS RESPONSE UNIT (CRU)**

In accordance with the Joint Intake and Emergency Services by Designated Agencies Regulation, 183/2003, The Crisis Response Unit (CRU) is responsible for providing the initial screening of all referrals to Child and Family Services to determine if the family is eligible for services and for responding to all emergency child welfare referrals where a child is in immediate need of protection. The goal of the Crisis Response Unit is to ensure that all children and families have access to the services needed to ensure the safety of children and preserve the family unit as a whole. If the Crisis Response Unit determines that a person or family is currently receiving services from another agency or a child is currently in the care of another agency ANCR will notify the other agency and with that agency, develop a plan for providing services to the person or family.

The CRU also provides referrals and linkages to other relevant programs and services offered by both ANCR and external community agencies. Therefore, it is crucial that the program establishes joint working relationships with internal/external agency teams and establishes positive working relationships with key community collaterals. The CRU also efficiently and effectively assists and redirects non child welfare matters to appropriate community agencies.

The CRU Program consists of a total of 16 staff, including: 1 Program Manager, 2 supervisors, 12 CRU social workers, and 1 administrative support person. Each day there is six social work staff assigned to receive incoming phone calls from the community and six social work staff designated to respond to written and walk-in referrals and attend to child welfare emergencies in the community. If the regular staff are away on vacation, training or on days when CRU anticipates high volume/intakes four casual staff are available to be scheduled to work.

***Service statistics for Crisis Response can be found in Appendix B.***

## **AFTER HOURS UNIT (AHU)**

In accordance with the Joint Intake and Emergency Services by Designated Agencies Regulation, 183/2003, is mandated to provide all emergency child welfare services from 4:30 p.m. to 8:30 a.m. Monday to Friday, 24 hours a day on Saturday and Sunday, and all statutory holidays. The AHU also receives requests to provide emergency services on behalf of all mandated CFS agencies in Winnipeg. If, in the course of providing child and family services, it is determined that a person or family is currently receiving services from another agency or a child is currently in the care of another agency, the AHU will provide the required service and will notify the service providing agency by the beginning of the next working day. It is essential that the AHU establishes and maintains solid communication and healthy working relationships with our CFS partner agencies, as we work collaboratively together in service of our children and families.

The AHU Program consists of a total of 18.5 staff positions, including: 2 Supervisors, 27 Social Work staff (part-time and full-time) and a part-time Administrative Assistant. In addition, the AHU also has a roster of 23 casual staff. On average there are six staff on duty from 4 p.m. to 2 a.m. and two overnight staff from 10 p.m. to 8 a.m. A Supervisor is on sight from 3 p.m. to 1 a.m. and then on call for the remainder of the shift. All field work in the community is completed in teams of two and therefore ANCR has the capacity to respond in-person to three requests at any given time. ANCR also utilizes an answering service which will take information from callers if all staff is unavailable due to existing service requests.

There was a 6% decrease in the number of telephone calls received at CRU and AHU this fiscal year compared with the previous year. This was accompanied by minor decreases in the number of intakes opened by the two units.

***Service statistics for After Hours can be found in Appendix B.***

## **ANCR HEALTH SCIENCE CENTRE MEDICAL LIAISON SOCIAL WORKER**

The potential for meaningful partnership with the wider community has been demonstrated in the liaison strategy that ANCR and the Health Sciences Centre (HSC) have developed together this year. Through ongoing discussions and problem solving, a liaison position was proposed in partnership with the Health Sciences Centre (HSC) Social Work department. This Medical Liaison Social Worker will allow ANCR to assist the health care professionals and ANCR Social Workers to coordinate child protection concerns and needs. The Medical Liaison will be located at the HSC and spend a majority of their time at the HSC within the Women's and Child Health Program. The position was posted in January and interviews held in February and March.

## **INTAKE**

In accordance with the *Joint Intake and Emergency Services by Designated Agencies Regulation, 183/2003*, Tier Two Intake is responsible to provide intake services on behalf of the Child and Family All Nations Coordinated Response Network (ANCR). This responsibility includes providing child protective services, assessing the need for on-going service by a mandated child welfare agency under Part II or Part III of the *Child and Family Services Act*, and transferring service to the appropriate mandated Child and Family Services agency. The intake program provides crisis intervention and stabilization, and conducts assessments and investigations on allegations of neglect, which may include the apprehension of children to ensure their safety. If it is determined that the family is in need of further services, Tier II Intake completes a referral on

behalf of the family to other ANCR programs, such as Family Enhancement, other community services and to other CFS agencies for on-going service.

The Tier II Intake Program has a staff team of 32, including: 1 Program Manager, 4 Supervisors, 24 Intake Social Workers, 4 Administrative Support Workers, 2 Case Aides and 1 Legal Clerk.

The Intake Program has seen a significant decrease in the number of referrals to the program and the number of families transferred to receive on-going child welfare services. In the previous year, the number of referrals to Tier II Intake decreased from 3341 to 2484, representing a decrease of 26%. The number of families transferred for further CFS services had a slight decrease from 1109 to 1070, representing a decrease of 4%. The number of children in care file referrals also decreased from 554 to 388, or 30%. From April to December 2008, the intake teams continued to be defined according to assigned geographic jurisdiction and the program contained two units, a North Intake unit and a South Intake unit with two teams in each unit. In December 2008, the Intake Program began piloting a non-geographic boundaries approach to balance case load assignments between the four units. This was unable to be evaluated in the fall of 2009 as previously scheduled due to changes in staffing at the Senior Management level. The evaluation will be reviewed within the next few months to determine if the desired outcomes of balanced workload between units and the resulting positive impact on service delivery were achieved.

***Service statistics for the Family Enhancement program can be found in Appendix C.***

## **FAMILY ENHANCEMENT**

Family Enhancement (FE) is the home of ANCR's preventative service programs. Using a strength-based model, FE seeks to reduce or eliminate the need for protective services among families at risk. FE receives referrals from ANCR and all mandated CFS agencies and provides a holistic, wrap-around, culturally appropriate, supportive framework for families to assist them in building their family's strengths and community resources.

Services are provided on a continuum which includes Family Service Teams, Family Resource Centers and the Independent Youth Skills Program. There are two Family Service Units, one serving First Nations families and another primarily serving the Métis and General population, a Métis/General Resource Centre and Waa Pina Kosiis Miiki Waahp Resource Centre (also known as Snowbird Lodge).

The Family Service Units consist of 2 supervisors and 13 social workers. Each social worker provides concentrated supportive services to a maximum of 20 families for up to 90 days. The goal of the Family Services Units is to provide intensive and culturally relevant programs and services to support families in decreasing the risk to their children and prevent them from requiring further involvement with the Child and Family Services system.

The Family Resource Centres' staff work with the Family Services teams by providing holistic and wrap around community based services to ANCR's Service Teams' that refer families, external agency referrals and self-referrals. The services at the Family Resource Centres are delivered through supportive prevention and intervention focused group and individual programs. The Teams provide coordinated services to individuals and families receiving services from the Family Enhancement Program by utilizing a "one family, one plan, one team" protocol.

Snowbird Lodge Family Resource Centre has experienced a significant increase in families attending the Centre to receive services. Programs have been developed by the Centre's social workers and cultural program staff to meet the needs of families requesting specific programming to address their families' needs. Snowbird Lodge includes support from Elders and Elders' Helpers who ensure all programming is delivered with a cultural component. Traditional teachings, Pow Wow and Drum teachings, cultural events and ceremonies are made accessible to families as well as to all of ANCR's staff. Snowbird Lodge's Administrative Support staff welcomes families to the Centre, its resources and services.

The Métis/GA Family Resource Centre staff consists of a team of social workers and a Métis cultural worker who develop and deliver programming to families referred through the same three streams, working closely with the Métis – General Family Services Team to provide supportive prevention and intervention focused programs. The Métis/GA FRC also includes a Medical Clinic/Nurse who holds clinics to provide services to children in the areas of the Four Authorities.

The Independent Youth Skills Program is a new program which provides Employment and Income Assistance referrals, life skills and recreational support services, over a 90 day period, to youth ages 16 and 17 who are transitioning to independence. The IYS Program is part of the overall Family Enhancement Differential Response for Child and Family Services' continuum of care. The IYS Program consists of a team of two EIA Liaison Coordinators, who work with the Family Enhancement teams to deliver services to youth and their families. The IYS program works on the premise that in order to successfully transition youth into adulthood, youth need belonging, mastery, generosity and independence mentored as part of their overall development as young adults.

***Detailed service statistics for the Family Enhancement program can be found in Appendix D.***

## **EMERGENCY PLACEMENT RESOURCES**

Emergency Placement Resources (EPR) provides emergency placements for children in the care of any child welfare agency in Manitoba. During the past year children from agencies with all four of the Authorities have used the services of emergency resources. On average there are about 300 children in emergency placements managed through EPR.

There are a variety of emergency placement services coordinated through EPR including emergency foster homes (managed by the Family Connections program at B & L Homes) and the CLOUT program at Ma Mawi Wi Chi Itata Centre. Staff in both these programs have worked closely with us to ensure quality, timely emergency care for children 0 – 8 years. The Family Connections Program is available for placement 24 hours a day, 7 days a week which reduces the need for children to be placed in an emergency resource by the ANCR After Hours Unit and then moved to an emergency foster home the next day.

The Emergency Shelters managed directly by EPR provide the remainder of emergency shelter services. These facilities are available for children aged 0 – 17 years. The objective length of stay in an EPR shelter is 30 – 90 days which provides an opportunity to assess needs and constructively plan for the stability of the next placement or return to home. The homes accommodate anywhere from 1 to 6 children, with most homes being licensed for 3 children. Our objective is to place the child in the most appropriate setting available, keeping in mind the needs of the child being placed, needs of children already in the home and the goal of placing sibling groups together (if in the best interests of the siblings). There are three 6 bed homes specifically designed to accommodate sibling groups. Emergency placement coordinators are responsible for supervising child care support workers and working collaboratively with the placing agency social worker to develop an individual program and placement plan for the child in the home.

About 250 Child Care Support Workers (C.C.S.W.'s) work in the shelter placements. We continue to recruit and hire C.C.S.W.'s on an ongoing basis and have developed a hiring and orientation team, in consultation with Human Resource Services that completes all the parts of the hiring process and orientations. Effective Communication Skills and Non-Violent Crisis Intervention Training are mandatory training for Child Care Support Workers, and specific EPR coordinators conduct Effective Communication Skills training and Non-Violent Crisis Intervention training to all our staff several times a year.

The EPR program recognizes that emergency placement is an essential part of the placement options available to children. The reality of child welfare work is that there are frequently situations in which children require a place to live on an emergency basis. At EPR, we feel our role of providing safe and welcoming emergency placements is critical for children who are experiencing significant change and loss in their lives. Our child care support workers and foster parents frequently become attached to the children in their homes and find it difficult to see them move on. At the same time social workers sometimes want the children in their care to remain in the emergency placement because they have observed the child settle and form some attachments. It is always good to get positive feedback regarding the care provided in our emergency resources, however it also creates a challenge for us to be clear about our role of providing the best emergency placement possible and prepare children to move on to long term placements or return home.

The EPR program continues to be managed by Winnipeg Child and Family Services and co-located with ANCR. The plan to have EPR transition to being a program of ANCR is being developed and in the meantime we appreciate the unique opportunity we have to work with agencies, social workers and children associated with all Four Child and Family Service Authorities.

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# HUMAN RESOURCES

ANCR, in its service provision and employment practices, recognizes that our primary resources are human resources. The work of building and supporting a strong staff team falls significantly upon ANCR's Human Resource Services. This unit plans, organizes and directs all aspects of the human resource function at ANCR, including employment, compensation and classification, labour relations and employee relations. Development and promotion of comprehensive human resource policies and programs is key as ANCR progresses in its aspiration to be an employer of choice. Provision of advice and guidance on the interpretation of human resource policies and collective agreements is also included.

Staff Complement as at March 31, 2010:

Direct Hired Employees	108
Seconded employees	56
Vacancies	19

Human Resource Activity during the year:

Number of Competitions	124
Number of New employees	64
Employees leaving positions (terminations, resignations, retirements)	27

ANCR has been mandated to designate 53% of its positions to be filled by an Aboriginal person. As at March 31 2010 the organization employed 63 Aboriginal employees out of a total of 164 positions. This figure represents 38% of the full staff complement.

ANCR has initiated discussions with the Province of Manitoba to complete a Reciprocal agreement which had been intended from the time ANCR transferred from the Province. Discussions have included the recognition of calendar and accumulated service between the Province and ANCR, recognition of earning rates for sick leave, vacation and severance pay. This agreement, when signed, will provide the opportunity for all seconded staff to transfer permanently to ANCR without loss of benefits. Conversely an ANCR employee can transfer to the Province without loss of benefits.

During the 2010/2011 fiscal year ANCR and the MGEU will negotiate their own Collective Agreement separate from the current agreement between the Province of Manitoba and ANCR. This agreement will attempt to build in benefits and working conditions that reflect the cultural diversity of the organization and to promote the organization as an Employer of Choice.

The Change Management process, currently underway throughout ANCR has particular resonance for the work of Human resources. Aspirations have touched both directly on the need for strong human resource policy and practice, and also on the importance of developing a representative, diverse and highly skilled workforce. The human resource staff team has actively participated in the discussions to date, and anticipate tremendous opportunities to serve the organization as it strives for excellence as an employer and a service provider.

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## FINANCE AND ADMINISTRATION

The Finance and Administration Department of ANCR works in partnership with all other functions and programs to ensure effective planning and operations now and in the future. Our daily functions include banking and accounts reconciliation, preparing and monitoring the annual budget, monthly financial reporting and analysis, risk management of agency assets, payroll and benefits administration, accounts payable, reporting to the board of directors and coordinating the process for the annual external audit.

In addition to these standard functions, finance plays an important role in the management of Child Maintenance functions. This involves working in cooperation with ANCR social workers, partner agencies and with the Province of Manitoba, to track child placements and related expenditures, and to ensure the provision of uninterrupted supports to the children who have come into our care.

Finance and Administration also holds responsibility for the oversight of Information Technology, which is a critical component of intake services and ANCR's overall capacity. This has been an important year for the inventory and assessment of our equipment and services as we are in a strong position to plan for system upgrades, new hires and training as necessary.

Planning and implementation are underway for an upgrade to ANCR's security system set to go live in the summer of this year. The purpose of the security is both to address issues of safety raised by staff, and secondly to improve the security of the highly confidential and sensitive information for which ANCR has responsibility.

We continue to support and prepare for the integration of Emergency Placement Resources Program (EPR) into ANCR. We currently provide payroll and benefits administration services on behalf of WCFS for approximately 370 Shelter and Family Support workers (CUPE workforce.) Further transition of all financial and administrative functions is being planned in conjunction with the four Child and Family Services Authorities, and this work has been a significant part of the activities of finance in the past year.

ANCR is in an important place in its development as it prepares to go into the coming year with lower vacancy rates, change management processes and the continued integration of EPR. As a team, finance and administration has laid the foundation to plan for the operational implications of these developments and to support the positive growth of the ANCR in the future.

# APPENDICES

## APPENDIX A – ABUSE INVESTIGATIONS SERVICE STATISTICS

### *Total Number of Abuse Referrals Received by the AIU*

First Nations Abuse Team	GA/Métis Abuse Team	Alternate Unit *	Sexually Exploited Youth Unit *	Total
722	702	80	10	1514

### *Total Number of New Referrals Received by the AIU*

First Nations Abuse Team	GA/Métis Abuse Team	Alternate Unit *	Sexually Exploited Youth Unit *	Total
606	572	69	1	1248

### *Total Number of Referrals from Manitoba CFS agencies*

First Nations Abuse Team	GA/Métis Abuse Team	Alternate Unit *	Sexually Exploited Youth Unit *	Total
116	130	11	9	266

\* Statistics for the Alternate Unit began to be collected on March 1<sup>st</sup>, 2010. Prior to that they were included in the statistics for the two existing abuse teams. Statistics for the Sexually Exploited Youth Unit started to be collected separately on January 1, 2010. Prior to that they were included in the statistics for the First Nations Abuse Team.

### *Total Number of Referrals from CFS Authorities*

General Authority	Métis Authority	Southern Authority	Northern Authority	Total
114	26	96	30	266

### *Type of Abuse*

	First Nations Abuse Team	GA/Metis Abuse Team	Alternate Unit *	Total
Physical Abuse	366	380	29	775
Sexual Abuse	357	327	51	735

## APPENDIX B – CRISIS RESPONSE AND AFTER HOURS SERVICE STATISTICS

### *Crisis Response Unit (CRU) Statistics*

Total calls	53, 597
Average calls per month	4, 466
Total number of intakes open for further service	4, 473
Average number of intakes per month	372

### *After Hours Unit (AHU) Statistics*

Total calls	38, 563
Average calls per month	3,213
Total number of intakes	6,037
Average number of intakes per month	503
Total number of service requests from Mandated CFS agencies	921

### *Summary*

	2008/2009	2009/2010
Total number of calls/year	97,960	92, 160
Total number of intakes opened/closed/year	10, 164	10,510
Total average number of intakes per month	906	876

## APPENDIX C - INTAKE SERVICE STATISTICS

### *Total Number of Referrals to Tier II Intake*

	<b>Total</b>
South Central A	<b>801</b>
South Central B	<b>617</b>
North A	<b>523</b>
North B	<b>543</b>
<b>Total</b>	<b>2484</b>

### *Total Number of Intakes Concluded by Tier II Intake*

	<b>Total</b>
North Intake A	<b>591</b>
North Intake B	<b>572</b>
South/Central Intake A	<b>853</b>
South/Central Intake B	<b>632</b>
<b>Total</b>	<b>2648</b>

### *Family Transfers to On-Going Child and Family Service Agencies*

	<b>Southern Authority</b>	<b>Northern Authority</b>	<b>Métis Authority</b>	<b>General Authority</b>	<b>Total</b>
North Intake A	75	34	29	119	257
North Intake B	74	32	21	105	232
South/Central Intake A	113	48	30	156	347
South/Central Intake B	51	32	37	114	234
<b>Total</b>	<b>313</b>	<b>146</b>	<b>117</b>	<b>494</b>	<b>1070</b>

### *Child in Care Transfers to On-Going Child and Family Service Agencies*

	<b>Southern Authority</b>	<b>Northern Authority</b>	<b>Métis Authority</b>	<b>General Authority</b>	<b>Total</b>
North Intake A	50	27	2	40	119
North Intake B	44	21	4	34	103
South/Central Intake A	32	30	13	27	102
South/Central Intake B	21	13	6	24	64
<b>Total</b>	<b>147</b>	<b>91</b>	<b>25</b>	<b>125</b>	<b>388</b>

## APPENDIX D - FAMILY ENHANCEMENT SERVICE STATISTICS

### Family Services Teams

Team Case Load Breakdown for April 1, 2009 to March 31, 2010

	# of Files Open	# of Files Transferred	# of Files Closed	TOTAL Case Load
First Nations Family Services Totals	199	62	110	371
Métis/General Family Services Totals	390	104	263	757

Represents Child & Family Services four (4) authorizes

### Independent Youth Skills Team

Case Load Breakdown April 1, 2009 to March 31, 2010

	# of Files Open	# of Files Transferred	# of Files Closed	TOTAL Case Load
<b>IYS program Totals</b>	<b>32</b>	<b>11</b>	<b>18</b>	<b>61</b>
<b><u>Registered Programs:</u></b>				
IYS Life Skills Groups	39	28 Graduated	11 Incomplete	39
EIA Referrals**	53	0	53	53

Represents Child & Family Services four (4) authorizes

## Snowbird Lodge Family Resource Centre – Participant Statistics

April 1, 2009 to March 31, 2010

	# of Program Participants	# of Groups Offered to (Families)
<b><u>Open Groups/Sessions:</u></b>		
Drop in (Visits, Program Information, On-site Activities, Research, Phone, Fax, Coffee)	2736	12
Computer Access	631	12
<b><u>Cultural Programs:</u></b>		
Open Family Sharing Circle	329	11
Sweat Lodge	65	7
Elders' Consultations	210	12
Workers' Consultations	216	11
Snowbird Lodge Cultural Day	119	4
Traditional Teachings	187	19
4 Seasons Feasts	78	3
Pow Wow Teachings (Neem-i-di-win)	101	3
Traditional Arts & Crafts	182	12
<b>OPEN GROUPS/SESSIONS/CULTURAL PROGRAMS</b>	<b>4860</b>	<b>106</b>
<b><u>Registered Programs:</u></b>		
Mothering Program	68	6
Fathering Program (Healthy Relationships)	28	6
Relapse Prevention Program	94	8
Respite (families in Program)	49	8
Parent/Teen	30	2
Life skills	57	3
Parents w/Children in Care	76	6
General Parenting	48	3
Family Harmony	15	3
<b>REGISTERED PROGRAMS:</b>	<b>465</b>	<b>45</b>
<b>Snowbird Lodge Family Resource Centre – Team Total</b>	<b><u>5325</u></b>	<b><u>151</u></b>

*Based on 12 months/#program participants/#of groups offered = average participants per month.*

## Métis/General Family Resource Centre Team Participant Statistics

April 1, 2009 to March 31, 2010

	# of Program Participants	# of Participants (Families)
<b><u>Open Groups/Sessions:</u></b>		
Drop in (Visits, Program Information, On-site Activities, Information, Research, Phone, Fax, Coffee)	269	12
Computer Access	71	4
<b>Open Groups/Sessions</b>	<b>340</b>	<b>16</b>
<b><u>Registered Programs:</u></b>		
General Parenting/Family Harmony	249	11
Fathering Program	7	1
Young Parents Program	3	1
Triple P (pre-screen/Session)	42	2
Grandparents Support	9	3
Parent –Teen Conflict	29	5
Nobody's Perfect	186	12
Parenting the ADD/ ADHD Child	41	10
Respite (child-care)	76	3
Managing Strong Emotions (6-14yrs)	40	4
Self-Care/Self-Worth	102	8
Intake	235	11
Outreach	262	12
Parent Respite Program	700	10
<b>Registered Programs:</b>	<b>1981</b>	<b>93</b>
<b>Métis/General Family Resource Centre – Team Total</b>	<b>2321</b>	<b>109</b>

*Based on 12 months/#program participants/#of groups offered = average participants per month.*



Metis Child and Family  
Services Authority



Régie métisse des  
services à l'enfant et à  
la famille

First Nations of  
Southern Manitoba Child  
and Family Services  
Authority



Régie des services à  
l'enfant et à la famille  
des Premières nations  
du sud du Manitoba

First Nations of  
Northern Manitoba Child  
and Family Services  
Authority



Régie des services à  
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des Premières nations  
du nord du Manitoba

General Child and  
Family Services  
Authority



Régie générale des  
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