



Annual Report

2023-2024

*Standing Strong*

*Zongí Kabawii (Ojibway)*

*Washaked nazin (Dakota)*

*Kamaskwikapawi (Cree)*

[www.SouthernNetwork.org](http://www.SouthernNetwork.org)

# Our Member Agencies



**Animikii Ozoson Child & Family Services**

Ontario First Nations members residing in Winnipeg, and other families as are assigned by the Southern First Nations Network of Care (SFNNC).



**ANCR**

Winnipeg  
Headingley  
East St. Paul  
West St. Paul



**Anishinaabe Pimadiziwin Inc.**

Dauphin River  
Pinaymootang  
Lake Manitoba  
Lake. St Martin  
Little Saskatchewan



**Dakota Ojibway CFS**

Birdtail Sioux  
Canupawakpa  
Long Plain  
Roseau River  
Swan Lake  
Dakota Plains  
Dakota Tipi



**Dakota Tiwaha Services**

Sioux Valley



**Intertribal CFS**

Fisher River



**Kinonje Abinoojiag Niigan**

Kinonjeoshtegon (Jackhead)



**Sandy Bay Child & Family Services**

Sandy Bay



**Sagkeeng CFS**

Sagkeeng



**Southeast CFS**

Berens River  
Black River  
Bloodvein  
Brokenhead  
Hollow Water  
Little Grand Rapids  
Pauingassi  
Poplar River

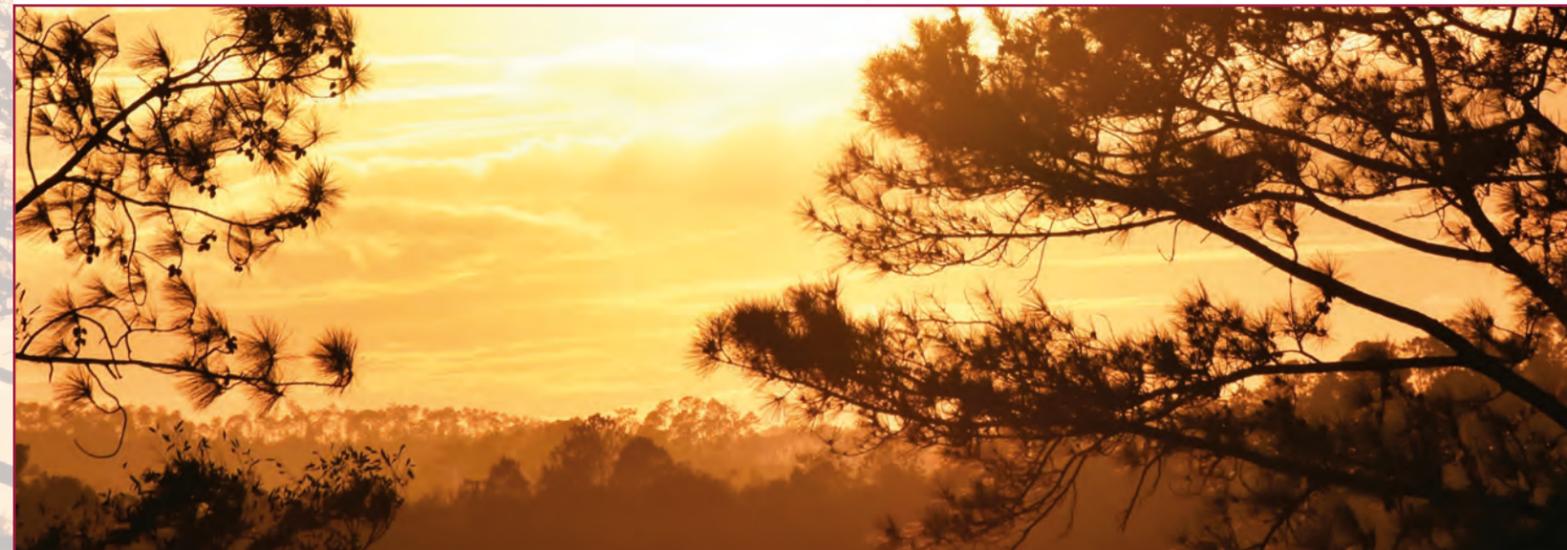


**West Region CFS**

Ebb and Flow  
Gambler  
Keesekoowenin  
O-Chi-Chak-Ko-Sipi  
Pine Creek  
Rolling River  
Skownan  
Tootinaowaziibeengn  
Waywayseecappo

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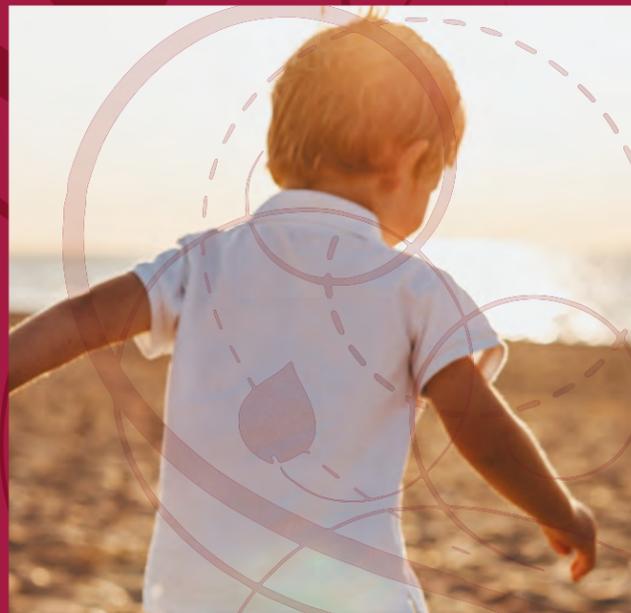
## Governance

### Mission Statement

In partnership with its Child and Family Services (CFS) agencies, the Southern First Nations Network of Care makes a difference in the quality of life of all children and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion, and effectiveness among all CFS agencies.

### Vision Statement:

First Nations children, families, and communities will be healthy, strong, empowered and enjoy an enhanced quality of life.



### Mandate:

The Southern First Nations Network of Care receives its mandate from the First Nations in southern Manitoba and from the provincial Child and Family Services Authorities Act (CFSSAA).

The Southern First Nations Network of Care, along with the other three CFS Authorities, is responsible for the establishment and management of a province-wide service delivery system. This includes ensuring that services are delivered to southern First Nations citizens throughout the province, as well as people who chose the Southern First Nations Network of Care.

## Message from the Grand Chief



Boozhoo, Aniin, Ho, and Hello!

I would like to acknowledge and congratulate the Southern First Nations Network of Care (SFNNC) Board of Directors, staff, and CEO Shirlene Asham for providing steady and unwavering leadership when it comes to advocating for our children and families. I am proud of our collaborative and strong relationship as we all collectively strive to provide the best outcomes possible for our children and youth. I truly believe our families form the foundation of our organizations and we must continue to advance their safety and well-being.

This is a remarkable time for SFNNC and Southern Chiefs' Organization with an historic \$530 million settlement that will see the province of Manitoba finally address the misappropriation of the Children's Special Allowance. The settlement will compensate every child affected by the province's actions through the creation of a resolution fund. This is another important milestone as we continue to work diligently on meaningful reconciliation with all our Treaty partners. I encourage everyone involved to read the details of these notices, and to do what is best for them and their loved ones.

As partners in child and family advocacy, SCO's Waakaabit-Woksape "Working Together Within the circle to make good decisions for our Children and Families" Initiative continues to connect with pilot communities to build out the circles wrapping around the child, grounded in strong families, communities, and relationships (prevention) to ensure security and safety (protection). Under the guidance of our Director of Child Welfare, Margaret Swan, we are creating tools to assist southern First Nations in their individual paths to legally recognized jurisdiction in child welfare.

Our Nations have exercised their inherent jurisdiction in relation to their children and families from time immemorial. We have our own laws and principles that have survived the onslaught of colonialism and community Leadership has consistently taken steps to regain control and decision-making regarding their children and families.

The relationship between SCO and the SFNNC continues to evolve and strengthen. I am eager to see what we can accomplish together in the years to come and to witness the positive impacts we will create for our Nations, families, and children. Let's continue to work together in a good way.

Ogema-Ma Kwa

*Grand Chief Jerry Daniels*

**Southern Chiefs' Organization Grand Chief**

## Message from the Board Chair



Anii;

As the Board Chairperson of the Southern First Nations Network of Care, I am honored to extend my heartfelt gratitude to our Southern Network staff and our partner Agencies for their unwavering dedication during these challenging times. The work we do to support our families and children within the Child Care system is ongoing, and it is truly inspiring to witness our team members and partners rising to the occasion with resilience and commitment. Together, we continue to “stand strong” in meeting the needs of our communities.

Over the past year, the Southern Network has experienced transformative changes in our governance structure. Notably, we welcomed Shirlene Asham as our new CEO in March 2024. In addition, we are actively implementing key recommendations from a recent organizational review to enhance our governance practices. These efforts are crucial in supporting First Nations communities as they advance toward self-governance and child welfare jurisdiction.

I would like to express my deepest appreciation to First Nations leadership and the Board for their steadfast commitment to fostering cultural and positive changes for our children and families. Our progress would not be possible without the dedicated work of our Board members and the tireless efforts of our staff within the Southern Network and all the Agencies.

Miigwetch,

*Margaret Swan*

Board Chair  
Board President 2023-2024  
Southern First Nations Network of Care

### The Southern First Nations Network of Care Board of Directors as of March 31, 2024:

Board Chair - **Margaret Swan**

Vice Chair - **Josephine Hartin**

Youth Board Member  
- **Diandre Thomas-Hart**

Board Member  
- **Lorraine Pompana**

## Message from the Acting CEO

The Southern Network was incorporated on November 24, 2003, under the Government of Manitoba through the Child and Family Services Authority Act (CFSAA). The Southern Network was established as a non-profit organization with the responsibility for administering and providing for the delivery of a system of child and family services to Southern First Nations people who are members of the Southern First Nations and other persons who are identified with those Southern First Nations. In partnership with the Government of Manitoba, the Southern Network is committed to establish a jointly coordinated child and family services system that recognizes the distinct and inherent rights of First Nations people in Manitoba.

Southern First Nations Network of Care is governed by a board, appointed by Southern Chiefs Organization.

From December 2022 until July 2023 Sharon Desmaris Director of Operations became Southern First Nations Network of Care's Acting Chief Executive Officer, in August of 2023 Thomas Sidebottom became our Acting Chief Executive Officer until March 2024.

## Office Manager

Our focus over this past year has been our offices move. SFNNC has relocated most staff to the new Winnipeg sub office with our head office remaining in Headingley, MB. I would like to add a special thanks to Putt's Transfer who did an awesome job with our move and to our Admin unit for their hard work and dedication, our move was successful. Over the course of the year the unit also underwent a reorganization of duties and responsibilities. Each Admin has been assigned to a unit to provide their exemplary skills to various units which include Service Support, Alternative Care, Quality Assurance and Finance to ensure the support and backlogs are met.

Our other accomplishment was the completion of the archive filing system. Which was a lot of creating files, scanning and filing we did it!

Shirley Perreault (Receptionist/Admin) continues to provide administrative support and reception coverage to both Southern Network and Southern Chiefs Organization.

The past two years The Southern Network received:

2022 - 2023	2023 - 2024
Phones calls: <b>5,846</b>	Phone calls: <b>4,097</b>
Faxes: <b>328</b>	Faxes: <b>194</b>
Letters of correspondence: <b>1,054</b>	Letters of correspondence: <b>754</b>

Communications that come directly to workers via cell phones and emails are not captured in the numbers above.

### *Karen Desjarlais*

Office Manager

### Administrative Unit

Karen Desjarlais



Office Manager

Shirley Perreault



Reception/  
Administrative Assistant

Tiffany Newton



Administrative Assistant

Theresa Shingoose



Executive Assistant

Roanna Hall



Administrative Assistant

Clarissa Fontaine - Administrative Assistant (no photo)

## Service Support Unit



Aniin, since July 2021, I have been proudly carrying out the role and responsibility of the Service Support Manager. This role involves providing supervision, guidance, direction and most of all, overall support to the unit staff. I currently supervise two Intake Coordinators, a Transfers Specialist, an AYA Specialist and an administrative assistant. My role also involves supporting our member agencies in different capacities. Particularly, I enjoy working with our member agencies during this time of the quickly changing environment of Indigenous Child Welfare. Exciting.

Over a three-year period, the unit has faced many staffing challenges, as well as aiming to identify and resolve issues within our intake and service support delivery process. Despite these challenges, our unit staff has strived and worked tirelessly to provide best practice with intake services in a collaborative effort with agencies, families and community members of the Southern Network of Care. During this reporting period, we had one practicum student from the University of Manitoba, Inner Social Work Program.

I would like to acknowledge each unit staff member who strives to help guide, support and advocate for families. I am appreciative of the intake Coordinators who are in an emotionally charged high paced role, who deal with families who are experiencing a crisis that necessitates immediate attention and response. Also, to the Transfers Specialist and AYA Specialist, who take a teamwork approach to assist the unit in addition to performing their duties. Chi-miigwetch!

On behalf of the Service Support Unit, I present the service support annual report for the 2023-2024 fiscal year.



## Intake

Culturally appropriate Intake services are provided by Shannon Allard and Sarah Flattery, in accordance with the Child and Family Services Act, the CFS Authorities Act and regulations and standards applicable to child welfare. In this role there is a significant amount of time and work involved. Staff are mindful of response time from start to finish with each concern or complaint. Intake coverage operates on a rotational schedule throughout the year.

Intake is responsible to assess all incoming complaints, ministerial queries, requests for intervention, resolving concerns, connecting families with resources, supports or services to enhance/preserve the family unit, or to assist with communication strategies between families and agencies.

In May of 2023, for the purpose of transparency, the intake unit began inputting information into a tracking system that identifies what types of intakes come in. Intake work includes extensive CFSIS reviews, information gathering, and working with community collaterals as required

Stat Category	Totals
Adoption	1
ADP	34
Case Planning	45
Child Abuse	10
Child Protection Centre	5
Child Removal	237
Community Concern	855
Complaint	1,394
Critical Incident Report	61
ECF	479
Foster Parent	71
Information	1,548
IPPA	107
Level V	1,429
Minister Inquiry	270
Notice of Hearing	1
Notice of Significant Measures	36
One time only	14
Other	1,473
Petition for further order	0
PPD Referral	11
Repatriation	3
Requests for Information	293
Restricted access	0
Section 12 (significant Means)	5
Section 28	2
Section 42	58
Section 49	734
Transfers	81
Transitional Planning (AYA)	1,730
VPA	125
VSG	62
Website Inquiry	142

## Transfers

Transfers is an integral part of the Service Support Unit; its main function is to facilitate family file/ADP's, section 42 & section 49 transfer process using the Inter-Authority Permanent Ward Transfer Protocol and provide dispute resolution. The transfer protocol is to ensure children and families are being connected to their culturally appropriate agency/community dating back to the AJI-CWI and even more so today with An Act Respecting First Nation Inuit, Metis, Children, Youth and Families. However, this process does not come without its challenges and barriers such as lack of funding, non-status designation and family/community disconnect, and the Authority Determination Protocol also known as the ADP process and its entirety. We also recognize the administration of the ADP can increase the barriers if not properly administered.

The Authority Determination Protocol is administered when the designated intake agency determines that the family requires ongoing supports and services. This tool is to help align the family/child/youth to its Culturally Appropriate Authority CAA however the family has the right to choose any one of the three authorities: General Authority, Southern Authority (SFNNC) and the Northern Authority. With the nations drawing down on their Family Laws, the ADP process becomes infringing therefore leaving children and families sitting in limbo.

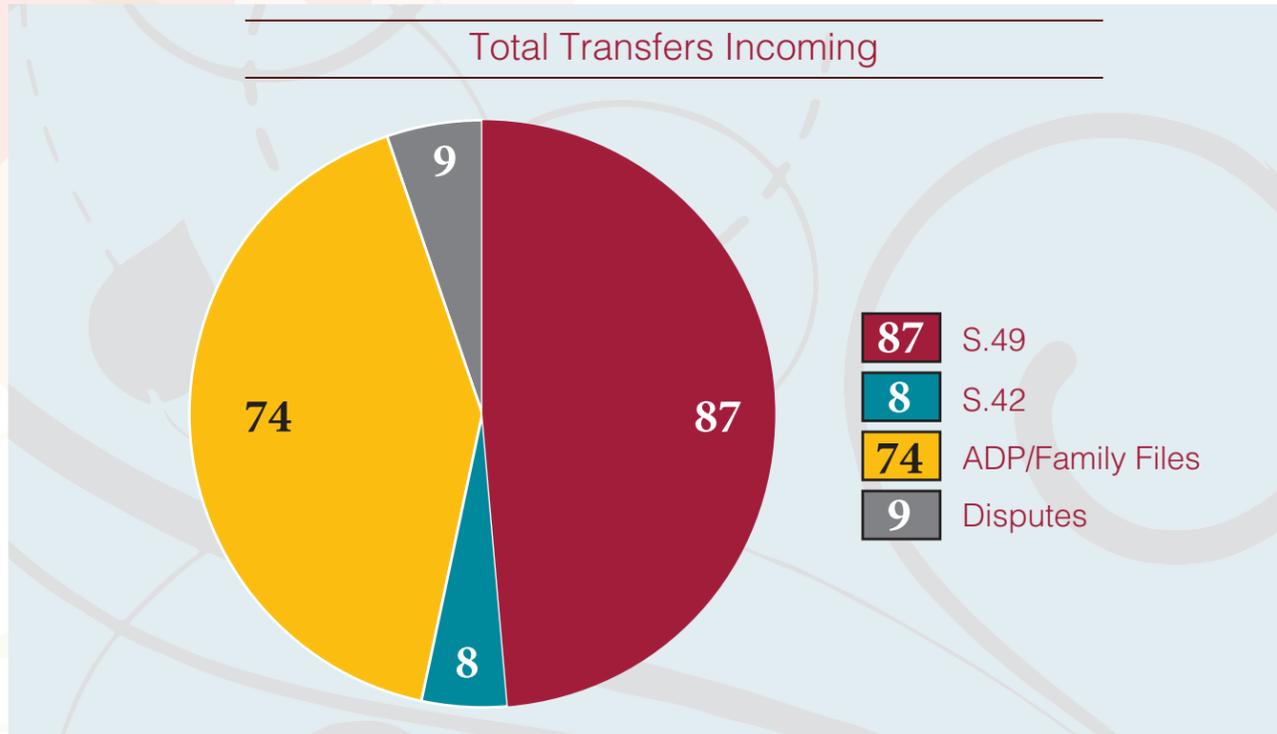
There are two types of transfers tracked by the Southern Network: Section 42 Transfers and Section 49 Transfers.

Section 42 of The Child and Family Services Act, allows the court to grant an order of guardianship to the agency making application or to another agency, with that agency's consent. This is an appropriate method of transfer when matters are before the court.

Section 49 Transfers of the Child and Family Services act, allows for an administrative transfer process for an Order where guardianship has been granted to an agency.

Type of Transfer	S. 42	S. 49	ADP/Family Files	Total
Member Agencies	8	87		95
ANCR TO SOUTH			58	58
ANCR TO NORTH			11	11
GA DIA to SOUTH			16	16
Disputes		5	4	9

**Table 1** Depiction of the amount of transfers our agencies receives per fiscal year.



**Chart 1:** Shows the majority of transfers coming into the SFNNC are S.49 and ADP's per fiscal year.

**It is important to note not all successful transfers are received at the Network.**

### Youth in Care Tuition Waiver Program

Established in 2012, 10 participating colleges and universities in Manitoba have each established a fund to provide scholarships to current and former youth in Child and Family Services Care in Manitoba. Tuition waiver students are also eligible to apply for a living stipend through the Province of Manitoba to cover the cost of books and supplies, transportation and housing while attending a their post-secondary education.

The institutions covering tuition waivers include the following: University of Manitoba, University of Winnipeg, University College of the North, Brandon University, Assiniboine Community College, Red River College, Manitoba Institute of Trades & Technology, Booth University College, Universite de Saint-Boniface and the Canadian Mennonite University.

- For the 2023-2024 Academic year there were 37 Southern Network applicants and of those 18 received Tuition Waivers.

### Keith Cooper Scholarship

This fund acknowledges the late Keith Cooper, former educator and Chief Executive Officer of Winnipeg Child and Family Services, and his commitment to youth in care accessing post secondary education. The scholarship committee awards \$1000 based on financial need, academic achievement and demonstrated career focus and support system.

The Keith Cooper Scholarship Committee selects 10 scholarship recipients each year, Those selected are awarded \$1000.00 each for their post-secondary related expenses.

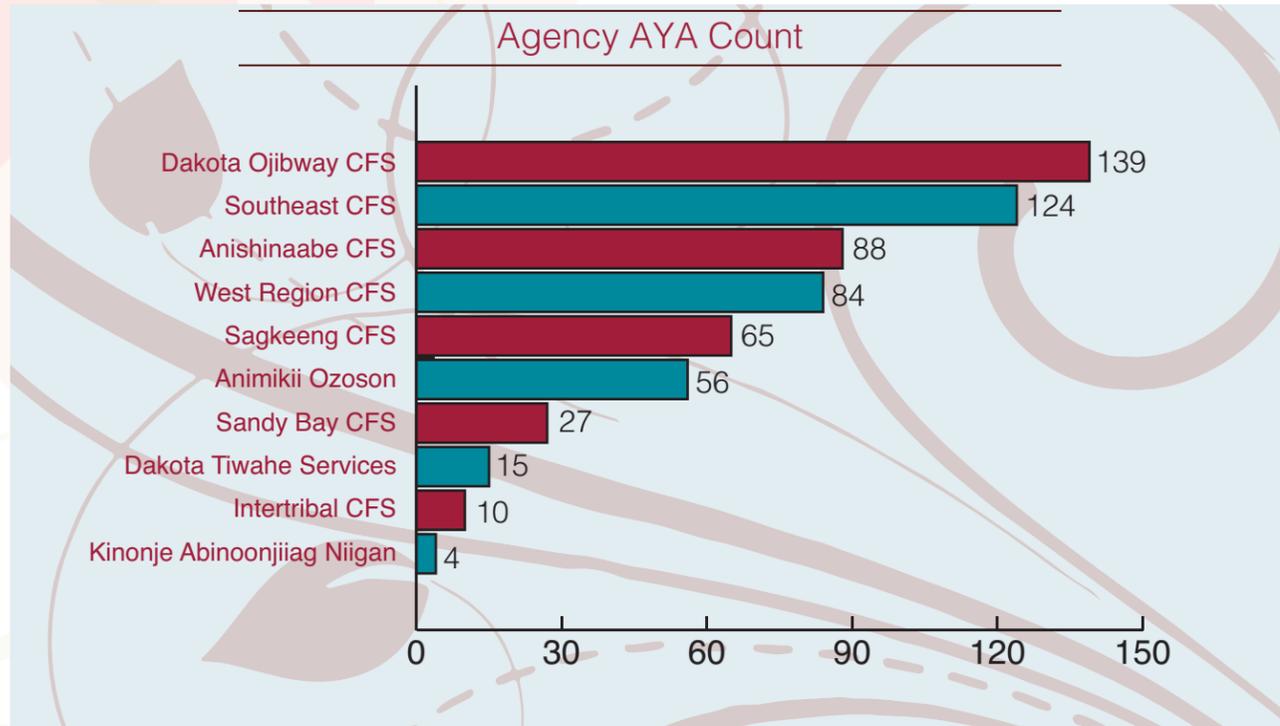
- Of the 10 recipients, 3 youth in care/formerly in care of the Southern Network and our member agencies were awarded a scholarship.

### AYA

An AYA is an agreement for support services offered to a youth who is under a permanent order at the time they turn 18 years of age and require transition or other identified services. The Authority will continue to provide approval for the care and control of AYA up to the age of 21 years, except in the case of federally funded AYA.

In March 2023, the Network made changes to the AYA submission process. Previously, all member agencies were to submit AYA requests under \$130.00 to the Network however, agencies are now able to approve requests under \$130.00. This approval process, grants agencies greater autonomy in the ability to make decisions. Agencies continue to submit all AYA requests over \$130.00 to the Network.

Agency	AYA Count
Dakota Ojibway CFS	139
Southeast CFS	124
Anishinaabe CFS	88
West Region CFS	84
Sagkeeng CFS	65
Animikii Ozoson	56
Sandy Bay CFS	27
Dakota Tiwahe Services	15
Intertribal CFS	10
Kinonje Abinoonjiag Niigan	4
<b>Grand Total</b>	<b>612</b>



## SYA

Supports for Young Adults under the Social Service Administration Act. SYA is a one-year policy that grants supports to young adults who would otherwise be ineligible to receive ongoing Child and Family Services due to prior legal status or age. The SYA policy authorizes the presenting of funds to the Southern Network of Care for distribution to our member agencies for continued services including promotion, advancement, improvement, protection, security and well being of our young adults. The policy provides CFS agencies the ability to provide continued services, funding, resources and supports up to the age of 26. Participation is voluntary, young adults may decline at any time to continue receiving services.

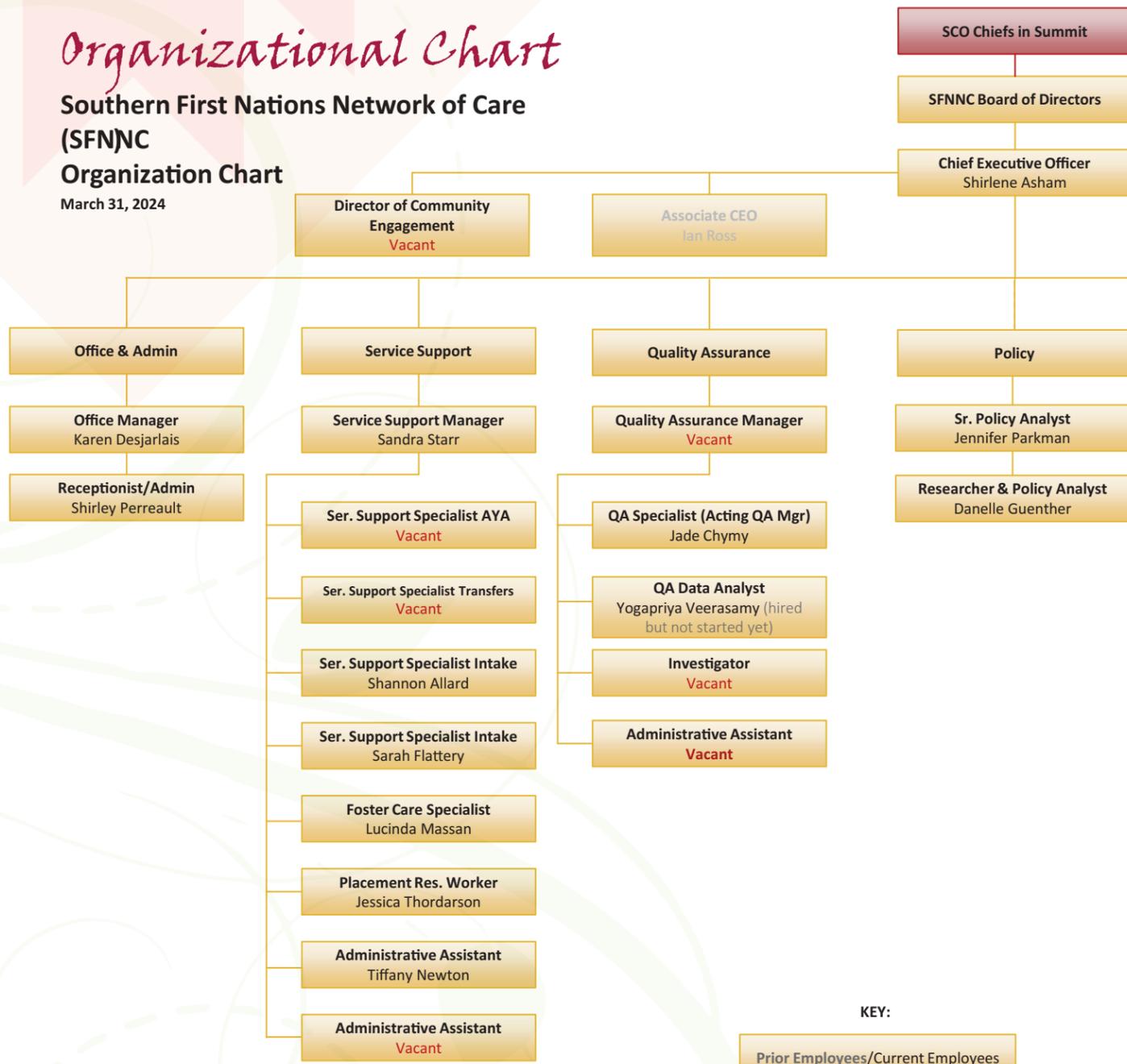
Agency	SYA Count
Animikii Ozoson	19
Anishinaabe CFS	50
Dakota Ojibway CFS	22
Dakota Tiwahe Services	2
Kinonje Abinoonjiiag Niigan Inc	5
Sagkeeng CFS	73
Sandy Bay CFS	21
Southeast CFS	25
West Region CFS	90
<b>Grand Total</b>	<b>307</b>



# Organizational Chart

## Southern First Nations Network of Care (SFN)NC Organization Chart

March 31, 2024



Organizational Chart as of June 5, 2020



**KEY:**

- Prior Employees/Current Employees
- Indirect Reporting
- Direct Reporting

**2023/2024 Fiscal – Departed Employees**

- Gloria Cochrane – Receptionist, May 2023
- Tim Spring – Training and System Coordinator, June 2023
- Patti Sansregret – Executive Assistant, June 2023
- Candace Campbell – Service Support, August 2023
- Sharon Desmarais – Acting CEO, September 2023
- Grace Wang – Financial Analyst, September 2023
- Pam Big George – Service Support Specialist, December 2023
- Roanna Hall – Administrative Assistant, December 2023
- Christian Torfason – QA Manager, February 2024
- Theresa Shingoose – Executive Assistant, February 2023
- Eunice Roulette – Financial Officer, February 2024
- Clarissa Fontaine – Administrative Assistant, March 2024

## The Strategic Initiatives Unit

The Strategic Initiatives Unit (SIU) collaborates, advocates, and supports our 36 Southern First Nation stakeholders and its CFS agencies serving Indigenous children, youth and families who are involved within Provincial systems. Our unit works with CFS agency partners, First Nation communities and collaterals to ensure we shift and pivot under the National Standards as outlined in the 2019 Federal Act “An Act Respecting First Nations, Inuit, and Metis children, youth and families”. This shift guides our work to create innovative initiatives that promote wise prevention practices, policy adaptations, and culturally safe approaches for families through Indigenous worldviews which build healthier outcomes for children and families. The Southern First Nations Network of Care (SFNNC) is committed to bridging the gap between CFS agencies and our First Nation communities in anticipation of Indigenous Nation laws that will govern Indigenous lives, families, and communities. We recognize the way colonial attitudes have shaped our current Provincial child welfare system and we aim to work with all stakeholders to de-colonize and work to continually strengthen First Nation community needs in a space where all are welcomed and heard.

### Major Functions of our Unit:

- Planning, developing, and implementing innovative initiatives that align with National Standards
- Supporting agencies and communities in implementation of new initiatives
- Collaborating with agencies to develop guiding policy and practices
- Collaborating with external collaterals to implement wise practice through culturally informed innovative initiatives.

*Tracey Arnold*

*Theresa Shingoose*

*Jennifer Parkman*

## Alternative Care and Resource Development

The Alternative Care and Resource Development Unit assists our member agencies. It plans, develops, and implements applicable Indigenous resources to support children, families, and communities. The major functions of the unit are outlined below.

Collaborating with Agencies to Develop Alternative Care Options for Children and Youth: This is a joint effort, and the agencies’ input and participation are crucial but integral to executing these programs. Each agency has a unique perspective and experience, which is what makes our approach effective. We value your role in this process.

The Alternative Care Specialist is Lucinda Massan

### Kinship Care

Kinship care is a cornerstone of our approach, based on a traditional connection between children, caregivers, and the community. For the Southern Network, kinship care is more than a concept; it’s a commitment. We continue to support our member agencies steadfastly in promoting kinship care because we believe in the strength of our community.

### Customary Care

The Manitoba Child and Family Services Act has been amended to encompass agreements through Bill 32, An Act Respecting Child and Family Services (Indigenous Jurisdiction and Related Amendments). The Federal Act, An Act respecting First Nations, Inuit, and Metis children, youth, and families, is the legislative basis for supporting customary care for Indigenous children through this customary care policy.

### POLICY OBJECTIVES

The Southern First Nations Network of Care has introduced a policy to support adult caregivers in providing Kinship and Customary care within Child and Family Services. The policy aims to preserve a child’s cultural identity, respect their heritage, foster cross-generational connections, and recognize the role of the community in raising its children. This policy is a set of rules and a commitment to ensuring that the children we serve remain connected to their roots and community.

The policy is built on a set of fundamental objectives, each providing a basis for honoring and enhancing the cultural fabric of the communities. However, it should be a starting point for the

Southern First Nations Network of Care agencies to develop policies that reflect the needs, values, and perspectives of the diverse communities they serve.

The policy aims to reduce the number of children in care and bring them back to their rightful place within their communities, surrounded by culture and inherent familiarity.

## Agency Alternative Care Committee

The Agency Alternative Care Committee (AACC) comprises the Foster Care managers/Coordinators of the 11 agencies mandated under the Southern First Nations Network of Care. The purpose of the AACC is to develop a comprehensive continuum of care system and help to achieve permanency for children and youth requiring out-of-home care. To meet these major goals, the Committee strives to achieve the following objectives: enforce the Act respecting First Nations, Inuit and Métis children and Youth and Families; enhance resource development; improve support to the system; identify ways of achieving permanency; identify barriers to permanency; and develop programs that support permanency. Furthermore, the AACC will review and create culturally designated foster regulations, a carer's manual, and training for our carers.

Unanimously, one objective is to reduce the number of Indigenous children entering care with the least disruption; the other is to return children in care to their cultural heritage. The AACC will comply with the resolution set forth by our leaders, the Southern Chiefs Organization, the Assembly of Manitoba Chiefs, and the Assembly of First Nation, which is to have First Nation laws govern how communities will manage and have jurisdiction over their own families and children's affairs.

SFNNC can confirm that \$25,000.00 was allocated for agencies to hire contract writers to complete foster home studies. As this is an ongoing need, another \$25,000.00 was allocated for 2023-24. Only a few member agencies have completed home studies, and a few member agencies did not participate in this program.

## Processing Foster Parent Appeals and Agency Foster Home Variances

### Foster Parent Reconsideration/Appeal

The Southern Network is responsible for reconsidering all appeals regarding the removal of children from foster homes and the cancellation of a license to a foster home. The SFNNC has sanctioned an appeal policy that reflects the act respecting First Nations, Inuit and Metis children, youth and families. The SFNNC has accepted five cancellations of licensed foster homes. The SFNNC reconsidered three appeals from our member agencies, all supported by the Southern First Nations Network of Care.

## Variances

The Southern First Nations Network of Care reviews variance requests from our member agencies. If approved, this allows a foster home to operate when there are more than seven dependents in the home, more than two children under two years old who reside in the home, or more than three children under five years old who reside in the home; or they are operating as a mixed facility and providing care for both dependent adults and foster children in a foster home.

In 2022/2023, the Southern First Nations Network of Care received 23 variances requested from our member agencies. Out of these variance requests, the member Agencies requested three variances approved to have more than four related children in care placed in a foster home. There was no variance granted to a foster home for more than three children under five years old, but one foster home was granted an emergency infant bed. Six variances were approved for more than seven dependents in the foster home, and thirteen foster homes were approved for mixed facilities.

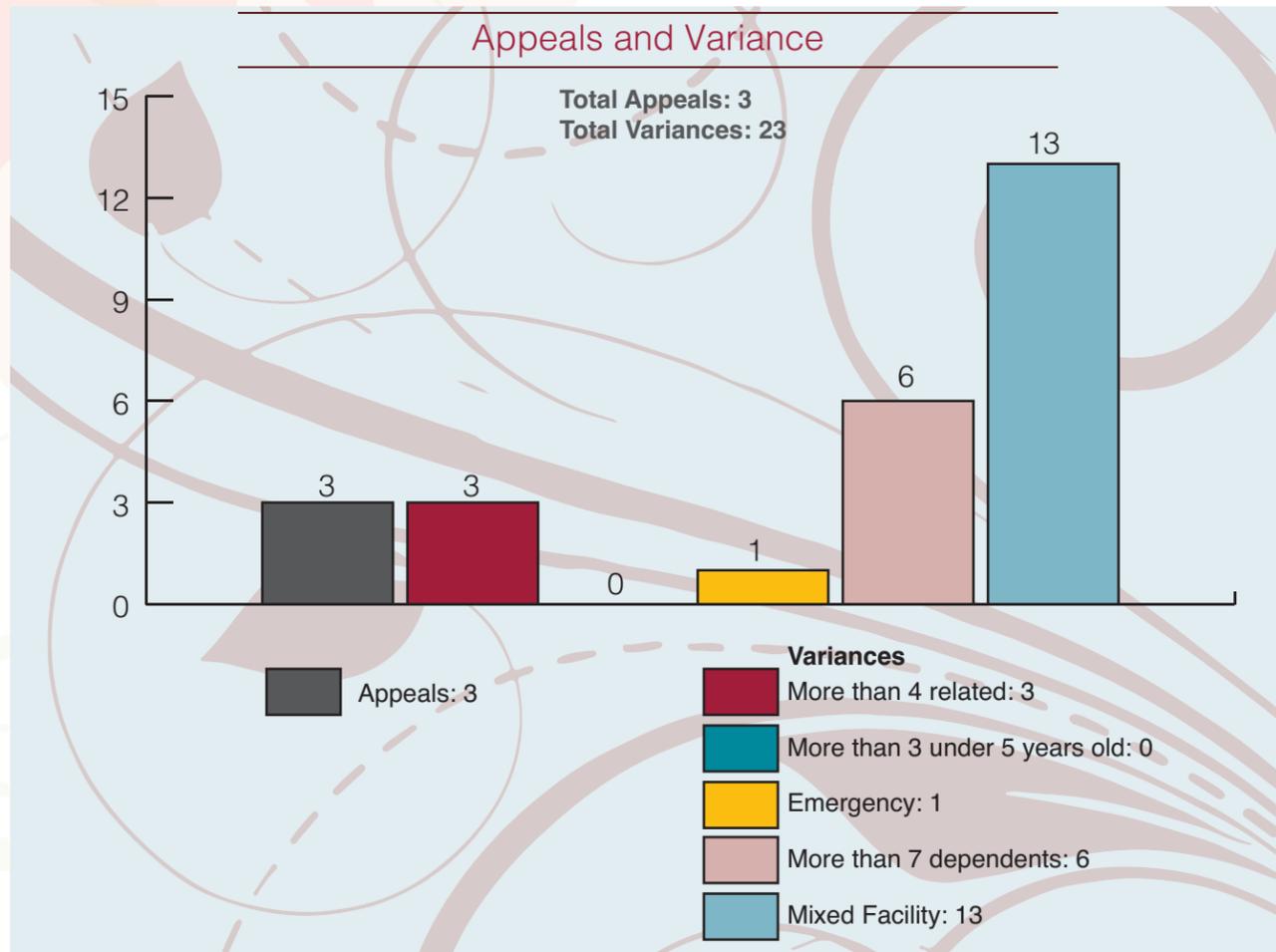
Amendments to the foster regulations have been a welcome change to prevent barriers to licencing more family foster homes.

- Section 51 (2) of the Child and Family Services (CFS) Act which previously allowed for children to remain in foster homes during the appeal process has been repealed. There is no longer a requirement for a child to remain in the home if the foster parent file an objection with the Agency.
- In addition, a foster parent's right to Authority reconsideration and independent appeal about a decision to remove a child from the foster home under Section 51 (4) of the CFS Act has also been repealed. CFS Authorities will give final determination on the removal of a child.
- In addition, a foster parent's right to Authority reconsideration and independent appeal about a decision to remove a child from the foster home under Section 51 (4) of the CFS Act has also been repealed.

The approval of minimal safety standards, including the physical inspection of potential carers' homes, will allow First Nation communities to use standards based on their community appraisal and community exceptions that will allow children to remain in the community with their familial surroundings.

As we enter the new year, the Southern First Nations Network of Care will place more emphasis on and endorse An Act respecting First Nations, Inuit, and Métis children, youth, and families, particularly the Best Interests of Indigenous Children, its Purpose and Principles, Placement of Indigenous Children, and Provision of Child and Family Services.

Currently, SFNNC has declined to attend the Standardized Modernization Working Group. Once directed to reconnect with the SMWG, SFNNC will participate in the negotiations concerning the changes to the new proposed agreement regarding how agencies will operate within their child welfare system.



### Alternative Care Unit



**Tiffany Newton**  
Administrative Assistant

**Lucinda Massan**  
Alternative Care Specialist

**Sandra Starr**  
Acting Alternative Care Manager

**Jessica Thordarson**  
Alternative Care Coordinator



# Collaborative Authority Resource Team

## Assisting Agencies with Placement Resources for Children and Youth

### Collaborative Authority Resource Team

The focus of CART (Collaborative Authority Resource Team), which is comprised of one representative from each Authority, remains working collaboratively with agencies to locate long-term placements for children and youth.

CART activities continue to include:

- Monitoring agency EPR usage
- Meeting bi-weekly with EPR staff
- Attending placement planning conferences

The Southern Network of Care Representative is Jessica Thordarson

### Provincial Placement Desk

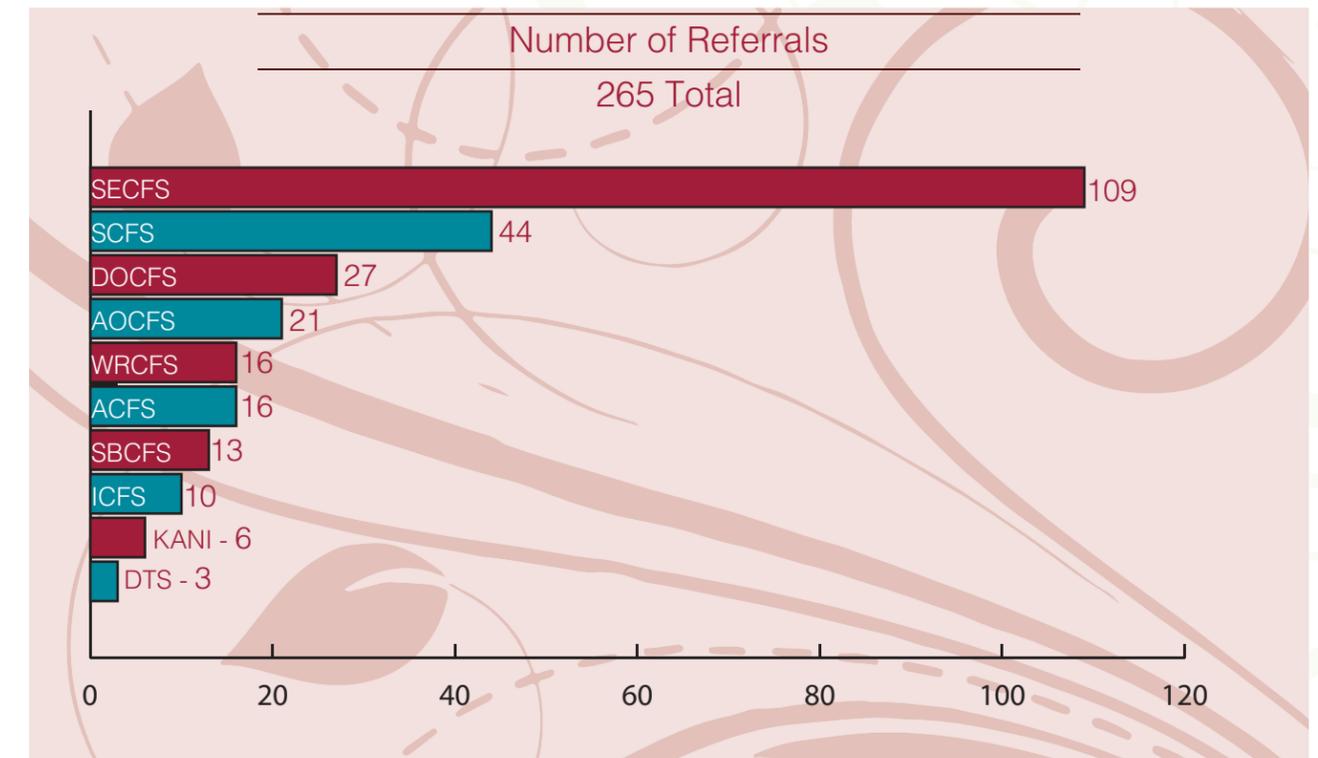
In an effort to streamline and collaborate on the placement of children and youth to provincially approved level IV and V group and foster care resources. This process continues to involve referrals being sent directly to the Southern Network CART representative. The responsibilities of the Southern Network CART representative continue to include the following:

- Screening all incoming PPD referrals and offer suggestions for alternative placement resources if required (i.e. direct referral resources)
- Attending weekly meetings between CART and the PPD to review resource vacancies and to track referrals
- Attending quarterly PPD Panel meetings between CART, the CFSD and community care providers (Knowles, Project Neecheewam, MYS, Marymound etc.)
- Attending placement planning conferences as requested

In 2023/24, the following statistics from the Southern Network member agencies were reported regarding the PPD: the number of referrals by agency; the outcome of referrals; and the type of placement.

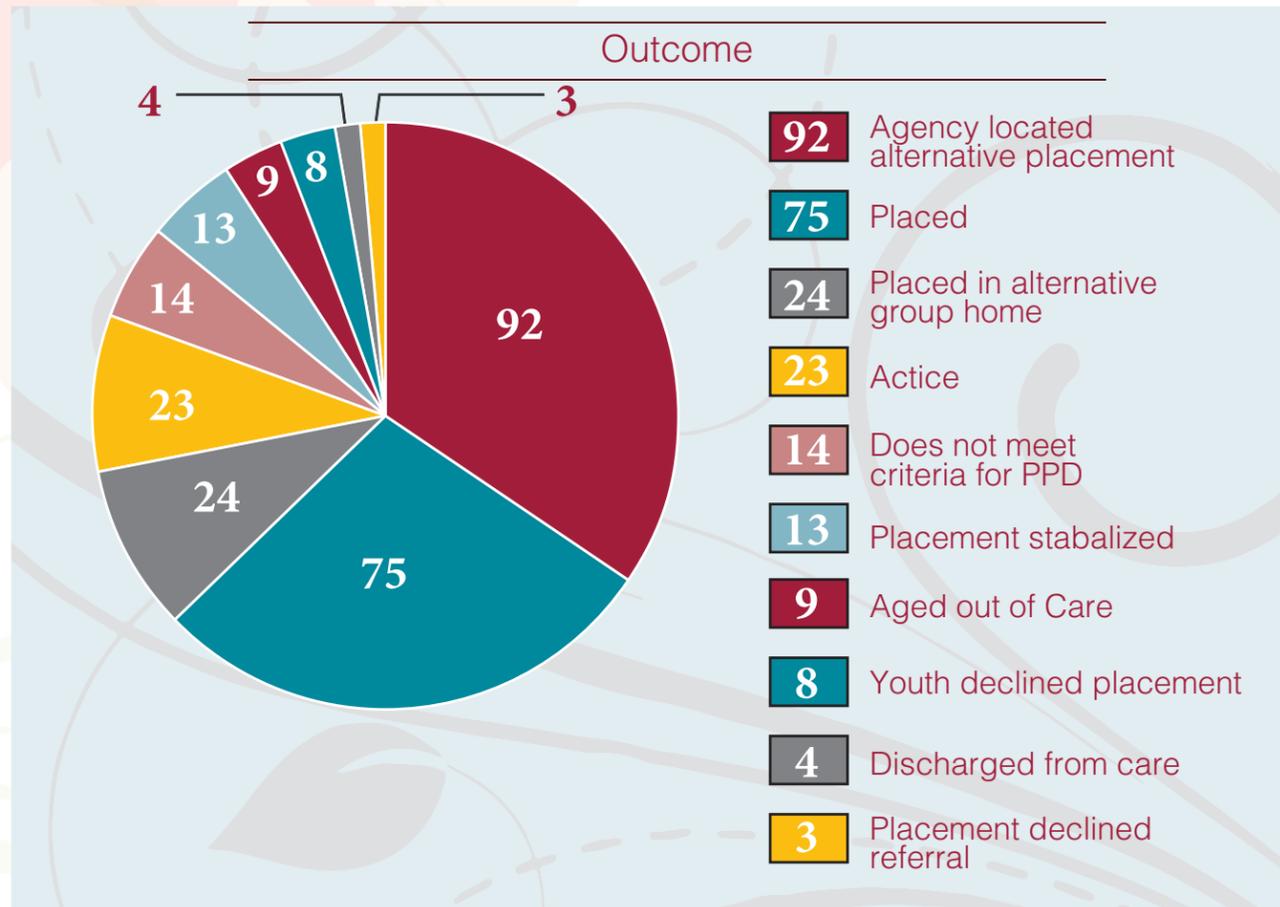
### Number of Referrals

SFNNC received a total of 265 referrals by the agencies, with Southeast having the greatest (109) and Dakota Tiwahe Services the least (3).



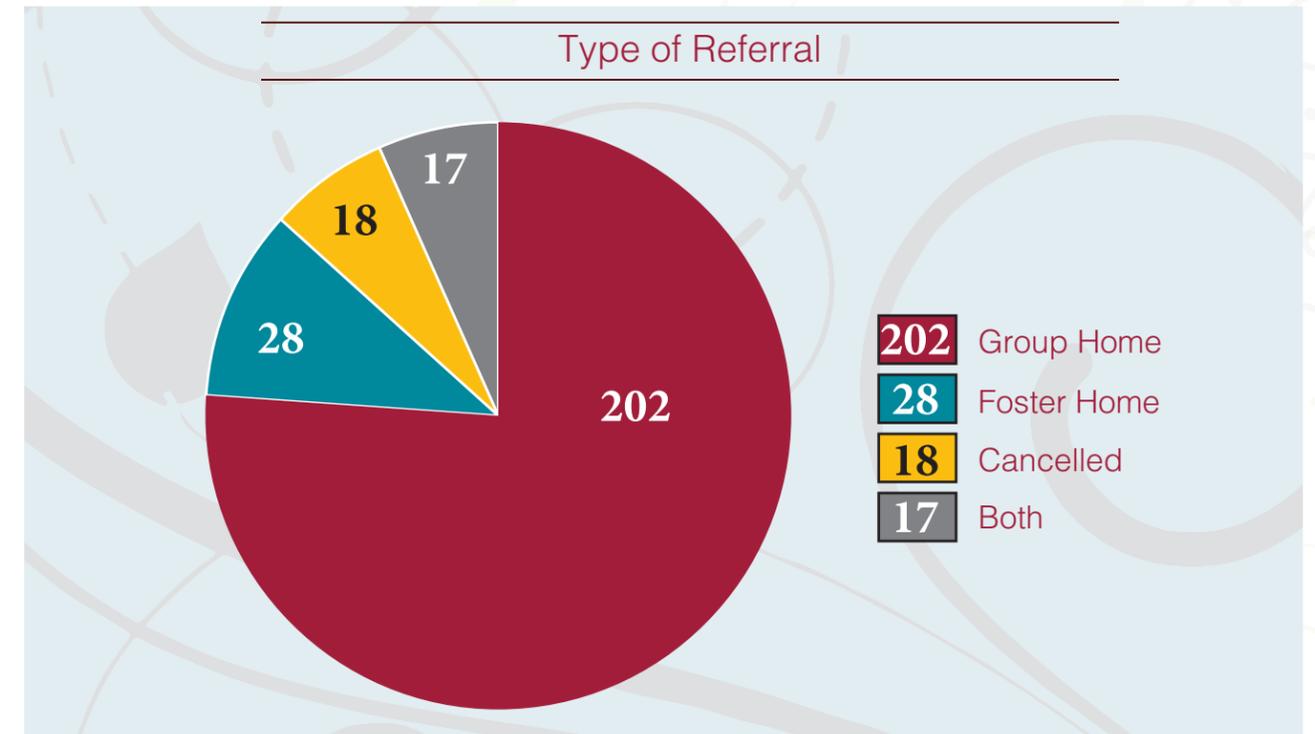
### Outcome of Referral

Of the 265 referrals: 92 resulted in agency finding alternative placement; 75 resulted in their PPD referral placement; 24 resulted in youth being placed in an alternative PPD resource; 23 are still on the waitlist for their referred resource; 14 did not meet the requirements of a PPD referral and therefore closed; 13 referrals were cancelled as the youth's current placement had stabilized; 9 aged out of care before placement occurred; 8 were closed as the youth refused to be placed in a group home; 4 were discharged from care prior to placement; and 3 were closed as the placement resources declined the referrals.



### Resource Type for Referrals

Of the 265 referrals, 202 were referred to group homes and 17 were referred to treatment foster homes. 18 were referred to both a group home and treatment foster homes. 28 were not referred anywhere as the referral was closed prior to being referred to a placement resource.



### Process:

The agency sends me an email with the PRU Referral Form, current Social History, and any assessments that have been completed within the past 3 years. Once I have reviewed and approved this referral, it is forwarded to the Provincial Placement Desk. Every Tuesday morning a representative from the PPD and I meet to discuss the referrals made the week prior. We determine which placement resource would be best for each youth. Either a Treatment Foster Home or a Group Care Resource is identified. Systems meetings occur when a youth is struggling in a PPD placement.

### Emergency Placement Resource

#### Process:

EPR sends regular notifications regarding recent admissions into Emergency Placement Resources as well as any discharges. Monthly meetings occur to discuss any issues, trends, or needs for high-risk youth.

Every 30 days, discharge planning meetings occur with EPR staff, Agency staff to ensure Agency is actively working towards other placement options. EPR sends regular notifications to address any child who has been in EPR for an extended period.

## Financing the Restoring the Sacred Bond Initiative

The Restoring the Sacred Bond initiative is financed through Manitoba's landmark Social Impact Bond Strategy. Social Impact Bonds serve as an innovative tool for funding social services where investors assist in the funding of the program with the expectation of financial return from the provincial government upon successful outcomes. The Government of Manitoba launched the landmark Social Impact Bond in 2018 to support children and families who are in contact with (or at risk of being in contact with) the child welfare system. Through innovative methods of funding such as social impact bonds, there is an opportunity to learn and develop best practices to inform other key stakeholders, governments and services going forward.

As the Intermediary for the development of the Restoring the Sacred Bond Initiative, MaRS Centre for Impact Investing, provided expertise, support and served as a liaison to recruit potential investors for this social impact bond. With their support the Southern Network was able to secure financial investments from eight philanthropic foundations and private investors. These investors are committed to making a social impact to the Indigenous community through an innovative and culturally appropriate program that aims to help children by keeping families together.

*Special thanks  
and  
Gratitude*  
to the Government of Manitoba,  
MaRS, and the  
Restoring the Sacred Bond  
Investors:

- Anonymous Investor
- Balsam Foundation
- Children's Aid Foundation of Canada
- C.P. Loewen Family Foundation
- Inspirit Foundation
- Lawson Foundation
- McConnell Foundation
- The Winnipeg Foundation

## Quality Assurance (Vision Keepers)

The Southern First Nations Quality Assurance Unit (QA Unit) works collectively with our Chiefs and Councils, Board of Directors, Senior Management, and provincial and federal compliance bodies to monitor, review, and recommend best practices and services to agencies working with children and families within our jurisdiction.

The Quality Assurance Unit works directly with both on- and off-reserve agency staff. The primary goals of QA are to promote organizational stability and ensure that quality and efficient services are delivered to children, youth, young adults, and their families across the province.

Major Functions of the Quality Assurance Unit:

- Partner with SFNNC agencies to complete Quality Assurance Reviews.
- Ensure management is aware of their staff's compliance with the guidelines set forth by the Province of Manitoba and the Government of Canada.
- Provide real-time and accurate data so management can make informed decisions concerning workflow and the needs of their respective community.

The focus of the SFNNC Quality Assurance Unit in the 2023/2024 fiscal year:

- Critical Incidents Reviews
- Child Abuse Committees
- Training and Staff Development
- Year-End Reporting Data Compliance

## Critical Incident Reviews & Reporting

### What is a critical incident?

A critical incident is an incident that has resulted in the death or serious injury of a child or youth.

### What is a serious Injury?

A serious injury is a physical or psychological injury that will have life-long, permanent effects.

SFNNC agencies are required to report critical incidents if the child or youth was receiving services from the agency or if that child or its parent/guardian received services from an agency within one year before a critical incident occurred. The agency should complete a Critical Incident Report. If more than one agency was involved, both agencies may be required to report.

- All serious injuries occurring **July 1, 2023, or later** must be reported to the Manitoba Advocate for Children and Youth (MACY). Injuries that occurred between the proclamation of the Advocate for Children and Youth Act (ACYA) on March 15, 2018, and June 30, 2023, can be reported but will only be reviewed or investigated at the discretion of the Manitoba Advocate.

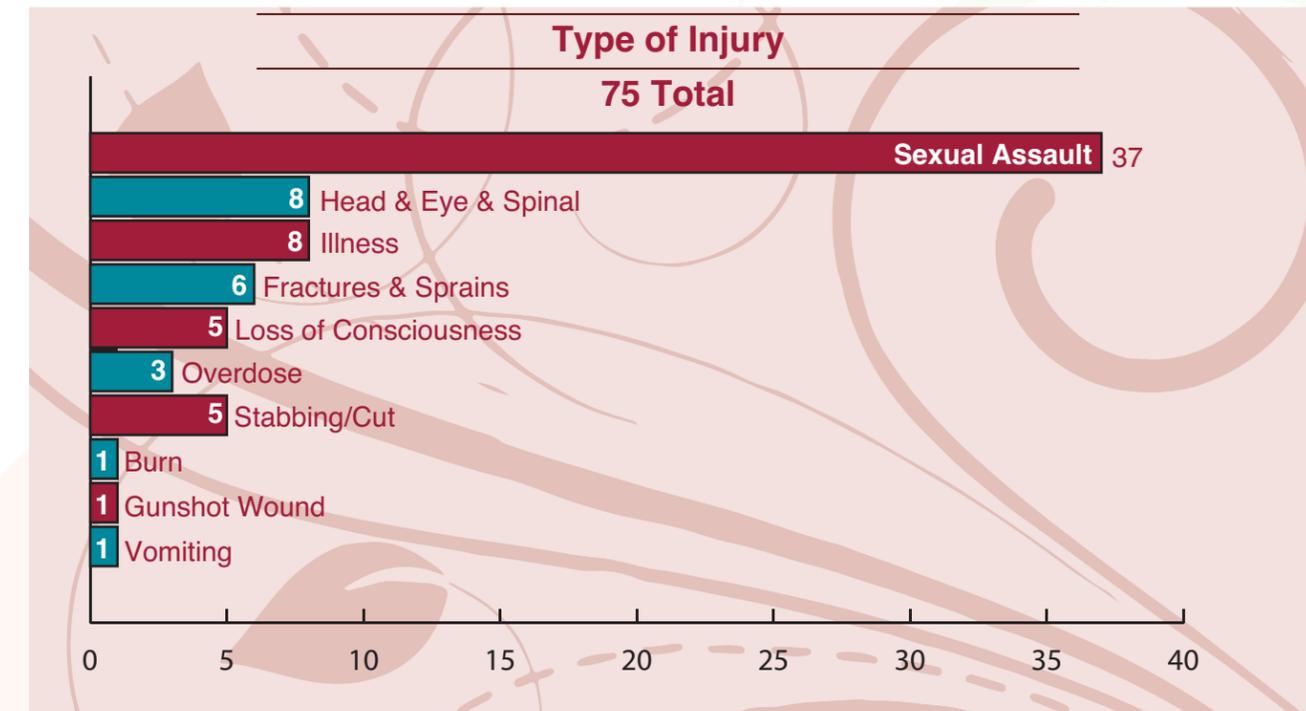


### Critical Incidents in the 2023/2024 fiscal year:

#### Children and Youth Injuries

##### Injuries by Type:

Type of Injury	Count
Sexual Assault	37
Head & Eye & Spinal	8
Illness	8
Fractures & Sprains	6
Loss of Consciousness	5
Overdose	3
Stabbing/Cut	5
Burn	1
Gunshot Wound	1
Vomiting	1
<b>Grand Total</b>	<b>75</b>

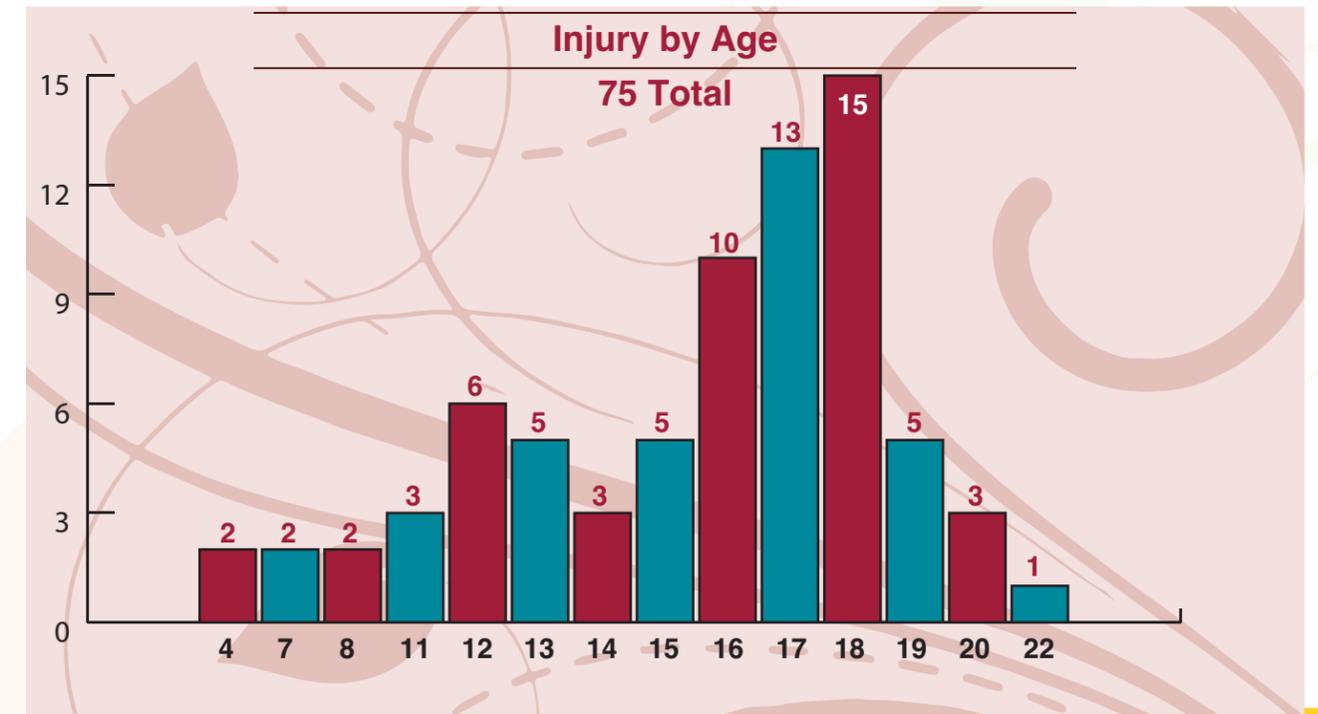
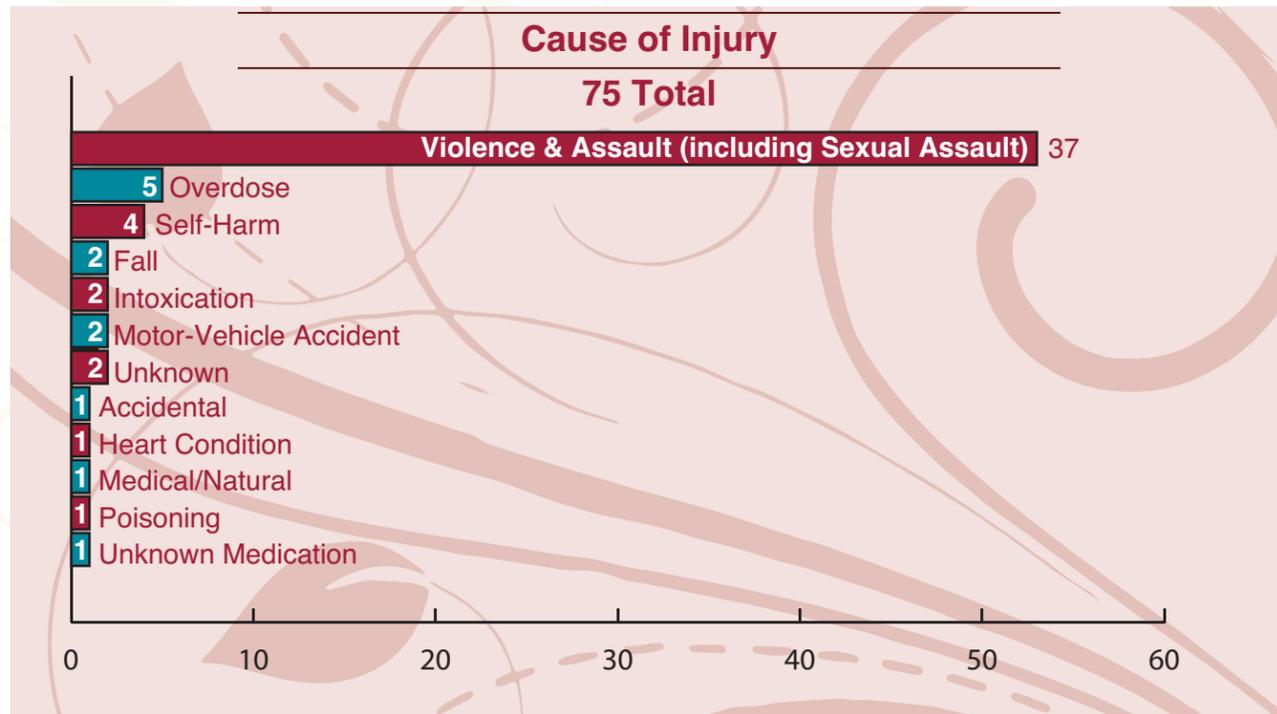


**Injuries by Cause:**

Cause of Injury	Count
Violence & Assault (including Sexual Assault)	53
Overdose	5
Self-Harm	4
Fall	2
Intoxication	2
Motor-Vehicle Accident	2
Unknown	2
Accidental	1
Heart Condition	1
Medical/Natural	1
Poisoning	1
Unknown Medication	1
<b>Grand Total</b>	<b>75</b>

**Injuries by Age:**

Age	Count
4	2
7	2
8	2
11	3
12	6
13	5
14	3
15	5
16	10
17	13
18	15
19	5
20	3
22	1
<b>Grand Total</b>	<b>75</b>



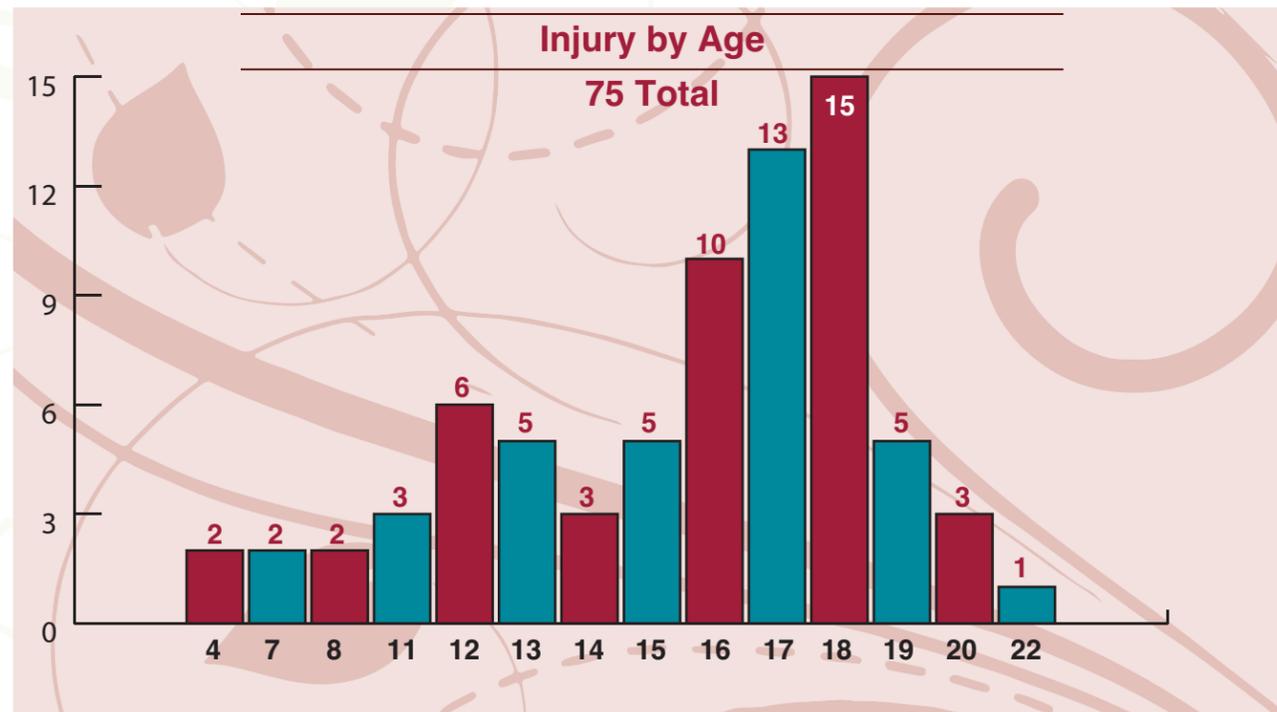
## Child and Youth Death:

### Manner of Death:

Manner of Death	Count
**Undetermined	17
Natural	16
Accidental	10
Suicide	5
Homicide	3
Illness	1
<b>Grand Total</b>	<b>52</b>

\*Undetermined deaths may be related to safe sleep.

\*\*Autopsy reports may not be available for 1-2 years after death, and therefore may not be known at the time of the release of this report.



### Cause of Death:

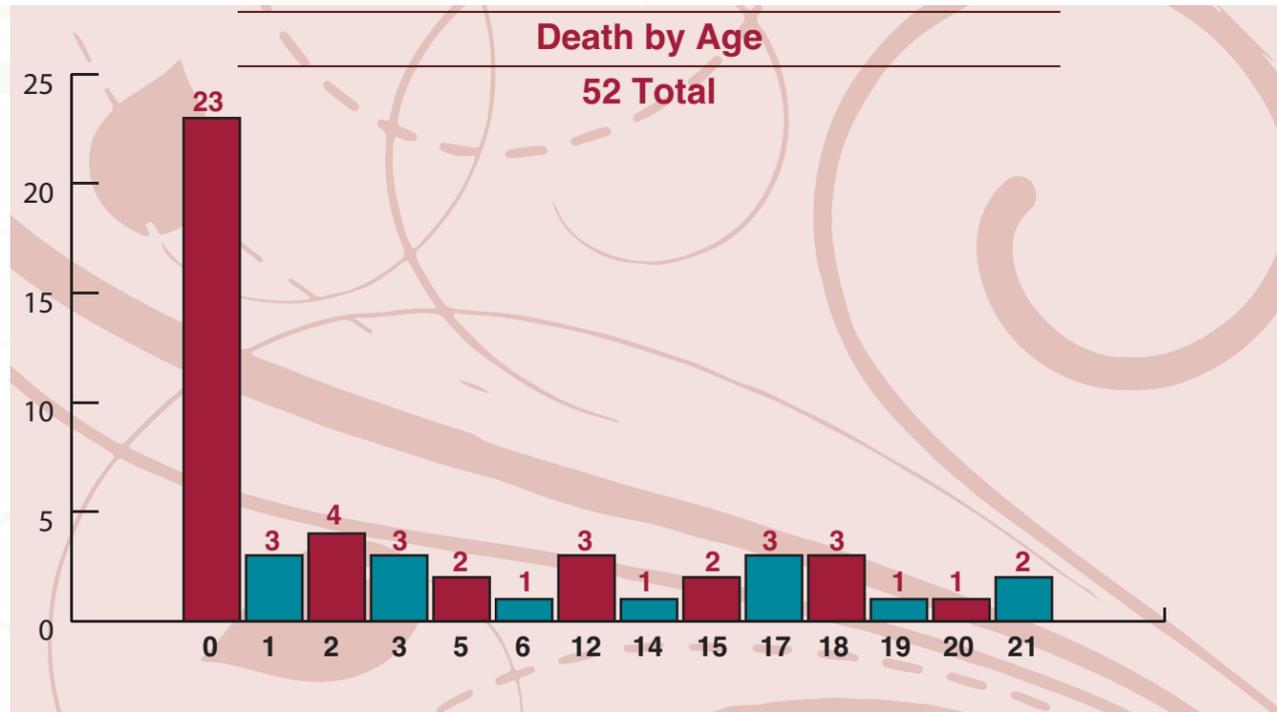
Cause of Death	Count
**Unknown	17
Medical Complications	6
Hanging/Strangulation	5
Car Accident	2
Gunshot Wound	2
Premature birth	2
Asphyxiation/Choking	1
Carbon Monoxide Poisoning	1
Cardiac Arrest/ Suspected Overdose	1
Couch Accident	1
COVID-related - Medically fragile	1
Drowning	1
Failure to Thrive	1
Genetic Abnormality	1
House/Apartment Fire	1
Influenza	1
Medical - Tuberculosis	1
Overdose	1
Physical Assault	1
Stillbirth	1
Suffocation	1
Unknown, Possible Aspiration	1
Unknown, Possible Neglect	1
<b>Grand Total</b>	<b>52</b>

\*Undetermined deaths may be related to safe sleep.

\*\*Autopsy reports may not be available for 1-2 years after death, and therefore may not be known at the time of the release of this report.

**Death by Age:**

Age	Count
0	23
1	3
2	4
3	3
5	2
6	1
12	3
14	1
15	2
17	3
18	3
19	1
20	1
21	2
<b>Grand Total</b>	<b>52</b>



## Child Abuse Committees

The Child and Family Services Act (CFSA) requires agencies to establish at least one Child Abuse Committee (CAC) to review cases of suspected abuse and to advise the agency concerning what actions may in its opinion be required to protect a child or other children. Child and family services authorities are individually and collectively responsible for ensuring CACs operate throughout the province.

The CAC composition is made up of a multi-disciplinary group of individuals including a medical practitioner, a police officer, a representative of a school division, a staff member of the agency, and a Child Abuse Coordinator.

The provincial Child Abuse Registry established under section 19.1 of the CFSA contains information on persons who have abused a child as defined in the CFSA. The director is responsible for the operation of the provincial Child Abuse Registry.

The Child Abuse Committee has four primary functions:

- Review every case of suspected abuse referred to the committee
- Review as required, the involvement of the police, medical and hospital professionals, and others involved in the investigation and management of the case
- Provide consultation in the investigation and management of the case
- Make recommendations where it is considered appropriate or necessary to protect the child or any other child. This includes recommending that an alleged offender be named on the Child Abuse Registry.

The SFNNC currently has 11 Child Abuse Committees in operation.

In the Spring of 2024, the Child Protection Branch (CPB) began a review of the composition and function of CACs within the four authorities in Manitoba. Working groups were established to discuss the future of these committees, including the possibility of centralizing the committees to ensure consistency for each potential Child Abuse Registry review. This audit will continue into the 2024-2025 fiscal year.

## Training and Staff Development

Southern First Nation Network of Care agencies design and implement their Education and Training (E&T) programs. E&T Funds are provided to each agency at the start of the fiscal year, and then quarterly thereafter. The step away from hosting training at the SFNNC promotes the independence and unique needs of each agency. This also permits agencies to identify the training needs within their staff compliments and create space to change their training programs regularly, as needed.

**The Joint Training Team:** The Joint Training Team (JTT) is a permanent subcommittee of the provincial Child and Family Services Standing Committee. The JTT originated in 2007 under the name Joint Training Unit (JTU) and though it changed its name in 2009, the committee has continued to collaboratively explore and address the training needs of the child and family services (CFS) workforce in Manitoba successfully for the last 15 years.

The purpose of the JTT is to develop a professional, qualified, culturally competent workforce in the CFS system. Through inter-authority partnership, the JTT is responsible for developing, coordinating, implementing, and evaluating education and training activities and curricula for staff and caregivers in the Child and Family Services system.

Throughout the 23/24 fiscal year, the SFNNC JTT representative attended monthly meetings and worked in conjunction with the other three authorities and the Child and Family Services Branch, to provide important learning opportunities to agency staff and service providers throughout Manitoba.

### Membership

The Manitoba Joint Training Team is comprised of a training representative from each of the four Child and Family Services Authorities and the Child and Family Services Branch.

### Joint Training Team Annual Priorities for 2023/2024:

It is the intention of JTT, in consultation with the Standing Committee governing body, to set annual priorities of focus for training in each fiscal year. The following joint training initiatives were prioritized with the Standing Committee for the 23/24 fiscal year:

- Clinical Supervision Training
- Safer Sleep for Infants
- Global Interview Training
- Child Abuse Investigation Training
- Within Arm's Reach: Ice & Water Safety Training
- Child and Family Services Application Training (CFSA)
- Gender Diversity Workshops
- Youth and Substance Abuse Training
- Safe & Together Training (domestic violence awareness)

### New in 2023/2024:

#### • Residential School Training:

This two-day workshop provides an overview of residential schools, the historical and current intergenerational effects, and truth and reconciliation from a traditional Indigenous perspective. Workshop objectives include the development of reconciliation strategies that can be implemented in personal and professional circles.

This training stems from recommendations from the Truth and Reconciliation Commission of Canada: Calls to Action (2015) and the report entitled The Legacy of Phoenix Sinclair, Achieving the Best for All Our Children (2013).

The 2023-24 fiscal year saw three new Residential School Training Facilitators trained in a "Train-the-Trainer" series. The preceding facilitator (who retired in 2021) worked with each trainee to prepare them to carry on this material independently (as a group of 3).

There was also some opportunity for agency staff to join in the facilitator training workshops. In total 14 staff attended the workshops throughout the year.

Workshops will be starting again in Fall 2024.

This training will always be offered in person to gauge the impact of the materials on participants, and to provide support if required.

## Work in Development:

### • Adverse Childhood Experiences (ACE's Training)

The Manitoba Advocate for Children and Youth recommended that training be developed to educate service providers on Adverse Childhood Experiences (ACEs). ACEs can impact kids' health and well-being. They can have long-term effects on adult health and wellness. Their consequences can affect families, communities, and even society. These e-training courses will help staff and service providers understand, recognize, and prevent ACEs.

JTT worked with Red River Polytech, led by Dr. Rob Santos, to develop several e-learning modules. These modules are expected to be ready for rollout in the fall of 2024 and will be accessible on the CFS Learning Management System at [www.cfslearning.mb.ca](http://www.cfslearning.mb.ca).

## Restoring the Sacred Bond Initiative

The Restoring the Sacred Bond (RSB) Initiative sought to improve maternal and child health and strengthen cultural identity in Manitoba's First Nation communities, through access to culturally grounded birth helpers in Winnipeg and the surrounding areas. The three-year pilot project, led by the Southern First Nations Network of Care (SFNNC) and Wijiidiwag Ikwewag, matched Indigenous Birth Helpers with Indigenous mothers at risk of having their infant apprehended into the child welfare system. The initiative was funded through a Social Impact Bond – a financial arrangement in which private investors provide the capital to fund the Intervention and the Government of Manitoba repays the investors, with interest, based on the achievement of agreed-upon outcomes.

In addition to comparing the number of days in care between participants and the matched control group, program evaluation focused on assessing program implementation and effectiveness. Based on observational data and interviews, findings from the program evaluation sought to determine the degree to which the program delivered services responsive to participants' needs and contributed to enhanced health and well-being.

The evaluation was overseen by an Evaluation Committee with representatives from partner agencies, the Government of Manitoba, the RSB Project Board, the external evaluator, and the University of Manitoba's Manitoba Centre for Health Policy. Ethics approval and permissions to access data to compare the number of days in care were provided by the University of Manitoba Research Ethics Board and Manitoba's Health Information Privacy Committee.

The evaluation was completed in Spring 2023.

## Findings

Did participation lead to a reduced number of days in care?

- Children born to mothers enrolled in Restoring the Sacred Bond had a lower chance of being taken into care in their first year than those in the control group.
- 25% of children in the program group were brought into care in the first year of life, compared to 33% of children among control group members.
- Statistical modeling showed 39.7 fewer days in care among the program group than the control group.
- In interviews, participants said the program provided a positive and supportive experience that was responsive to family needs.
- Participants enhanced well-being through connections to Indigenous culture and identity, health services, addiction treatment, school and work opportunities, and basic needs (housing, nutrition).

Restoring the Sacred Bond successfully achieved its goal of reducing days in care by preventing apprehension and reducing time spent in care. **Children in the program spent an average of 39.7 fewer days in care than children in a matched control group.**

Despite challenges presented by COVID-19, participants felt well supported, sharing examples of connections made to support services, work, and employment and strengthen social networks and cultural identity.

The Restoring the Sacred Bond initiative proved to be an important step in supporting families and reducing the likelihood of a family requiring Child and Family Service intervention.

Special thanks and gratitude to the Government of Manitoba, MaRS, and the Restoring the Sacred Bond Investors:

- Anonymous Investor
- Balsam Foundation
- Children's Aid Foundation of Canada
- C.P. Loewen Family Foundation
- Inspirit Foundation
- Lawson Foundation
- McConnell Foundation
- The Winnipeg Foundation

## Data Reporting & Compliance

Agencies are expected to use recordkeeping systems and processes that facilitate compliance with legislation and regulations. SFNNC's responsibilities for ensuring this best practice include:

- Monitoring agency record management practices that facilitate the case management process
- Compliance with confidentiality and access requirements in section 76 of the CFSA
- Ensuring agencies input data in the Child and Family Services Application (CFSIS) according to minimum standards.
- Ensuring agencies complete monthly compliance reports.
- Compliance with year-end reporting. This is crucial in ensuring proper case numbers, legal status, placements, and demographic information are up to date.

## 2023/2024 Quality Assurance Team Members

**Christian Torfason** - Quality Assurance Manager

**Jade Chymy** - Quality Assurance Vision Keeper

**Cub Spring** - Quality Assurance Vision Keeper

**Clarissa Fontaine** - Quality Assurance Administrative Assistant



## Joint Training Team 2023 / 2024 Annual Report

The Joint Training Team (JTT) is a permanent subcommittee of the provincial Child and Family Services Standing Committee. The JTT originated in 2007 under the name Joint Training Unit (JTU) and though it changed its name in 2009, the committee has continued to collaboratively explore and address the training needs of the child and family services (CFS) workforce in Manitoba successfully for the last 15 years.

The purpose of the JTT is to develop a professional, qualified, culturally competent workforce in the CFS system. Through inter-Authority partnership, the JTT is responsible for developing, coordinating, implementing, and evaluating education and training activities and curricula for staff and caregivers in the child and family services system.

Following an interruption of training services during the 2020-2021 COVID-19 pandemic, the focus of the JTT has been to address the priority needs of the staff and agencies, while looking towards future goals of shifting and deepening practice across the province.

## Membership

The composition of the JTT includes an education and training representative from each of the four Child and Family Services Authorities as well as the Child and Family Services Branch. The core members of the JTT during April 1, 2021 - March 31, 2022 include:

**Selena Linski** (to November 2021)  
Quality Assurance Specialist  
Southern First Nations Network of Care

**Jade Chymy**  
Quality Assurance Specialist  
Southern First Nations Network of Care

**Kirra Noble**  
Service Specialist  
Metis Child and Family Services Authority

**Colleen Robinson** (to January 2022)  
Education and Training Coordinator / Trainer  
First Nations of Northern Manitoba Child and Family Services Authority

**Pam Logan** (March 2022)  
Special Rates and AYA Coordinator  
First Nations of Northern Manitoba Child and Family Services Authority

**Lisa Schmidt**  
Program Specialist  
The General Child and Family Services Authority

**Amber Vialette**  
Provincial Training Coordinator  
Child and Family Services Branch  
Manitoba Families  
Additional members:

**Laura Friesen** – three-month membership and chair position fill-in (October to December 2021)  
Special Operations Specialist  
Child and Family Services Branch  
Manitoba Families

The JTT reports to the Child and Family Services Standing Committee and is working on behalf of the four Child and Family Services Authorities and the Child and Family Services Branch.

The following joint training initiatives emerged through JTT communication and were prioritized in this reporting period.

• **Abuse Training**

Child abuse investigations is an integral responsibility in the role of a child protection worker, and one that requires specialized knowledge and experience to effectively investigate and assess risk related to child physical and sexual abuse.

**a. Introduction to Abuse Investigations:** The Introduction to Child Abuse Investigations training is a two-day virtual course for Child and Family Services workers new to conducting child abuse investigations. The program includes an overview of guiding legislation, abuse investigation process as identified in CFS Standards of Practice and research pertaining to best practice models. The training also briefly touches on basic interview skills and analysis/assessment, and assess risk related to child physical and sexual abuse.

**Total: 8 Attendees.**

**b. Abuse Investigations Training Pilot:** The training focuses on continuous development of skill and knowledge in abuse investigations by taking the participant through a series of core training modules in addition to several information sessions on specialised abuse topics. The pilot was divided into three training cohorts based on investigative function (CAC Coordinators and Supervisors, Abuse Investigators, and general intake workers who conduct investigations).

\*A comprehensive evaluation is occurring which will be utilized to determine the future state of the abuse training program. As of March 31, 2022, Cohort 3 is still in the stages of evaluation.

**Cohort 1 total = 10 Attendees**

**Cohort 2 total = 15 Attendees**

**c. StepWise 360:** Interviewing Children and Youth: A basic course that provides participants with the knowledge and skills necessary to conduct effective interviews of children and adolescents.

**Cohort 1 Total = 10 Attendees**

**Cohort 2 Total = 12 Attendees**

**d. The Investigative Interviewing Course:** This course provides best practice interviewing instruction to investigators for suspects, witness and victim interviews. The suspect interview training is based upon a non-accusatorial, non-confrontational, research supported philosophy which responds to case law and focuses on professional and respectful conversation management.

**Cohort 1 Total: 8**

**Cohort 2 Total (June 22): N/A**

**e. Assessing Risk for Violence/Assessing Risk for Sexual Offenders:** Part 1 of the course provides learners with foundational knowledge and skills on violence risk prediction and risk management, and teaches them to conduct reliable and defensible risk assessment. Part 2 is a workshop that provides learners with foundation knowledge on the assessment and management of individuals who commit sexual offences.

**Cohort 1 Total = 10 Attendees**

**Cohort 2 Total (Apr 22): N/A**

• **Additional Seminars/Learning**

**1. Physical/Medical indicators and assessment of Child Abuse:**

**Cohort 1 Total = 10**

**Cohort 2 Total = 14**

**2. Investigating Sexual Exploitation of Youth- including on-line sexual exploitation and child pornography:**

**Cohort 1 Total = 10**

**Cohort 2 Total = 14**

**3. Sexual Behaviour of Children:**

**Cohort 1 Total = 9**

**Cohort 2 Total = 13**

**4. Child Abuse Committees:**

**Cohort 1 Total = 2**

**Cohort 2 Total (May 22) = N/A**

• **Annual Child Abuse Committee Coordinator Conference:**

The annual Child Abuse Committee Coordinator Conference is an opportunity for all Child Abuse Committee Coordinators and their three invited guests (CAC members) to gain further knowledge and expertise in their roles as coordinators and members, as well as in the area of child abuse.

As the 13th annual conference was not able to take place in 2021 due to the COVID-19 pandemic, JTT took the opportunity to consider the recommendation to host the event on a semi-annual basis. The 2023 event is scheduled to resume in the Spring of 2023.

• **Child and Family Services Application (CFSA) Training:**

The Child and Family Services Applications (CFSA) are the electronic record keeping systems used by CFS organizations to collect and manage information on cases and services provided to families. The CFSA consists of the Intake Module and the Child and Family Services Information System (CFSIS). The Child and Family Services Branch, in communication with the JTT, continued to provide CFSA training for CFS staff from April 1, 2021 to March 31, 2022.

In addition to formal training, there were 270 consults conducted by trainers with individuals from agencies, Authorities, and other CFS entities.

Authority	In Person	Online	Total Trained	Consults
SFNNC	15	202	217	270

**Work in Development**

• **Standards modernization training:**

Case Management Standards training has been identified as a priority need of the four authorities; however, given the significant changes being made in the current Standards Modernization project, the development of new curricula in this area was paused while finalization of the Standards rewrite occurs.

Once the Standards modernization project is complete, a new self-guided Case Management Standards training will be launched.

• **Clinical Supervision Training:**

The Clinical Supervision training is being adapted from an existing curriculum currently being used by the Ministry of Children and Family Development in British Columbia, to meet the identified supervisory training needs of CFS agencies in Manitoba. Intended to be a broad overview of clinical supervision practices, this training is offered to supplement agency-specific supervisor training on supervision policies and case review practices.

The clinical supervision training is being developed solely as an online self-guided training module, which will be launched in the 2022-23 year.

• **Safe Sleep**

Manitoba's Advocate for Children and Youth has long recommended that more education be provided around safe sleep for Manitoba's infants. JTT, in coordination with Manitoba Health has distributed newly developed resource materials to Agencies in the province and is working to create a self-guided online learning that will assist in completing a safe sleep assessment for families with infants in their care.

### • Adverse Childhood Experience

The Manitoba Advocate for Children and Youth recommended that training be developed to educate service providers on Adverse Childhood Experiences (ACE's). JTT is working with Red River Polytech, led by Dr. Rob Santos, to create a learning module.

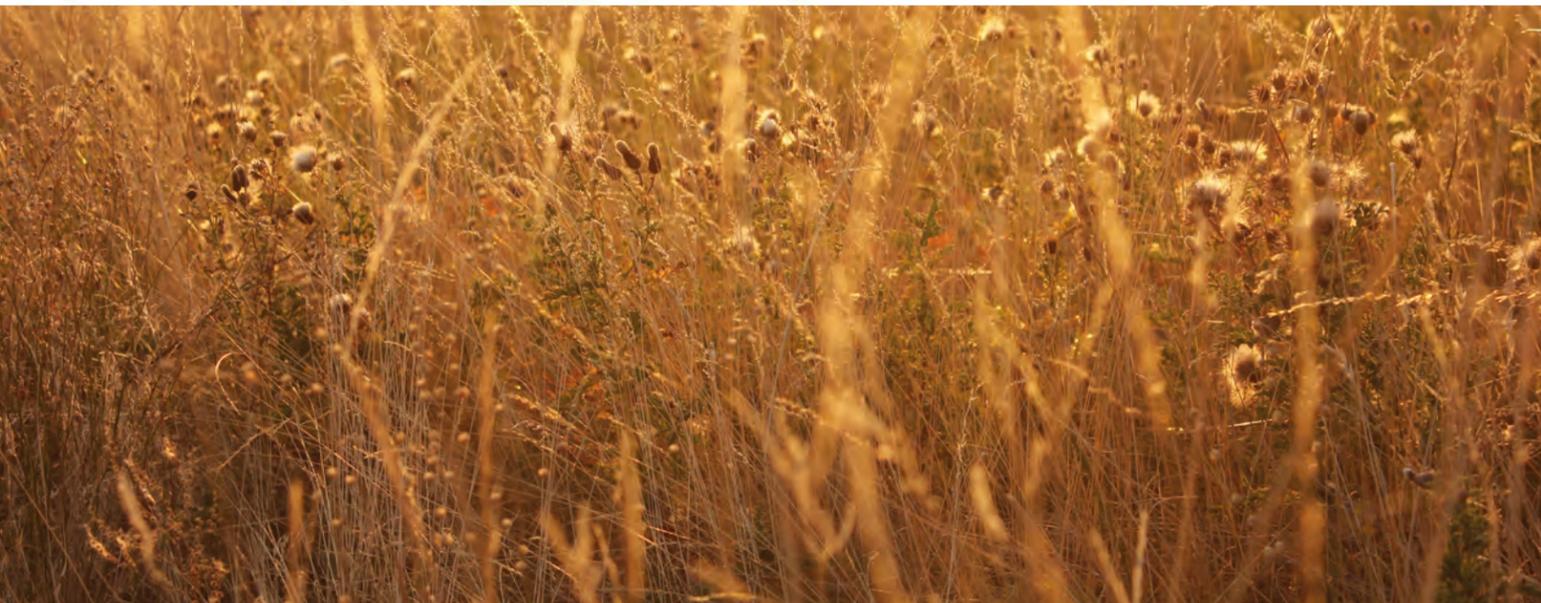
### • Youth and Substance Abuse Training

JTT has been working with the YASU/YACI/CPB working group who has developed a presentation on Youth and Substance Abuse. Training in this area is under development.

## Looking Forward

As indicated above, the JTT has instituted a process of receiving feedback and direction from Standing Committee in regard to the training priorities for the upcoming 2022-2023 training calendar. As a result of these discussions, the following trainings have been identified as the JTTs primary considerations for the year to come. The following items were presented and approved as priorities on February 16th, 2022.

- Adverse Childhood Experiences (ACE's)
- Residential Schools Training
- Safe Sleep
- Protecting and Supporting Children's Act
- Youth and Substance Abuse Training
- Child Abuse Committee Conference



## Finance Unit

The Finance Unit is responsible for managing the core financial functions of the Southern Network. Our team collaborates closely with member agencies to provide support in financial accountability and reporting, ensuring effective and responsible financial management.

### Our Team

- Zhenyu Wu - Chief Financial Officer
- Eunice Roulette - Finance Officer
- Judy Rumble - Single Envelope Funding Implementation Officer
- Kitt Boken - Accounting Clerk
- Kyle Newton - Financial Consultant Special Projects
- Samuel Paulos - Financial Analyst

### Goals and Objectives

The primary goals and objectives of the Finance Unit include:

- Addressing federal and provincial child welfare reforms.
- Developing a comprehensive financial reporting and accountability framework.
- Creating policies and procedures for the implementation of Single Envelope Funding.
- Securing appropriate funding for the Southern Network and its member agencies to fulfill their responsibilities effectively.

### Key Activities in 2023-2024

Throughout the 2023-2024 fiscal year, the Finance Unit has engaged in the following key activities:

- Implementing outcome-based funding initiatives, such as Single Envelope Funding, to align financial incentives with positive outcomes rather than increasing caseloads and extended care durations.
- Actively participating in the ongoing implementation of Customary Care.
- Developing budgets and providing financial guidance for the Restoring the Sacred Bond Initiative.
- Implementing recommendations from the Strategic Plan Review and financial review conducted by Internal Audit and Consulting Services, including the development of a comprehensive financial policies manual.
- Establishing financial accountability and reporting frameworks for member agencies.
- Continuing efforts to secure adequate funding for the Southern Network and its member agencies to effectively carry out their responsibilities.

**Southern First Nations Network of Care  
Financial Statements**  
March 31, 2024



**Independent Auditor's Report**

To the Board of Directors of Southern First Nations Network of Care:

**Opinion**

We have audited the financial statements of Southern First Nations Network of Care (the "Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for government not-for-profit organizations.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information presented in the attached schedules 1 to 14 are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Such supplementary information has been subjected only to auditing procedures applied in the audit of the basic financial statements, taken as a whole.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for government 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

MNP LLP

True North Square

242 Hargrave Street, Suite 1200, Winnipeg MB, R3C 0T8

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MNP.ca

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba

June 24, 2024

**MNP LLP**  
Chartered Professional Accountants



## Southern First Nations Network of Care Statement of Financial Position

As at March 31, 2024

	2024	2023
<b>Assets</b>		
<b>Current</b>		
Cash	6,898,358	4,428,179
Restricted cash (Note 4)	5,373,863	3,877,478
Accounts receivable (Note 3)	1,445,139	5,269,067
Prepaid expenses	-	27,313
	<b>13,717,360</b>	13,602,037
<b>Due from Agencies (Note 4)</b>	<b>334,445</b>	1,830,842
	<b>14,051,805</b>	15,432,879
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 6)	1,584,120	998,998
Deferred revenue (Note 7)	5,491,955	7,986,016
	<b>7,076,075</b>	8,985,014
<b>Due to Province of Manitoba (Note 4)</b>	<b>5,717,026</b>	5,717,026
	<b>12,793,101</b>	14,702,040
<b>Net Assets</b>		
Net assets, unrestricted	1,258,702	730,839
	<b>14,051,805</b>	15,432,879

Approved by:

The accompanying notes are an integral part of these financial statements



**Southern First Nations Network of Care  
Statement of Operations and Changes in Net Assets**

*For the year ended March 31, 2024*

	2024 Budget	2024	2023
<b>Revenue</b>			
Province of Manitoba			
Network Core (Schedule 1)	3,530,986	2,941,851	2,694,102
B&L Group Home (Schedule 1)	100,000	-	-
IT Support (Schedule 2)	709,600	354,601	330,724
Education and Training (Schedule 5)	421,195	316,687	295,335
FASD (Schedule 6)	57,500	56,970	56,970
Implement Single Envelope Funding (Schedule 1)	82,074	39,541	70,856
Home Studies (Schedule 4)	25,000	7,250	4,950
Capacity Building (Schedule 12)	-	825,000	-
<b>Total Province of Manitoba</b>	<b>4,926,355</b>	<b>4,541,900</b>	<b>3,452,937</b>
Department of Indigenous Services Canada (ISC)			
Capacity Development (Schedule 1)	250,000	250,000	312,441
<b>Total Department of Indigenous Services Canada</b>	<b>250,000</b>	<b>250,000</b>	<b>312,441</b>
Agency			
Single Envelope Funding (Schedule 3)	161,646,919	160,852,387	154,062,492
Support to Young Adults Grant (Schedule 10)	2,499,338	1,441,958	573,153
AYA COVID-19 Support for Youth Exiting Care (Schedule 1)	-	-	1,581,255
One-Time Wage Relief (Schedule 13)	5,260,000	4,365,000	-
National Standards (Schedule 14)	1,190,000	481,551	-
<b>Total Agency</b>	<b>170,596,257</b>	<b>167,140,896</b>	<b>156,216,900</b>
Other			
Rents, interest and other (Schedule 1)	183,333	441,110	220,843
Restoring the Sacred Bond	1,500,000	3,000,065	65,109
Regional Advisory Committee (Schedule 7)	-	-	154,803
Back to the Land (Schedule 11)	-	-	8,214
Age of Majority (Schedule 9)	-	1,260	10,484
<b>Total Other</b>	<b>1,683,333</b>	<b>3,442,435</b>	<b>459,453</b>
	<b>177,455,945</b>	<b>175,375,231</b>	<b>160,441,731</b>

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Statement of Operations and Changes in Net Assets**

*For the year ended March 31, 2024*

	2024 Budget	2024	2023
<b>Expenses</b>			
Network Core (Schedule 1)	4,146,393	3,144,640	4,657,292
IT Support (Schedule 2)	709,600	354,601	330,724
Education and Training (Schedule 5)	421,195	316,687	295,335
Programming			
FASD (Schedule 6)	57,500	56,970	56,970
Regional Advisory Committee (Schedule 7)	-	-	154,803
Back to the Land (Schedule 11)	-	-	8,214
Single Envelope Funding (Schedule 3)	162,207,938	160,852,387	154,062,492
Support to Young Adults Grant (Schedule 10)	2,499,338	1,441,958	573,153
Home Studies (Schedule 4)	25,000	7,250	4,950
Restoring the Sacred Bond (Schedule 8)	1,500,000	3,000,065	65,109
Age of Majority (Schedule 9)	-	1,260	10,484
Capacity Building (Schedule 12)	-	825,000	-
One-Time Wage Relief (Schedule 13)	4,698,981	4,365,000	-
National Standards (Schedule 14)	1,190,000	481,551	-
	<b>177,455,945</b>	<b>174,847,368</b>	<b>160,219,526</b>
<b>Excess of revenue over expenses before amortization</b>	<b>-</b>	<b>527,863</b>	<b>222,205</b>
<b>Amortization</b>	<b>-</b>	<b>-</b>	<b>(13,306)</b>
<b>Excess of revenues over expenses</b>	<b>-</b>	<b>527,863</b>	<b>208,899</b>
<b>Net assets, beginning of year</b>	<b>521,940</b>	<b>730,839</b>	<b>521,940</b>
<b>Net assets, end of year</b>	<b>521,940</b>	<b>1,258,702</b>	<b>730,839</b>

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Statement of Cash Flows**

*For the year ended March 31, 2024*

	2024	2023
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Excess of revenue over expenses	527,863	208,899
Amortization of capital assets	-	13,306
	<b>527,863</b>	<b>222,205</b>
Changes in working capital accounts		
Accounts receivable	3,823,928	(4,988,664)
Due from Agencies	1,496,397	1,745,229
Accounts payable and accruals	585,124	306,002
Deferred contributions	(2,494,061)	5,888,749
<b>Increase in cash resources</b>	<b>3,966,564</b>	<b>3,173,521</b>
<b>Cash, beginning of year</b>	<b>8,305,657</b>	<b>5,132,136</b>
<b>Cash, end of year</b>	<b>12,272,221</b>	<b>8,305,657</b>
<b>Cash resources are composed of:</b>		
Cash	6,898,358	4,428,179
Restricted cash	5,373,863	3,877,478
	<b>12,272,221</b>	<b>8,305,657</b>

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Notes to the Financial Statements**

*For the year ended March 31, 2024*

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

The First Nations of Southern Manitoba Child and Family Services Authority (the "Organization") was incorporated on November 24, 2003 under the Province of Manitoba through The Child and Family Services Authority Act, S.M. 2002, c. 35 except section 20; the Act came into force by proclamation on November 24, 2003. On November 15, 2015, the legal name was changed to Southern First Nations Network of Care.

The Organization was established as a non-profit organization with the responsibility for administering and providing for the delivery of a system of child and family services to Southern First Nations people who are members of the Southern First Nations and other persons who are identified with those Southern First Nations. In partnership with the Province of Manitoba, the Organization is committed to establishing a jointly coordinated child and family services system that recognizes the distinct rights and authorities of First Nations and Metis people in Manitoba.

The Organization is controlled by the Southern Chiefs' Organization Inc. as they have the ability to appoint the Board of Directors. During the year, the Organization paid \$651,716 (2023 - \$258,137) to Southern Chiefs' Organization Inc. for professional fees, salaries and general operations. This transaction was recorded at the exchange amount which is the amount established and agreed to by the related parties.

The Organization is a non-profit organization and as such is exempt from income taxes under The Income Tax Act (the "Act"). In order to maintain its status as a non-profit organization under the Act, the Organization must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

**2. Significant accounting policies**

The financial statements have been prepared in accordance with Canadian accounting standards for government not-for-profit organizations and include the following significant accounting policies:

**Cash and cash equivalents**

Cash and cash equivalents include balances with banks and short-term investments 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 Organization 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.

**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 following method at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Years
Furniture and fixtures	straight-line	3

**Long-lived assets**

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

When the Organization determines that a long-lived asset no longer has any long-term service potential to the Organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. Write-downs are not reversed.

**Southern First Nations Network of Care**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2024*

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

**Leases**

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on a declining balance basis, over their estimated useful lives. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

**Measurement uncertainty (use of estimates)**

The preparation of financial statements in conformity with Canadian accounting standards for government 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 revenues and expenses during the reporting period.

Accounts receivable and due from agencies are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. No allowance has been recorded in the year. 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 excess (deficiency) of revenues and expenses in the year in which they become known.

**Financial instruments**

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with Section 3840 Related Party Transactions.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization has not made such an election during the year.

If the Organization defines and implements a risk management or investment management strategy to manage and evaluate the performance of a group of financial assets, financial liabilities, or both on a fair value basis, the Organization may elect at initial recognition to subsequently measure those items at fair value. The Organization has not made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses while interest income is recognized in the statement of operations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess if revenue over expenses. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, etc. in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses. No statement of remeasurement gains and losses has been presented as there are no transactions to report.



**Southern First Nations Network of Care**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2024*

**3. Accounts receivable**

	2024	2023
Province of Manitoba	1,190,000	5,260,000
Department of Indigenous Services Canada	250,000	-
GST receivable	2,421	9,067
Other	2,720	-
	<b>1,445,141</b>	<b>5,269,067</b>

**4. Due from Agencies and Due to Province of Manitoba**

The Province of Manitoba advanced the Organization a working capital advance in the amount of \$5,717,026 (2023 - \$5,717,026), which in turn was advanced by the Organization to the agencies. The advances are repayable by the Organization if the Organization's operations cease. Due to the single envelope funding, some agencies have started paying off their advances. The amounts due from the agencies and due to the Province of Manitoba have no fixed terms of repayment and are non-interest bearing. Included in restricted cash is \$5,373,863 (2023 - \$3,877,478) received from Agencies which is to be held in a separate bank account.

	2024	2023
Animikii-Ozozon Child and Family Services	334,445	735,778
Southeast Child and Family Services	-	1,095,064
	<b>334,445</b>	<b>1,830,842</b>

**5. Capital assets**

	Cost	Accumulated amortization	2024 Net book value
Furniture and fixtures	206,184	206,184	-

	Cost	Accumulated amortization	2023 Net book value
Furniture and fixtures	206,184	206,184	-



**Southern First Nations Network of Care**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2024*

**6. Accounts payable and accruals**

	2024	2023
Trade payables	293,891	343,217
Accrued expenses	1,235,822	632,804
Social fund	960	3,119
Southern Chiefs' Organization Inc.	53,447	19,858
	<b>1,584,120</b>	<b>998,998</b>

**7. Deferred revenue**

Deferred revenue represents funds received during the year, which have been deferred to periods when their specified expenditures are expected to be incurred. Deferred revenue is comprised of:

	2024	2023
Age of Majority	369,784	371,044
B&L Group Home - Province of Manitoba	300,000	200,000
Caregiver Training	2,000	2,000
Case Training	52,119	-
Capacity Funding for Case Transfers	1,575,000	-
Core Program - Province of Manitoba	239,932	591,508
Home Study - Province of Manitoba	12,800	20,050
National Standards	708,449	-
Regional Advisory Committee - ISC	124,162	124,162
Restoring the Sacred Bond	136,959	853,958
Stepping Out on Saturdays - FASD	38,662	52,507
Single Envelope Funding	42,533	82,074
Support for young adults under SSAA - Province of Manitoba	1,355,541	298,162
One-time Wage Relief	455,581	5,260,000
Other	78,433	130,551
	<b>5,491,955</b>	<b>7,986,016</b>

**Southern First Nations Network of Care**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2024*

**8. Revenue from Province of Manitoba**

	2024	2023
<b>Province of Manitoba Confirmation</b>		
Revenue as per Province of Manitoba confirmation	172,891,138	163,693,861
Deferred revenue recognized during the year	7,329,325	2,609,856
Revenue deferred during the year	(4,913,771)	(7,329,325)
	<b>175,306,692</b>	<b>158,974,392</b>

**9. Commitments**

The Organization has entered into a lease agreement for its premise for its operations and to support other agencies and programs. The estimated minimum annual payments are as follows:

2025	17,540
------	--------

**10. Expenses by object**

	2024	2023
Information technology	235,736	247,620
Insurance	132,188	149,553
Professional fees	454,558	553,590
Programming	1,559,304	2,211,378
Rent	294,615	415,509
Restoring Sacred Bond	3,000,000	-
Salaries and benefits	1,983,728	1,877,677
Salaries and benefits - wage relief	4,365,000	-
Training and education	300,948	294,724
Agency grants	161,333,939	154,062,492
Operation expenses	1,187,352	406,983
	<b>174,847,368</b>	<b>160,219,526</b>

**Southern First Nations Network of Care**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2024*

**11. Employee benefits**

Pension benefits

The Organization has a defined contribution pension plan for its employees. Employees contribute at least 4% of their salaries and the Organization contributes 5%. The Organization's total pension contribution for 2024 was \$248,480 (2023 - \$245,596).

Sick leave benefits

Employees of the Organization are entitled to sick leave benefits during their employment. Sick leave benefits, which accumulate but do not vest, are not considered to be significant by management. As such, management has not recorded a liability for these benefits in the financial statements of the Organization.

**12. Financial instruments**

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

**Credit risk**

Credit risk is the risk of financial loss because a counter party to a financial instrument fails to discharge its contractual obligations.

The Organization's maximum exposure to credit risk without taking into account any collateral or other credit enhancements is \$1,445,141 (2023 - \$5,269,067).

The Organization is not exposed to significant credit risk as the majority of the receivables are from government funding agreements.

**Liquidity risk**

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivery of cash or another financial asset. The Organization's policy is to ensure that it will have sufficient cash to allow it to meet its liabilities when they become due.

**Fair value**

The carrying values of cash, restricted cash, due from agencies, accounts receivable, due to Province of Manitoba and accounts payable and accruals approximate their fair value due to the relatively short periods to maturity of these items or because they are receivable or payable on demand.

**13. Contingent liabilities**

The funding agencies may disallow certain expenses, deeming them to be ineligible. Adjustments, if any, for disallowed expenses will be accounted for in the year of determination.

The Organization has been named as a defendant in one claim. This claim remain at an early stage, and as litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of this lawsuit or to estimate the loss, if any, which may result. No accrual has been made related to this claim.

**14. Economic dependence**

The Organization's primary source of revenue are from the Province of Manitoba. The Organization's ability to continue viable operations is depended on this funding.

**Southern First Nations Network of Care**  
**Schedule 1 - Schedule of Revenue and Expenditures - Network Care**

*For the year ended March 31, 2024*  
(Unaudited)

	2024 Budget	2024	2023
<b>Revenue</b>			
Province of Manitoba			
Core Grant	3,530,986	2,941,851	2,694,102
B&L Group Home	100,000	-	-
Capacity Development 2023-2024	250,000	250,000	-
Capacity Development 2021-2022	-	-	62,441
Capacity Development 2022-2023	-	-	250,000
Implement Single Envelope Funding	82,074	39,541	70,856
Rent, interest and other	183,333	441,110	220,843
AYA COVID-19 Support for Youth Exiting Care	-	-	1,581,255
	<b>4,146,393</b>	<b>3,672,502</b>	<b>4,879,497</b>
<b>Expenses</b>			
Agency relations	17,500	9,790	16,447
Annual general meeting	20,000	15,000	-
B&L Group Home	100,000	-	-
Bank and service charges	4,600	3,897	4,387
Board costs	37,796	41,566	27,638
Comfort kit distribution	-	-	1,802
Community relations	36,250	29,814	49,390
Elder Council	50,000	456	-
Insurance	128,000	132,188	149,553
Operational Review	100,000	60,376	-
Office supplies	60,891	38,643	78,950
Moving expenses	100,000	92,460	-
Professional membership and dues	4,540	-	-
Professional fees	355,074	353,845	406,304
Recruitment	4,165	56,967	1,872
Rent	277,171	294,616	415,509
Salaries and benefits	2,769,806	1,976,478	1,873,892
Support for youth exiting care during COVID-19	-	-	1,581,255
Telephone and fax	16,600	17,270	12,362
Training	46,000	14,333	34,224
Travel	18,000	4,391	1,527
Website	-	2,550	2,180
	<b>4,146,393</b>	<b>3,144,640</b>	<b>4,657,292</b>
<b>Excess of revenue over expenses before amortization</b>	<b>-</b>	<b>527,863</b>	<b>222,205</b>
<b>Amortization</b>	<b>-</b>	<b>-</b>	<b>(13,306)</b>
<b>Excess of revenues over expenses</b>	<b>-</b>	<b>527,863</b>	<b>208,899</b>

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Schedule 2 - Schedule of Revenue and Expenditures - IT Support**

*For the year ended March 31, 2024  
(Unaudited)*

	2024 Budget	2024	2023
<b>Revenue</b>			
Province of Manitoba	709,600	354,601	330,724
<b>Expenses</b>			
Information technology	592,588	235,736	247,620
Internet	2,527	6,538	1,721
Professional fees	95,000	100,713	82,548
Repair and maintenance	19,485	11,614	-
Salaries and benefits	-	-	(1,165)
	709,600	354,601	330,724
<b>Excess of revenues over expenses</b>	-	-	-

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Schedule 3 - Schedule of Revenue and Expenditures - Single Envelope Funding**

*For the year ended March 31, 2024  
(Unaudited)*

	2024 Budget	2024	2023
<b>Revenue</b>			
Province of Manitoba	161,646,919	160,852,387	154,062,492
<b>Expenses</b>			
Agency Grants-ANCR	17,111,068	17,111,066	15,229,200
Agency Grants-ANISHINAABE CFS	19,804,421	19,862,634	18,923,700
Agency Grants-ANIMIKII OZOSON CFS	16,889,821	17,304,397	16,523,215
Agency Grants-DAKOTA OJIBWAY CFS	17,749,464	17,658,321	20,114,835
Agency Grants - Dakota Tiwahe Services	3,913,420	3,599,275	-
Agency Grants-INTERTRIBAL CFS	4,062,543	4,130,055	3,793,440
Agency Grants-KANI CFS	1,546,994	1,571,353	1,437,360
Agency Grants-SAGKEENG CFS	15,874,530	15,764,343	14,990,299
Agency Grants-SANDY BAY CFS	7,312,594	7,270,184	7,566,209
Agency Grants-SOUTHEAST CFS	36,043,663	34,824,720	34,465,158
Agency Grants-WEST REGION CFS	21,899,420	21,756,039	21,019,076
	162,207,938	160,852,387	154,062,492
<b>Excess (deficiency) of revenues over expenses</b>	(561,019)	-	-

The accompanying notes are an integral part of these financial statements

**Southern First Nations Network of Care  
Schedule 4 - Schedule of Revenue and Expenditures - Home Studies**

*For the year ended March 31, 2024  
(Unaudited)*

	<b>2024 Budget</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>			
Home Studies	25,000	7,250	4,950
<b>Expenses</b>			
Home Studies	25,000	7,250	4,950
<b>Excess of revenues over expenses</b>	-	-	-

**Southern First Nations Network of Care  
Schedule 5 - Schedule of Revenue and Expenditures - Education and Training**

*For the year ended March 31, 2024  
(Unaudited)*

	<b>2024 Budget</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>			
Province of Manitoba	421,195	316,687	295,335
<b>Expenses</b>			
Professional development	-	15,571	611
Training - agency	421,195	300,948	294,724
Travel	-	168	-
	<b>421,195</b>	<b>316,687</b>	<b>295,335</b>
<b>Excess of revenues over expenses</b>	-	-	-

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

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

**Southern First Nations Network of Care  
Schedule 6 - Schedule of Revenue and Expenditures - FASD**

*For the year ended March 31, 2024  
(Unaudited)*

	<b>2024 Budget</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>			
Province of Manitoba	57,500	56,970	56,970
<b>Expenses</b>			
Program expenses	57,500	56,970	56,970
<b>Excess of revenues over expenses</b>	-	-	-

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



**Southern First Nations Network of Care  
Schedule 7 - Schedule of Funding and Expenditures - Regional Advisory Committee**

*For the year ended March 31, 2024  
(Unaudited)*

	<b>2024 Budget</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>			
Regional Advisory Committee	-	-	154,803
<b>Expenses</b>			
Regional Advisory Committee	-	-	154,803
<b>Excess of revenues over expenses</b>	-	-	-

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



**Southern First Nations Network of Care**  
**Schedule 8 - Schedule of Revenue and Expenditures - Restoring the Sacred Bond**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Restoring the Sacred Bond	1,500,000	3,000,065	65,109
<b>Expenses</b>			
Interest	-	45	13
Office supplies	-	-	64,736
Program expense	1,500,000	3,000,020	-
Website	-	-	360
	<b>1,500,000</b>	<b>3,000,065</b>	<b>65,109</b>
<b>Excess of revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>

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



**Southern First Nations Network of Care**  
**Schedule 9 - Schedule of Revenue and Expenditures - Age of Majority**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Age of majority	-	1,260	10,484
<b>Expenses</b>			
Age of majority	-	1,260	10,484
<b>Excess of revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>

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



**Southern First Nations Network of Care**  
**Schedule 10 - Schedule of Revenue and Expenditures - Supports to Young Adults**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Supports to Young Adults	2,499,338	1,441,958	573,153
<b>Expenses</b>			
Supports to Young Adults	2,499,338	1,441,958	573,153
<b>Excess of revenues over expenses</b>	-	-	-

**Southern First Nations Network of Care**  
**Schedule 11 - Schedule of Revenue and Expenditures - Back to the Land**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Back to the Land	-	-	8,214
<b>Expenses</b>			
Back to the Land	-	-	8,214
<b>Excess of revenues over expenses</b>	-	-	-

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

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

**Southern First Nations Network of Care**  
**Schedule 12 - Schedule of Revenue and Expenditures - Capacity Building**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Province of Manitoba	-	825,000	-
<b>Expenses</b>			
Capacity Building	-	825,000	-
<b>Excess of revenues over expenses</b>	-	-	-

**Southern First Nations Network of Care**  
**Schedule 13 - Schedule of Revenue and Expenditures - One-Time Wage Relief**

*For the year ended March 31, 2024*  
*(Unaudited)*

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
<b>Revenue</b>			
Province of Manitoba	5,260,000	4,365,000	-
<b>Expenses</b>			
One-Time Wage Relief	4,698,981	4,365,000	-
<b>Excess of revenues over expenses</b>	561,019	-	-

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



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



**Southern First Nations Network of Care  
Schedule 4 - Schedule of Revenue and Expenditures - Home Studies**

*For the year ended March 31, 2024  
(Unaudited)*

	2024 Budget	2024	2023
<b>Revenue</b>			
Home Studies	25,000	7,250	4,950
<b>Expenses</b>			
Home Studies	25,000	7,250	4,950
<b>Excess of revenues over expenses</b>	-	-	-

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



## Appendix I:

Region Designated Intake Agency    Service Provider (Agency) for the Southern First Nations

Southern First Nations	Each First Nation Agency	The First Nation agency providing services to the respective First Nation (on-reserve)
Western Manitoba	CFS of Western Manitoba	<ul style="list-style-type: none"> <li>• DOCFS provides services to their community members</li> <li>• DOCFS provides services to other southern First Nations community members with the exception of West Region</li> <li>• DOCFS provides services to others who choose the Southern First Nations Network of Care</li> <li>• SBCFS provides services to their community members and members of Dakota Plains First Nation</li> <li>• WRCFS provides services to their community members</li> </ul>
Central Manitoba	CFS of Central Manitoba	<ul style="list-style-type: none"> <li>• DOCFS provides services to their community members</li> <li>• DOCFS provides services to other southern First Nations community members with the exception of West Region</li> <li>• DOCFS provides services to others who choose the Southern First Nations Network of Care</li> <li>• SBCFS provides services to their community members and members of Dakota Plains First Nation</li> <li>• WRCFS provides services to their community members</li> </ul>
Parkland Region (South of Swan River)	Métis CFS	<ul style="list-style-type: none"> <li>• WRCFS provides services to their community members</li> <li>• WRCFS provides services to other southern First Nations) community members</li> <li>• WRCFS provides services to others who choose the Southern First Nations Network of Care</li> <li>• WRCFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Parkland Region (North of Swan River)	Métis CFS	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the Southern First Nations Network of Care</li> </ul>

Southern First Nations	Each First Nation Agency	The First Nation agency providing services to the respective First Nation (on-reserve)
Interlake Region (except the towns of Selkirk and Stonewall)	ACFS, ICFS, Peguis, Interlake Region within a specific geographic boundary	<ul style="list-style-type: none"> <li>• Peguis CFS and ICFS provide services for their community members</li> <li>• ACFS provides services to their community members</li> <li>• ACFS provides services to other southern First Nations community members who choose the Southern First Nations Network of Care</li> <li>• ACFS provides services to others who choose the Southern First Nation Network of Care</li> <li>• ACFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Towns of Selkirk and Stonewall	Interlake Region	<ul style="list-style-type: none"> <li>• Each southern First Nation CFS agency provides services to their community members through their community members through their Winnipeg offices with the exception of DOCFS</li> <li>• Sagkeeng CFS providers services for DOCFS</li> <li>• Animikii Ozoson provides services to other family who choose the Southern First Nations Network of Care</li> </ul>
Eastman Region	Eastman Region	<ul style="list-style-type: none"> <li>• SECFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to other southern First Nations community members who have chosen the Southern First Nations Network of Care</li> <li>• Sagkeeng CFS provides services to other families who have chosen the Southern First Nations Network of Care</li> <li>• Sagkeeng CFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Norman Region	Cree Nation CFS	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the Southern First Nations Network of Care</li> </ul>
Thompson Region	Nisichawayasihk Cree Nation FCWC	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Nisichawayasihk Cree Nation FCWC for families who choose the Southern First Nations Network of Care</li> </ul>
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> <li>• Each southern First Nation CFS agency provides services to their community members</li> <li>• Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the Southern First Nations Network of Care</li> </ul>





Annual Report

2023-2024

*Standing Strong*

*Zongí Kabawii (Ojibway)*

*Washaked nazin (Dakota)*

*Kamaskwikapawi (Cree)*

[www.SouthernNetwork.org](http://www.SouthernNetwork.org)