



Southern First Nations  
Network of Care

# Annual Report 2018-2019

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*Celebrating  
Our Youth*

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# OUR AGENCIES



## Animikii Ozoson Child and Family Services

Ontario First Nations members residing in Winnipeg and other families as assigned by the Southern First Nations Network of Care



## Anishinaabe Child and Family Services

Dauphin River  
Pinaymootang  
Lake Manitoba  
Lake St. Martin  
Little Saskatchewan



## Child and Family All Nations Coordinated Response Network

Winnipeg  
Headingley  
East St. Paul  
West St. Paul



## Dakota Ojibway Child and Family Services

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



## Intertribal Child and Family Services

Fisher River  
Kinsonjeoshtegon



## Peguis Child and Family Services

Peguis First Nation



## Sandy Bay Ojibway Child and Family Services

Sandy Bay Ojibway  
First Nation



## Sagkeeng Child and Family Services

Sagkeeng First  
Nation



## Southeast Child and Family Services

Berens River  
Bloodvein  
Brokenhead  
Buffalo Point  
Hollow Water  
Black River  
Little Grand Rapids  
Paungassi  
Poplar River



## West Region Child and Family Services

Ebb & Flow  
Gambler  
Keeseekoowenin  
O-Chi-Chak-Ko-Sipi  
Pine Creek  
Rolling River  
Skownan  
Tootinaowaziibeeng  
Waywayseecappo



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**Message from  
SCO Grand Chief**



Aaniin, Tansi, Wash'tay, Hello. As Grand Chief, I want to acknowledge the Southern First Nation Network of Care's Board of Directors, their CEO Tara Petti and the staff at SFNNC for the important and significant work that they are doing. There is nothing more important than the future of our families', their safety and well-being and collaborating to keep our families and communities together.

This past year has brought new opportunities and new challenges. In February, 2019, Bill C-92 "An Act Respecting First Nations, Inuit and metis children, youth and families" was tabled in the House of Commons and public input at the Senate and House of Commons committee's is now complete. The Southern Chiefs' Organization was not adequately consulted, however, we have undertaken a review of the Bill to determine if there are potential benefits for southern First Nation children, families and communities. With amendments, we believe there are benefits.

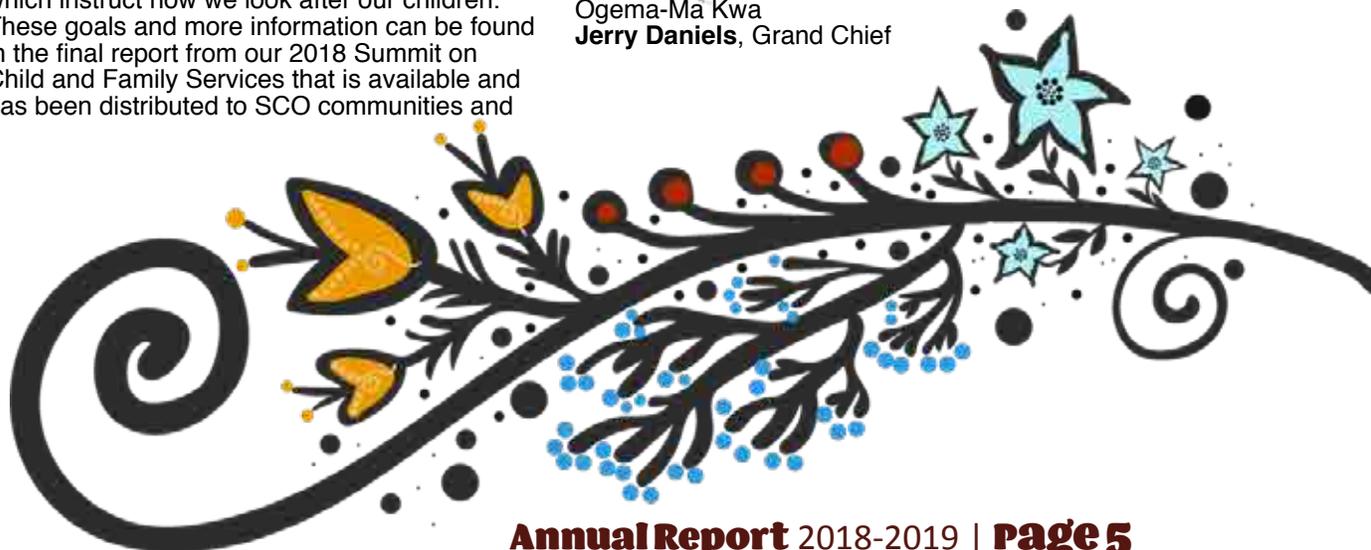
Through SCO summits and meaningful engagement, we have listened to the advice, concerns and recommendations of leadership, Knowledge Keepers, citizens and CFS staff which has culminated in co-developed goals based in Anishinaabe and Dakota ways of life which instruct how we look after our children. These goals and more information can be found in the final report from our 2018 Summit on Child and Family Services that is available and has been distributed to SCO communities and

partners. As well, as a member of the Manitoba Leadership Council, SCO has also been engaged in discussions around their proposed child welfare legislation and block funding model with the Department of Families Minister Heather Stefanson.

The SCO will continue to advocate for SFNNC and to challenge the organization to ensure that effective and successful outcomes throughout the territory and throughout the child welfare system are achieved. Prevention and early-intervention strategies and services adequately funded are critical in charting a new path and brighter future. We must continue to support one another in these efforts for our families as we work to identify and support innovative techniques and strategies that keep our children with their families and connected to their community.

I encourage all those who work with and for the SFNNC and their mandated CFS agencies to continue to strengthen the relationship with the First Nation leadership in the communities; to identify issues and barriers to advance the quality of life of our citizens.

Ogema-Ma Kwa  
**Jerry Daniels**, Grand Chief



# Board of Directors

**Over the past year, the Southern Network Board of Directors included the following members:**

- Loretta Ross – Treasurer
- Glen Cochrane – Board Member
- Ashley Daniels – Board Member
- Chief Deborah Smith – SCO representative (Ex-Officio non-voting board member)
- Josephine Hartin – Board Member
- Kyra Wilson – Board Member
- Natalie Daniels – SCO representative (Ex-Officio non-voting board member)

These members are acknowledged for their commitment and dedication to the organization.

**The Southern Network also wishes to recognize the following outgoing Board Members.**

- Allan Courchene – Board Chair
- David Rundle – Vice Chair
- Steve Courchene – Treasurer
- Clarissa Kelly – Secretary
- Joni Wilson – Board Member
- Chief Lance Roulette – Ex-Officio Member



# Message from the Southern Network Board of Directors

On behalf of the outgoing Chair, Allan Courchene, I would like to take this opportunity to thank him for his leadership over the past three years. Allen and the entire board hired me and believed wholeheartedly in the course that was set out within our “strategic Vision”. That work is driven by the children we serve, and establishing the resources needed to provide our First Nations with quality child and family services.

Working alongside our partners, the federal and provincial governments, the Southern Chiefs’ Organization, and our 10 member Agencies there has been a genuine focus to incorporate a model of governance, wise practice, and progressive change in every step we take.

In partnership with the Southern Chiefs’ Organization, the Southern Network hosted the CFS Governance Conference on September 18 & 19, 2018, in Winnipeg. This conference focused on sharing best practices, strengthening relationships and building stronger communities.

As we embark on historic changes called for in Bill C-92, we know the ground work set out by our outgoing chair and board members will serve us well in the future.

With that I say wopida, meegwetch and ekosi.

**Tara Petti, CEO**  
Southern First Nations Network of Care



# Message from the CEO – Tara Petti



## “Common Ground”

*Treaty One Territory* – Over the past year, I have attended many, many gatherings...gatherings to meet, discuss, and weave a way forward. I have heard from Chiefs, Agency Directors, government officials both federal and provincial and most importantly our elders. So when we gather as Nations, we collectively aspire to strengthen our relationships with one another on issues of great importance. The persistent message emanating from all of the Nations involved in the Child and Family Services is to “go back.” Go back for the answers we all know are there. We know going back takes a lot of courage, conviction and ceremony. The elders have said, “These ceremonies are vital to us and will continue to advise us.”

A quick look inside us reminds us of the land from whence we come. It is an everlasting reminder of what our ancestors expect from all of us here today...to remember our traditions, protect our children and families and those yet unborn. Let us go back to the beginning of life.

Our grandmother teachings implore us to seek our sovereignty through the birthing process and seek to instill and restore that “Sacred Bond” once more. This is the “Common Ground” that is shared by our leaders, our care givers and our grandmothers. Woven together we now embark on a new vision of hope. Together we gather

all the teachings, the medicines and rituals that once made us a nation...made us strong. It brings us back to the first cry of the baby and the hope and responsibility that entails. It emerges from that birth and the help of our birth helpers.

The Southern Network with the support of our leadership and in partnership with Wijiidiwag Ikwewag, is planning to launch the Restoring the Sacred Bond Initiative. Through this initiative, we are going back to revive the traditions we know will make us strong. After all the consultations are done we believe Restoring the Sacred Bond can turn the tide of new-borns being separated from their birth mothers. As Wijiidiwag Ikwewag, Executive Director Jolene Mercer says, “We believe that reigniting the personal power of our women is the critical first step in strengthening the bond between mother and child and healing our communities.”

Common themes, common ground and common sense abound from all of our communities and leadership. In retrospect, I would also like to like to share other important initiatives the Southern Network has been working towards.

Common ground that we agree will help move the CFS agenda forward include the following:

- We need to continue to develop strong relationships with the SCO Chiefs
- Agency Boards have to build that relationship with their leadership
- Local Child Care Committees play an important role in the community
- Chief and Councils provide valuable vision and guidance for a community
- Regarding the proposed federal legislation for child and family services, key findings from community consultations included:





- The development of First Nations CFS legislation must be led by First Nations communities and leadership.
- It can't be imposed by the federal government
- The legislation must reflect First Nations language and culture, including the 7 Sacred Teachings and the Anishinaabe/Dakota/Cree laws.
- More community consultation is required.

It has been a pleasure gathering and working with all of our leaders, care givers and our elders. Availing that knowledge infuses all of our accomplishments. This "Common Ground" will make for a better life for our children, their families and our communities. We must rely on one another for future guidance, direction and consensus...the future in in our Hands!

Included in this year's Annual Report are the major activities and initiatives undertaken by the Southern Network in partnership with our member Agencies. In addition to developing the Restoring the Sacred Bond Initiative, some of the key highlights include the following.

- In partnership with the Southern Chiefs' Organization, the Southern Network hosted the CFS Governance Conference on September 18 & 19, 2018. This conference focused on sharing best practices, strengthening relationships and building stronger communities.

- The membership of the Southern Network Board of Directors continued to be developed through appointments by the Southern Chiefs' Organization.
- Through the efforts of the Cultural Administration Specialist, the Southern Network continued to work with Anishinaabe Child and Family Services to lift the Administration Order.
- Through our Cultural Committee, staff at the Southern Network participated in traditional cultural activities, including sweat lodge ceremonies, dress making, and pipe ceremonies.
- In our work, the Southern Network continued to seek guidance and wisdom from our Elders Council and the Braids of Life (Youth Council).
- Close to 1,860 participants (staff and foster parents) attended specialized education and training opportunities coordinated through our Education and Training Unit.
- In Service Support, 15 new tuition waivers were granted to youth in care/formerly in care of the Southern Network and our member Agencies. As well, 4 students were able to renew their tuition waivers.
- The Southern Network Information Technology Unit completed upgrades to VLAN equipment at all Agency sites to allow support for a more robust VoIP solution, including strategies for Audio/Video Conferencing within the Managed Environment.
- In partnership with our member Agencies and communities, the Southern Network continued working to plan, develop and implement Customary Care in Manitoba.

Meegwetch,  
**Tara Petti**, CEO,  
 Southern First Nations Network of Care



**Board of  
Directors**

**Elders  
Council**

**Tara Petti  
Chief  
Executive Officer**

**Patricia  
Halaburda  
Executive  
Assistant**

**Braids of  
Life  
Youth Council**

**Janine  
Lafreniere-Vicente  
Director of Alternative  
Care & Resource  
Development**

**Marcia  
Liske  
Director of Quality  
Assurance (Vision  
Keepers)**

**Jolene  
Cameron  
Director of Service**

**Kent  
Brown  
Director of Human  
Resources & Corporate  
Training**

**Colin  
Kinsella  
Policy and Program  
Specialist**

Quality Assurance  
Specialist  
**Whitney Moore**

Education and  
Training  
Coordinator  
**Kayla Guiboche**

**Sherees  
Carpenter  
A / Supervisor -  
Service Support**

Human Resources  
Assistant / FIPPA  
Coordinator  
**Cindy Myran**

Customary Care  
Specialist  
**Corinne Sylvestre**

Quality Assurance  
Specialist  
**Kelly Wozney**

Service Support  
Specialist  
**Felicia Johnston**

Emergency  
Resource Worker  
**Amy Marcil-Dallaire**

Quality Assurance  
Specialist  
**(Vacant)**

Service Support  
Specialist  
**Shauna Natrasony**

Alternative Care  
Resource Specialist  
**Robert Sarmiento**

Quality Assurance  
Specialist  
**Lisa Medd  
(on leave)**

Service Support  
Specialist  
**Sandra Hrycaiko**

Administrative  
Assistant  
**Darlene Ahmo**

Service Support  
Specialist  
**(Vacant)**

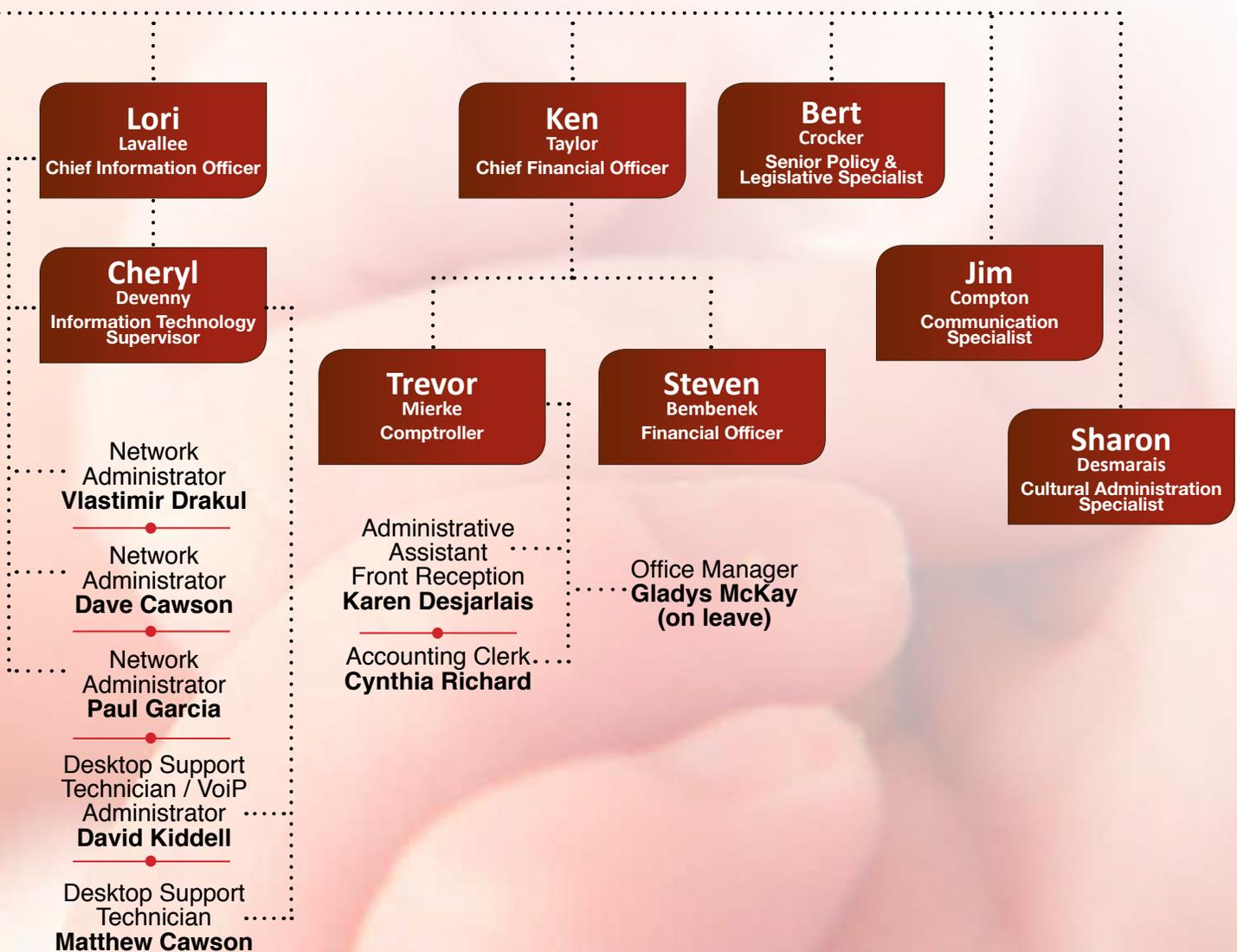
FASD Specialist  
**Marsi Rock**

Administrative  
Assistant  
**Dara Ahmo**



# Organizational Chart

Organizational Chart (as at March 31, 2019)



# Our History



“ This legislation is unprecedented in Canada and means culturally appropriate services can now be provided for children and families in Manitoba, which was a key recommendation of the Aboriginal Justice Inquiry (AJI). ”

The Honourable Christine Melnick, Minister of Family Services and Housing (2003)

These are the words that created and moved the Southern First Nations Network of Care (Southern Network) into being and forward at the turn of the century. It is a historic agreement that all agreed would address the serious problems in the child and family services system in Manitoba and move recommendations forward for a major restructuring of the system.

It is a child and family services system that recognizes and supports the rights of children to develop within safe and healthy families and communities, and recognizes that First Nations and Metis peoples have unique authority, rights and responsibilities to honour and care for their children.

The road to get there began with a jointly coordinated child and family services system that recognizes the distinct rights and authority of First Nations and Metis peoples and the general population to control and deliver their own child and family services province-wide; that is community-based; and reflects and incorporates the cultures of First Nations, Metis and the

general population respectively.

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was launched in 2000 by the Manitoba government in partnership with First Nations and Metis leaders, in response to the Aboriginal Justice Inquiry Report (1991). The Report documented many serious problems in the child and family services system in Manitoba and recommended a major restructuring.

In 2003, by proclamation of The Child and Family Services Authorities Act, four new Child and Family Services Authorities, which included the First Nations of Southern Manitoba Child and Family Services Authority (Southern First Nations Network of Care) were established. Through the AJI-CWI, the child and family services system has been restructured with the intent to better respond to and meet the needs of Indigenous peoples in Manitoba.

A unique feature of the restructured child and family services system in Manitoba is the Authority Determination Process (ADP). The ADP involves a series of questions and is



used by agency workers to identify which of the Child and Family Services Authorities will manage the delivery of services to children and families. Through the ADP, the culturally appropriate Child and Family Services Authority is determined based on a family's cultural identification.

The ADP is based on the following values:

- All families are entitled to choose their Authority of Service regardless of where they reside in Manitoba
- Service arrangements should be culturally appropriate, stable and timely
- Children, families and communities belong together
- Decisions will be in the best interests of children

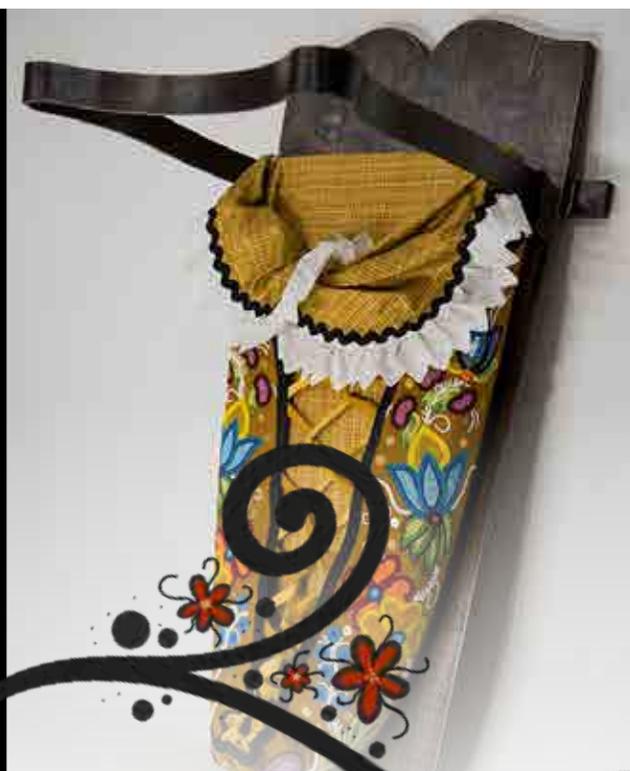
The Southern Network is responsible for administering and providing for the delivery of child and family services to members of 36 First

Nations in Southern Manitoba (and others who choose the Southern Network) through our 10 member Agencies.

- Animikii Ozoson Child and Family Services
- Anishinaabe Child and Family Services
- Child and Family All Nations Coordinated Response Network
- Dakota Ojibway Child and Family Services
- Intertribal Child and Family Services
- Peguis Child and Family Services
- Sagkeeng Child and Family Services
- Sandy Bay Child and Family Services
- Southeast Child and Family Services
- West Region Child and Family Services

“ **The Assembly of Manitoba Chiefs** acknowledges the good will shown by our partners in restoring the right for First Nations in caring for and protecting our children. The injustices created by the ‘60s scoop’ are now finally being addressed through the success of the Aboriginal Justice Inquiry - Child Welfare Initiative. ”

**Grand Chief Dennis White Bird, Assembly of Manitoba Chiefs (2003)**



**In the spirit of this promise we move forward**



# Governance

## Vision Statement:

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

## 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.





**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 (CFSAA). 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 Nation citizens throughout the province, as well as people who chose the Southern First Nations Network of Care.





# Cultural Administration Specialist

Boozho, Anin,

welcome to another year of growth, transformation, and evolution! First of all, I would like to thank the creator, the grandmothers and grandfathers for all the guidance and direction! We're very blessed as First Nations people to be given such special gifts to help us on our journey, and to help not only ourselves but our family and friends around us. It is our responsibility as caregivers, helpers, and guardians to ensure that we always do what is best for this generation and the seven generations that follow. It's been another eventful year as we've moved forward in developing the following areas.

## Elders Council

As always, it's a real blessing to have this opportunity to sit with the Elders who represent our agencies. Our Elders carry the language and the teachings and when they leave us they take these with them. We need to take this opportunity to sit with them and take in all the words of wisdom we can so we can pass on what little information we gain to our children and their children.

This year, the Elders have been involved in several endeavors and initiatives of the Southern Network. Two members of the Elders Council, Debbie Courchene and Paul Guimond, guided us through ceremony in launching the Restoring the Sacred Bond Initiative by raising their pipes, singing the traditional songs, and sharing their teachings on the gift of child. As well, the Elders were approached to share their stories of their past in the development of

the Shoomiis and Kokums Teachings, a project supported and developed by the Manitoba First Nations Education Resource Centre. As usual, the Southern Network staff have been involved in several ceremonies and teachings conducted by the Elders in order to gain cultural competence when working with our member Agencies who directly impact our children and families.

The Elders Council includes the following members.

- Nelson Tanner
- Marlene Edwards
- Josie Bear
- Clarence White
- Denis Roulette
- Lillian Lynxleg
- Paul Guimond
- Linda Chisholm
- Debbie Courchene
- Bertha Sumner
- Kelly Smoke
- Charlie Nelson

## Anishinaabe Child and Family Services Administration

The Southern Network started working with Anishinaabe Child and Family (ACFS) in 2017, to assist them in gaining their own autonomy. ACFS has been under administration since April 9, 2008. We look forward to our continued work with the Agency and the Advisory Board of Directors, who are made up of the community



chiefs. Their strong voices, knowledge and awareness of the community issues will greatly benefit the agency and its successes.

### **Dakota Tiwahe Services - Sioux Valley First Nation Mandate**

In the past year, the Southern Network began to work with Sioux Valley First Nations in their transition to independence. Sioux Valley Dakota Nation signed a Tripartite Governance Agreement with Canada on August 30, 2013. Part 5, Section 20.0 speaks to their jurisdiction in managing their own child and family matters recognising their own sacred rites and values of the Dakota Nation. Currently, the agency offers prevention services to their first nation's community members while incorporating their sacred teachings and way of life into their practice. Dakota Tiwahe Services has more work ahead of them however they have a clear vision of their future and a strong community to support them.

### **Cultural Committee**

The Southern Network Cultural Committee has been busy this past year. The Committee meets once a month for planning purposes and to ensure we are inclusive of the many different teachings from our communities and Elders. Our staff have had considerable exposure to First Nations ceremonies, games, and attire for the different rituals. We conduct pipe ceremonies to acknowledge and welcome in the solstice and equinox ceremonies for every season. We also conduct feasts and food offerings during these times so our helpers can watch over us and guide us in everything we do. This year, 13 staff took part in learning about the drum, receiving one, and participated in drum singing classes. Staff were also involved in learning about their spirit names as well as taking part in our youth receiving their spirit names. Female staff took the opportunity to make their own skirts after they learned of their colors while some of the men made ribbon shirts. Staff also attended a Sundance to learn about the spirituality of First Nations people. Our staff definitely take pride in what they do and they have openness to learning and delving into the culture and practices of First Nations people.

### **Annual General Meeting Planning Committee**

It's always fun and exciting to plan and take part in preparing our Annual General Meeting and ensuring we're available to socialize with our partners and our member Agencies outside the workplace. We all work hard during the year and support each other in our endeavors; it's nice to reflect back on our progress and successes together.

### **Youth Committee**

The Southern Network youth group are called, Ahbiki Bimaadziwin (braids of life). They are very resilient, outgoing, and intelligent youth who are either working and/or attending university with very different paths. These youth have already reached age of majority and are very passionate about their work. The Southern Network provides support, mentorship, and guidance to our youth so they can eventually do the same for their siblings and peers. Our Elder, Debbie Courchene, spent time with them to give them their spirit names and teachings on how to care for themselves. This gave them so much pride in themselves and their culture. It's a pleasure working with them and to offer what I can to their growth and development.

### **Residential School Training**

In response to the Truth and Reconciliation Commission of Canada: Calls to Action (2015), the Southern Network continues to offer residential school training, which is being led by Elder, Debbie Courchene, who represents ANCR. She has been very instrumental in developing and implementing the training. Debbie is a residential school survivor and we're very fortunate to have her share her personal experiences, as we all know how traumatic and difficult this period was for many First Nations people. It's very important that staff is aware of the history of their clientele so they can better assist them in their healing and change.

In closing, we look forward to another exciting year with lots of good changes ahead of us!

Miigwetch

**Sharon Desmarais**  
Cultural Administration Specialist



# Alternative Care & Resource Development

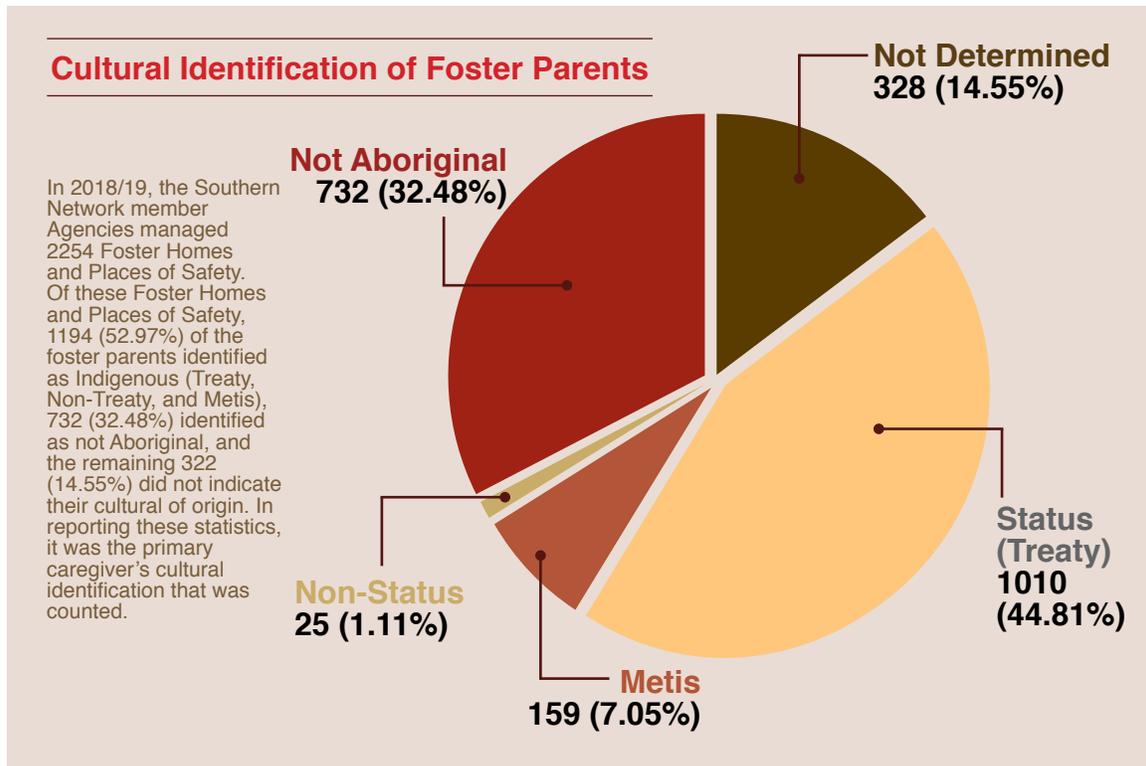


The Alternative Care and Resource Development Unit is responsible for assisting our member Agencies in planning, developing and implementing culturally appropriate resources to support children, families and communities. The major functions of the Unit are outlined below.

## Collaborating with Agencies to Develop Alternative Care Options for Children and Youth

### Kinship Care

Kinship care is based on a traditional connectedness between children, caregivers and community, and has long been a custom in First Nation communities. For the Southern Network, kinship care is defined as a family home that is approved to care for a specific child based on a family connection or significant relationship to the child, such as: blood ties; family ties; common ancestry; or community membership. The Southern Network continues to support our member Agencies in promoting kinship care.



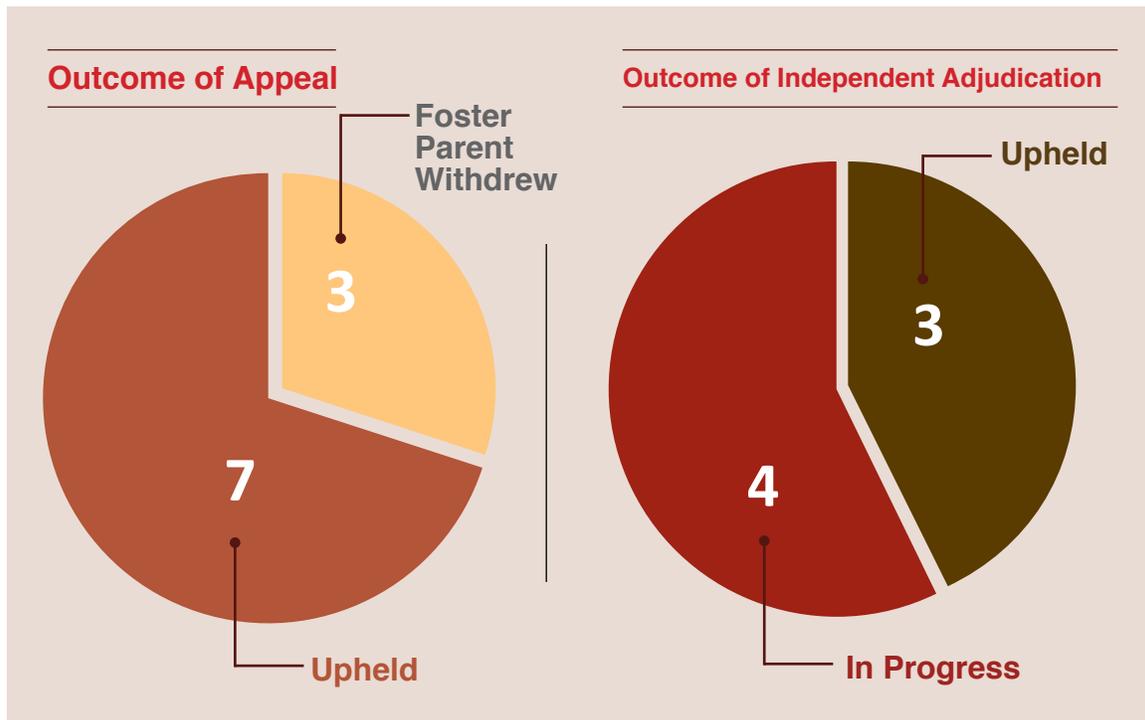
## Agency Alternative Care Committee

The Agency Alternative Care Committee (AACC) is comprised of the Foster Care Managers/ Coordinators of the 10 agencies mandated under the Southern Network. 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: enhance resource development; improve supports to the system; identify ways of achieving permanency; identify barriers to permanency; and develop programs that support permanency.

## **Processing Foster Parent Appeals and Agency Foster Home Variances**

### Foster Parent Reconsideration/Appeal

Under Section 51 of *The Child and Family Services Act* and within the parameters of the Foster Parent Appeals Regulation (185/2003), the Southern Network is responsible for reviewing and making a decision on all appeals regarding removals of children from foster homes, refusal to license a home, and cancellation of a licensed foster home.

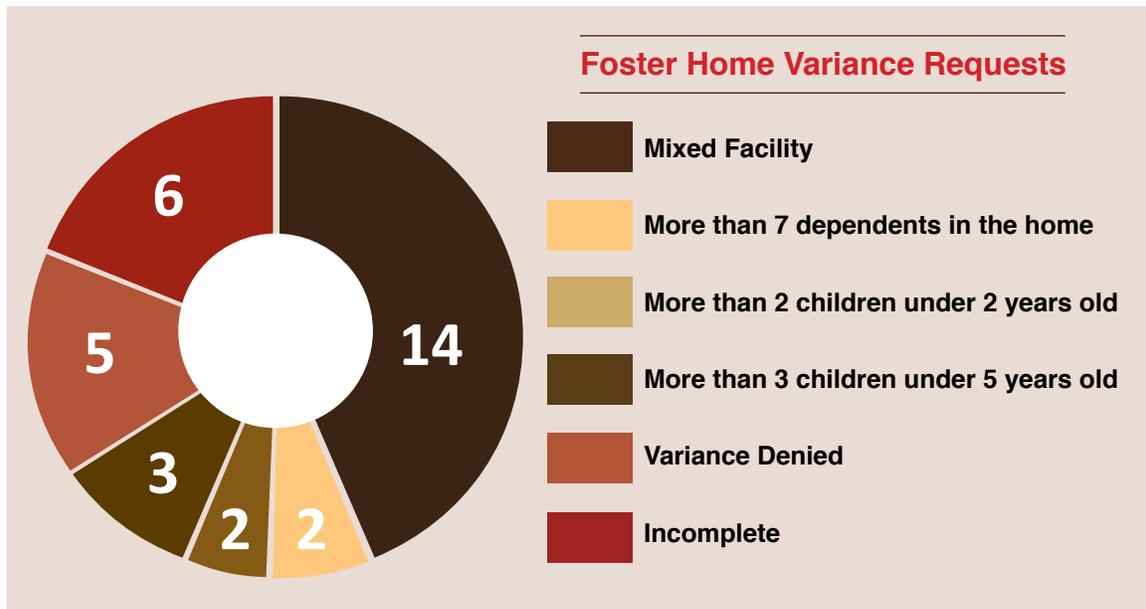


In 2018/19, the Southern Network reviewed a total of 10 appeals regarding the removal of a foster child from a foster home. Of these ten removal appeals, three were rescinded and no further action was taken. Of the remaining seven removal appeals, the Southern Network upheld all of the Agencies' decisions. All seven of the removal appeals that were upheld by the Southern Network went forward to the next level of the appeal process to independent adjudicators who were appointed to review the Agency's decision to remove the foster child from the foster home. As of fiscal year end, four of these independent adjudications are still waiting to be heard and the other three appeals were heard by independent adjudicators who upheld the Southern Network's decision.



## Variations

Under Sections 7 and 8 of the Foster Homes Licensing Regulation (18/99), the Southern Network is responsible for reviewing 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; or 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 2018/19, the Southern Network received a total of thirty two variance requests. Of these variance requests: twenty one were approved; one was denied due to protection concerns in the foster home; four were denied as the Agency requested a variance to have more than four unrelated children in care placed in a foster home (which is a variance request that the Southern Network does not have the mandate to approve); and six were incomplete as the Agency was unable to provide required information for the Southern Network to complete the variance request.

Of the twenty one approved variances: two were for more than two children under two years old; three were for more than three children under five years old; two were for more than seven dependents in the foster home; and fourteen were for mixed facilities.

## **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 placed within the Winnipeg EPR (Emergency Placement Resource) system. Efforts to enhance this relationship between the agencies, Authority and the EPR system resulted in new business rules for EPR coming into effect in January 2018. These rules continue to be in effect.

CART activities include:



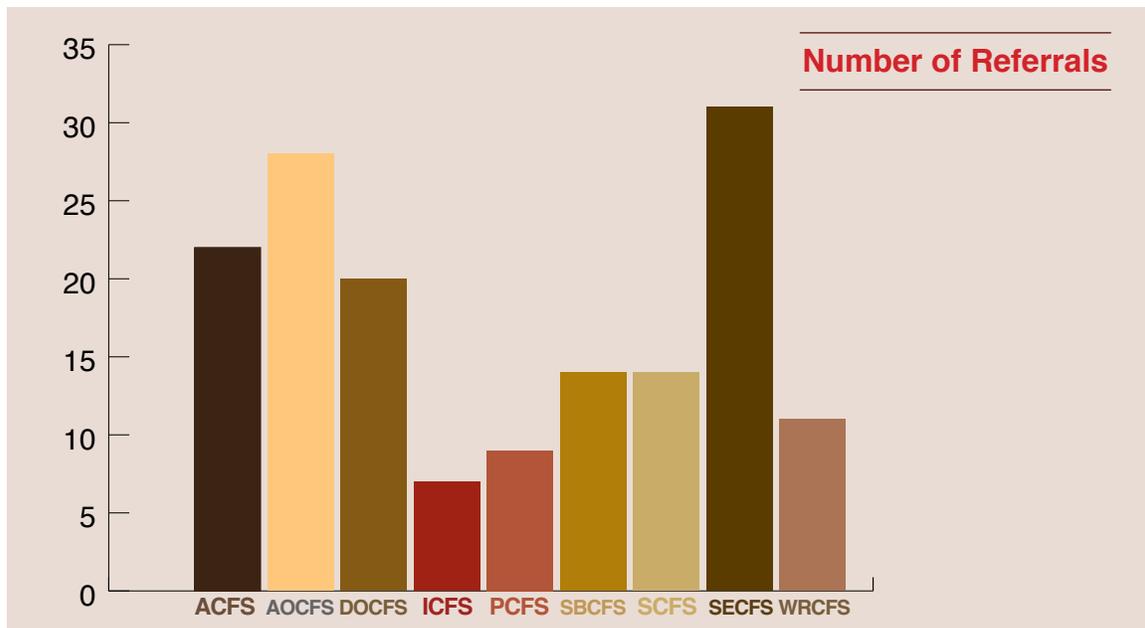
- Monitoring agency EPR usage
- Meeting weekly with EPR staff
- Meeting monthly with B&L and Ma Mawi Wi Chi Itata Resources to review placement plans
- Distributing EPR statistics monthly to agencies
- Meeting quarterly with agencies to review placement plans for youth in EPR

### **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, a new referral process for the Provincial Placement Desk (PPD) was introduced in October 2017. 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

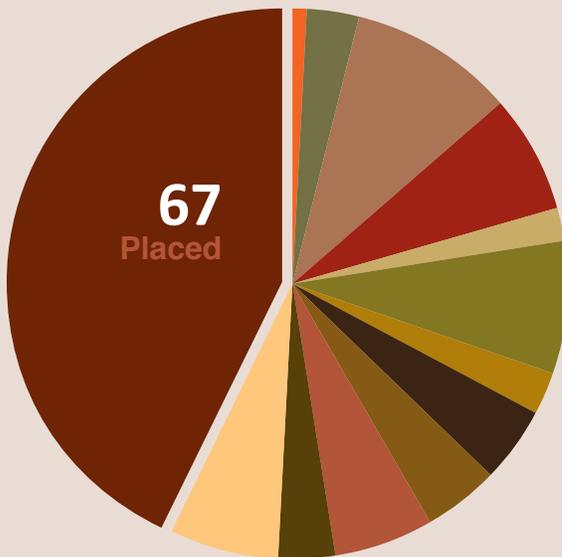
In 2018/19, for the Southern Network member Agencies, the following statistics were reported regarding the PPD: the number of referrals by Agency; the outcome of referrals; and the type of placement.



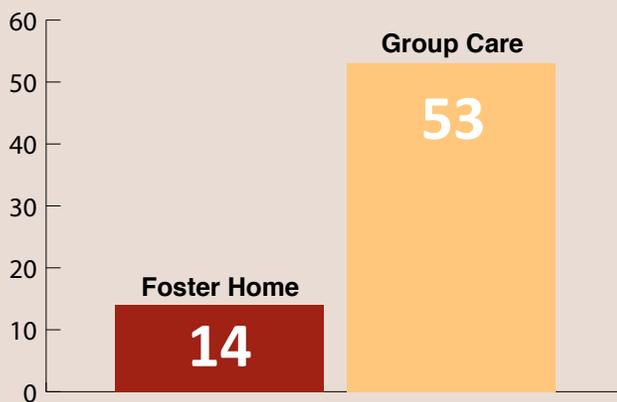
A total of 156 referrals were received by the Agencies, with SECFS having the greatest (31) and ICFS the least (7).



## Outcome of Referral



Of the 156 referrals: 67 resulted in a PPD Placement; 12 resulted in Agency Finding Alternative Placement; 15 resulted in No Appropriate Match being found; 10 remained in Current Placement; 7 resulted in Youth Refusing Placement; 9 resulted in a Waitlist; 3 resulted in Agency Worker Refusing Placement; 7 resulted in youth going AWOL before placement could occur; 4 resulted in youth being Incarcerated before placement could occur; 5 resulted in youth reunifying with parent before placement could occur; 11 resulted in agency withdrawing the referral before placement could occur; 5 referrals were not level 4 and could not be referred to any resource; and 1 referral was classified as "Other"(in this case there was a ban put in place on the resource before placement for the youth could occur).



## Placement Type

Of the 67 referrals that resulted in placement, 14 youth went to a treatment foster home and 53 youth were placed in group care.



## **Bringing Families Together**

Launched in September 2016, Bringing Families Together was a two year pilot with the objective of increasing permanency opportunities for children in care. It was intended to explore additional ways that the Manitoba child and family services system could engage with children, families and communities to establish lifelong connections and create a strong sense of belonging for children in care.

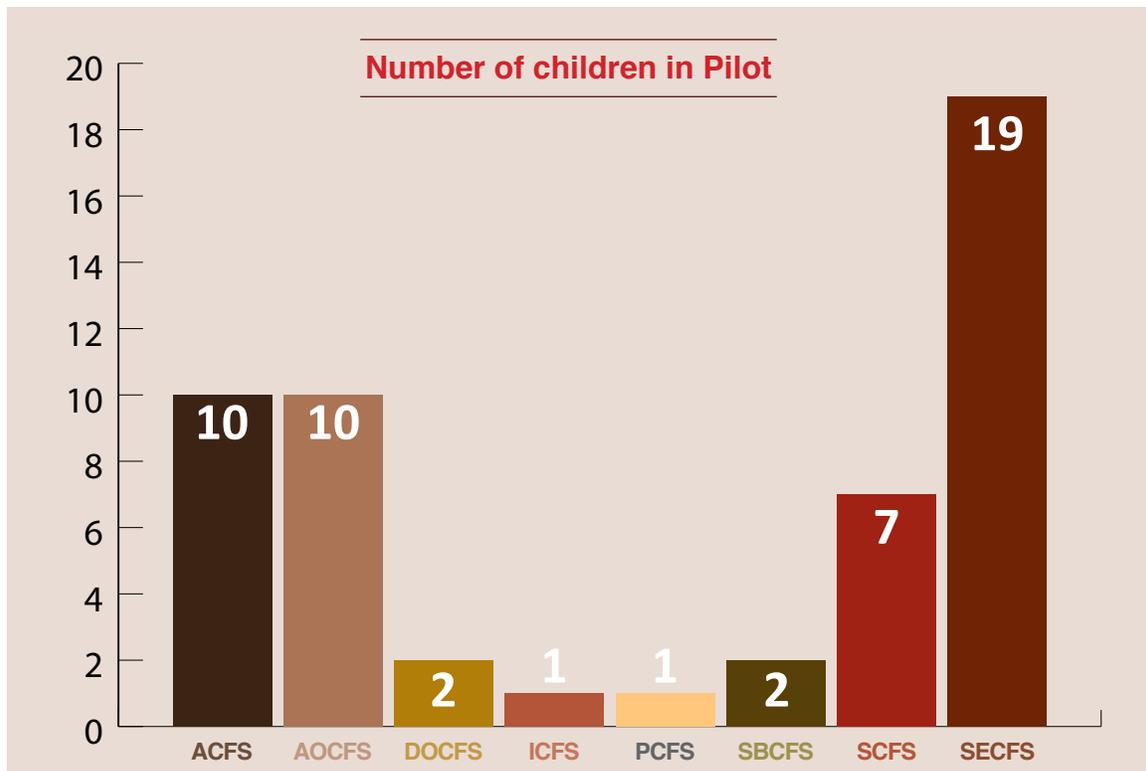
Bringing Families Together recognized that all children have a right to be connected to their family, community and culture and that these connections are vital to one's sense of belonging and identity. Using Kevin Campbell's Family Finding practice approach, the goal of this process was to restore the child's natural family and community support network and ensure these supports were life-long and were not dependent on long term child welfare

service. Once this support network was in place, the network shared the decision making responsibility for the child's safety, permanency and well-being.

Bringing Families Together was a formal partnership between Until the Last Child, the four Child and Family Services Authorities, and the Province of Manitoba (Child and Family Services Division). The pilot served 52 children in care with Southern Network Agencies. Of the 52 children served, 37 children reached permanency with 35% being placed with family and 65% in non-family foster homes. There were 24 children withdrawn from the pilot due to agency planning with family or other permanency plans. The pilot concluded in the fall of 2018.

As of September 1, 2018, the following agencies had worked with Bringing Families Together.

For more information on the Family Finding model, visit the website at: [www.familyfinding.org](http://www.familyfinding.org).



## **Resource Development**

In 2018/2019, the Unit continued to provide resource development support to our member Agencies and other organizations. This included: participation on inter Authority committees and working groups related to enhancing resources within the CFS system; assisting to develop First Nations specific resources; consulting with our member Agencies on cases regarding resource and placement issues; collaborating with Agencies to develop new resources such as specialized foster homes; and providing support with system-wide initiatives.

## **Supporting Agencies and Communities in Planning, Developing and Implementing Customary Care**

### **The Practice of Customary Care**

In partnership with our member Agencies and communities, the Southern Network is committed to planning, developing and implementing Customary Care in Manitoba. For the Southern Network and our member Agencies, Customary Care means care provided in a way that recognizes and reflects the unique customs of a community. It preserves a child's cultural identity, respects the child's heritage, facilitates cross-generational connections, and recognizes the role of the community in raising their children. Historically, Customary Care is a tradition of care that is provided by family and community. The First Nation community establishes the practice of Customary Care and the role of the community in raising their children.

### **Meetings on Customary Care**

In 2018/19, Customary Care was a topic at various meetings, including: the 8<sup>th</sup> Annual North/South Meeting on First Nations Child and Family Services in Manitoba held in March 2018; the CFS Governance Conference hosted by the Southern Network and Southern Chiefs' Organization in September 2018; and CFS Agency meetings. As well, meetings were held in various First Nation communities in which the Southern Network Customary Care Specialist was invited to provide information on Customary Care and answer any questions.

## **Legislation**

In April 2018, Bill 18 called, Taking Care of Our Children, which includes amendments to *The Child and Family Services Act* passed the second reading in the Legislative Assembly of Manitoba. In June 2018, Bill 18 received Royal Assent in the Legislative Assembly of Manitoba.

## **Customary Care Regulatory Working Group**

In July 2018, the Customary Care Regulatory Working Group was established. The membership is comprised of Division Representatives, Authority Representatives and an Agency Representative along with a Legislation and Strategic Policy Representative. The scope of this working group is to develop regulations to support The Child and Family Services Amendment Act (Taking Care of Our Children) Customary Care Legislation. The underlying principles for the regulation development will be: actionable; fair; non-prescriptive; and not cumbersome. The Customary Care Legislation will not come into effect until the regulations are completed and endorsed by leadership.

## **Interagency Customary Care Committee**

In the summer of 2018, the Southern Network established the Interagency Customary Care Committee. It includes a representative from each of our 10 member Agencies. The scope of this committee is to review, sanction, and to make recommendations to the proposed regulations that are being drafted at the Regulatory Working Group to support The Child and Family Services Amendment Act (Taking Care of Our Children) Customary Care Legislation.

## **National Child Welfare Conference 2018**

In October 2018, the Southern Network Director of Alternative Care and Resource Development, Janine Lafreniere-Vicente, along with the Southern Network Customary Care Specialist, Corinne Sylvestre, were invited to attend the National Child Welfare Conference in Calgary, Alberta. At the conference, they presented on Customary Care as an alternative approach to child welfare.



## Our Team



Janine Lafreniere-Vicente



Amy Marcil-Dallaire



Robert Sarmiento



Darlene Ahmo



Corinne Sylvestre

# Communications



As you read these pages you will find something out of the ordinary ... and beseeching you to purchase a "13 Moons" calendar outlining the 13 birth teachings a mother and her family must know before her baby is born. All the proceeds will go back to supporting these young mothers and their babies. Proceeds that will help them purchase much needed things like cribs, baby clothes and baby food. These "Sacred" teachings further implores us all to not forget and always remember the reason behind our existence, the cycle of the moons and our very existence within that, and most importantly the sacredness of the new born child. With its first cry the ripples of life begin and echo in this new born spirit that must now be nurtured with the many years of caring it will need for a long fruitful life. This 13 Moons Calendar is part of a new hope emanating from our Agencies, the Southern Network and our program delivery partner – Wijiidiwag Ikwewag.

Its promise and hope rise up from the sacredness found along the shores of our mystical medicine lake where the lives of the people are reflected back to us by the light of the moons. And yes, it begins with that first cry that ripples across the waters; into the mountains and across the land ... it is a calling and medicine to our ears. The teaching moons remind us of what we need to do to maintain and nurture that sacredness now and for always.

The Restoring the Sacred Bond Initiative offers new hope for healing our First Nations communities by balancing traditional knowledge with current education, birthing science and proven support

systems. In its governance role, the Southern First Nations Network of Care is responsible for supporting our program delivery partner – Wijiidiwag Ikwewag – in meeting the "promise" of reducing the number of First Nations infants apprehended at birth. We believe that reigniting the personal power of our women is the critical first step in strengthening the bond between mother and child and healing our communities.

Its vision is in its name, "Restoring the Sacred Bond" between mother and child will rebuild our nation birth by birth, family by family, and community by community."

Its mission now falls on all of us: "Restoring the Sacred Bond reignites the power of our women through guided facilitation of resources, traditional knowledge and practice. This will restore their inherent place within our nation."

As we move forward the teachings remind us that we must never be blinded to the sacredness of the new born child. All that is needed is help from all of the clans along the journey back...the Turtle for truth, the Thunderbird for honesty, the Wolf for humility, the Beaver for wisdom, the Bear for courage, the Buffalo for respect and above all the sight of the Eagle for Love.

Over the past year, the Communications Unit developed several Media Releases for the Southern Network and our member Agencies.

As well, I would like to thank our Communications Committee which is responsible for various activities, including developing the Southern Network Annual Report and maintaining our new websites (including Restoring the Sacred Bond and Wijiidiwag Ikwewag).

In closing, it is always my pleasure to assist the Southern Network AGM Planning Committee and the North/South Planning Committee in preparing for and emceeding these events.

Meegwetch,

**Jim Compton**  
Communications Specialist





# Human Resources



The goal of the Human Resources (HR) Unit is to indigenize and sensitize all Southern Network employees regarding First Nations with our practices, values and beliefs in order to best meet the needs of our 10 member Agencies.

The HR Unit has responsibility for a number of areas. These include:

- Developing and supporting the human resource capacity for the Southern Network.
- Assisting and supporting southern CFS agencies in the development and maintenance of their human resource systems.
- Working with the southern CFS Agencies to build an Aboriginal work force.
- Coordination of the Southern Network and agency responses to information requests under *The Freedom of Information and Protection of Privacy Act (FIPPA)*, *The Personal Health Information Act (PHIA)*, and *The Public Interest Disclosure Act (Whistleblower Protection)*.
- Managing and coordinating corporate training and professional development for Southern Network staff.
- Supporting the ongoing role of the Southern Network Elders Council based on the guiding principles of the (7) Sacred Teachings and Southern Network Cultural Committee.
- Supporting the Youth Council (Braids of Life) by providing direction, guidance and mentorship.

Developing and supporting HR capacity for the Southern Network and the southern CFS agencies includes improving the HR practices within the Southern Network and the agencies in the areas of: Employee/Labour Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

## During 2018/19, key activities for the HR Unit included:

- Coordinating Braids of Life (Youth Council) meetings, providing guidance and mentorship
- Conducted Performance Management training to new supervisors and human resource professionals that included:
  - To create an understanding of the complexity of termination and dismissal issues
  - To learn the basics of the legal and policy framework for effective discipline and dismissal
  - To understand the importance of preserving employee dignity while at the same time meeting organizational needs
  - Clearly understand the termination process and how to ensure a smooth transition
- Bi-monthly Meetings with Human Resource Managers/Directors.
- Coaching Agency ED's and HR Managers/ Directors on Human Resource issues including labour relations, complaints, mediation, staffing, audits, and management issues.
- Coaching Southern Network Managers regarding employee relations issues.
- Overseeing the recruitment and hiring process at the Southern Network.
- Coordinating Quarterly Meetings of the Southern Network Elders Council.
- Incorporating culturally based teachings in our HR practices.
- Responding to requests for information.



- Assumed primary responsibility for administering our employee Group Insurance & Pension Plans. Previously this responsibility was held by the Finance Unit.

### Goals for 2019/20:

To meet our strategic objectives, the HR Unit's primary goal is to promote and engage the Southern Network and its member-agencies in implementing culturally appropriate practices and standards, such as:

- Offering networking/training opportunities for Braids of Life (Youth Council) to provide youth perspective ideas in our complex system. Strengthening terms of reference, updating work plan.
- Updating the HR Policy & Procedures Manual to be reflective of our cultural practices, values and beliefs.
- Exposure to and the opportunity for employees to engage in cultural activities, training and ceremonies for understanding and acceptance of our member-Agencies, the families and their children.

### Southern Network Cultural Committee

An annual work plan for Cultural Committee is developed, in consultation with the Southern Network Elders Council, which is inclusive of First Nations values and teachings. We recognize the different beliefs and values in our communities and do our best to be inclusive. Our goal is to ensure that we are all culturally sensitive to our children and family's needs for best practice and service delivery. The committee also plans the Southern Network team building days and is cognizant of always finding ways to further Indigenize areas of the Southern Network.

### Information Requests and Reports other than through The Child and Family Services Act

Although much of the information that the Southern Network handles is covered by The Child and Family Services Act, other legislation also applies in some situations. The three most common are The Freedom of Information and

Protection of Privacy Act (FIPPA), The Personal Health Information Act (PHIA), and The Public Interest Disclosure (Whistleblower Protection) Act (PIDA). The Southern Network has a committee which deals with these matters. Because most of these requests come under FIPPA, the committee which deals with matters under each of these three laws has come to be called the FIPPA Committee.

The FIPPA Committee currently consists of the following members.

- Bert Crocker - Senior Policy & Legislative Specialist
- Whitney Moore - Quality Assurance Specialist
- Cindy Myran - Human Resource Assistant

All responses to FIPPA, PHIA and PIDA requests are vetted for final approval by the Chief Executive Officer.

### Freedom of Information and Protection of Privacy Act (FIPPA)

*The Freedom of Information and Protection of Privacy Act (FIPPA)* is an information rights law that gives an individual a legal right of access to records held by Manitoba public bodies, subject to specific and limited exceptions. The act also requires that public bodies protect the privacy of an individual's personal information existing in records held by public bodies. FIPPA came into force on May 4, 1998 and replaced *The Freedom of Information Act*. (From <https://www.ombudsman.mb.ca/faqs/fippa-frequently-asked-questions.html>, accessed 23 July, 2019)

FIPPA uses the term "public bodies" to refer to all the organizations whose information falls under its provisions. Additional and extensive information can be located at the above link.

With the implementation of the Southern Network FIPPA Committee, the role of the FIPPA Coordinator and processing of FIPPA requests has changed somewhat over the past year(s). Although changes have occurred, the Southern Network has always remained committed to Section 9 of FIPPA:

Duty to Assist Applicant

9. The head of a public body shall make every reasonable effort to assist an



applicant and to respond without delay, openly, accurately and completely.

Historically, the FIPPA Coordinator and subsequent FIPPA Committee cooperated with the Department and the CFS Agencies by way of an informal delegation agreement. The delegation agreement enabled us all to ensure that responses were coordinated and consistent. Work has been underway at the Standing Committee table to develop and approve a formal written delegation agreement. The Southern Network looks forward to working with our FIPPA counterparts under that agreement which will clarify some of the uncertainties that we are presently involved with.

From April 1, 2018 to March 31, 2019, approximately (6) FIPPA requests were received at the Southern Network and categorized as: (2) Granted; (2) Denied; and (2) Assist Division.

A further breakdown of the requests is as follows: (2) Granted requests related to the Southern Network; (2) Denied requests related to All Nations Coordinated Response Network and Peguis Child and Family Services (PCFS); and (2) Assist Division related to the Southern Network and Animikii Ozoson Child and Family Services.

The denied request relating to PCFS resulted in two complaints lodged with the Office of the Manitoba Ombudsman. The complaints remained active after the reporting period.

A single request (which was quite complicated) from the 2017-2018 fiscal year remained outstanding in this reporting period.

## **Personal Health and Information Act (PHIA)**

The Personal Health Information Act (PHIA) provides access to information and protection of privacy rights concerning personal health information. PHIA allows individuals to examine and receive a copy of their own personal health information from a trustee holding this information. PHIA imposes obligations on trustees for the protection of personal health information, specifically its collection, use, disclosure and security. It was proclaimed as law in Manitoba on December 11, 1997." (From <https://www.ombudsman.mb.ca/faqs/phia-frequently-asked-questions.html>, accessed 23 July, 2019)

From April 1, 2018 to March 31, 2019, there were no PHIA requests received.

## **Public Interest Disclosure (Whistleblower Protection) Act (PIDA)**

*The Public Interest Disclosure (Whistleblower Protection) Act (PIDA)* was proclaimed as law in Manitoba on April 2, 2007. The purpose of PIDA is to give government employees and others a clear process for disclosing significant and serious wrongdoing in the Manitoba public service and to provide protection from reprisal." (From <https://www.ombudsman.mb.ca/info/the-public-interest-disclosure-act.html>, accessed 23 July, 2019)

From April 1, 2018 to March 31, 2019, there was no PIDA activity.



## Building an Aboriginal Workforce

Building an Aboriginal workforce is an ongoing objective for the Southern Network and our mandated Agencies. As of March 31 2019, the Aboriginal status of staff was as follows:

WORKFORCE	SOUTHERN NETWORK	AGENCIES	ANCR
Aboriginal Status	65%	75%	32%
Non-Aboriginal Status	35%	25%	68%

## Our Team



Kent Brown



Cindy Myran

# Service Support



The year 2018/19 in the Service Support Unit of the Southern Network was a year where we had many changes related to funding approvals for children in care and for young adults receiving CFS agency supports beyond the age of majority. We had very little staff changes in the past year with the only change being the departure of Alyssa Monkman whose term position with the Southern Network ended in December 2018. Alyssa was a great asset to our team and did great work to establish a new process for the approvals of Exceptional Circumstance Funding requests which started flowing through the Authorities on April 1, 2018.

As of March 31, 2019, our staff complement was as follows:

- Jolene Cameron, Director of Service Support
- Sherees Carpenter, Acting Service Support Supervisor
- Felicia Johnston, Service Support Specialist
- Sandra Hrycaiko, Service Support Specialist
- Shauna Natrasony, Service Support Specialist
- Marsi Rock, FASD Specialist (part-time)
- Dara Ahmo, Administrative Assistant

There were significant policy changes in the last year which had a big impact on the work of the Service Support Team. These policy changes affected special rate funding approvals for children in care and for young adults who are receiving services from CFS agencies beyond the age of majority. The Rate Hold Policy which impacts special rate funding approval for children in care was effective December 16, 2018. As well, policy changes that affected funding approval for Agreements with Young Adults (AYAs)<sup>1</sup> were effective January 1, 2019 and March 1, 2019.

These new policies required the development of new processes at the Southern Network, our member Agencies and the province. This has been a learning curve for everyone at all levels and we continue to work with our Agencies and the province in the implementation of these policies while at the same time continuing to meet the needs of children, youth, families, and communities.

## Service Support Working Group

The ACTION working group (Agencies Coming Together in Our Nation) continued with its work this past year. It is made up of service representatives from each of our member Agencies and the Southern Network Service Support Unit. The establishment of this working group has enabled us to continue to strengthen our relationships with and support our Agencies as we work together to find solutions to better support families and children.

This group has continued their work to develop a process for implementation of Agreements with Young Adults. This work was impacted greatly by the change of policy for AYAs in 2019 and has been ongoing as a result. As a result, we had a special meeting on March 4, 2019, to review the policy changes to special rate funding for children in care and Agreements with Young Adults.

Going forward, we are looking to improve and finalize an updated AYA request form, pilot the Child in Care Incident and Safety Plan form which was developed by members of this working group this past year and continue to identify areas where we can come together for solutions that will help children, families, and communities. We will update our work plan in Fall 2019.

## Duties and Responsibility under Legislation

The Southern Network supports Agencies who carry out the duties and responsibilities of *The*

<sup>1</sup> Agreements with Young Adults (AYAs) were formerly known as Extensions of Services.



*Child and Family Services Act*, regulations and standards. The following information provides an overview of the type and volume of work in 2018/19.

### **Authority Determination Process**

In 2018/19, the Southern Network received a total of 18 Change of Authority Requests. Fifteen of the requests were approved; 2 were denied; and 1 was cancelled or withdrawn. All 18 of the Change of Authority Requests were from another Authority to the Southern Network.

During this period, there were 47 requests for information and/or follow up regarding the Authority Determination Process.

### **Agreements with Young Adults**

As provided for in Section 50 (2) of *The Child and Family Services Act*, the Southern Network sent out 763 approval letters extending youth's care and maintenance during the 2018/19 fiscal year. The member Agencies of the Southern Network continue to work diligently to ensure that youth are transferring out of foster care appropriately, sensitively and with the proper supports and resources. Transitioning youth out of care can be a complex process and our member Agencies continue to demonstrate their commitment to our youth through their careful transitional planning efforts.

### **Tuition Waiver Program**

In 2012, several educational institutions in Manitoba began to offer tuition waivers to youth living in foster care. A partnership was established between these institutions and the four Authorities, including the Southern Network. These tuition waivers are a commitment towards breaking down barriers for youth in care receiving a post-secondary education. The institutions currently offering tuition waivers include the following.

- University of Winnipeg
- Red River College
- Brandon University
- Manitoba Institute of Trades and Technology (formerly Winnipeg Technical College)

- University of St. Boniface
- University College of the North
- Booth College
- Assiniboine Community College
- University of Manitoba

In the past year, the Futures Forward Program (formerly Building Futures) under Youth Employment Services Manitoba assumed responsibility for coordinating tuition waiver applications. To assist in the process, the Southern Network provides support to the program and our member Agencies as needed. In 2018/19, we are pleased to report that 15 new tuition waivers were granted to youth in care/ formerly in care of the Southern Network and our member Agencies. As well, 4 students were able to renew their tuition waivers.

If you know someone who is interested in exploring the Tuition Waiver Program, please contact the Futures Forward Program. Information about the Tuition Waiver Program and the services offered can be found at: [www.futuresforward.ca](http://www.futuresforward.ca).

### **Special Rate Funding**

The Southern Network continues to work diligently with our member Agencies to ensure that children in care receive the best care through the approval of services such as qualified care providers, support workers, respite providers and emergency supports. In 2018/19, a total of 302 funding requests were submitted by our member Agencies and approved by the Child and Family Services Division.

### **Future Areas of Focus**

Moving forward, we have identified two areas of focus:

- Supporting agencies as they transition to Single-Envelope Funding
- Updating the training for transitional planning (AYA)



**Nature of Intake  
2018-2019**

Nature of Intake	Definition	Count
ADP	Authority Determination Protocol	30
Adoption	Inquiries about Adoption	0
Case Planning	Case consultation regarding planning for CIC under age 15	47
Child Abuse	Case consultation with Agencies regarding child abuse investigations, child abuse committees	16
Child Removal	Inquiries related to removal of foster child from foster home	74
Community Concern	Child Protection referrals to community members that can be forwarded to relevant Agency for follow up	158
Complaint	Information received from community members, clients, and collaterals about a specific case or agency practice	175
Foster Parent	Inquiry from foster parent regarding their own foster home (e.g. child maintenance, licensing questions (not related to child removal))	26
IPPA	Interprovincial Agreements	61
Minister Inquiry	Requests from Minister's Office for SFNNC to follow up and report back on Agency cases	145
Repatriation	Calls and referrals related to inquiries from Agencies or community members about repatriation	0
Requests for Information	Inquiries from Agencies or community members regarding general processes (e.g. IRAP, criteria for extensions of service, adp, etc. (not case specific))	279
Section 42	Transfers of guardianship under the PW transfer protocol or COA process or change of Agency	13
Section 49	Transfers under the PW transfer protocol	22
Transitional Planning	Case consultation regarding planning for youth age 15 to 21	44
Other	Anything that does not fit above definitions (e.g. information from Agencies as an FYI)	86
<b>Total</b>		<b>1176</b>

**Definition of Children in Care**

Children in care are children under the age of 18, who have been deemed in need of protection, requiring intervention, as determined by The Child and Family Services Act or are voluntarily placed in care by agreement between parent or guardian and agency. A child is considered in care when placed by a child and family services agency in substitute care; whose legal status is defined as a permanent ward, temporary ward, under a voluntary surrender of guardianship, under a voluntary placement agreement, under apprehension, or is the subject of an application for a further order, and whose care needs are supported by a child and family services agency. This includes Own Home Placements and Selected Adoption Placements.

The definition of children in care does not include Agreements with Young Adults.



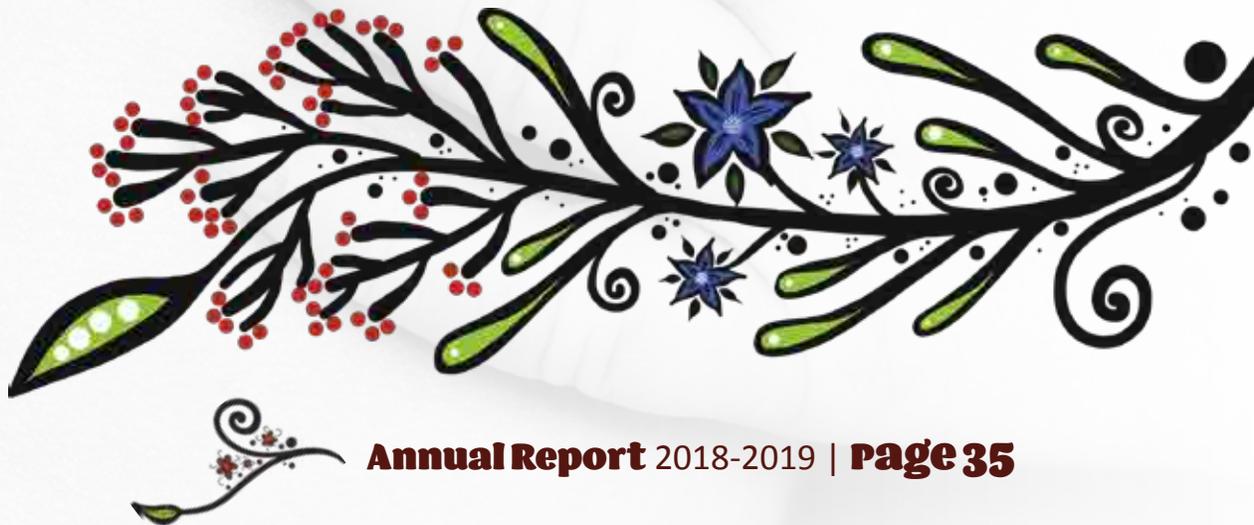
**Funding  
Stats  
2018-2019**

Special Rate Funding Stats 2018-2019	
Level I-IV	162
IV+	140
Denied or Withdrawn	3
<b>Total</b>	<b>305</b>
Letters in Collaboration with the Branch	140

**Agreements  
with Young  
Adults (AYAs)  
2018-2019**

Agreements with Young Adults 2018-2019			
	Number of young adults who received an AYA within the fiscal year	Number of AYA approval letters for the fiscal year	Number of CIC that turned 18 within the fiscal year
ACFS	46	76	28
AOCFS	38	71	18
DOCFS	56	105	26
ICFS	15	25	8
PCFS	23	46	7
SCFS	54	108	31
SBCFS	15	25	9
SECFS	97	188	58
WRCFS	56	119	29
<b>Total</b>	<b>*400</b>	<b>763</b>	<b>214</b>

**\*Note:** This number represents the total number of AYAs as at March 31, 2019. It does not include AYAs that may have ended prior to this date (March 31, 2019).



**Total CIC  
and Own  
Home  
2018-2019**

<b>Total CIC and Own Home 2018-2019</b>			
	CIC	Own Home	Grand Total
Animikii Ozoson	393	4	397
Anishinaabe CFS	621	9	630
CF ANCR	10	1	11
Dakota Ojibway	753	58	811
Intertribal CFS	140	15	155
Peguis CFS	349	15	364
Sagkeeng CFS	462	19	481
Sandy Bay CFS	280	8	288
Southeast CFS	1242	37	1279
West Region CFS	661	10	671
<b>Total</b>	<b>4911</b>	<b>176</b>	<b>5087</b>

**Total CIC  
and Own  
Home by  
Jurisdiction  
2018-2019**

<b>Total CIC and Own Home by Jurisdiction 2018-2019</b>				
	Federal	Provincial	Unknown	Grand Total
Animikii Ozoson	0	397	0	397
Anishinaabe CFS	102	528	0	630
CF ANCR	0	11	9	11
Dakota Ojibway	258	535	18	811
Intertribal CFS	33	121	1	155
Peguis CFS	63	298	3	364
Sagkeeng CFS	113	368	0	481
Sandy Bay CFS	81	207	0	288
Southeast CFS	410	868	1	1279
West Region CFS	195	476	0	671
<b>Total</b>	<b>1255</b>	<b>3809</b>	<b>23</b>	<b>5087</b>



**Total  
AYA by  
Jurisdiction  
2018-2019**

<b>Total AYA by Jurisdiction 2018-2019</b>			
	<b>Federal</b>	<b>Provincial</b>	<b>Grand Total</b>
Animikii Ozoson	0	38	38
Anishinaabe CFS	9	37	46
Dakota Ojibway	14	42	56
Intertribal CFS	5	10	15
Peguis CFS	2	21	23
Sagkeeng CFS	10	44	54
Sandy Bay CFS	7	8	15
Southeast CFS	42	55	97
West Region CFS	9	47	56
<b>Total</b>	<b>98</b>	<b>302</b>	<b>400</b>



**Placement  
Type for  
CIC and  
Own Home  
2018-2019**

Placement Type for CIC and Own Home 2018-2019					
	FH	RC	ONP	OPR	Grand Total
Animikii Ozoson	299	18	4	76	397
Anishinaabe CFS	499	13	4	114	630
CF ANCR	6	2	1	2	11
Dakota Ojibway	589	11	6	205	811
Intertribal CFS	117	4	0	34	155
Peguis CFS	267	11	3	83	364
Sagkeeng CFS	271	17	4	189	481
Sandy Bay CFS	190	5	2	91	288
Southeast CFS	960	24	18	277	1279
West Region CFS	438	24	3	206	671
<b>Total</b>	<b>3636</b>	<b>129</b>	<b>45</b>	<b>1277</b>	<b>5087</b>

**Province  
Wide Data  
2018-2019**

Province Wide Data 2018-2019				
	CIC	Own Home	Supervised Adoption	AYAs
Northern Authority	2,977	144	8	179
Southern Network	4,911	176	0	400
General Authority	1,236	64	31	185
Metis Authority	1,134	36	3	88
<b>Total</b>	<b>10,258</b>	<b>420</b>	<b>42</b>	<b>852</b>



**Placement  
Type AYA  
2018-2019**



Placement Type for AYA 2018-2019					
	FH	RC	ONP	OPR	Grand Total
Animikii Ozoson	9	1	1	27	38
Anishinaabe CFS	8	1	1	36	46
Dakota Ojibway	29	2	1	24	56
Intertribal CFS	6	0	1	8	15
Peguis CFS	7	0	0	16	23
Sagkeeng CFS	6	0	3	45	54
Sandy Bay CFS	4	0	0	11	15
Southeast CFS	27	4	3	63	97
West Region CFS	19	0	1	36	56
<b>Total</b>	<b>115</b>	<b>8</b>	<b>11</b>	<b>266</b>	<b>400</b>

**Key**

Key		
Placement type	Placement Type	Acronym
Correction Facility	Other Non Paid Care	ONP
Foster Home	Foster Home	FH
Foster Home-Specialized	Foster Home	FH
Health, Mental Health	Other Non Paid Care	ONP
Independent Living	Other Paid Resource	OPR
Not known	Other Paid Resource	OPR
Out of Province	Other Paid Resource	OPR
Own home/relative	Other Paid Resource	OPR
Place of Safety	Other Paid Resource	OPR
Res care/group home	Residential Care	RC



## Legal Status for CIC and Own Home 2018-2019

CHILDREN IN CARE (CIC)											
	AOCFS	ACFS	CF ANCR	DOCFS	ICFS	PCFS	SCFS	SBCFS	SECFS	WRCFS	Grand Total
<b>Other</b>											
Apprehension	5	37	9	103	9	13	64	51	119	30	440
Petition filed for Further Order	15	32	0	21	8	23	63	18	89	38	307
<b>Other Total</b>	<b>20</b>	<b>69</b>	<b>9</b>	<b>124</b>	<b>17</b>	<b>36</b>	<b>127</b>	<b>69</b>	<b>208</b>	<b>68</b>	<b>747</b>
<b>VPA</b>											
Voluntary Placement Agreement	7	20	1	29	1	1	1	18	36	32	146
<b>VPA Total</b>	<b>7</b>	<b>20</b>	<b>1</b>	<b>29</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>18</b>	<b>36</b>	<b>32</b>	<b>146</b>
<b>Ward</b>											
PW: Voluntary Surrender of Guardianship	2	111	0	31	1	13	43	9	166	17	393
Permanent Ward: Court	316	369	0	463	111	250	254	164	726	443	3,095
Temporary Ward	48	52	0	106	10	49	37	20	106	101	529
<b>Ward Total</b>	<b>366</b>	<b>532</b>	<b>0</b>	<b>600</b>	<b>122</b>	<b>312</b>	<b>334</b>	<b>193</b>	<b>998</b>	<b>561</b>	<b>4,018</b>
<b>CIC Total</b>	<b>393</b>	<b>621</b>	<b>10</b>	<b>753</b>	<b>140</b>	<b>349</b>	<b>462</b>	<b>280</b>	<b>1,242</b>	<b>661</b>	<b>4,911</b>
<b>OWN HOME</b>											
	AOCFS	ACFS	CF ANCR	DOCFS	ICFS	PCFS	SCFS	SBCFS	SECFS	WRCFS	Grand Total
<b>Other</b>											
Apprehension	0	0	1	15	6	5	7	0	2	0	36
Petition filed for Further Order	0	1	0	6	0	0	0	2	2	3	14
<b>Other Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>21</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>50</b>
<b>VPA</b>											
Voluntary Placement Agreement	0	0	0	1	0	1	1	0	0	0	3
<b>VPA Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Ward</b>											
PW: Voluntary Surrender of Guardianship	1	8	0	1	0	0	5	0	12	0	27
Permanent Ward: Court	3	0	0	22	8	7	4	1	19	3	67
Temporary Ward	0	0	0	13	1	2	2	5	2	4	29
<b>Ward Total</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>36</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>6</b>	<b>33</b>	<b>7</b>	<b>123</b>
<b>Own Home Total</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>58</b>	<b>15</b>	<b>15</b>	<b>19</b>	<b>8</b>	<b>37</b>	<b>10</b>	<b>176</b>
<b>Grand Total</b>	<b>397</b>	<b>630</b>	<b>11</b>	<b>811</b>	<b>155</b>	<b>364</b>	<b>481</b>	<b>288</b>	<b>1,279</b>	<b>671</b>	<b>5,087</b>





## Our Team



Jolene Cameron



Sherees Carpenter



Felicia Johston



Sandra Hrycaiko



Shauna Natrasony



Marsi Rock



Dara Ahmo





# Restoring the Sacred Bond

There is a Sundance Legend where a young and timid Little Mouse was one day going about her business of gathering the daily food for her family.

Suddenly she heard a loud roaring in her ears. In shock she cowered among the other mice that were oblivious to the “roar”. She asked, “Do you hear it? Do you hear it?” The other mice ignored her and went about their business.

Mustering all the courage she could she decided to venture out towards the “roar”.

Jolene Mercer, Executive Director of Wiji'idiwag Ikwewag has heard that “roar”. It started 15 years ago when she was searching for answers to help her people. “We were bringing issues to elders, seeking guidance on how to address these health and social issues,” says Jolene. “We found ourselves dealing primarily with male elders. Instinctively we knew that we needed to hear from our Grandmothers.”

“As we intervened we realized all the issues revolved around family...the very foundation of our people.”

Little Mouse scurried quickly towards the “roar”. She came to the edge of the tall grass. Fear stopped her in her tracks. Suddenly a raccoon appeared. “What you fear is the spots high in the sky above you” said Raccoon. “Jump on my back and I will take you to your destination. Raccoon took her to the banks of a “roaring river”. In awe Little Mouse stood and stared at the wonders of the river. Raccoon then introduced Little Mouse to the keeper of the river,

“Frog”. “This is the river of life,” said Frog.

“Our Grandmothers told us to go back to the beginning of life...life flows through and around birth. This is where to begin with re-establishing the sacred bond of life.”

Frog asked if she



## RESTORING THE SACRED BOND I N I T I A T I V E

was looking for the source of the powerful roar she was now witnessing. Little Mouse was apprehensive. “It is very powerful medicine,” exclaimed Frog. Filled with a new found courage Little Mouse blurted out, “Yes!”

“Then jump up as high as you can and you will see it.” With all her might she jumped up as high as her little body would take her. There she saw majestic mountains rising up into the sky. Time stood still and she took it all in. But when she came down she landed in the river. Soaking wet she cried, “You tricked me!” Frog laughed and said, “Now you shall be called Jumping Mouse.”

“The Grandmothers brought it to our attention that not every pregnancy was met with joy and because of that, the bond that forms during pregnancy can be interrupted. The Grandmothers taught us that this was a critical time to impact the future of the child by supporting women to ensure the bond was strong during pregnancy.”

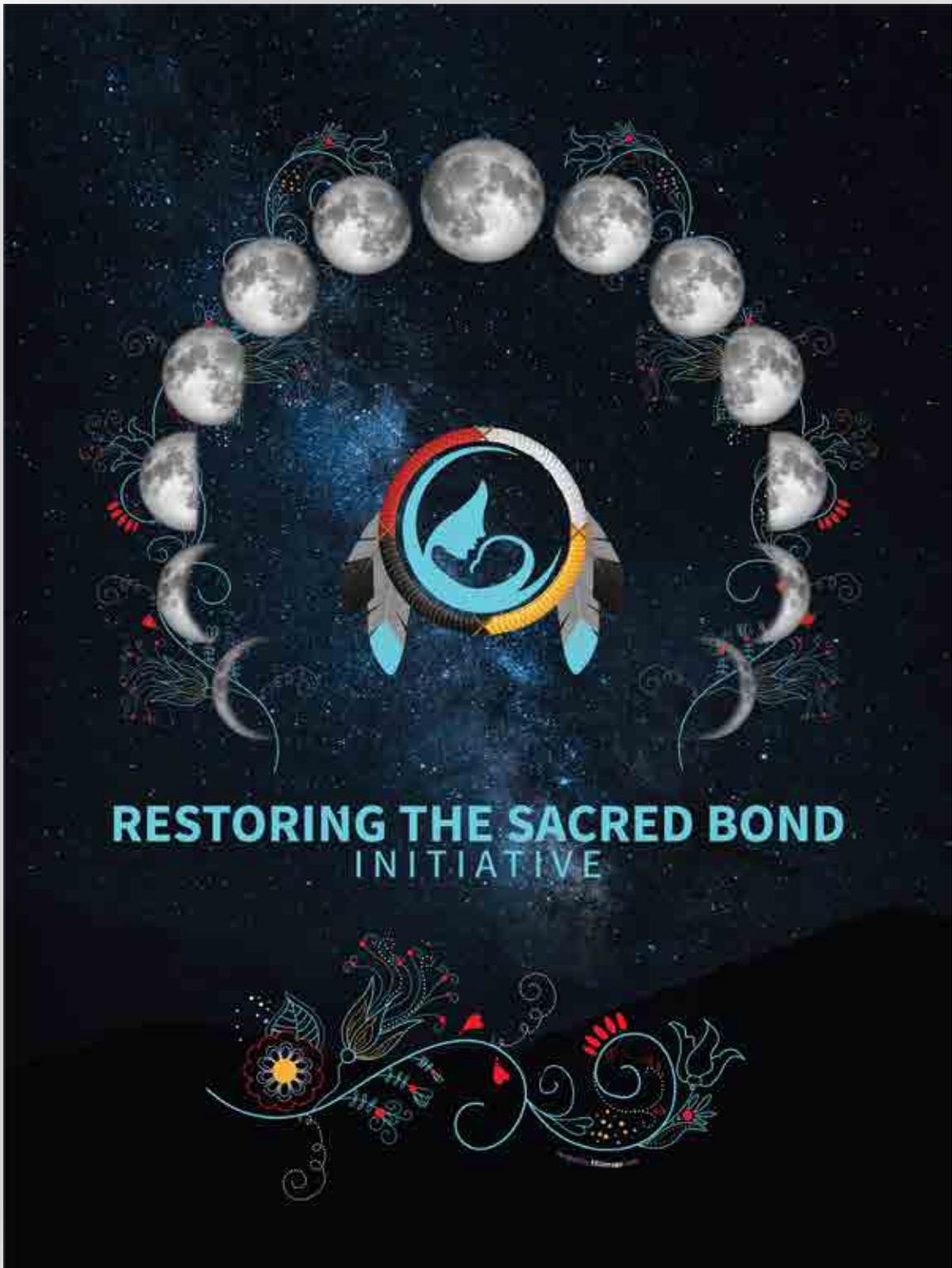
Jumping Mouse knew she must journey to the Sacred Mountains. She sought help from others but they thought she was swallowed by a wolf when she returned all wet and cold. “They all warned her, “If you venture out beyond the grass again the spots in the sky will get you.”

“The Grandmothers taught us the teachings around birthing; starting with the placenta



Jolene Mercer





ceremony and umbilical cord teachings and the full moon ceremonies. We received teachings on how the Rites of Passage and other practices help prepare young women for motherhood. We learned about the roles that men play in birthing and the importance of bonding between father and baby,” says Jolene.

“Our task was to figure out how to share these teachings in a modern context and then deliver this inherent right of knowledge and convey these messages.”

With bravery as her only shield Jumping Mouse ventured out of the grasslands and onto the prairie. All the while the spots in the sky circled her as she prayed for guidance.

“We once again put a call out to the Grandmothers to help us with these teachings around birth. In 2016, our initiative known as MIDI (heart in Anishinabe) took our concept into ceremony and we created the Sacred Circle of New Life Curriculum.”

A dying Buffalo stood in Jumping Mouse’s path. In a heaving and gasping voice he asked, “If you will give me one of your eyes I know I will live.” Jumping Mouse contemplated the idea of living without one eye. “For that I will take you to the foot of the Sacred Mountains.” Without further thought she closed her eyes and it was done. Jumping Mouse walked under Buffalo as the spots circled in the sky

“We found some Indigenous mothers weren’t always accessing medical treatment for pre-natal services. A big reason for that was feeling judged by the medical community as well as access to care issues within the community. This highlighted the importance of providing non-judgemental care and encouraging the mothers to seek out medical attention and utilize other community resources that are available to them. As our Birth Helpers worked with mothers, they grew and flourished as did our birth helpers in their personal journeys.”

They stood at the foot of the Sacred Mountains. Jumping Mouse thanked Buffalo for the safe journey and he departed. A wolf with no memory of who he was stood in her way. “If you give an eye I will regain my memory,” said Wolf. Jumping Mouse pondered the thought of living without sight. She knew it was the only way. “The great medicine you seek is kept within the great Medicine Lake.” In an instant she was blind.

“The Grandmothers told us that birth needs to include the teachings and ceremonies that have long been suppressed and taken away. Mothers need to be prepared for the birth; they need to prepare by making a special blanket to swaddle; a bonnet to protect the babies spirit; a moss bag security and swaddling; and a tiny pair of moccasins. In essence a baby bundle.”

Jumping Mouse knew she was standing at the foot of the great medicine lake. She asked Wolf what he saw. “I see the teepees of the people reflected back at us. It is filled with all the teachings we need to keep the people strong.”

“We know that the family has to be strong...to take the lead and give us direction. All we need is the courage and will to follow these teachings and support one another.”

Jumping Mouse now stood alone. She felt the spots in the sky turn to shadows upon her. Suddenly everything went black.

“The next step is the men...to deal with the family as a whole. Dad has to be involved in the babies’ life. So we are expanding to meet the needs of the dad. He has a huge impact. Fathers need to know how to be a good husband...to be Role Models and instill the idea of a healthy father within the family dynamic.”

“Jumping Mouse opened her blurry eyes. As the wind washed her eyes open she began to see. She soared over the Great Medicine Lake where she espied Frog. As she neared him he cried out to her and said, “You are now Eagle!”

## Chronological Milestones of Wiji'idiwag Ikwewag

- Wiji'idiwag Ikwewag Inc. was founded in Spring 2015 under the Manitoba Indigenous Doula Initiative
- June 2015 - discussions with Winnipeg Boldness to prototype the curriculum and training. MIDI works on curriculum development.
- First Cohort of Indigenous Birth Helpers (Doulas) trained in January 2016
- January 2016 – June 2016: 46 families from the Point Douglas area of Winnipeg were supported





- Summer 2016 – MIDI trains 17 Maternal Child Health workers. MCH workers are from 15 communities across Manitoba.
- Fall of 2016 - Developed partnership with the University of Winnipeg and Nanaandawewigamig to measure the impact of doula care on health outcomes for women who travel for birth. Three northern communities are also partners – Cross Lake, Nelson House and Grand Rapids.
- Partnered with the University of Winnipeg and Nanaandawewigamig on the Cree Birth Project.
- January 2017 – Cohort of Birth Helpers (Doulas) trained in Cross Lake.
- Incorporated in June 2017 under Wijiidiwag Ikwewag Inc. – Women Helping.
- July 2017 – Wijiidiwag Ikwewag Inc. met with the Southern Network to pitch the idea of utilizing Indigenous Birth Helpers as an intervention to prevent newborn apprehensions.
- January 2018 – Wijiidiwag Ikwewag and the Southern Network partner to submit a Letter of Intent for the landmark Social Impact Bond (SIB).
- January 2019 – the province announces that SFNNC and Wijiidiwag Ikwewag Inc. – Restoring the Sacred Bond Initiative is the recipient of the SIB.
- April 2019 – Wijiidiwag Ikwewag Inc. to hire staff and prepare to deliver the Restoring the Sacred Bond Initiative.





# Senior Policy and Legislation Specialist

## Inter-Authority Standards Working Group

I continue to sit, along with Colin Kinsella, on this working group that revises, updates, (and sometimes creates) CFS Program Standards. Our work over the last year included working on issues related to intake standards, clarifying expectations in situations involving the removal of foster children, and beginning to look at standards regarding service records.

## Child Abuse Committee Working Group

As mentioned in previous reports, there has been on-going work on developing a better method for investigating allegations of abuse in foster homes. Standing Committee approved the pilot project for the implementation of a new (and we expect, improved) method of investigating abuse allegations in foster homes to begin in November 2019, and to last for six months. Our working group continues to meet monthly to deal with any issues that may arise, and is compiling information about the numbers of times such investigations were required.

## First Nation Safety Officer Training

The First Nation Safety Officer program was designed as a replacement for the Band Constable Program that has been discontinued. The First Nation Safety Officer Regulation under The Police Services Act specifies certain

duties of Safety Officers under The CFS Act, with the result that the required training must include information about how CFS agencies work, and some of the details of the legislation. Given that one of the duties of a CFS Authority includes “cooperating with ...others to ensure that the delivery of child and family services in the province is properly coordinated”, the Southern Network put together a half-day training presentation. To date, it has been delivered to nine cohorts of trainees at the southern Manitoba training centre at Assiniboine Community College in Brandon. Whitney Moore and Bert Crocker have been the presenters.

## FIPPA (Freedom of Information and Protection of Privacy Act) Committee

I have been an active member of the Southern Network FIPPA committee over the past year. That committee is tasked with coordinating and developing responses to the various FIPPA requests that come to our attention. That legislation has tight time periods. Given the complexity of some of the requests that come our way, the relatively short turn-around times required by the legislation create some interesting challenges. The person that keeps us on track through the whole process is Cindy Myran. As stated in last year’s report, “without her able and cheerful assistance and support, this would be a painful and burdensome assignment. With her assistance and support, it is the opposite.” In the past year it has become increasingly evident that we need a more formal delegation arrangement among the Department of Families, the four CFS Authorities and the CFS Agencies we support and mandate, in order to avoid situations where a series of identical questions from a single applicant to multiple organizations is interpreted differently



by the different organizations, and answers which appear to contradict each other are provided, creating additional questions about the differences in answers. Achieving a delegation arrangement will be a priority in the coming year.

### **Assorted Legal Questions and Issues**

As in past years, from time to time various matters of a legal nature arise, and I have been privileged to work with our CEO, Tara Petti,

and the Southern Network legal counsel, John Harvie, and various other people on several interesting files.

Respectfully submitted,  
**Bert Crocker**  
Senior Policy and Legislation Specialist



# Policy and Program Specialist



In my 11 years working with the Southern Network, I've had the opportunity to serve as a policy analyst. In October 2018, my role with the organization changed as I was promoted from Policy and Program Analyst to Policy and Program Specialist.

The major duties and responsibilities of my new position include policy and program planning, development, implementation and evaluation. My primary role is to act as a direct support and resource to the Southern Network internally across the organization. I provide technical support and assistance directly to the Chief Executive Officer and the Unit Directors. This work includes: preparing briefing notes; conducting research; writing reports; drafting policies; analyzing information; writing proposals; planning and coordinating meetings; and facilitating discussions in meetings.

In addition, in my role, I communicate and collaborate with representatives of external organizations, including our member Agencies, the Southern Chiefs'

Organization, Indigenous Services Canada, Manitoba Families, the Child and Family Services Standing Committee, and the other CFS Authorities.

In 2018/19, I provided support and technical assistance to the following internal committees and initiatives: Communications Committee; Agency Alternative Care Committee; and the Restoring the Sacred Bond Initiative.

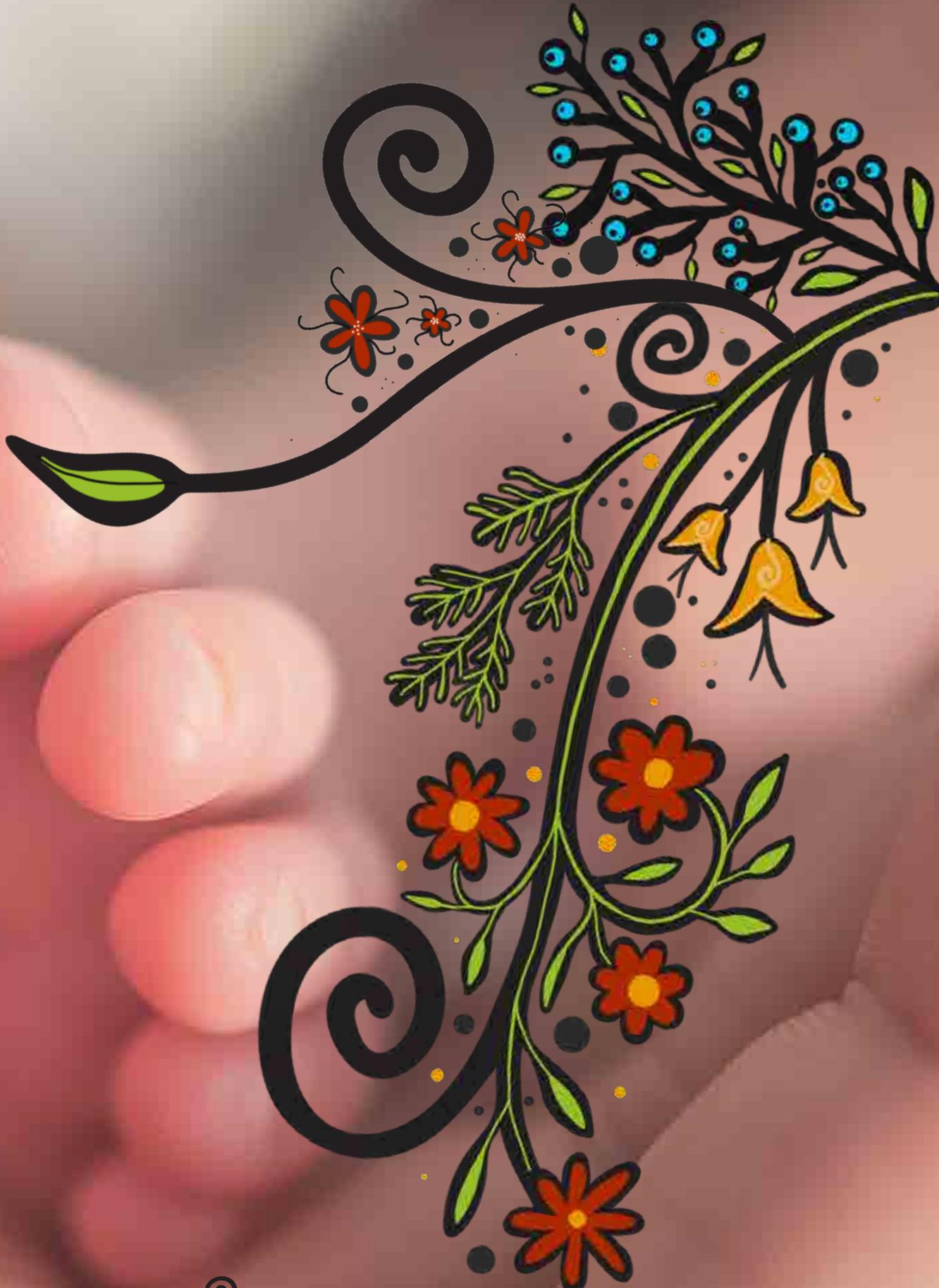
As well, in the past year, I provided support and assistance to a number of external committees and working groups. These included:

- Regional Advisory Committee on First Nations Child and Family Services in Manitoba
- Tripartite Strategic Service Plan Review Committee
- Inter-Authority Annual Report Working Group
- Inter-Authority Standards Working Group (alongside Bert Crocker)
- Inter-Authority Joint Training Team
- Council Member of the Morningstar Program at R.B. Russell Vocational High School

In the coming year, I look forward to working on new initiatives alongside our member Agencies and partner organizations to promote positive outcomes for our children, families and communities.

**Colin Kinsella**  
Policy and Program Specialist







# Information Technology

## About IT

The Information Technology (IT) Unit is responsible for all aspects of the design and development of the technical infrastructure, as well as providing IT services and support to the Southern First Nations Network of Care and member Agencies.

The Southern Network has a Centralized Managed Environment (Virtual Servers and Desktop Virtualization) which houses all data created and used by the Southern Network and our member Agencies via Virtual Local Area Network (VLAN) for connectivity from the Agencies' urban and reserve sites to the Southern Network site. Voice over Internet Protocol (VoIP) phone services is also provided.

The services and support of the IT Unit include system management and maintenance of the secured physical and virtual infrastructure, as well as provision for system and data backup and recovery.

The Service Level Agreement (SLA) outlines all services and support provided by the IT Unit to our member Agencies as well as the responsibilities of the IT Unit, Agencies, and Third Party Contractors. The IT End User Policies and Procedures is an addendum to the SLA and both documents have been provided to our member Agencies.

## Benefits of the Centralized Managed Environment

- Virtualized desktops reduce travel and support costs, eliminate duplication of hardware requirements, and provide savings in software licenses for MS Office, Outlook Email, Anti-Virus, SAGE HRMS, and SAGE 300 ERP for the Child Maintenance Billing System (including the IMAN interface and the Project Job Costing Module). Virtualized desktops also allow for new software versions to be rolled out to all our member Agencies at the same time.
- Virtual desktops require minimal resources which results in less desktop refreshes and extends the life of hardware.
- The Managed Environment includes data sharing within an Agency and their sites, as well as between Agencies and the Southern Network without having to send emails with large attachments. Also, with authorization, data sharing between Agencies can be provided.

- System security is provided for both the physical and virtual aspects of the network; including sites, hardware and software, internet, email, VoIP telephone services, data security for all Agencies, as well as mobile devices. Data security for all our member Agencies is a major priority for the Southern Network and the IT Unit.
- The VLAN links our member Agencies to the Intake Module (IM)/Child and Family Services Information System (CFSIS) provincial database. The functionality of the provincial database is not managed by the Southern Network. Ultimately, the VLAN provides the ability to store and share retrieved documents and files from the provincial database, within the secure Managed Environment.
- The Centralized Managed Environment provides the Southern Network and our member Agencies the use of Voice over Internet Protocol (VoIP) phone services. Agencies are able to phone any site within the Managed Environment (within their own Agency as well as within any other Southern Network Agency, including the Southern Network) by simply calling an extension number. This provides Agencies with significant savings in phone services, long distance costs and phone line charges.
- The IT support team is centralized in one location, which eliminates the need for each Agency to have a support team.

## In 2018/19, the IT Unit achieved the following objectives:

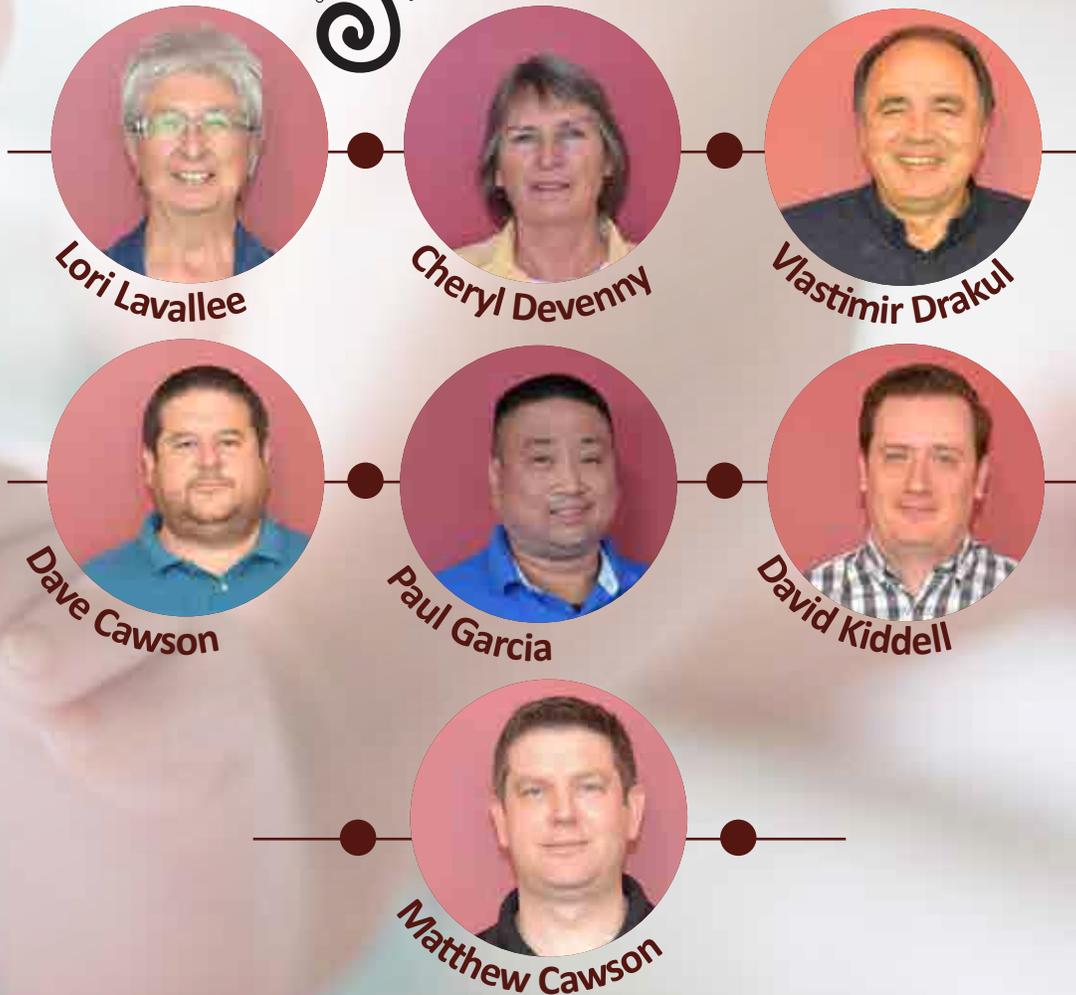
- Due to the upgrade of the VMware infrastructure, the use and deployment of additional mobile devices was implemented within the Managed Environment.
- Planning and preparing for virtual and physical upgrades to Windows 10.
- Complete email migration for the rebuild of the infrastructure for the virtual environment.
- Upgrades to VLAN equipment at all Agency sites was completed to allow support for a more robust VoIP solution, including strategies for Audio/Video Conferencing within the Managed Environment.



## Looking ahead in 2019/20, the IT Unit has set the following goals:

- Virtual desktop upgrade for mobile access.
- VM client upgrade for all physical desktops and laptops to ensure login issues do not occur with Windows 10.
- Complete Windows 10 upgrade.
- MS Office upgrade to O365 Pro Plus and E3, including Skype for Business.
- Enhance backup from tape to an all disk solution allowing for faster backup and recovery.
- Develop a more robust VoIP solution including strategies for Audio/Video Conferencing within the Managed Environment.

### Our Team



# Quality Assurance (Vision Keepers)



## Critical Incident Reporting

The Critical Incident Reporting Regulation took effect in October 2015. Our member Agencies are now more familiar with the reporting requirements that go along with this regulation. Meeting the one hour reporting timeframe remains unfeasible, but Agencies have been putting their best foot forward to provide comprehensive information in a short amount of time that is allotted based on the regulation.

As we reported last year, there continues to be no resolution for differences among definitions in the legislation concerning “serious injury” and “incident”. The Southern Network raised this issue with various stakeholders at several points in recent years.

## Annual Recommendations Report to the Manitoba Ombudsman

In March 2018, the Manitoba Advocate for Children and Youth (MACY) received independent legislation, expanding their mandate and responsibilities. One of those responsibilities now includes reviewing recommendations made by their own office, a responsibility previously held by the Manitoba Ombudsman. This new reporting structure for recommendations began in December 2018. Between December 2018 and January 2019, the Southern Network and our member Agencies reported on 21 recommendations to MACY (*18 recommendations submitted as “Complete” and 3 submitted as “In Progress”*).

## Safe Sleep Recommendations

Four of the recommendations that were reported on by the Southern Network in 2018/19, were recommendations made by MACY concerning safe sleep for infants. Specifically, MACY’s recommendations to the Southern Network were to establish a Safe Sleep Policy for our member

Agencies and included a recommendation that this policy require the use of cribs for infants in care. The Southern Network believes this is an example of a recommendation(s) that is culturally shortsighted.

The Southern Network’s Safe Sleep Policy was finalized and distributed to our member Agencies in November 2018. The policy took effect upon distribution. It is hoped that this policy will assist in preventing deaths associated with unsafe sleep situations. The Southern Network does note, however, that the policy was intentionally created with cultural safety in mind, so as not to impose sleep practices that are part of colonization. The Foster Home Licensing Regulation affords some flexibility in terms of equipment for infants, and as such, the Southern Network’s Safe Sleep Policy does not explicitly require the use of a crib. This affords our Agencies the ability to preserve traditional sleeping practices without the expectation that they are colonizing the families they are working with.

## Multiples Working Group

Membership for the Multiples Working Group is made up of representatives from the four Child and Family Services Authorities and the CFS Division. The purpose of the group is to collaborate on recommendations made by the MACY to all four Authorities and the Province of Manitoba. In December 2018, the Multiples Working Group reported to MACY on three recommendations.

## Internal Agency Reviews

The Southern Network reviews all critical incidents concerning child death, for the purposes of determining if there would be benefit in having the Agency complete an Internal Agency Review (IAR). If an IAR is requested, the Southern Network offers



## Our Team



Marcia Liske



Kelly Wozney



Whitney Moore

consultative work sessions to help coach our Agencies through this process, although this is at the Agency's discretion.

IARs afford Agencies an opportunity to evaluate what's working in practice and where there is room for improvement concerning service delivery. It also allows the Agency to take ownership of solutions that will be particularly meaningful for the agency and the communities receiving services.

### Quality Assurance Coordinators

The Quality Assurance Coordinators from each Southern First Nations CFS Agency meet on a monthly basis to develop common quality assurance templates that can be used by all our member Agencies. Some of the highlights for 2018/19 are outlined below.

### New Case Opening QA Review

A New Case Opening QA review template and guide was created to review all open cases on a monthly basis. This review will look at minimum requirements for assessing safety of children and minimum requirements to be met before a decision is made to open an ongoing case on a family. It will also provide important information

on why children are coming into care and also the reasons cases are transferring and which Agency the transfers are coming from.

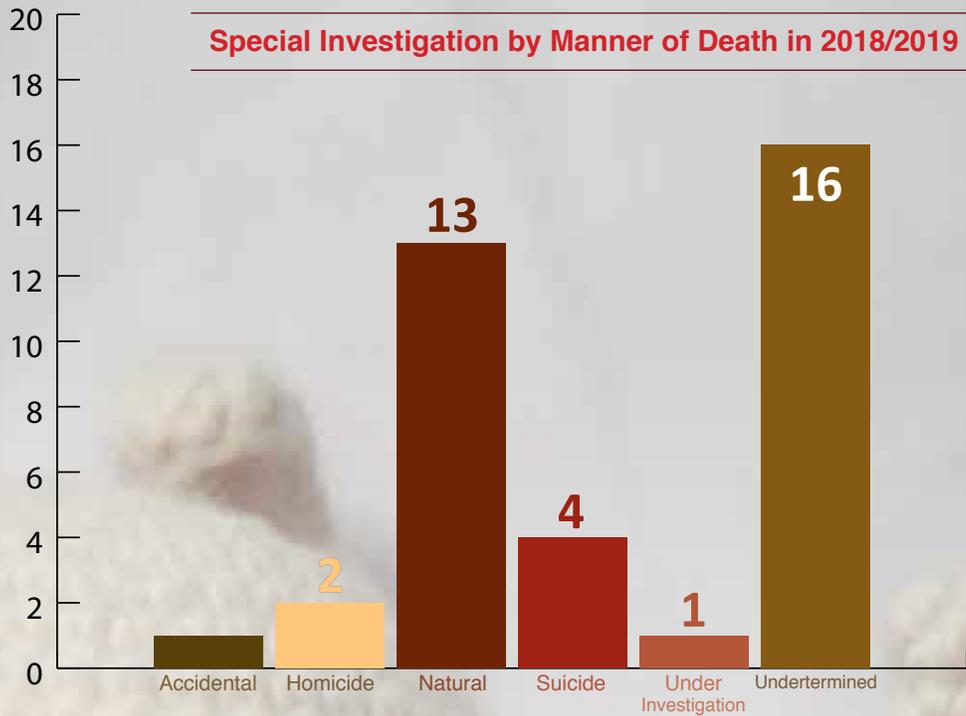
### Abuse Quality Assurance Review

An Abuse Intake Process Documentation review template and guide were created to review abuse intakes. This review was created as part of the new Abuse Working Group which has facilitated abuse trainings across Agencies and the review will be completed in 2018/19 to ensure abuse investigations are being completed consistently across Agencies.

### CFSIS Directive

The Southern Network continues to monitor the CFSIS Directive and completes monthly reports using the RCase064, RCase065 and RCase073 reports. These reports identify areas where information needs to be updated on CFSIS. A new report was created this year from the RCase064 report which provides information on the data that has been entered. New reports identified for development in 2018/19 are the Transitional Planning, Leadership Report, and a report to assist with Strategic Service Plans (SSP).

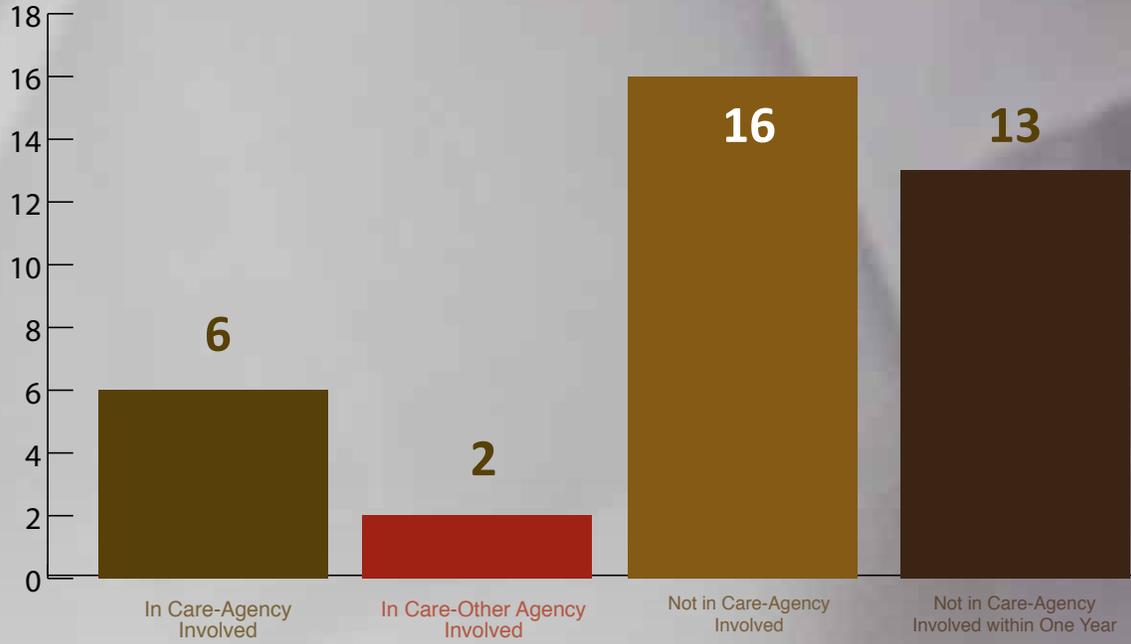
# Quality Assurance Continued ...



\*\*All deaths meeting the Critical Incident Reporting legislation criteria are tracked at the Southern First Nations Network of Care. The manner of death information that has been tracked is based on the preliminary manner of death information received by the Manitoba Advocate for Children and Youth's (MACY) Office.\*\*



**Special Investigation by Manner of Death in 2018/2019**



\*\*"Other Agency Involved" refers to an Agency under a different child welfare Authority.\*\*



# Quality Assurance Continued ...

## Child and Family Services Application (CFSA) User Group

The CFSA User Group consists of representatives from the 4 Authorities and the Division and meets on a regular basis to make recommendations to improve the CFSA system. This past year, recommended improvements were put on hold as there was a major upgrade, as the Citrix Build 4.1 was made to the CFSA. The Group has met and developed a Priority List of Enhancements and this has been forwarded for approval. They are in the process of creating a Child-In-Care Annual Review which will be a report made based on the information that is entered in CFSIS. The Group is also working on a new report RCase085 that will provide information on CIC's and how many children are in family placements and with culturally appropriate care providers.

## Abuse Working Group

At the March 2018 Agency Relations Directors Meeting, it was recommended that a working

group be established to collaborate on Child Abuse Committee and Child Abuse Investigation matters and processes. The Southern Network agreed to form the Abuse Working Group and their first meeting was held in October 2018. The purpose of the Abuse Working Group is to: develop and maintain a work plan focusing on the Child Abuse Committee and the Child Abuse Investigation process issues that will assist in meeting the best interests of children, families, and communities.

The work plan priorities of the Abuse Working Group included the following.

- develop a standard on abuse investigation process
- coordinate training for all Agencies regarding abuse investigations
- plan a conference on Sexually Exploited Youth
- conduct further training on child abuse interviewing and investigation skills





# Education & Training



Kayla Guiboche

## Education and Training

Through the Education and Training Unit, the Southern Network continued to offer education and training opportunities over the past year. This training has been very successful based on the valuable experience and expertise contributed by Southern Network staff. From various units, staff have contributed, developed and delivered training as part of the Education and Training Plan.

Training will continue to be developed and offered for specific areas for our member Agencies, which will include Case Workers, Human Resources, Foster Care, Supervisor, Finance and Administration. The Education and Training Unit continues to develop and collaborate with Agencies and resources on further specialized trainings. Our goal for the 2019/20 training calendar year is to develop and provide training with a focus on CFS Standards, Sexual Exploitation, Child Abuse Investigation, Transitional Planning, and Domestic Violence.

Since 2017, the Southern Network implemented a new process where each agency has been given a training budget based on the number of staff. Agencies have flexibility on how they can access and use their allocated training dollars. Agencies can access all Southern Network training, develop and deliver agency specific sessions or utilize external training opportunities and conferences. All of our member Agencies have taken advantage of this new process in order to meet specific Agency recommendations and strategic planning goals.

Agency budgets were reassessed and as of April 1, 2018, allocated amounts were based on the number of provincially funded staff.

The Southern Network continues to value the partnerships of the other Authorities (First Nations North, Metis, and General) and the Child and Family Services Division in the ongoing work of developing joint training initiatives. In doing so, the Authority representatives have shared their developed trainings with one another in order to fill in training gaps for front line staff and assist in further training development.

During the past year, the Education and Training Unit began working in the area of child abuse. Due to the need, requests from Agencies and outcomes of Quality Assurance reviews, the Abuse Working group was created to provide support to each other and collaborate for consistency across Agencies. This led to the creation of the Abuse Data Entry Training that was developed by the Southern Network in collaboration with the CFSA Provincial Trainer.

The Education and Training Unit also began planning and coordinating a 3 day conference that will provide insight into how colonialism and residential schools have impacted our First Nation communities and the intergenerational trauma that affects children and their families. The conference will then walk through how to assess, work and case plan with youth and adults who are sexually abusive and determine if and when they can be reintegrated into the family home. To wrap up the conference, we will learn about the effects of trauma on children and their child development and the impact it has on them for years to come and how that may impact them as adults.

It is hoped that this conference will allow us to begin to understand where the trauma stemmed from, how it is affecting our children and families today and what our communities are going through as a result of intergenerational trauma. The conference is scheduled to occur on April 15, 16, and 17, 2019 at the Canada Inns Polo Park.

Some of the highlights from the 2018/19 fiscal year are as follows:



## EZ-REF Materials

To offer more cost effective training workshops, the Southern Network purchased EZ-Ref Microsoft Courseware that can be customized as needed which includes reference cards and student and instructor manuals. The average cost per person for all Microsoft training sessions is \$37.80. Other institutions charge anywhere from \$150 - \$200 per person, per session. Over the last year we have had a total of 293 participants attend PowerPoint, Outlook, Excel Beginner, Intermediate and Advanced and Word Beginner, Intermediate and Advanced.

## Child and Family Services Applications Training

The Child and Family Services Application (CFSA) is the computer system used by CFS staff to collect and manage information on cases and services provided to families. CFSA training is held at the CFS Division located at 777 Portage Avenue. During the 2018/19 fiscal year, a total of 201 Southern Network agency staff completed CFSA training.

## Competency-Based Training Program

The Competency-Based Training (CBT) Program is led by the Provincial Manager of Training and is guided in part by the Joint Training Team (Representatives from the four Authorities and the CFS Division). In 2018/19 the total attendance for the CBT sessions was as follows:

- Caseworkers Competency-Based Training – 247
- Supervisors Competency-Based Training – 63
- Child and Youth Care Workers Competency-Based Training – 17

During the 2018/19 fiscal year, a total of 1855 participants attended Specialized Training. The participation numbers for Southern Network training decreased slightly from 2017/18, as many front line staff already attended the Case Worker Training Series. Despite the lower attendance, overall, we still had high numbers in ASIST, Global Interviewing and Abuse Data Entry.

### Southern Network Education & Training Stats

Specialized Training	# of Participants (17/18)	# of Participants (18/19)
Addictions	55	44
Administrative Support & Communications	221	293
Crisis Prevention	203	134
Critical Incident Stress Management	37	40
Cultural Awareness	315	113
Child & Youth Support	73	51
Domestic Violence	0	13
Family Enhancement	445	105
Fetal Alcohol Spectrum Disorder	15	34
Gang Awareness	29	23
Health & Safety	176	148
Investigating Child Abuse	130	112
Orientation to the CFS System	437	223
Suicide Intervention/Prevention	38	129
Standards	83	234
Strengthening Relationships	104	20
Legislation	28	19
Leadership Development	93	50
Attachment	5	24
Trauma	30	40
Other	2	6
<b>Total</b>	<b>2519</b>	<b>1855</b>



# Finance



## Key Functions

Our Unit is responsible for the management of the major finance functions of the Southern Network. These include: monitoring and providing support to our member Agencies in the areas of financial accountability and reporting; and providing user support and funding.

## Goals and Objectives

I would like to thank my great staff. They keep us moving on the road to success in achieving our goals and objectives. These include:

- Addressing federal and provincial child welfare reforms
- Developing a financial reporting and accountability framework
- Developing and implementing a standardized accounting system for our member Agencies
- Obtaining proper funding for the Southern Network and our member Agencies to carry out their responsibilities
- Obtaining full ongoing funding of lease costs at 800 Adele, assigning the lease to another tenant and transferring programs and related funding to other funders
- Transferring pilot programs and/or programs which do not meet Southern Network priorities to third party funding sources

## Key Activities in 2018/19

In 2018/19, the Finance Unit has had to adapt, overcome and move forward. Our Unit has undergone ongoing changes in staff and realignment of roles and responsibilities.

Cynthia Richard (Accounting Clerk) has been working closely with Trevor Mierke (Financial Comptroller) to streamline the Finance and Administrative Unit.

Steve Bembenek was hired in June 2018. He brings us a wealth of experience and an

impressive skillset as the former Finance Director of Animikii Ozoson Child and Family Services for five plus years. He is actively involved in providing direct financial reporting and processing support to our Agencies.

Karen Desjarlais (Receptionist) provides both administrative support and reception services to both the Finance and Administrative Unit and the Southern Network as a whole. In 2018/19, the Southern Network received: 8,205 phone calls; 817 faxes; 1,037 letters of correspondence. On average, per month, the Southern Network received: 683 phone calls; 68 faxes; and 86 letters of correspondence.

To say the least, 2018/19 was a year of dramatic system change. It was driven by the ongoing transformation of the federal and provincial child welfare systems, including the responses by the federal government to various Canadian Human Rights Tribunal rulings and the introduction of federal child welfare services legislation. Also, it was driven by the Manitoba government developing a comprehensive plan that acts on the many outstanding reports and recommendations from sources, such as the Manitoba Advocate for Children and Youth, the Truth and Reconciliation Commission, and Indigenous organizations.

On the federal side, our Unit provided extensive administrative support to the Regional Advisory Committee (RAC) in order to:

- Develop revised reporting requirements for Agency Strategic Service Plans
- Discuss the federal and provincial child welfare reforms including legislative and funding reforms
- Develop a tripartite leadership table to oversee the RAC
- Receive updates from the National Advisory Committee
- Discuss community based prevention funding processes
- On the provincial side, our Unit participated in the following essential areas of reform:



- Funding for results through initiatives such as Single Envelope Funding to member Agencies based on outcomes, rather than provide incentives for larger caseloads and longer stays in care
- Reforming legislation, which includes the creation of a legislative review committee to modernize *The Child and Family Services Act* and support a shift in practice, including implementing the recommendations of the committee
- Participating in the implementation of Customary Care
- As well, the Southern Network has been targeting and building financial capacity within our organization and with our member Agencies.

#### Other Key Activities in 2018/19:

- Developing the recommendations for "Theme 7 – Accountability:" to the legislative review committee to amend the current governance structure of Manitoba's CFS system, including legislation, funding arrangements and information systems, to meet the needs of children and families who require child and family services, particularly from an accountability perspective
- Ongoing development of budgets and provision of financial advice for the Restoring the Sacred Bond Initiative
- Ongoing implementation of recommendations of the Strategic Plan Review report and financial review performed by Internal Audit and Consulting Services, including the ongoing development of a financial policies manual
- Developing financial accountability and reporting frameworks for our member Agencies by:
  - ongoing design of an analysis framework for reporting of agency results to Board and Management
  - ongoing standardization of an interim financial statement template based on

current financial reporting requirements

- working with Manitoba Families, the other Authorities and our member Agencies on the implementation of Single Envelope Funding:
  - participation in a Bi-Weekly Committee with Manitoba Families, including the development of a subcommittee of Standing Committee, the Authority Child Maintenance Advisory Committee (ACMAC), which is responsible for the ongoing implementation of Single Envelope Funding including:
    - development of governance structure, roles and responsibilities
    - allocation processes of operations and Child Maintenance funding to Authorities and member Agencies
    - policy development such as Case Transfer Policy, Contingency Policy and Surplus/Deficit Policy
    - development of repayment plans for CSA and Working Capital Advances
    - development of Service Purchases Agreements between Manitoba Families and the Southern Network and the Southern Network and member Agencies, including the related financial reporting requirements
    - revisions to the Child Maintenance Billings Manual
    - forming working groups including:
      - Finance Working Group
      - Policy Development Working Group
      - ANCR Review Committee
      - Agreements Working Group
      - Information Technology Working Group



- Services Issues Committee
- development of a Southern Network presentation on Single Envelope Funding, including the identification of risks and potential risk mitigation strategies with distribution and/or presentation to all Authorities, member Agencies, ACMAC, Manitoba Families and the RAC
- working with our member Agencies to analyze and manage costs based on data provided by Manitoba Families and the Sharing Circle System
- ongoing development and implementation of:
  - the Sharing Circle System, a centralized database for Child Maintenance Billings for data collection, analysis and reporting purposes, with the participation of other Authorities
  - a Readiness Assessment Tool for an Agency to self-assess its existing operational and financial risks
  - Authority specific Special Rates Policy for the Southern Network that sets guidelines to emulate standardized rates
  - a plan for the transfer of Child Maintenance Billings processes, including the responsibility for Single Envelope Funding to the Southern Network in recognition of its legislative mandate
- Ongoing implementation of a standardized accounting system for our member Agencies by:
  - standardization of financial reporting through the implementation of SAGE Intelligence
  - implementation of SAGE modules, including the Agency Child Maintenance Billing Module, with a standard chart of accounts and related training plans for two agencies
- Securing proper funding for the Southern Network and our member Agencies to carry out their responsibilities including:
  - implementing Single Envelope Funding including providing support for cost management and the associated culture change management, funding level certainty for three years, funding flexibility between operations and Child Maintenance, redirecting surpluses to prevention activities, reduced administrative procedures, upfront cash for working capital purposes, addressing contingencies for uncontrollable and/or unexpected circumstances, addressing funding inequities among Agencies and Authorities, implementing structured rates to ensure fairness and developing case management strategies to deliver services in a more efficient and effective manner
  - ongoing sustainability of the IT infrastructure by:
    - negotiating with Indigenous Services Canada to convert project funding to ongoing funding
    - submission of the Child Welfare Case Management Solution Proposal to ISC and the *Restoring the Sacred Bond* initiative to Manitoba Families, including the required IT infrastructure for effective implementation
    - pursuing other third party funding sources including onboarding Agencies from other Authorities into the managed environment and implementation of the *Restoring the Sacred Bond Initiative*
  - directly advocating for change in policy by Manitoba Families allowing agencies to retain the Children's Special Allowance, which was done effective April 1, 2019



## Our Team



Ken Taylor



Trevor Mierke



Steven Bembenek



Cynthia Richard



Gladys McKay



Karen Desjarlais

- obtaining proper funding of prevention programming by:
  - working with Manitoba Families and MaRS to obtain third party investor funding for the *Restoring the Sacred Bond* initiative through the Social Impact Bond process
  - working with Indigenous Services Canada through the RAC to develop a process to allocate prevention funding for community based organizations in Manitoba
  - providing support, funding and evaluation for development and implementation of Customary Care pilot projects at agencies
- resolving funding issues related to 800 Adele by:
  - finding alternative uses for and showing of premises to prospective tenants
  - Manitoba Families developing options to terminate the lease with no legal obligations for the Southern Network
  - transferring the lease for the Golden Eagle program in order to facilitate the transfer the funding agreement to Manitoba Families



## Key Plans for 2019/20

- Addressing federal and provincial child welfare reforms, particularly the ongoing activities to implement Single Envelope Funding and the activities of the RAC
- Ongoing implementation of an analysis framework for reporting and an interim financial statement template
- Developing and implementing a standardized accounting system for our member Agencies, including ongoing implementation of SAGE Intelligence Reporter and the Agency Child Maintenance Billing Module
- Obtaining proper funding for the Southern Network and our member Agencies to carry out their responsibilities, including securing third party investor funding for the *Restoring the Sacred Bond* initiative and diversifying sources of funding for the Southern Network
- Obtaining full ongoing funding of lease costs at 800 Adele and terminating the lease
- Implementing and eventually transferring the *Restoring the Sacred Bond* initiative pilot program to a third party in order to provide stable and ongoing funding





# Strategic Planning Priorities



In 2017, the Southern Network Board of Directors approved the following Strategic Planning Priorities.

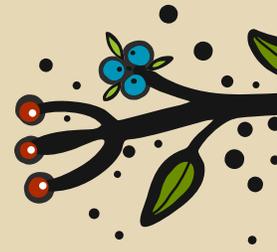
- Build on our cultural foundation, not a mainstream child welfare foundation.
- Adopt, support and promote a customary care model, focused on programming that prevents the break-up of our families.
- Improve our communication with clients, partners and political leadership in order to build trust and collaboration, and to promote our brand.
- Forge new and more effective funding arrangements.

Over the past year, these priorities have guided the work of the Southern Network, and will continue to do so as we move forward.





# Appendix I: Province Wide Service Delivery System



Region	Designed Intake Agency	Service Provider (Agency) for the Southern First Nations
Southern First Nations	Each First Nation Agency	<ul style="list-style-type: none"> <li>The First Nation agency providing services to the respective First Nation (on-reserve)</li> </ul>
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 Network</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 Network</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)	Metis 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 (River) community members</li> <li>WRCFS provides services to others who choose the Southern Network</li> <li>WRCFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Parkland Region (North of Swan River)	Metis 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 Southern Network</li> </ul>





Region	Designed Intake Agency	Service Provider (Agency) for the Southern First Nations
Interlake Region (except the towns of Selkirk and Stonewall)	ACFS, ICFS, Peguis, Interlake Region each 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 Southern Network</li> <li>• ACFS provides services to others who choose the Southern Network</li> <li>• ACFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Town and 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 Winnipeg offices with the exception of DOCFS</li> <li>• Sagkeeng CFS provides services for DOCFS</li> <li>• Animikii Ozoson provides services to other families who choose Southern Network</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 Southern Network</li> <li>• Sagkeeng CFS provides services to other families who choose Southern Network</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 Southern Network</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 Southern Network</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 Network.</li> </ul>





# Appendix II: Acronyms

<b>ADP</b>	Authority Determination Process
<b>AHU</b>	After Hours Unit
<b>AJI-CWI</b>	Aboriginal Justice Inquiry - Child Welfare Initiative
<b>AMC</b>	Assembly of Manitoba Chiefs
<b>ANCR</b>	Child and Family All Nations Coordinated Response Network
<b>ASIST</b>	Applied Suicide Intervention Skills Training
<b>AYA</b>	Agreements with Young Adults
<b>BEB</b>	Band Employee Benefits
<b>CART</b>	Collaborative Authority Resource Team
<b>CEO</b>	Chief Executive Officer
<b>CFS</b>	Child and Family Services
<b>CFSA</b>	The Child and Family Services Act
<b>CFSAA</b>	The Child and Family Services Authorities Act
<b>CFSIS</b>	Child & Family Services Information System
<b>CIC</b>	Child(ren) in Care
<b>COA</b>	Change of Authority
<b>CSA</b>	Children's Special Allowances (e.g., Child Tax Benefit)
<b>DR</b>	Differential Response
<b>DLW</b>	Designated Level Worker
<b>ED</b>	Executive Director
<b>EOS</b>	Extension of Service
<b>EPR</b>	Emergency Placement Resources
<b>EPS</b>	Expectant Parent Services
<b>FASD</b>	Fetal Alcohol Spectrum Disorder
<b>FE</b>	Family Enhancement
<b>FH</b>	Foster Home (includes foster homes; specialized foster homes)
<b>FIPPA</b>	The Freedom of Information and Protection of Privacy Act
<b>FN</b>	First Nation





<b>HR</b>	Human Resources
<b>IAR</b>	Internal Agency Review
<b>IDSC</b>	Interdisciplinary Studies Certificate
<b>ISC</b>	Indigenous Services Canada
<b>IRAP</b>	Individual Rate Adjustment Protocol
<b>IT</b>	Information Technology
<b>MACY</b>	Manitoba Advocate for Children and Youth
<b>MKO</b>	Manitoba Keewatinowi Okimakanak
<b>MOU</b>	Memorandum of Understanding
<b>NOM</b>	Notice of Maternities
<b>ONP</b>	Other Non-Paid Care (e.g., health facility; correctional facility; reunification in own home; non-paid care with relatives)
<b>OPR</b>	Other Paid Resource (e.g., places of safety; independent living; out of province placements)
<b>PHIA</b>	Personal Health Information Act
<b>PIDA</b>	Public Interest Disclosure Act (Whistleblower Protection)
<b>POS</b>	Place of Safety
<b>PW</b>	Permanent Ward
<b>QA</b>	Quality Assurance
<b>RAC</b>	Regional Advisory Committee
<b>RC</b>	Residential Care (includes group homes; treatment centres; group care arrangements)
<b>SAP</b>	Selected Adoption Placement
<b>SCO</b>	Southern Chiefs' Organization
<b>SDM</b>	Structured Decision Making
<b>SIR</b>	Special Investigation Review
<b>TW</b>	Temporary Ward
<b>VLAN</b>	Virtual Local Area Network
<b>VoIP</b>	Voice over Internet Protocol





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