

Community Service Delivery Division

Divisional Goals

- To develop and manage an integrated service delivery system in order to better address the needs of Manitobans, and continually improve the quality, efficiency and accessibility of the services provided by the Department.

Divisional Responsibilities

- Delivers most of the department's social services and income assistance programs to eligible citizens.

The Division operates through five branches and a Service Delivery Support unit:

- Service Delivery Support
- Rural and Northern Services
- Winnipeg Services
- Provincial Services
- Manitoba Developmental Centre
- Winnipeg Child and Family Services

SERVICE DELIVERY SUPPORT

Objectives

- To provide program expertise and support to service delivery management and staff in both Rural and Northern Services and Winnipeg Services.

Responsibilities

- Provides day-to-day policy and cross-program consultation and program expertise to service delivery staff and management across the province.
- Ensures that service delivery staff have up-to-date policy and program information and interpretation by maintaining communication with the department's three program divisions.
- Supports program and policy development by ensuring that the field perspective and needs faced by citizens using departmental services are communicated to the program divisions.
- Investigates, analyzes and prepares briefing material on service-related issues.
- Coordinates communication between program branches and the regional service delivery system.
- Assists service delivery staff in establishing and maintaining working relationships with partner agencies that provide services on the department's behalf.
- Assists regions in managing program budgets.
- Reviews and evaluates service delivery practice and workloads to support continuous improvement in service delivery.

- Provides business expertise to support integrated information technology initiatives.
- Identifies and responds to new trends and issues resulting from operationalization of the Integrated Service Delivery (ISD) initiative.
- Coordinates training for divisional staff.
- Ensures an emergency social services plan is in place and coordinates assistance to municipalities in the event of an emergency or disaster.

09-5A Service Delivery Support

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	1,778.9	35.00	1,982.8	(203.9)	
Total Other Expenditures	5,069.6		5,071.3	(1.7)	

* The 2003/04 Estimate reflects amounts as displayed in the printed Main Estimates on behalf of the Department of Family Services and Housing, as well as an allocation from Enabling Appropriations for additional operating costs.

Activities/Highlights in 2003/04

- Developed a framework and process to support program divisions and regions in delivering integrated services.
- Identified policy and service gaps and pursued resolution with program divisions and regions.
- Developed new processes to facilitate communication, coordination, problem solving and decision making across regions.
- Coordinated regional input on system-wide issues.
- Developed a process for allocating, monitoring and tracking program funding provided to the regions.
- Implemented Phase III of the Staffing Stabilization Initiative.
- Established a communications process for responding to service-related issues.
- Provided case, clinical and issues management consultation to regional staff.
- Participated in the development of the Integrated Financial and Case Tracking (inFACT) system and the Child Care online system.
- Consulted with leadership/management teams to assess division-wide training needs and priorities.
- Responded to immediate, short-term training needs strategic to the operationalization of ISD.
- Provided Emergency Social Services training to 24 communities and 884 individuals.
- Coordinated the evacuation of 850 people from 5 communities threatened by forest fires.

- Managed the Provincial Special Needs Program.
- Provided specialized supports to the Employment and Income Assistance program.

RURAL AND NORTHERN SERVICES

Objectives

- To deliver departmental social services, income assistance and child and family services to eligible Manitobans in rural and northern regions of the province (Central, Eastman, Interlake, Northern, Parkland and Westman regions).

Major program areas within each region include:

- Employment and Income Assistance
- Supported Living
- Vocational Rehabilitation Services
- Children's Special Services
- Child Day Care
- Child and Family Services (only in Eastman, Interlake, Parkland and Northern regions)
- Family Conciliation (only in Westman, Parkland and Northern regions)
- Emergency Social Services

Responsibilities

- Provides Employment and Income Assistance to Manitobans in need.
- Provides support to adults with a mental disability and their families, to assist adults with a mental disability to live in the community in the least restrictive manner possible.
- Delivers vocational rehabilitation programs to adults with a mental, physical, psychiatric or learning disability.
- Provides supports and services to families with children who have a developmental or physical disability.
- Provides support to child care facilities to meet established standards of care, and ensures financial support for eligible families.
- Provides preventative services to families, to promote the well-being of the family unit through education and community development activities.
- Delivers child protection services to children who are at risk of abuse or neglect, provides support and protective services to children in care.
- Provides referral, conciliation, assessment and mediation services to families in dispute.
- Ensures emergency social services plans are in place and provides assistance to local municipalities in the event of an emergency or disaster.

09-5B Rural and Northern Services

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	16,238.0	338.21	17,752.9	(1,514.9)	
Total Other Expenditures	3,153.6		2,487.8	665.8	1

1. The variance is due to higher operating costs

Activities/Highlights in 2003/04

- Integrated the department's separate Employment and Income Assistance and Regional Operations delivery systems under a single management structure.
- Developed the Rural and Northern Leadership Team with designated Program Leads in order to manage more effectively and efficiently across programs and regions.
- Established a strategic planning process in each region.
- Commenced the transfer of Child and Family Services caseloads and staff resources to Aboriginal Authorities as part of the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI).
- Prepared for the transfer of responsibility for Municipal Assistance cases to the provincial Employment and Income Assistance program.
- Initiated processes to better integrate the delivery of services to Manitobans eligible for more than one of the department's programs.

WINNIPEG SERVICES

Objectives

- To deliver departmental social services and income assistance to eligible Manitobans in Winnipeg, in partnership with the Winnipeg Regional Health Authority.

Service delivery responsibilities are being transitioned into six community area pairings:

- River East/Transcona
- Inkster/Seven Oaks
- Point Douglas/Downtown
- St. Boniface/St. Vital
- Fort Garry/River Heights
- St. James Assiniboia/Assiniboine South

Major program responsibilities within each community area pairing will include:

- Employment and Income Assistance (EIA)
- Supported Living
- Vocational Rehabilitation Services

- Children's Special Services
- Child Day Care
- Emergency Social Services

The branch also operates two city-wide service units:

- The Winnipeg Resource Coordination Unit, responsible for Family Conciliation, Residential Care Licensing, and several other specialized services, as well as for coordinating respite, transportation services and other resources across community areas.
- The Employment Initiatives and Intake Unit, to promote job opportunities and manage assistance for applicants who do not have a disability and who have no dependent children.

Responsibilities

- Provides EIA to Manitobans in need.
- Provides support to adults with a mental disability and their families, to assist adults with a mental disability to live in the community in the least restrictive manner possible.
- Delivers vocational rehabilitation programs to adults with a mental, physical, psychiatric or learning disability.
- Provides services and supports to families with children who have a developmental or physical disability.
- Provides support to child care facilities to meet established standards of care and ensures financial support for eligible families.
- Ensures an emergency social services plan is in place and provides assistance to the City of Winnipeg in the event of an emergency or disaster.
- Provides referral, conciliation, assessment and mediation services to families in dispute.

09-5C Winnipeg Services

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	23,829.9	492.50	23,731.5	98.4	
Total Other Expenditures	3,570.5		3,507.2	63.3	

Activities/Highlights in 2003/04

- Created six (paired) community areas with an integrated management structure and area-specific teams.
- Developed service delivery policies specific to each community area.
- Designed a process for decentralizing intake for departmental programs to community areas.

- Developed a model for coordinating case management for participants with multi-program involvement.
- Designed and implemented a communications strategy to inform clients and agencies about the transition to community area teams.
- Realigned caseloads and staff for major programs in Winnipeg (22,000 participants in EIA, 2,000 participants in Supported Living, 1,000 participants in Children’s Special Services, and 380 participants in Vocational Rehabilitation) into six new area-based teams.
- As part of the department’s Winnipeg Integrated Services Initiative (WISI), in partnership with the Winnipeg Regional Health Authority (WRHA):
 - implemented a change management and team building process for joint Family Services and Housing/WRHA community area management teams;
 - established management and coordinating mechanisms to support the WRHA partnership;
 - assigned responsibility for managing departmental and WRHA programs to six Community Area Directors;
 - developed a conceptual framework for WISI;
 - held community consultations in River East, Transcona and Inkster community areas to identify community needs to be addressed in service delivery planning;
 - opened ACCESS River East;
 - initiated planning for the development of access centres in the Transcona and Inkster community areas;
 - initiated planning for the integration of Specialized Services for Children and Youth; and
 - defined a service navigation process to facilitate easier access to health and social services.
- Outlined and defined decision making processes specific to each program for managers and supervisors.
- Developed a job description for Community Social Services Supervisors, encompassing cross-program responsibilities.
- Designed and delivered cross-program training on all departmental programs for managers and supervisors.
- Designated program leads for each of the department’s programs in order to manage more effectively and efficiently across programs and community areas.
- Developed a framework and common table process for the sharing of resources and to ensure consistency in service delivery across Winnipeg community areas.
- Established a strategic planning process in each community area and in WISI.

PROVINCIAL SERVICES

Objectives

- To administer income benefit and shelter assistance programs throughout the province.
- To administer the delivery of Health Services benefits to Employment and Income Assistance (EIA) participants and children in care.

Responsibilities

- Provides assessment and processing of subsidies for the following programs:
 - Income Benefits:
 - Child Related Income Support Program (CRISP)
 - 55 PLUS – A Manitoba Income Supplement
 - Child Day Care Subsidies
 - Housing Benefits:
 - Shelter Allowances For Elderly Renters (SAFER)
 - Shelter Allowances For Family Renters (SAFFR)
 - School Tax Assistance for Tenants 55 Plus (STAT 55+)
 - Rent Supplement Program
- Provides assessment and authorization for the delivery of Health Services benefits in accordance with approved fee schedules and/or letters of understanding to Employment and Income Assistance participants and children in care.

09-5D Provincial Services

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	2,042.3	51.00	1,976.5	65.8	
Total Other Expenditures	476.3		506.6	(30.3)	

Activities/Highlights in 2003/04

- Provided direct services to over 32,000 citizens across the province. (For further information and statistics, please refer to the specific program sections under the Employment, Income and Housing, Services for Persons with Disabilities, and Child and Family Services divisions.)
- Processed approximately 36,000 claims for dental, optical or chiropractic services on behalf of EIA participants and children in care.
- Participated, to completion, in the development of the Child Care online system.

MANITOBA DEVELOPMENTAL CENTRE (MDC)

Objectives

- To provide long-term resident-centred care, supervision and developmental programs for adults with a mental disability from all regions of Manitoba.
- To enhance the quality of life for Manitobans who reside at the Manitoba Developmental Centre (MDC) by focussing on resident-centred services and continuous quality improvement.

Responsibilities

- Provides long-term residential care and programs in accordance with the vision shared by staff, residents, family and the community and in accordance with accepted accreditation standards in the long-term care field.
- Provides services to MDC residents including medical, pharmaceutical, nursing, dental, physiotherapy, psychiatric, special diet, recreational, psychological and occupational therapy.
- Provides developmental program supports, including client assessment, communication, literacy, art, drama, music, personal development programs, chaplaincy services and vocational training.
- Provides respite care and outreach services to assist community care providers in transitioning and maintaining discharged residents in the community.
- Explores opportunities for partnerships with community agencies to benefit the residents.
- Maintains liaison with families of residents and encourages active participation in the residents' care.
- Provides orientation, training and ongoing education of staff targeted to MDC's distinctive competencies, the development of leadership consistent with a team-based model of service delivery and progressive developments in the operation of MDC.
- Manages authorized fiscal resources.

09-5E Manitoba Developmental Centre

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	25,995.5	590.00	26,184.0	(188.5)	
Total Other Expenditures	3,230.6		2,773.6	457.0	1

* The 2003/04 Estimate reflects amounts as displayed in the printed Main Estimates on behalf of the Department of Family Services and Housing, as well as an allocation from Enabling Appropriations for increased salary costs related to the General Salary Increase.

1. The variance was primarily due to a price increase for pharmaceuticals.

Activities/Highlights in 2003/04

- Provided quality long-term resident-centred care and developmental programs to an average daily population of 414 residents.
- Initiated the third round of Individual Planning for all residents as required by *The Vulnerable Persons Living with a Mental Disability Act*.
- Partnered with Supported Living agencies in the discharge of six residents to community placements.
- Partnered with Manitoba Cancer Care Mobile Breast Screening Service to provide on site examinations and mammograms for 41 MDC residents.
- Provided 25 clinical placements for Licensed Practical Nursing Students from Assiniboine Community College; 6 clinical placements for Health Care Aide students from Red River Community College.
- Continued quarterly and annual incident/risk reports to Executive Management.
- Partnered with Red River College whereby 27 Psychiatric Nursing Assistants at MDC completed the Foundations coursework in the College's Developmental Services Worker Program.
- Continued the commitment to sustainable development. There were approximately 23.6 tons of product recycled in 2003/04.
- Completed ten-year medication summaries on all Habilitation residents.
- Opened a four-bed crisis unit for female clients from the community who exhibit high-risk behaviours.
- Formalized an employee service recognition program.
- Completed a comprehensive attendance management review.
- Introduced Eden Alternative Care Philosophy in the Geriatric and Extended Care Programs.
- Approved Strategic Plan 2004-2007.
- Completed major fire system upgrades.
- Began implementation of electronic clinical records to replace manual recording system.

**Manitoba Developmental Centre Admissions and Separations
1993/94 to 2003/04**

Fiscal Year	Opening Population	New Admission	Re-Admission	Total Admissions	Discharges	Deaths	Closing Population
1993/94	559	3	8	11	10	12	548
1994/95	548	6	1	7	9	7	539
1995/96	539	4	4	8	5	10	532
1996/97	532	4	2	6	10	10	518
1997/98	518	2	2	4	11	15	496
1998/99	496	0	0	0	6	8	482
1999/00	482	2	0	2	3	14	467
2000/01	467	3	1	4	6	11	454
2001/02	454	1	1	2	2	9	445
2002/03	445	3	1	4	12	15	422
2003/04	422	3	1	4	6	11	409

WINNIPEG CHILD AND FAMILY SERVICES

Objectives

- To provide a comprehensive continuum of child protection and family support services in Winnipeg in accordance with *The Child and Family Services Act* and *The Adoption Act*.

Responsibilities

- Provides protection services to children at risk of abuse and neglect.
- Develops and provides basic and specialized placement services to meet the needs of children in care.
- Provides preservation and reunification services to families.
- Provides adoptive and post-adoptive services to children and families when reunification is no longer an option.
- Partners with the community to provide supportive and preventative services to families.

09-5F Winnipeg Child and Family Services

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	32,711.5	556.65	32,687.6	23.9	
Total Other Expenditures	4,851.7		4,530.8	320.9	

* The 2003/04 Estimate reflects amounts as displayed in the printed Main Estimates on behalf of the Department of Family Services and Housing, as well as an allocation from Enabling Appropriations for additional salary requirements.

Activities/Highlights in 2003/04

- Winnipeg Child and Family Services (WCFS) Branch continued to participate in the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) which will result in the transfer of work from this branch to the newly created Aboriginal Authorities. During 2003/04, WCFS completed the Authority Determination Protocol (ADP) process. Through this process, WCFS was able to develop a preliminary estimate of the workload and accompanying resources that may be transferred to the Aboriginal agencies. This information was vital to assist in the joint planning of this initiative in partnership with the Aboriginal Authorities. This information will also assist the department in developing a service model for delivering child and family services in Winnipeg after the devolution has been completed. WCFS also entered into reverse secondment arrangements with a number of Aboriginal agencies to begin facilitating the transfer of work process.
- WCFS created an internal team to develop plans to become part of the Integrated Service Delivery (ISD) structure in Winnipeg when the AJI-CWI devolution is completed. This team had broad representation from across the branch and met regularly throughout 2003/04 to develop this plan. WCFS actively participated on departmental and inter-departmental planning committees related to the ISD initiative.
- On February 4, 2004, the WCFS Concordia Family Service Unit moved into ACCESS River East (ARE) located at 975 Henderson Highway. ARE is a health and social services centre, which was developed to meet the needs of the River East community. It offers a broad range of health and social services.
- WCFS established a Transition Support Team comprised of representatives from all branch staff groups to enhance communication about the devolution process and to assist staff to deal with the impact of changes that will result. The Transition Support Team met regularly throughout 2003/04. The Transition Support Team acts in a consultation role to the Branch Change Management Unit by recommending strategies to address issues identified by staff and key stakeholders, thus enhancing transparency of the change process. Specific strategies implemented as a result of recommendations by the Transition Support Team in 2003/04 include workshops on supporting staff through change, information sessions with staff and distribution of fact sheets on key issues.
- Throughout 2003/04, WCFS offered a variety of programs intended to promote organizational wellness and assist staff to further develop their employment-related skills. Training opportunities were offered in the following areas:
 - The changing role of administrative support.
 - Managing aggression and the potential for violence in therapeutic settings.
 - Working with parents with fetal alcohol spectrum disorder.
 - Introductory and advanced workshops on supervision skills.
 - Overview of the new *Youth Criminal Justice Act*.
 - Leadership skills.
 - Supporting staff through change.
 - Training and education for intake abuse staff to increase knowledge and practical expertise in the areas of child exploitation, child sex offender risk assessment and intervention with families involved in custody disputes.
- WCFS continued to participate in the Common Table Committee established by the Minister of Family Services and Housing in 2002. This is a forum through which branch management and senior representatives from the bargaining units discuss service issues of mutual concern. During 2003/04, the Common Table discussed, made recommendations or resolved a number of priority issues.

- Agreement in principle was reached on an Employee Transition Agreement (ETA) to transfer Manitoba Government and General Employees' Union staff at WCFS into the Civil Service.
- In March 2004, after a period of consultation, WCFS implemented a new supervision policy. Within the context of a management philosophy, this policy described the overall intent of supervision in child and family services and established expectations for the approach to supervision, timeliness of supervision and recording. The policy also clarified the role and responsibility of the supervisor and employee and a process for issue resolution. The implementation of the policy was supported by the provision of a two-day training session offered on two occasions in December 2003.
- Representatives from WCFS participated in the Steering Committee that provided advice to the Office of the Children's Advocate's review of the emergency shelter system in Winnipeg.
- WCFS implemented a protocol to strengthen accountability and ensure staff who work in the branch's emergency shelter system have access to supervision on a regular basis.
- To address the issue of placement breakdown, WCFS implemented a behavioural specialist program to provide supports for foster parents. Established in January 2004, the goal of this one-year pilot project is to reduce the likelihood of a child being removed from a foster home due to behavioural issues. Through this project, foster parents, foster care social workers and case managers are able to access expert opinion by consulting with a trained behaviour specialist. The behaviour specialist works closely with the service team to develop intervention strategies designed to assist foster parents to more effectively manage the child's behaviour. This project will be evaluated at the conclusion of one year.
- Throughout 2003/04, WCFS continued to integrate the Community-Based Early Intervention and Intake Programs to assess referrals, provide child protection services when necessary and assist families to access alternative resources. This resulted in more timely and effective responses where the programs delivered through the Community-Based Early Intervention Unit are more accessible to those families with the greatest need and staff work more co-jointly to ensure the required services are available.
- WCFS continued to implement and advance two key service initiatives intended to provide a specialized and expert response to issues that often result in children requiring alternate care. Specifically, on a pilot project basis, WCFS developed specialized services for families experiencing a parent-teen conflict and families affected by addictions.
- In partnership with the University of Manitoba, WCFS developed a new process for selecting students for their field experience from the Faculty of Social Work. This involved an improved and more comprehensive orientation. The revamped selection approach was also used to select interns from the Metis Child, Community and Family Services Agency.
- WCFS continued to retain over 400 volunteers who worked closely with branch staff, offering a variety of support services.
- WCFS continued its support of community involvement by providing funds and working with the four Community Area Councils. The Area Councils supported numerous community initiatives and served in an advisory role to management of the branch. A key activity during 2003/04 was for the Area Councils to initiate a joint process to develop plans for their ongoing role after the AJI-CWI devolution is completed.

- Throughout 2003/04, WCFS continued to encourage and foster cooperative partnerships with collateral service providers and key stakeholders. Examples of particular initiatives during 2003/04 in which WCFS was involved include:
 - In partnership with numerous community groups (e.g., the Salvation Army, Sage House Outreach, Thunderbird House, and Spirit of Little Sisters, Rossbrook House), the first ever mid-week break for sexually exploited youth between the ages of 14 and 17 was offered.
 - Opening the first “Kiddie Computer Lab” in Winnipeg sponsored by the Marlene Street Advisory Group and Community Connections Computers.
 - Two “Sparks” programs under the Aboriginal Girl Guides, with the assistance of the Indian Metis Friendship Centre were run successfully in the West Broadway and Mayfair neighbourhoods.
 - Assisting the Pembina Trails School Division to develop a student threat assessment protocol.
 - Inter-agency participation at David Livingston school and assisting neighbourhoods to establish parent support networks.
 - Continued to foster cooperative working relationships with the Winnipeg Police Service – Child Abuse Unit, the Integrative Child Exploitation Unit, the High-Risk Offender Unit and the Child Protection Centre.
 - Continued to participate in the Advisory Committee of VOICES (Manitoba Youth in Care Network) and through the Keith Cooper Scholarship fund, supported four young people formerly in care to attend post-secondary education.