

# COMMUNITY SERVICE DELIVERY

## Divisional Goals

- To develop and manage an integrated service delivery (ISD) 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 six branches:

- 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 ISD.
- 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**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2004/05 \$000</b>	<b>FTE</b>	<b>Estimate 2004/05* \$000</b>	<b>Variance Over/(Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	2,030.7	34.00	2,079.1	(48.4)	
Total Other Expenditures	5,081.9		4,891.4	190.5	

\* *The 2004/05 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 unbudgeted severance pay and retiring benefits.*

### **Activities/Highlights in 2004/05**

- Identified policy and service gaps and pursued resolution with program divisions and regions.
- Continued to put in place processes and mechanisms to facilitate collaboration and sharing of information and resources across regions.
- Coordinated regional input on system-wide issues.
- Implemented a process for allocating, monitoring and tracking program funding provided to the regions.
- Provided case, clinical and issues management consultation to regional staff.
- Participated in the continued development and implementation of the Integrated Financial and Case Tracking (inFACT) system.
- Established foundations for more formalized training at departmental/divisional levels.
- Designed and delivered cross-program training to support ISD requirements.
- Delivered family centred practice training in Winnipeg.
- Distributed orientation manuals to 1,000 direct service workers across the province.
- Established the foundation for an Agency Relations Unit.
- Coordinated efforts to enter into service purchase agreements with service providers across the province.

- Provided Emergency Social Services training to 23 communities and 575 individuals.
- Facilitated the training of 26 departmental staff in the Manitoba Emergency Management System.
- Consulted with municipalities on the establishment of emergency preparedness plans.
- Collaborated on a comprehensive review of Vocational Rehabilitation policy, resulting in an updated manual.
- Assisted in establishing an After Hours service for emergency calls outside Winnipeg.
- Collaborated with the Services for Persons with Disabilities Division and the Child Protection Branch to develop a guide for transitioning children into the adult system.
- Supported the regionalization of child care coordinators; trained new supervisors.
- 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 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**

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2004/05 \$000</b>	<b>FTE</b>	<b>Estimate 2004/05* \$000</b>	<b>Variance Over/(Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	18,620.6	351.61	18,923.5	(302.9)	
Total Other Expenditures	3,312.7		2,654.2	658.5	1

\* *The 2004/05 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 unbudgeted severance pay and retiring benefits.*

1. The variance is due to higher operating costs.

#### **Activities/Highlights in 2004/05**

- Continued with a strategic planning process in each region.
- Continued 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).
- Completed the transfer of responsibility for Municipal Assistance cases to the provincial Employment and Income Assistance program.
- Continued to better integrate the delivery of services to Manitobans eligible for more than one of the department's programs.
- Participated in the government-wide Renewal initiative.

## **WINNIPEG SERVICES**

### **Objectives**

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

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 Care
- Emergency Social Services

The branch also operates two city-wide service units:

- The Centralized Services and Resources Unit, responsible for 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.

In addition, the branch operates Family Conciliation Services which provides referral, court-ordered assessment services, conciliation, and mediation services to families in dispute.

### **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.
- Provides referral, conciliation, assessment and mediation services to families in dispute.

- 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.

### 09-5C Winnipeg Services

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2004/05 \$000</b>	<b>FTE</b>	<b>Estimate 2004/05* \$000</b>	<b>Variance Over/(Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	24,506.2	491.50	24,766.7	(260.5)	
Total Other Expenditures	3,647.6		3,390.6	257.0	

\* The 2004/05 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 unbudgeted severance pay and retiring benefits.

### Activities/Highlights in 2004/05

#### Winnipeg Integrated Services infrastructure development, in partnership with the Winnipeg Regional Health Authority

- Framework Agreement and Operating Guidelines were approved by partners.
- Finalized strategic plan among Manitoba Health, Family Services and Housing (FSH) and the WRHA.
- Implemented an approved communications plan which included quarterly newsletters for each paired community area and semi-annual newsletters for programs.
- Developed Change Management and Accountability Framework.
- Developed and approved evaluation process for implementation in 2005/06.
- Completed final revisions for the ACCESS Inkster Role Statement, bringing together Nor-West Co-op Community Health Centre Board, FSH staff and WRHA staff.
- Approved ACCESS Transcona with construction to begin early in 2005/06.

#### Organizational changes (structural)

- Realized first stage of implementation across Winnipeg with respect to co-management.
- Brought together FSH and WRHA services under single management teams led by Community Area Directors in two community areas.
- Began recruitment for a permanent Community Area Director in the sixth paired area (five of the six paired areas have a permanent Community Area Director).
- Co-locations of EIA, Supported Living, Children's Special Services, Vocational Rehabilitation and Child Care staff resulted in increased collaboration and problem solving that in turn has provided more timely and appropriate services to clients. In addition, integrated team managers have enabled increased collaboration between WRHA services, including public health, home care, community mental health and FSH programs.

- Formed joint staff committees for workplace health and safety; quality; and staff wellness.
- Co-located WRHA and FSH staff at 3401 Roblin Boulevard and 2015 Portage Avenue sites. Most community services are offered from these sites with the exception of primary care, child and family services and environmental health. The renovation of 2015 Portage Avenue and the lease of 3401 Roblin Boulevard have enhanced accessibility to services for the citizens of these two community areas.
- Restructured ACCESS River East into interdisciplinary service delivery teams to improve access to services.

#### Management and administrative process improvements

- Established fully integrated management team meetings, integrated communications, and integrated teams for site management, workplace health and safety, and quality.
- Integrated community area management teams meet regularly to develop and implement operational plans and resolve issues.
- Harmonized administrative matters (supplies, parking, etc.).
- Designed and implemented an integrated mail and courier management system for Access River East.
- Developed horizontal management processes – common tables in FSH and program committees in the WRHA.
- Developed Winnipeg Integrated Service (WIS) Quick Reference manual for managers to facilitate access to program information and decision making across the full range of community-based health and social services.
- Developed and implemented joint policy on smoking for WIS.

#### Work process improvements

- Developed and implemented a new approach to integrated front-end process that ensures all walk-ins or call-ins are seen by on-call professional staff who were trained in the basics of all the WRHA and FSH core programs at ACCESS River East and St. James-Assiniboia/Assiniboine South community area. Integrated front-end staff were trained to connect citizens to proper services – adopting Service Manitoba’s “No Wrong Door” approach.
- Extended hours and weekends for some services and programming run by the community offered at ACCESS River East.
- Introduced Call Tracker software to monitor telephone and in-person statistics at ACCESS River East.
- Developed shared intranet site to enable effective communications to staff in both the WRHA and FSH.
- Developed and delivered orientation materials (concerning integrated services and program specific overviews) to all management staff and all community area staff as part of change management.
- Developed Joint *Personal Health Information Act* (PHIA) and *Freedom of Information and Protection of Privacy Act* (FIPPA) training and delivered to service delivery staff.

- City of Winnipeg's Accessibility Award for public facilities awarded to ACCESS River East.

## 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 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 EIA participants and children in care.

### 09-5D Provincial Services

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2004/05 \$000</b>	<b>FTE</b>	<b>Estimate 2004/05 \$000</b>	<b>Variance Over/(Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	1,884.9	47.00	1,923.6	(38.7)	
Total Other Expenditures	565.9		601.9	(36.0)	

### Activities/Highlights in 2004/05

- Provided direct services to over 31,000 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 38,400 claims for dental, optical or chiropractic services on behalf of EIA participants and children in care.

## MANITOBA DEVELOPMENTAL CENTRE

### 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 focusing 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 2004/05 \$000	FTE	Estimate 2004/05 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	26,778.5	589.00	27,885.9	(1,107.4)	
Total Other Expenditures	3,026.3		2,699.3	327.0	

## Activities/Highlights in 2004/05

- Provided quality long-term resident-centred care and developmental programs to an average daily population of 404 residents.
- Completed Individual Planning for all residents as required by *The Vulnerable Persons Living with a Mental Disability Act*; 100 per cent of MDC residents have a current Individual Plan.
- 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 23 clinical placements for Licensed Practical Nursing Students from Assiniboine Community College; eight Health Care Aide students from Red River Community College; one Physiotherapy student from the University of Manitoba; and one Dispensing Technician student from Robertson College.
- Continued quarterly and annual incident/risk reports to Executive Management.
- Partnered with Red River College whereby 13 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 20.2 tons of product recycled in 2004/05.
- Continued promotion of Eden Alternative Care Philosophy in the Geriatric and Extended Care Programs and 143 staff received training.
- Developed strategic objectives with MDC managers for implementation of 2004-2007 Strategic Plan.
- In partnership with Transportation and Government Services, completed major fire system upgrades and trained 753 MDC staff in the new fire alarm system and response procedures.
- Electronic clinical documentation fully operational for approximately 186 professional staff and contracted physicians, psychiatrists and psychologists.
- Completed Safety Plan in compliance with amendments to *The Workplace Safety and Health Act*.
- Introduced a \$40 million multi-year redevelopment initiative to upgrade living conditions for residents of the MDC.

**Manitoba Developmental Centre Admissions and Separations  
1994/95 to 2004/05**

<b>Fiscal Year</b>	<b>Opening Population</b>	<b>New Admission</b>	<b>Re-Admission</b>	<b>Total Admissions</b>	<b>Discharges</b>	<b>Deaths</b>	<b>Closing Population</b>
1994/95	548	6	1	7	9	7	<b>539</b>
1995/96	539	4	4	8	5	10	<b>532</b>
1996/97	532	4	2	6	10	10	<b>518</b>
1997/98	518	2	2	4	11	15	<b>496</b>
1998/99	496	0	0	0	6	8	<b>482</b>
1999/00	482	2	0	2	3	14	<b>467</b>
2000/01	467	3	1	4	6	11	<b>454</b>
2001/02	454	1	1	2	2	9	<b>445</b>
2002/03	445	3	1	4	12	15	<b>422</b>
2003/04	422	3	1	4	6	11	<b>409</b>
2004/05	409	2	2	4	7	11	<b>395</b>

**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

<b>Expenditures by Sub-Appropriation</b>	<b>Actual 2004/05 \$000</b>	<b>FTE</b>	<b>Estimate 2004/05* \$000</b>	<b>Variance Over/(Under)</b>	<b>Expl. No.</b>
Total Salaries and Employee Benefits	31,911.4	555.65	32,637.6	(726.2)	
Total Other Expenditures	4,483.4		4,372.1	111.3	

\* The 2004/05 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 unbudgeted severance pay and retiring benefits.

### Activities/Highlights in 2004/05

- Winnipeg Child and Family Services Branch (WCFS) continued to participate in the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI – CWI) which will result in the transfer of services to newly created Aboriginal agencies. Throughout much of 2004/05, WCFS was involved in preparing for the actual devolution of work to the new Aboriginal agencies serving their community members in Winnipeg. From January 2005 to April 2005, this involved considerable work to prepare transfer packages and related material for over 2,500 families and children in care to allow for devolution to begin in May 2005.
  - In addition to service transfer preparation work, the process for identifying staff for secondment to the Aboriginal agencies was completed. A plan was finalized for staffing the new Joint Intake Response Unit (JIRU) which will become a separate agency mandated by the Southern First Nations Authority during 2005/06. WCFS also completed the assignment of staff remaining with the General Authority to provide child and family services in the Winnipeg, Eastman and Interlake regions.
- The internal team (created by WCFS in 2003/04) to develop plans for the general mandate child and family services to become part of the Integrated Service Delivery (ISD) structure in Winnipeg when the AJI – CWI is complete, continued to meet regularly in 2004/05. The group completed its work and presented its recommendations to senior management in December 2004.
  - Consistent with the fundamental principles of Winnipeg Integrated Services (WIS), the proposed model provides for the decentralization of core family and child protection services into each of the six geographical service areas and centralization of smaller specialized programs and resources. The recommended model, with minor revisions, was approved and will be implemented simultaneously with the AJI – CWI service and resource transfer process.
  - Senior staff from WCFS actively participated on departmental and inter-departmental planning committees related to ISD. WCFS was represented on the project team to establish an information-sharing protocol between the Employment and Income Assistance Program and WCFS.
- As part of the AJI – CWI preparations, WCFS Human Resources staff were involved in ongoing discussions with the Manitoba Government and General Employees Union to develop common approaches for managing the return of secondees once secondments begin in the next fiscal year. Plans were also developed to provide workshops for the new Aboriginal Agencies on managing under the Collective Agreement.

- As part of WIS planning, opportunities for co-location with other Family Services and Housing and Winnipeg Regional Health Authority programs were identified. In 2004/05, plans were developed to convert the WCFS office site at Stafford into a service centre for the Fort Garry/River Heights community area. The service centre will be completed during the 2005/06 fiscal year. The WCFS office on Provencher Boulevard will become a service centre for the St. Boniface/St Vital community area in the spring of 2006. Planning is also underway to relocate other WCFS service teams and centralized resource programs providing greater potential for integration with other resource components of WIS.
- The WCFS Transition Support Team, formed to enhance communication about the devolution process and to assist staff to deal with the impact of the resulting changes, continued to meet throughout 2004/05. The Transition Support Team acts in a consultation role to the Branch's Change Management Unit by recommending strategies to address issues identified by staff and key stakeholders, thus enhancing transparency of the change process. During 2004/05, the Transition Support Team organized a number of activities as follows:
  - the distribution of change management video and print materials that were used at staff meetings;
  - four one-half day workshops for Branch supervisors and senior management related to organizational change and supporting staff through the transition period;
  - the promotion of small, informal staff gatherings called "Fireside Chats" with senior managers where staff could obtain updated information regarding the devolution and ask questions; and
  - planning for a Branch-wide event for all staff when the devolution of work is underway.
- A WCFS representative continued to participate on the Shelter Review Implementation Committee (SRIC). This committee, co-chaired by the Executive Director of the Child Protection Branch and an academic from the Faculty of Social Work, was created in response to the Office of the Children's Advocate report on the WCFS emergency shelter system. The SRIC is responsible for assessing the feasibility of the report's recommendations and developing a long term plan for the shelter system in Winnipeg. As part of its work, the committee is developing a vision statement and program model for the emergency and short-term care system in the post AJI – CWI environment. The SRIC is also considering the Children's Advocate key recommendations including: the potential for a continuum of residential care; a new classification system; how best to coordinate system development post AJI – CWI; governance; standards; training; and resource requirements for implementation. It is expected that SRIC will table its final report in May 2006.
- In March 2004, in response to the Advocate's report on the emergency shelter system, the Department of Family Services and Housing committed to developing 50 new emergency foster care spaces in Winnipeg, specifically for children aged 0-7 years. These bed spaces are now in operation, with 15 being managed by Ma Mawi Wi Chi Itata Centre Inc. on behalf of Community Led Organizations United Together (C.L.O.U.T.) and 35 being managed by B & L Resources for Children, Youth and Families. WCFS is licensing the foster homes and arranging placements until the Joint Intake Response Unit (JIRU) goes live in 2006. After these bed spaces became available, there was a significant reduction in the use of hotel placements for young children.
- A Branch-wide supervision policy was implemented on March 1, 2004. A Supervision Policy Implementation Committee was formed to determine the extent to which the policy was being implemented, to identify the benefits and barriers arising from the policy's implementation and to make recommendations to the WCFS management team about whether the policy required modification. With these objectives in mind, the Committee distributed a questionnaire to all WCFS Supervisors, Assistant Program Managers and Program Managers. Overall, the survey findings were positive and indicated that the majority of supervisors and managers are conducting

regular, bi-weekly supervision sessions with their staff. The committee made a number of recommendations based on the survey responses and these were approved by the WCFS Branch management team. The Committee is expected to reconvene in the fall of 2005 to implement these recommendations.

- In the fall of 2004, WCFS issued a management response to the report summarizing the results from the Service Manitoba Employee Survey. This response contained a statement of management philosophy, management values as well as specific actions intended to address issues identified by staff in the survey.
- WCFS implemented a behavioural specialist pilot project in January 2004 to address the issue of placement breakdown in foster homes. This initiative continued throughout 2004/05 and during this time, 11 children in nine foster families received service from a behavioural specialist and/or an occupational therapist. All children referred to the initiative were at imminent risk of their placement breaking down. At the end of service, all but one child was able to remain in their foster home. An evaluation of the project is in process.
- "Attachment and the Development and Support of Foster Parents" was held in April 2004, for approximately 40 foster care social workers, facilitated by Dr. Julie Enyingi.
- Throughout 2004/05, WCFS offered a variety of training opportunities to assist staff in preparing for the impending AJI – CWI changes. These included:
  - Organization and Staff Development, through corporate training funds, provided two seminars on "Managing Change; Managing Stress" in this fiscal year and three further sessions are planned for early fiscal year 2005/06.
  - Training under the Workforce Adjustment Program was also provided during this fiscal year. Organization and Staff Development offered three sessions in each of the following subject areas: "Job Search Skills"; "On Being Interviewed"; "Preparing for the Selection Interview".
  - The Civil Service Commission provided two 2-day training sessions on "Selection and Recruitment for Managers" for supervisors and managers at WCFS.
- WCFS continued to work in partnership with the University of Manitoba Faculty of Social Work by providing field placements and supervision for 14 Bachelor of Social Work students. The Branch was also able to support the Metis Child and Family Internship Program by hosting field placements for six interns.
- 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 unit discuss service issues of mutual concern. Throughout 2003/04 and continuing in 2004/05, the Common Table discussed, made recommendations or resolved a number of priority issues. Examples included the development of a policy on keeping siblings together when placed into emergency care, initiating a workload study in partnership with the Faculty of Social Work at the University of Manitoba, leadership training, workplace health and safety, critical incident de-briefing, change management strategies to support staff through the devolution process, management philosophy and policy on effective supervision.
- An Employee Transition Agreement was completed and signed in April 2004 which transferred Manitoba Government and General Employees Union staff at WCFS into the Civil Service. Orientation and information sessions were held to inform staff about working within the Civil Service and operating under the Government Employee Master Agreement.

- WCFS continued to retain over 400 volunteers who work 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. Representatives from the Area Councils were invited to join a Family Services and Housing Advisory Committee to provide cross program advocacy, with a special interest in issues regarding children and families. A meeting was held between the Winnipeg Community Area Directors and the Area Council representatives in January 2005 to begin working on ways Area Councils could continue to be actively involved in their communities. Meetings were also held with senior management of the Branch to discuss the Area Council's role within the WIS structure.
- WCFS was invited to be a partner with the CIBC World Markets Children's Miracle Fund which provides support to disadvantaged, at-risk children and youth in Winnipeg. The Branch received a grant for \$10,000 to support special expenses such as music lessons, cultural events, sport and recreational activities and travel expenses to special events with extended families. To date, funds have been used to support the "special wishes" of six children.
- WCFS developed a formalized process to track reports received from the Office of the Chief Medical Examiner (CME). Through an automated database, WCFS is able to track the progress of responding to and implementing recommendations made in CME reports.
- Throughout 2004/05, WCFS continued to encourage and foster cooperative partnerships with collateral service providers and key stakeholders. Examples of particular initiatives during 2004/05 in which WCFS was involved include:
  - The Machray School neighbourhood parents developed a more positive support network with each other, the surrounding resources and the school. The Pow Wow Club continued to be successful in involving children in learning about and participating in their cultural heritage.
  - Two Sparks programs under the Aboriginal Girl Guides, through the assistance of the Indian and Metis Friendship Centre, continued to run successfully in the West Broadway and Mayfair neighbourhoods.
  - In the Westgrove neighbourhood, there was an increase in parents becoming connected to each other in a more positive and supportive manner. The parents are also taking more responsibility for providing the programming in their neighbourhood support centre.
  - The WCFS Community Liaison Worker partnered with the First Instance Program through the Winnipeg Police Service to assist in reconnecting children under the age of 18 who are picked up in the "Sweeps" with their placements, families and resources.
  - The Newcomer Women's Tea has been successful in connecting women to each other and to resources. These women are very isolated within their culture and have been very fearful of accessing resources for fear of repercussions within their cultural communities.
  - The Village Centre received funding from the United Way to hire an additional outreach worker to work in the surrounding community.
  - The Women's Resource Centre on Ellice Avenue continued to operate a Community Cupboard, Clothing Exchange and a variety of programs and workshops for families and children in the West Central Neighbourhood.
  - WCFS staff partnered with the International Centre, Welcome Place (Manitoba Interfaith Immigration Council), Cross Cultural Counselling Program (Mount Carmel Clinic) and

Newcomer Employment and Education Development Services (NEEDS) to learn from each other how to work toward a strategy of providing support to newcomer families and children.

- The Children's Cultural Awareness Program in the Lord Selkirk community continued to be a positive opportunity for youth in the community and received a Certificate of Appreciation from the Winnipeg Police Service.
- A Diversity Information Fair was held in St. James in November 2004. There were 55 booths put up by a wide range of service providers including Immigrant/refugee focus programs/organizations, Aboriginal focus programs/organizations and city-wide organizations as well as those specific to St. James.
- WCFS continues to participate in the Advisory Committee of VOICES (Manitoba Youth in Care Network) and through the Keith Cooper Scholarship fund, supported children to attend post-secondary education.