

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 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 integrated service delivery.
- 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 2005/06 \$000	FTE	Estimate 2005/06* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	1,971.0	31.50	1,990.5	(19.5)	
Total Other Expenditures	4,745.7		4,183.3	562.4	

* *The 2005/06 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 2005/06

- Continued to put in place processes and mechanisms to facilitate collaboration and sharing of information and resources across regions.
- 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 enhancement of the Integrated Financial and Case Tracking (inFACT) system.
- Continued to build more formalized training at departmental/divisional levels.
- Designed and delivered cross-program training to support integrated service delivery requirements.
- Created an Integrated Services Team to establish operational processes for an integrated service environment.
- Established an Agency Relations Unit to support the monitoring of agency operations and agency accountability for the Supported Living Program.
- Assisted in the training of agency staff on *The Vulnerable Persons Living with a Mental Disability Act*.
- Provided Emergency Social Services training to 27 communities and 485 individuals.
- Facilitated the training of 37 departmental staff in the Manitoba Emergency Management System and facilitated the City of Winnipeg Social Services training.

- Assisted with federal training at the Canadian Emergency Management College (CEMC) in Ottawa on three occasions; facilitated Emergency Social Services training with students enrolled in the University of Brandon's Applied Disaster Emergency Studies.
- Participated on and contributed to a national committee (Council of Emergency Social Services Directors) dealing with a broad range of issues, including defining guidelines for Emergency Social Services roles in a pandemic flu event and establishing a national framework on Emergency Social Services.
- Assisted in establishing an enhanced After Hours service for emergency calls outside Winnipeg.
- Collaborated with the Services for Persons with Disabilities Division to review client requests for medical supplies and equipment that are exceptional in nature.
- Participated in the transition of selected residents from the Manitoba Developmental Centre to community residences with Supported Living agencies.

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

Expenditures by Sub-Appropriation	Actual 2005/06 \$000	FTE	Estimate 2005/06* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	18,401.1	343.61	18,788.0	(386.9)	
Total Other Expenditures	3,238.5		2,515.6	722.9	1

* *The 2005/06 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 2005/06

- Continued with a Business Planning process in each region, which will tie in with the annual estimates process in 2006/07.
- 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).
- Worked with cross-divisional partners to develop the Moving Forward presentation to be delivered to all Rural and Northern Services staff.
- 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.

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
- 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 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 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

Expenditures by Sub-Appropriation	Actual 2005/06 \$000	FTE	Estimate 2005/06* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	25,017.9	478.00	25,421.5	(403.6)	
Total Other Expenditures	3,573.6		3,386.6	187.0	

* The 2005/06 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 2005/06

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

- Implemented Team Manager forums for discussion of issues common to partner organizations.
- Updated the Winnipeg Integrated Services strategic plan for 2006/07 to reflect work already completed.
- Produced and circulated quarterly newsletters for each paired community area and semi-annual newsletters for programs.
- Implemented an evaluation process in 2005/06.
- Initiated construction of ACCESS Transcona, scheduled to be open to the public in the first quarter of 2006/07.
- Co-located Winnipeg Regional Health Authority and Family Services and Housing staff at 677 Stafford Street in the River Heights/Fort Garry paired community area. Most community services are offered from this site with the exception of primary care, home care and environmental health.

Work process improvements

- Implemented an integrated front-end process that ensures all walk-ins or call-ins are seen by on-call professional staff who have been trained in the basics of all the Winnipeg Regional Health Authority and Family Services and Housing core programs at the 677 Stafford Street location in addition to ACCESS River East and St. James-Assiniboia/Assiniboine South community area. Integrated front-end staff were trained to connect citizens to proper services.
- Implemented and trained staff from both partner organizations in a service coordination protocol to improve service delivery to clients requiring access to multiple services or programs.
- Developed and implemented a “working alone policy” with staff from other partner organizations.

- Participated in the department's renewal strategy.

PROVINCIAL SERVICES

Objectives

- To administer income and housing benefits throughout the province.
- To administer the delivery of Health Services benefits to Employment and Income Assistance 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 Employment and Income Assistance participants and children in care.

09-5D Provincial Services

Expenditures by Sub-Appropriation	Actual 2005/06 \$000	FTE	Estimate 2005/06* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	2,013.9	47.00	2,090.3	(76.4)	
Total Other Expenditures	586.4		601.9	(15.5)	

* The 2005/06 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 2005/06

- 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 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 Manitoba Developmental Centre 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, pottery, 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 Manitoba Developmental Centre's distinctive competencies, the development of leadership consistent with a team-based model of service delivery and progressive developments in the operation of Manitoba Developmental Centre.
- Manages authorized fiscal resources.

09-5E Manitoba Developmental Centre

Expenditures by Sub-Appropriation	Actual 2005/06 \$000	FTE	Estimate 2005/06 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	27,498.1	586.00	28,634.5	(1,136.4)	
Total Other Expenditures	3,055.0		2,909.3	145.7	

Activities/Highlights in 2005/06

- Provided quality long-term resident-centred care and developmental programs to an average daily population of 386 residents.

- Completed Individual Planning for all residents as required by *The Vulnerable Persons Living with a Mental Disability Act*; 100 per cent of Manitoba Developmental Centre residents have a current Individual Plan.
- Partnered with Supported Living agencies in the discharge of nine residents to community placements.
- Partnered with Manitoba Cancer Care Mobile Breast Screening Service to provide on site examinations and mammograms for 29 Manitoba Developmental Centre residents.
- Provided clinical placement for one Licensed Practical Nursing Student from Assiniboine Community College; eight Health Care Aide students from Red River College; one Physiotherapy student from the University of Manitoba; one Bachelor of Science in Psychiatric Nursing from Brandon University; one Music Student from Canadian Mennonite University and one Music Therapy Intern from Capilano College.
- Continued quarterly and annual incident/risk reports to Executive Management.
- Partnered with Red River College whereby 17 Psychiatric Nursing Assistants at Manitoba Developmental Centre completed the Foundations coursework in the College's Developmental Services Worker Program.
- Continued the commitment to sustainable development. There were approximately 20.3 metric tonnes of product recycled in 2005/06.
- Seventeen existing and 12 new Extended Care staff received orientation to Eden Alternative Care Philosophy. All new employees are oriented in Systems Orientation.
- Developed strategic objectives with Manitoba Developmental Centre managers for implementation of the 2004-2007 Strategic Plan.
- Electronic clinical documentation fully operational system for approximately 177 professional staff and contracted physicians, psychiatrists and psychologists.
- Began working with Stantec, an architectural consultant, to develop the Functional Space Program and the master site plan for the major \$40 million multi-year Manitoba Developmental Centre redevelopment initiative.
- Accreditation Survey was conducted by Canadian Council on Health Services Accreditation on October 11-14, 2005. Achieved three-year Accreditation status.

Manitoba Developmental Centre Admissions and Separations
1994/95 to 2005/06

Fiscal Year	Opening Population	New Admission	Re-Admission	Total Admissions	Discharges	Deaths	Closing Population
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
2004/05	409	2	2	4	7	11	395
2005/06	395	2	1	3	9	15	374

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 2005/06 \$000	FTE	Estimate 2005/06* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	35,328.1	555.65	33,893.6	1,434.5	
Total Other Expenditures	4,927.8		4,372.1	555.7	

* The 2005/06 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 workforce adjustments and for unbudgeted severance pay and retiring benefits.

Activities/Highlights in 2005/06

- Transfer of services under the Aboriginal Justice Inquiry-Child Welfare Initiative (AJI-CWI) began in May and was completed in October. Under this initiative, 885 families and 1,694 children in care were transferred to the agencies of the Northern First Nations, Southern First Nations and Métis Child and Family Services Authorities.
- Human and financial resources were transferred commensurate with the volume of service being transferred and 114 staff formally began their secondments to the various agencies. In addition, 168 staff were assigned as permanent and temporary secondees to the program functions that were to become part of the Intake and Response agency to be mandated under the Southern First Nations Authority.
- While services and resources were being transferred, WCFS simultaneously reorganized its program and service structure to be consistent with the fundamental principles of Winnipeg Integrated Services. Staff and families and children in care receiving services were transferred internally, consistent with this realignment.
- The department and the Manitoba Government and General Employees Union developed processes to manage the return of seconded staff from Aboriginal agencies. During the course of the year, the secondments of eight staff were terminated as the result of the agencies hiring Aboriginal staff. All returning staff were placed in temporary or permanent assignments.
- An agreement was also reached on the process to be followed to meet the employment commitment made to staff. During the course of the year, reasonable job offers were finalized for 29 staff and work continued to meet this commitment to the remaining staff.
- WCFS continued to operate the Joint Intake Response Unit (JIRU) which serves as the centralized intake system for the four child welfare authorities in Winnipeg. JIRU expects to be an independent private agency by the fall of 2006. Through this past year, JIRU's interim Board, management team and staff have worked together to define the service model, complete the corporate structure and establish the human resource system, and secure funding arrangements to ensure a successful launch. Plans for the renovation of the main office at 835 Portage Avenue have been developed and plans to develop two community resource centers are also underway.
- WCFS continued to work toward enhancing the Emergency Placement Resources (EPR) program as per the Office of the Children's Advocate report on the WCFS emergency shelter system. An EPR policies and procedures manual has been developed and provided to all staff working in EPR.

- Throughout 2005/06, WCFS continued to foster cooperative relationships with collateral service providers with a view to offering community based programming for children and families. Some of the programs delivered include:
 - The Newcomer Women’s Tea, a support group for refugee women, is offered bi-monthly at the Marlene Street Neighborhood Network site in the St. Vital community. This gathering, coordinated in partnership with the Youville Centre, provides women with social support and an opportunity to engage with service providers to learn about nutrition, healthcare, parenting and education in Canada.
 - WCFS participated in the second Health Fair at Machray School, hosted by the Aiken’s Community Health Center which involved approximately 40 other social agencies that provide service in the area. Approximately 170 families participated in this opportunity to learn about community services and to meet and learn about each other.
 - As part of the St James-Assiniboia Neighborhood Resource Network’s “Parenting Today’s Series,” the WCFS Community Program was an active partner and sponsor in organizing an evening drug awareness forum, “Rising to the Challenge of Drug Awareness and Addictions”. Panel speakers, small discussion groups and information booths were used to promote discussion with several hundred area students, youth and parents regarding the issues and possible solutions related to the complexities of addictions facing many in our communities.
 - The WCFS Community Program offered a variety of programs throughout the City of Winnipeg. One of this year’s new programs was a “Munch, Mingle and Parenting” program. This program was run in collaboration with the Winnipeg Regional Health Authority and consisted of six weekly cooking sessions for low-income isolated mothers. At each session, participants cooked a healthy low-income meal and received information on positive parenting.
 - A number of other programs were offered throughout the year, including “Active Parenting Today”, “Mother Goose”, “Anger Management for Parents”, “Nobody’s Perfect”, “The Child Within” and “Parenting a Child with ADD/ADHD”.
 - The WCFS Branch continued to offer a Preventative Health Care program for children in care between the ages of 0 – 6 years. In collaboration with the Children’s Hospital, this program offers children access to nursing and medical assessments which includes retrieving and reviewing birth and health histories, immunization records, monitoring of growth and development, treatment of acute and chronic illnesses and parent education regarding health issues. The program provides service to an average of 300 children at any given time.
- Winnipeg Integrated Services planning continued to progress during the 2005/06 fiscal year. The Stafford Street office underwent renovations and became a service centre for the Community Area, co-locating a WCFS Family Service team with other Family Services and Housing and Winnipeg Regional Health Authority programs. Plans were confirmed for the Jefferson team to move into the integrated services site being developed in Seven Oaks, as well as the Ness team to co-locate with other services at 2015 Portage Avenue. Renovations of these sites should be completed in the fall of 2006. WCFS managers and staff have been participating in space development in the Downtown/Point Douglas area.
- WCFS supervisors are now participating on the leadership teams in each Community Area to advance plans for further integration of services.

- The WCFS management team began meeting with departmental officials and the Winnipeg Services Executive Director to develop a detailed transition plan for WCFS services to the Community Areas' responsibility.
- WCFS provided field placement and supervision of 8 Bachelor of Social Work students from the University of Manitoba, Faculty of Social Work and the Winnipeg Educational Centre within the Family Service, Intake, Abuse, and Community programs.
- The WCFS pilot project proposal – "Empowering Social Workers in the Workplace: A Strength Based Strategy for Child Welfare" – was chosen by the Canadian Association of Social Workers for sponsorship. A Family Service Unit was selected to participate in this project and the outcomes and findings will be known in early summer 2006.
- WCFS has representation on the Departmental Renewal Committee and the Renewal @ Work activities have been communicated to all staff through meetings, mail-outs, and access to the Website. Some staff have participated in the training opportunities. Renewal has become a standing item at Management meetings.
- The River East Family Service Unit was the recipient of the department's Excellence in Service-Team Award for their outstanding commitment to serving children and families throughout the AJI-CWI transition and move toward the integrated service model.
- The WCFS Foster Parent Training and Recognition Committee hosted a foster parent appreciation luncheon in mid-March 2006; a workshop for foster parents on attachment by Dr. Sonya Vallet; and purchased a number of resource materials (i.e. books) for training.
- Approval was provided for a number of Family Support Coordinators and Family Support Workers to attend the Positive Parenting Program (Triple P) training. We look forward to continuing such training for staff and will be exploring the possibilities for foster parents to also participate.
- WCFS continued to partner with the CIBC World Market's Children's Miracle Fund which provides support to disadvantaged, at-risk children and youth in Winnipeg. Approximately 40 children received assistance, ranging from music equipment to camp registrations to travel costs. The \$10,000 grant was fully utilized and much appreciated.
- WCFS continued to participate on the Advisory Committee of VOICES (Manitoba Youth in Care Network) and through the Keith Cooper Scholarship Fund, funded five youth to attend post-secondary education.
- WCFS has gone through the exercise of identifying vulnerabilities and risks, as well as completing a 'Business Impact Analysis' on identified services and functions of the Branch. This process involved identifying the 'Minimum Operating Standard' for each of these functions – as well as the essential personnel and infrastructure requirements to ensure this 'Minimum Operating Standard' is met. The next step will involve the development of strategies and alternatives to minimize the impact that an outage or disaster will have on the services we must deliver.