

Finance Report

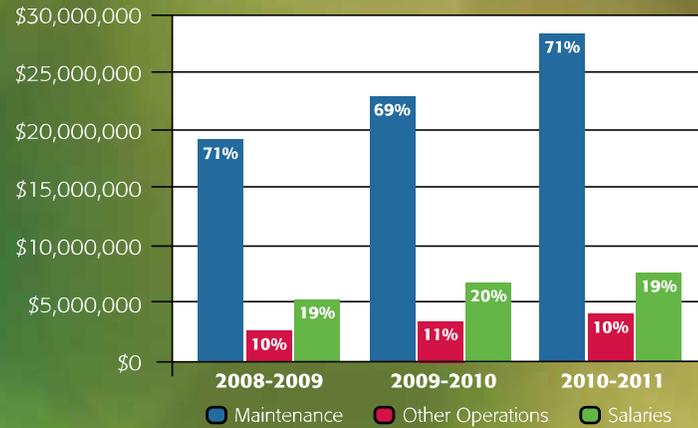
In 2010/2011 the Metis Child and Family Services Authority utilized prior period surpluses to offset spending increases resulting from a planned increase in professional fees. The goals and objectives outlined in the strategic vision required the consultation and collaboration with leading industry professionals to secure progress targets. Organizations such as Pricewaterhouse Coopers, Building Capacity, and Legacy Bowes Group, have been imperative to the growth and increased capacity of the Authority in 2010/2011.

In many areas, the Authority was able to cut costs and save funds during this fiscal year. Due to increased efficiency and scrutiny, the Authority has experienced significant spending decreases in areas such as board fees, training costs, and office expenditures. These cost-saving measures exemplify the Authority's commitment to accountability and responsibility within the Child and Family Services system.

2010 - 2011 Authority Core Income Statement

Authority Operating Revenues:	1,583,569
Authority Operating Expenditures:	1,714,211
Prior Period Surplus Utilized:	130,642

Agency Expenditures 3 Year Comparison



MCFS Authority Key Variances 2010/2011



Ensuring
Quality Metis
Child & Family Services

Metis Child & Family Services Authority
204 - 150 Henry Ave.
Winnipeg, MB R3B 0J7
p 204.949.0220
f 204.984.9487
www.metisauthority.com

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annual report
2010/2011

Ensuring
Quality Metis
Child & Family Services

Message from

JUDY MAYER
MCFS MINISTER

On behalf of the Manitoba Metis Federation (MMF), I would like to congratulate the Metis Child and Family Services Authority (the Authority) for their commitment to the Metis vision of a responsive, responsible Child and Family Services system in this province. The continued completion of the strategic plan, which was first implemented twelve months ago, has led to measurable strides in 2010/2011.

The cultivating relationship between the Authority and the MMF has resulted in increased funding from the provincial government, larger capacity and improved supports, particularly for families in northern Manitoba. Now more than ever, the MMF, and our Board of Directors, are proud to stand with the Authority as they refine the tools and standards surrounding the treatment of Metis families across Manitoba.

Recently, the Metis Child, Family and Community Services Agency (MCFCS) experienced a change in leadership. It was during this time, that the dedicated and experienced staff at the core of the Authority and the Agency were able to quickly and accurately react to the changing environment, and did so without losing sight of their overall role in our system.

"It is the hard work of all Metis people that has begun to change our system for the better, and I am truly excited by what the future holds."

The Authority's success is directly related to the commitment and dedication of the staff and management teams. Through hard work and perseverance, the Authority is building a system that supports and strengthens the health and well-being of Metis communities.

The Authority Board of Directors also plays a crucial role, for without their insight and direction, the successes of the Authority would never have been realized.

The staff and leadership of the Authority have done tremendous work in the last twelve months, but the tangible changes are the result of everyone who, sharing in the vision of a comprehensive and understanding system, pulled together to ensure that dream can become a reality. It is the hard work of all Metis people that has begun to change our system for the better, and I am truly excited by what the future holds.



been made to develop and implement the Metis Child and Family Services Authority Education and Training Strategy. In 2010/2011, this plan focused on a variety of priority areas (primarily stemming from the Changes for Children recommendations) which included, but was not limited to FASD; Suicide Prevention/Intervention; Differential Response; and Investigating Child Abuse. During this time period, the Authority accounted for 22% of all participants who attended specialized training organized by the Joint Training Team.

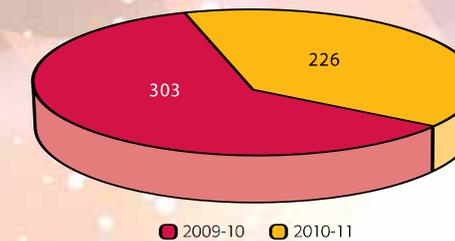
The Authority initiates and promotes cooperation and the coordination between a variety of entities to avoid unnecessary duplication of services and to maximize the resources available to the communities it serves. The Authority is open to all strategic alliances and, when appropriate, partners with other organizations to strengthen their capability to achieve desired results. Additionally, the Authority stays aware of, and coordinates with, other organizations providing similar or complementary services in their communities. For example, in November 2010, the Metis National Council invited the Authority to participate in the discussion and development of a national blueprint for Metis Child Well-Being Strategy. The Authority presented to national members at this conference and will incorporate the blueprint into all future strategic work plans.

The Authority worked extensively with MCFCS in 2010/2011 on many projects, including the development of new Agency by-laws, a one-year business plan (a five-year business plan is now in development), new finance policy and protocols, a Business Continuity plan, and security and emergency procedures, manuals and critical incident plans. In March 2011, the Authority completed a review of the Agency's Human Resources Signs of Success profile, which found that the Agency staff had met their intended goals, and recommended the creation of evidence binders to track progress on further recommendations.

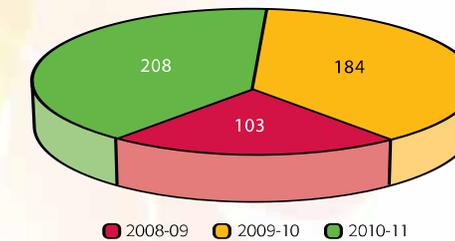
The Authority also works to ensure successful relationships with the community and community institutions. The Authority is working closely with the Louis Reil Institute and the Metis Family and Community Institute to execute the Authority/Agency/CFS Recruitment and Retention Strategy, which is currently being integrated into a new workforce plan by the Authority Director of Administration. These strategic alliances serve a variety of purposes, including resource sharing, policy influence and improved operations efficiency.

Effective services are timely from a child's perspective, that is, services are provided quickly enough to respond to a child's development and emotional needs. It also encompasses a culturally competent system that develops behaviors, attitudes and policies to promote effective cross-cultural work. Providing the Agency with a flexible context for gaining and expanding knowledge, and promoting successful adaptation of services to meet unique needs in partnership with community members is the most effective way for agencies to improve their capability. A well-organized, well-trained service delivery system, accountable to specific performance standards and time frames for service provision, is essential to protect children effectively and to strengthen families. This is the system that the Authority works to create, and with the help of our partners, 2010/2011 has been an important year in the pursuit of this goal.

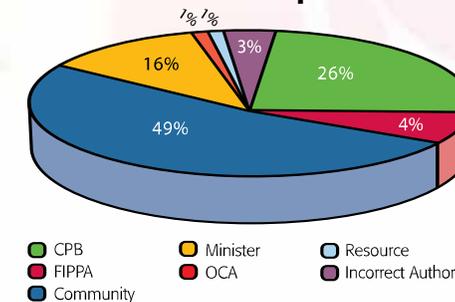
Differential Response Training Participation



Staff and Caregiver FASD Training Participation

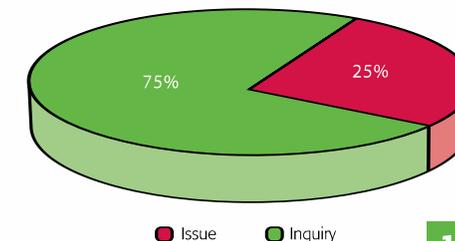


Metis Authority 2010/2011 Source of Inquiries



**Inquiries include information requests and issue advisement*

Metis Authority 2010/2011 Issues/Inquiries



community & system well-being

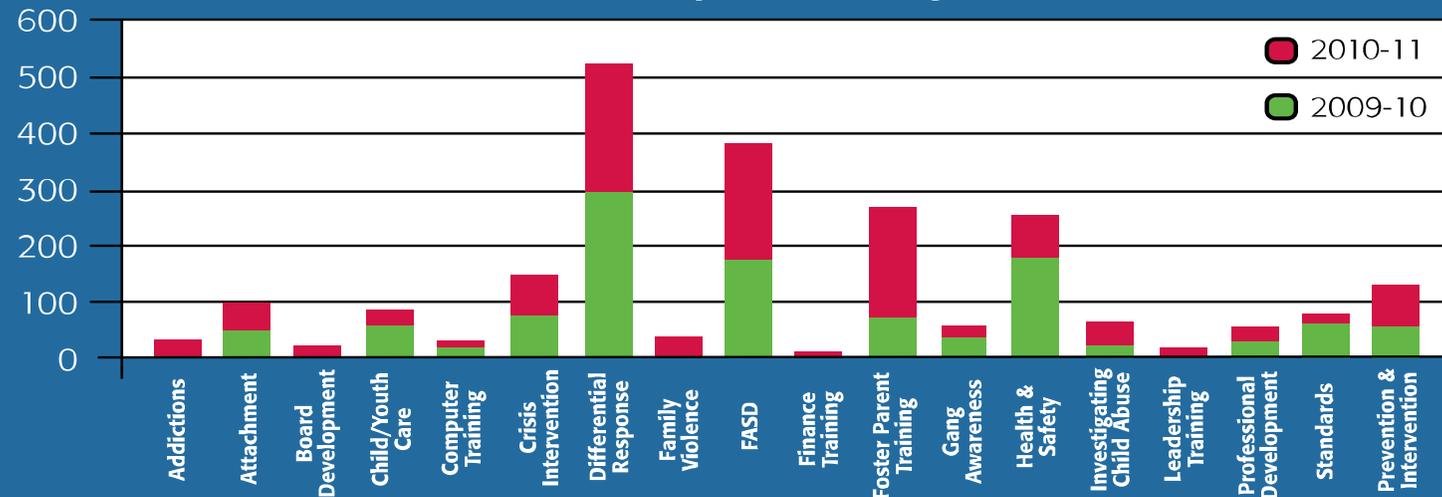
Easily accessible, community-based preventative and family supportive services are critical underpinnings of a responsive child welfare system. Basic supports such as job, housing and community economic development are needed so that the child welfare system can stem the causes of child maltreatment rather than simply responding after children have suffered abuse and neglect. Communities need to support families in providing a safe and nurturing child-rearing environment. Community well-being ensures the opportunity to foster sound governance, strong cultural, heritage and family ties, and be heard as part of the care network for children and families.

The Authority works in both cooperative and natural alliances among the MMF, government, collateral, inter-sectoral and community sectors to strengthen the advantage of the total resources of the community. In 2010/2011, the Authority (in response to the Regional Advisory Committee [RAC] evaluation conducted in 2009) refocused the role of the RACs to one of skilled, regionally-based governance.

This initiative, now called the Regional Leadership Training Program (RLTP), prepares select members of Manitoba communities with insight into the roles and responsibilities of a child and family services agency board before they are appointed. This ensures that all new MCFCS board members will have a strong network of knowledge and support to enable them to participate in the Child and Family Services system efficiently and effectively, and in an ethical, accountable and respectful manner. This shift will increase the effectiveness of new board members and strengthen both the capacity of the Authority and MCFCS.

Improving capacity alone is generally not sufficient to help agencies manage the growth that occurs when implementing an evidence-based prevention, intervention and protection model. Both the Authority and Agency recognize the importance of training their staff on these innovative approaches as they are implemented. The Authority combines all new initiatives with consistent, ongoing training for child welfare and partner agency staff, and a significant effort has

Total Participants in Training

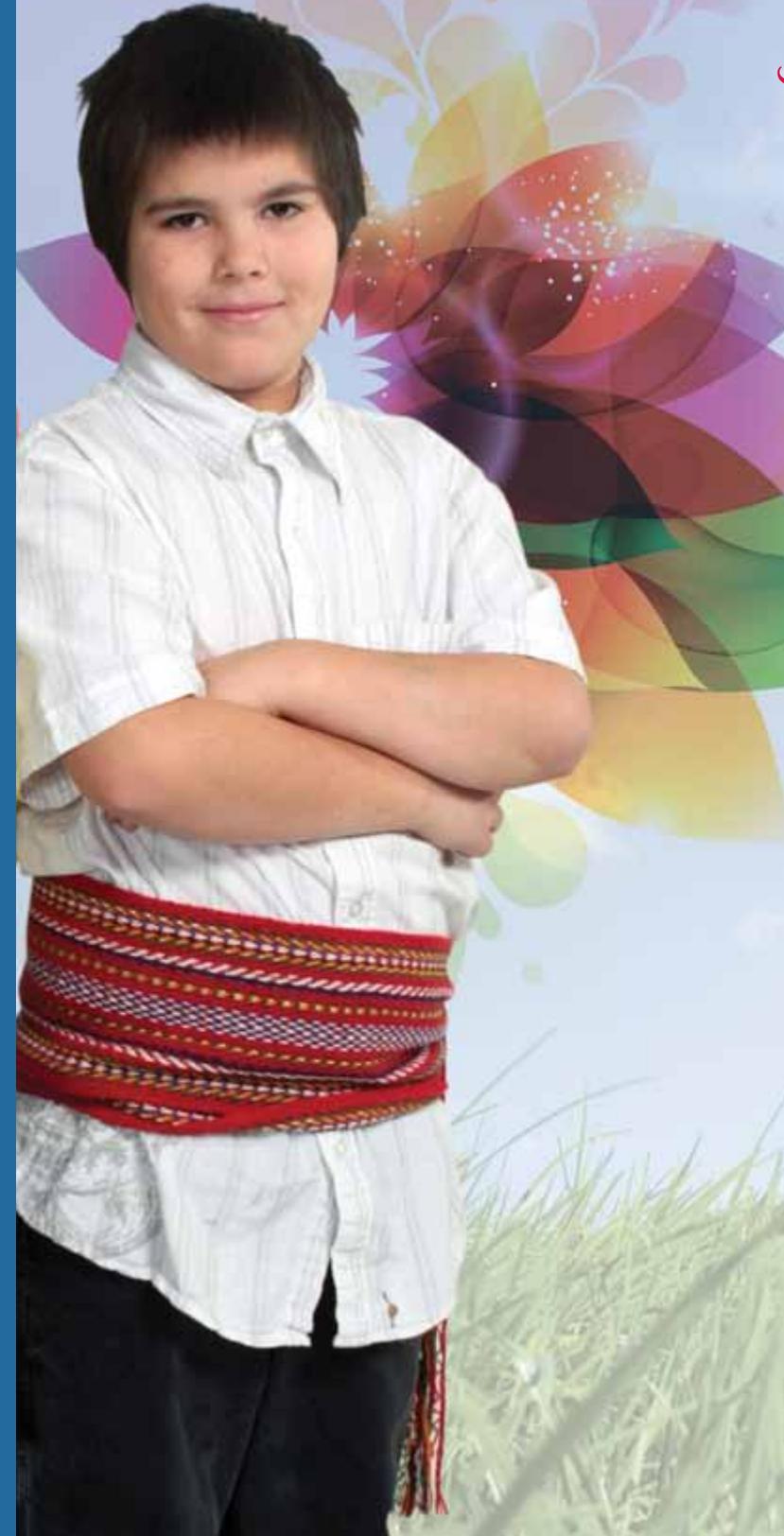


Training Themes

- * Does not include Provincial Core Competency Based Training
- * Does not include Child and Family Services Applications Training

- * Some training contains information that blends 2 themes (ie: Attachment & FASD)
- * Participants include staff and care providers
- * The Foster Parent Training theme includes trainings that were specifically for FP's only

- * Foster Parents attended training in other areas also
- * Includes all training session participants combined



Message from
RITA CULLEN
BOARD CHAIRPERSON

On behalf of the Metis Child and Family Services Authority Board of Directors, I am pleased to introduce the evolving Metis and Inuit child and family services system in Manitoba. This report of the 2010/2011 fiscal year shows how the Authority, in collaboration with MCFCS, ensures the provision of quality, culturally relevant Metis and Inuit specific child and family supports and services.

“Together, we are helping to build a strong Metis nation, built on love, respect, honour and heritage.”

During the last twelve months, the Authority has developed policy, set priorities and assessed the needs of Metis and Inuit communities in order to effectively build the capacity of families. Thanks to the direction of Chief Executive Officer Bernice Cyr, and guidance from Elders and families alike, our dedicated staff are helping to build healthy and vibrant Manitoba Metis and Inuit communities.

The priorities and outcomes presented in this report detail specific examples of the positive change that is taking place in Manitoba. By following through on the strategic priorities established in our strategic vision, the Authority is working collaboratively towards the goal of improving the well-being of children, families, communities, and the system overall.

The Authority recognizes that our achievements would not be possible without the Manitoba Metis Federation, and I wish to personally thank President David Chartrand for his support and guidance. The Authority also would like to thank the staff of the Agency for their hard work and cooperation in 2010/2011. Together, we are helping to build a strong Metis nation, built on love, respect, honour and heritage.

Staff

- Bernice Cyr** • Chief Executive Officer
- Judy Rumpel** • Chief Financial Officer
- Robbyn Rempel** • Director of Administration
- Karla Hildebrand-Eden**
Manager of Service
- Kathy Cote**
Service Specialist – Community Inquiries
- Mark MacKay-Chiddenton**
Service Specialist – Alternative Care
- Maxim Kryukov**
Service Specialist - Child Abuse Prevention
- Desiree Gillespie**
Service Specialist – Agency Relations
- Dianna Cadotte** • Service Analyst
- Robin Jackson**
Education & Training Coordinator
- Caroline Corbin** • Policy Analyst
- Caitlin Pringle** • Policy Analyst
- Yolanda Roulette** • Finance Officer
- Cindy Monkman**
Senior Administrative Assistant
- Marnie Freeman** • Administrative Assistant
- Dustin Rodgers**
Communications Coordinator

Board Members

- Rita Cullen** • Chair
- Chantell Barker** • Vice-Chair
- Mitch Bourbonniere** • Secretary/Treasurer
- Don Samatte**
- Evelyn Nepinak**
- Judy Mayer** • Ex-Officio
- Kim Stephen** • Ex-Officio
- Leonard Vandale** • Elder
- Beryl Bouvette** • Elder

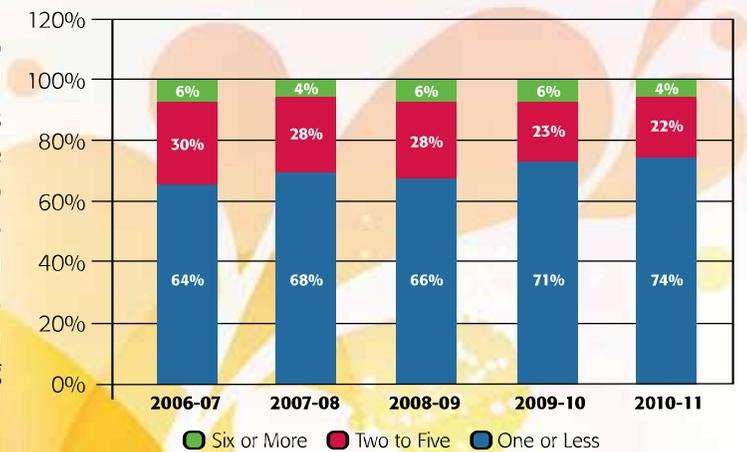


More than half of all children in the care of the Agency are permanent wards, the majority of which transferred in from others systems. The Authority recognizes that innovative and informative tracking tools, such as the provincial Child and Family Services Information System (CFSIS), allow greater insight into the experiences of our children and families. The Authority has worked closely with MCFCS to develop the CFSIS User Manual, which ensures that accurate and consistent records are kept. This reference guide enables new-users to quickly and easily navigate CFSIS, and initial feedback from the Agency staff regarding this document has been overwhelmingly positive.

The Authority has begun to use the statistics from CFSIS to measure the success of its actions against the indicators laid out in the strategic vision. A primary goal of the Authority is to reduce the number of placements children experience while in care, and until recently, had no reliable method to measure the success of our actions. Today, thanks to CFSIS integration, the Authority is proud to report that 74% of youth in care experienced one or fewer moves in 2010/2011. In comparison with previous years, the number of youth placements has been shrinking, leading to greater stability for children and families throughout the province.

Supporting family efforts to care for their children is an important part of the Authority's multi-faceted approach. Support for youth already involved with the Child and Family Services System, including rights education, life skills, positive events, and employment opportunities are also important goals. A Communications Coordinator was procured in order to develop a Metis and Inuit Youth Engagement Strategy focused on suicide prevention, play and recreation, education and mentorship, and health and wellness.

Number of Placement Changes During Each Year for All Children in Care



child & family well-being

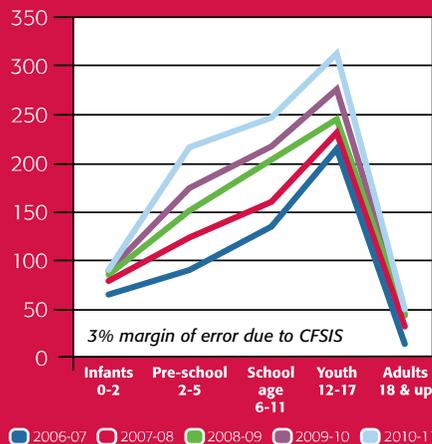
All children have the right to be free from physical, sexual, emotional and other forms of harm by their parents or caregivers and parents have a responsibility to meet children's needs for adequate food, shelter, clothing and a safe environment. When a child is at risk of harm, the child's parents, extended family or kin, caregivers and community members all have a role to play in the development and implementation of a safety plan. Child well-being means that a child's basic needs are met and the child has an opportunity to grow and develop in an environment which provides consistent nurture, support and stimulation.

Families that are actively involved in the decision making process and in designing services that meet their needs are more likely to have an increased capacity to safely parent their children. When a child's parent cannot be his or her primary caregiver, family members and extended family are a vital part of the care network for children. Family well-being means that a family has the capacity to care for its children and fulfill their basic development, educational, social, cultural, health and housing needs. The Authority is committed to supporting MCFCS in its work with families involved in child welfare through an individualized, strengths-based approach.

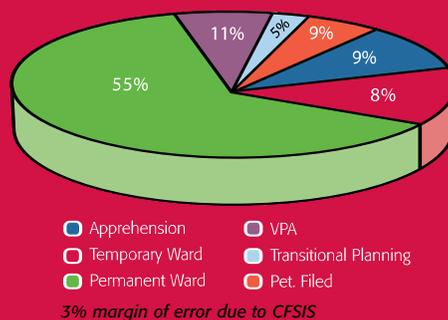
To achieve these outcomes, the Authority worked with MCFCS to implement an innovative and contemporary approach to family interaction called Differential Response. This model works in the Child Welfare System using a proactive approach instead of a reactive one. By incorporating 'different responses' for families in need of child welfare support, the Authority and the Agency have achieved a better understanding of how to serve families in a way that keeps children safe, and developed the capacity to vary its response depending on the unique characteristics of each family.

A primary goal of the Differential Response program is to develop a positive, working relationship with the family. In keeping with this strategy, the Family Enhancement program provided by MCFCS assesses family needs rather than focusing on or investigating an incident that may have resulted in the original referral to the child welfare system. In 2010/2011, the Agency completed Differential Response pilot projects in Winnipeg and the Parkland area (Dauphin). The Authority is currently evaluating the success of these project sites before transitioning to the next phase; building long-term, system-wide capacity for Differential Response.

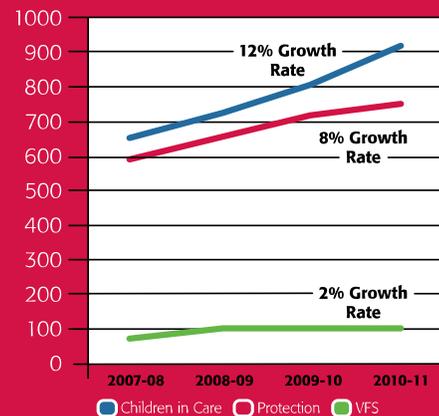
Age Groups of Children in Care at the End of Each Fiscal Year



Legal Status of Children in Care as of March 31, 2011



Case Type Count at End of Each Fiscal Year



Our Vision

Building healthy and vibrant Metis and Inuit communities through love, respect, honour, strength, culture and heritage with guidance from our Elders and families.

Our Mission

The Metis Child and Family Services Authority is committed, accountable and responsible for the Child and Family Services system to the Metis and Inuit people of Manitoba. The Metis Authority contributes to a strong and healthy Metis Nation and Inuit Homeland through the strength of Elders, family, children, culture, values and heritage.

Guiding Principles

- Metis and Inuit families and communities are the cornerstone of the Metis Nation and Inuit Homelands and the service delivery system must reflect this vision.
- Responsibility for decision-making regarding Metis and Inuit children and families lies with the family, extended family and community whenever possible.
- The organizational structure promotes and supports community governance at all levels.
- The service delivery system will encompass both formal and informal elements.
- The service delivery system must be operated in an efficient and effective manner.
- The service delivery system will be outcome-based and will reflect the core guiding principles of its Agency(ies).

CEO's Address

On April 1st, 2010, the Metis Child and Family Services Authority began implementation of our five year strategic vision, which outlines the overall programmatic objectives inherent to achieving child and family focused outcomes in Manitoba. In addition to policy and programming changes, further measures to mitigate foreseeable risks with service delivery, worker burnout and lack of adequate infrastructure, while ensuring specific performance standards and time frames for service provisions can be met. It is considered the guiding document for Metis and Inuit Child and Family Services in Manitoba for the next five years.

Due to the implementation of the strategic vision, the Metis and Inuit child and family services system experienced substantial changes in 2010/2011. For the first time since its inception in 2003, the Authority now regularly measures its performance against a clear set of goals and objectives. This has resulted in the successful completion of many key items in each of the four outcome areas detailed in the strategic vision. This 2010/2011 annual report highlights those items which experienced the most progress in the last twelve months, some of which include the completion of Differential Response test sites along with the initiation of its evaluation, continued education and integration of Signs of Safety, the development of the Regional Leadership Training Program, the development of the system business continuity plan and Agencies' business plans, and the extensive training rolled out through the Joint Training Team.

The Authority wishes to welcome the staff who joined us in 2010/2011; service specialists, Maxim Kryukov and Desiree Gillespie, and Judy Rumpel, who replaces Stephen Gregg as chief financial officer. Your contributions will help create a system where children in care are safe, and loved; parents and other caregivers are respected, supported and involved; communities are able to foster sound governance, with strong cultural and family ties; and, employees have a strong network of knowledge, support and opportunity to participate.

In addition to fulfilling existing positions, the Authority created a communications position, responsible for messaging to diverse audiences and delivering specific messages at crucial times. Our Communications Coordinator, who joined the Authority in July 2010, is developing strategies to generate positive messaging in the media by highlighting the innovative programs, philosophy and services of both the Agency and the Authority.

Despite setting precedents in terms of effectiveness and efficiency throughout 2010/2011, the Authority has only just begun to realize our vision. We will work continually to ensure the provision of quality support and services that are culturally relevant and community-based in order to build the capacity of Metis and Inuit families and communities to care for themselves and one another. Our goal over the next four years is to carry forth and accomplish the commitments made in our strategic vision document for the Metis and Inuit child and family services system in this province.

System Outcomes

Metis and Inuit CFS

Child and Family Well-Being Priorities

- Ensure critical child protection performance through consistent child welfare practice that protects children and strengthens families.
- Build service delivery capacity ensuring effective, respectful and culturally relevant services that successfully meet the specific needs of children and families.
- Drive comprehensive development, delivery and review of flexible, responsive services throughout the system.

Community and System Well-Being Priorities

- Foster sound governance inclusive of heritage, culture, experience and knowledge of Metis and Inuit Communities.
- Establish, strengthen and sustain diverse strategic partnerships and alliances.
- Drive comprehensive development, delivery and review of flexible, responsive services throughout the system
- Develop a well-trained and supported workforce through building the learning and performance culture across the system.
- Plan, develop, implement and monitor strong business processes and communications practices which support the vision and commitment.