

**Ministry of  
Children and Family Development**

**2012/13 – 2014/15  
SERVICE PLAN**

**February 2012**



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## Message from the Minister and Accountability Statement



I am pleased to present the *2012/13 – 2014/15 Service Plan* for the Ministry of Children and Family Development.

We are heading into an exciting year for British Columbia. Under the leadership of Premier Christy Clark, government as a whole continues to focus on the Families First Agenda for Change – a plan that puts families at the forefront of decision-making. This means really getting at the heart of what families need from their government – especially during this economic climate.

We have unveiled *Canada Starts Here: The BC Jobs Plan* that outlines a number of provincial and regional initiatives to protect and create jobs. The regional focus included in the plan means communities everywhere will find programs and action items that will support them in economic growth and job creation. Jobs are the foundation for supporting our families - families in large urban centres and in smaller, more rural communities.

Under the Families First Agenda, British Columbia has committed to modernizing its approach to serving families. Following this new style, this ministry is using a client-centred approach to service delivery – focused on delivering services in a respectful, compassionate, strengths-based and culturally appropriate manner that helps children, youth and families to achieve their full potential.

Going forward, the ministry will be pursuing opportunities for new approaches, building new partnerships, utilizing new technology and making incremental changes that will modernize programs and services.

The ministry works in close partnership with the Federal Government, other provinces and territories, other provincial ministries and community partners to provide children, youth and families with a valuable, integrated and coordinated service delivery system. This, in turn, supports healthy, safe communities for children and youth of all ages and cultures.

The design and delivery of this integrated system is supported by key priorities: the implementation of an integrated case management system this year to replace outdated technology and improve our ability to share information, early childhood programs and services, child care services and services for Aboriginal communities to help support Aboriginal children and youth to live in strong and healthy families and communities where they are connected to their culture and traditions.

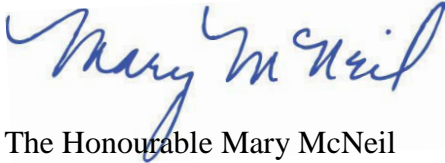
This year's Service Plan sees the ministry moving forward to improve the quality of programs and services delivered across six key service lines: Early Childhood Development and Child Care Services, Services to Children and Youth with Special Needs, Child and Youth Mental Health Services, Child Safety, Family Support and Children in Care Services, Adoption Services and Youth Justice Services.

All of the ministry's goals, objectives and strategies link to the ministry's Strategic and Operational Plan 2012/13 – 2014/15 built around three strategic themes:

- Achieve service excellence across MCFD's six service lines to increase value of services and supports;
- Achieve operational excellence to maximize available services and supports; and
- Pursue continuous learning and growth to improve services and supports based on an engaged, skilled and well-informed workforce across the sector.

The *Ministry of Children and Family Development 2012/13 – 2014/15 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*.

I am accountable for the basis on which the plan is prepared and for achieving the specific objectives in the plan.

A handwritten signature in blue ink that reads "Mary McNeil". The signature is written in a cursive style with a large initial "M".

The Honourable Mary McNeil  
Minister of Children and Family Development  
February 21, 2012

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# Purpose of the Ministry

## Ministry Mission

The Ministry of Children and Family Development (MCFD) supports healthy child development by its commitment to a collaborative professional practice delivered across a range of services that strive to maximize the potential of children and youth and achieve meaningful outcomes for children, youth and families.

The foundation of the ministry's work is in providing effective services that support healthy, safe environments where children are connected to their family and community. The primary focus of the ministry is to support vulnerable children and their families using a client-centred approach to service delivery that builds on their existing resources and capacities. This client-centered approach allows the ministry to deliver services in a respectful, compassionate, strengths-based and culturally appropriate manner that maximizes the potential of children, youth and families to achieve meaningful outcomes.

MCFD services are complementary and families may access a variety of services delivered through the following six service lines:

- ***Early Childhood Development and Child Care Services*** improve parent/caregiver and child outcomes by providing programs and services which are intended to address school readiness rates, nutrition and health status, social and emotional behaviour, parent-child attachment and community engagement and, in the case of child care, support labour market attachment.
- ***Services for Children and Youth with Special Needs (CYSN)*** promote the healthy development of children with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- ***Child and Youth Mental Health (CYMH) Services, including community-based CYMH services, and the Maples Adolescent Treatment Centre***, offer a wide range of supports to promote mental health, prevent mental health and/or substance use problems and intervene appropriately to mitigate their effects on children, youth and their families.
- ***Child Safety, Family Support and Children in Care Services*** promote the well-being of children, youth and families through prevention and intervention supports which enable parents and extended family to care for children and youth; and where necessary access alternative care arrangements with extended family or directly provide for the care and development of children and youth.

- **Adoption Services** find permanent care for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a BC adoption and are searching for their birth families.
- **Youth Justice Services** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

Ministry programs and services are coordinated through a central provincial office and are delivered throughout four geographic regions (Coast Fraser, Interior, North and Vancouver Island). Each region is divided into Service Delivery Areas which are each made up of Local Service Areas.

The majority of services are delivered regionally, however the ministry also delivers a range of services through provincial programs including: child care operational and subsidy funding, Children and Youth with Special Needs autism and medical services, services for the deaf and hard of hearing, the Child and Youth Mental Health *Friends* program, the Maples Adolescent Treatment Centre, Provincial Adoption Services, the Youth Education Assistance Program (YEAF), Youth Custody Services and Youth Forensic Psychiatric Services.

The ministry's partnerships, with the Federal Government, other provinces and territories, as well as other Provincial ministries, enable the ministry to strive to provide children and families with integrated and coordinated cross-government services. The ministry works closely with partners in order to design, implement and deliver initiatives such as the early childhood learning programs and services, regulatory child care services, the integrated case management system and services for Aboriginal communities.

A critical focus for the ministry is working in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families and achieve the vision of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. A key partner in providing services to Aboriginal children and families are Delegated Aboriginal Agencies who, through the development of agreements between the province and First Nations communities, are given authority under the *Child, Family and Community Service Act* to provide child protection and family support services. Further, the ministry works with Aboriginal communities and other government partners to support measures to eliminate circumstances that impede access to services while focusing on supporting quality services that are focused on strengthening Aboriginal families and reducing the number of Aboriginal children coming into care.

The work of the ministry is guided by the following legislation that outlines roles and responsibilities for the ministry, Delegated Aboriginal Agencies and contracted community agencies: *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.

# Strategic Context

The ministry works to ensure that children, youth and families in British Columbia are provided with the right services at the right time, in order to meet their needs. Current international, federal and provincial trends and issues create both challenges and opportunities that affect services for children, youth and families in the province.

## **A Changing World:**

The economy, changing demographics and new technologies all influence the environment in which the ministry operates.

- The global economic downturn has had negative impacts around the world and although Canada and BC have fared relatively well, the province is not immune from its effects and the ministry needs to be responsive to these stresses on families.
- The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for BC exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of BC exports abroad.
- A gradually aging workforce requires responding to the needs of different cohorts of staff, focusing on new ways of supporting staff to meet the needs of children, youth and families.
- The expected labour demands in BC could not be met without immigration. This means our province will continue to welcome people from around the world and will develop services that specifically meet the changing needs of newcomers.
- Increased access to information through the internet, linked with Government investments in infrastructure to give citizens across the province access to broadband internet, provide opportunities in rural and remote communities to access online services and supports and provide for greater participation for both clients and staff in how the ministry provides services.
- The impacts of a changing world are experienced by BC families in a variety of ways:
  - Families in BC are experiencing a time crunch. Parents report spending more time at work and spending less quality time together as a family than desired.
  - There is an increasing demand for quality child care as both parents work in two-thirds of two-parent families in BC. For lone-parent families the cost of child care can be a challenge.
  - Families are having fewer children and those children are staying at home longer. There are a rising number of "boomerang" children who leave home and then return. There is a risk that parents of these children will be more financially stretched in their old age because they spent a longer time supporting their children.



- Although there is currently an aging population, it is also forecast that as of 2012 the child and youth population of BC will gradually increase. In 2011 the total population of children and youth (aged 0 – 18 years) in BC was 904,086, which represents 19.7% of BC's total population. The increasing child and youth population may produce a greater demand for services for children, youth and their families.
- Aboriginal children are disproportionately represented in government care. As of November 2011, approximately 8,218 (8%) of children in BC were in the ministry's care; approximately 55% of these 8,218 children were Aboriginal.

### **Changing Response:**

With the Families First Agenda for Change, the BC government has committed to modernizing its approach to supporting families. As part of this approach, the ministry is focused on improving its ability to provide citizens with easy access to the culturally appropriate programs and services.

- The ministry will actively review and explore new ways to improve service delivery across all service lines. This will be achieved in active partnership with other ministries, sectoral and community-based agencies, aboriginal communities and academic institutions.
- Through the implementation of the Child and Family Services Practice model, the ministry will adapt its approach to working with families, consistently provide effective professional helping relationships and ensure the safety and well-being of children and youth.
- In partnership with the Union of BC Municipalities, community organizations, the private sector and other ministries, the Ministry will develop strategic, measurable plans in seven communities focused on reducing poverty, mitigating its effects and supporting services for low income families.
- The ministry will use a Lean organizational approach, to drive continuous improvement and focus on doing more with existing resources to ensure services are effective, client-centred, accessible, safe and appropriate.
- The ministry will pursue operational excellence and optimize the expertise and skills of its workforce through effective service design and delivery and a supportive underpinning of evidence informed policies, service standards and practice guidelines.
- The ministry will work to strengthen its collaboration and partnerships both inside and outside government.
- The ministry is working to change its relationship with citizens. Initiatives like open data and open information promote the principles of transparency, collaboration and participation and will enable citizens to participate in discussions regarding the policies, programs and services that impact their lives.
- The ministry will increasingly report out on performance across its services lines. Technological innovation creates opportunities to change where, when and how social services are delivered. The implementation of a new integrated case management system will provide a modern platform that will enable improved collaboration and coordination of services to children youth and families.

# Goals, Objectives, Strategies and Performance Measures

## **Goal 1: British Columbians receive quality services that contribute to achieving meaningful outcomes for children, youth and families**

The key to any successful social service organization is a continued focus on improving the value of services for clients. The ministry's strategy focuses on developing a quality service delivery culture across the six service lines.

### **Objective 1.1: Early Childhood Development and Child Care Services**

**Children and families are supported by a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services**

Early Childhood Development programs assist parents, families and service providers in providing the best possible start for children from birth to six years of age. This plays a supportive role for vulnerable and at risk families by providing access to opportunities that enrich children's healthy development and improve mothers' and fathers' parenting skills. Child Care programs provide services to both child care providers and parents to create and support a sustainable child care system – where families can choose from a range of affordable, safe, quality child care options that meet their unique needs. These programs are utilized and required by parents in a number of different circumstances, including: working, attending school or participating in an employment-related program. In addition, child care supports parents who, due to a medical condition, are unable to care for their children full-time.

### **Strategies**

- Work with service delivery partners to ensure services are reaching vulnerable children with a focus on mitigating chronic stressors and strengthening resiliency enablers aimed at enhancing children's social and emotional well-being.
- Link and, where appropriate, integrate Early Childhood Development programs and services at a provincial, regional and local service area level to create a local system of services that better meet the needs of families and children.
- Explore policy options to continue to improve access and affordability of child care within the current fiscal environment.

**Performance Measure 1: Children whose families receive a child care subsidy**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average monthly number of children whose families receive a child care subsidy	29,175	28,400	28,250	28,500	28,750

Data Source: Child Care Subsidy datamart

**Discussion**

The number of clients receiving Child Care Subsidy speaks to Government’s commitment to support the healthy development of children and promote accessibility to child care by assisting eligible low to moderate income families with the cost of care. Through Child Care Subsidy, financial barriers to accessing care are lessened, which promotes the opportunity for a strong early start in life while reducing the need for intervention services later in life.

Clients of the Child Care Subsidy Program are able to participate in child care where they wouldn’t otherwise have been able. Monitoring the overall number of children whose families receive a child care subsidy provides information on the reach of the program.

The measure is the average monthly number of children whose families receive a child care subsidy.

While there are almost 30,000 children whose families receive a child care subsidy per month, there were over 54,000 children whose families received a subsidy at any point over 2010/11.

Families may receive a child care subsidy when their child attends either a licensed or unlicensed child care facility. In addition to supporting child care through the Child Care Subsidy Program, the ministry also provides operating funding to eligible licensed child care facilities across the province to partially offset operating costs. In an average month over 2010/11, the ministry provided operating funding to support over 90,000 licensed child care spaces.

**Objective 1.2: Services for Children and Youth with Special Needs (CYSN)  
Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services**

The term ‘children and youth with special needs’ refers to those children and youth who require significant additional educational, medical/health and social/environmental support to enhance or improve their health, development, learning, quality of life, participation and community inclusion. The focus is on assisting families to care for CYSN at home and supporting the inclusion of CYSN in their school and community settings. These supports lead to greater resilience and lower stress for families, as well as increased workforce participation and school attendance, thereby decreasing the need for more intrusive ministry interventions.

## Strategies

- Provide recommendations on a range of potential improvements to services for children and youth with special needs such as improving assessment, increasing access to therapy services and optimizing responsive respite.
- Implement autism outreach worker training in rural and remote communities.
- Work collaboratively with other government partners to ensure that youth with special needs have plans in place to support their successful transition to adulthood.
- Implement effective case management and tools to improve cross-sector information sharing, effective planning and service delivery for CYSN clients receiving services from two or more service lines.

### **Objective 1.3: Child and Youth Mental Health Services**

#### **Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment**

The mental health of infants, children and youth is integral to their overall healthy development and well-being. When children struggle with mental health challenges, it interferes with their ability to function and their relationships, at home, at school and in the community. Targeted prevention, early intervention and treatment services can play an important role in improving children's mental health by decreasing the incidence of future problems or reducing their severity.

## Strategies

- Strengthen the continuum of mental health services and supports for children and youth and their families, with a focus on improving access, particularly in rural and remote areas and delivering quality, effective services within all Local Service Areas that are built on clear policy, standards and practice guidelines.

### **Objective 1.4: Child Safety, Family Support and Children in Care Services**

#### **Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs**

Families are the preferred environment to nurture and support a child's growth and development. Through the implementation of the Child and Family Services Practice model, the ministry will adapt its approach to working with families and ensuring child and youth safety remains a priority focus by consistently providing effective professional helping relationships. Services range from responding to child protection reports through the Child Protection Response model, to supporting requests for voluntary services, kinship care placements and meeting the needs of children and youth in care.

Improved services and outcomes for Aboriginal children and youth remain the major focus of any service improvement initiatives.

## Strategies

- Fully implement and evaluate the Child Protection Response model across all ministry and Delegated Aboriginal Agency teams.
- Review and improve case management practice and service delivery for complex cases involving instances of mental health, substance misuse, high risk pregnancy and domestic violence.
- In collaboration with service partners, develop and implement practice guidelines and training for establishing effective helping relationships for children, youth and their families accessing child safety and family support services.
- Strengthen the system of services and outcomes for children in care, building on recommendations from the Residential Services Review, with a strong focus on kinship care and on meeting the permanency and developmental needs of those in foster care, group care and youth transitioning out of care.

## Performance Measure 2: Families participating in Collaborative Planning and Decision Making processes

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of families participating in Collaborative Planning and Decision Making processes	5,522	8,350	9,800	10,900	12,000

Data Source: Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

## Discussion

By building upon their inherent strengths, families can increase their capacity to safely care for their children.

The ministry employs collaborative planning and decision-making (CPDM) processes to provide services and develop care plans for children and youth. These processes involve working collaboratively with the child or youth's immediate and extended family to ensure safety and effective planning.

Collaborative planning and decision making processes in this measure consist of:

- Family Development Response (FDR) –The Child Protection Response Model includes the use of FDR as an alternative to investigation. FDR is an approach that focuses on keeping a child safe while living in the family home and through the provision of services works to address safety issues by building on the family's strengths and support system.

- Family Group Conferencing — a formal meeting where members of a child or youth’s immediate family come together with extended family and members of the child’s community to develop a plan to care for the child or youth. Family Group Conferencing is a process designed to promote cooperative planning and decision-making and to rebuild a family’s support network
- Mediation — a process for working out disagreements with the help of a trained, neutral person (a mediator). Mediation is a process that helps people focus on the best interests of the child and work towards a solution that is acceptable to the people involved
- Family Case Planning Conferences - a strength based, solution focused process to provide families with input into planning for their children. They are effective in creating interim or short term plans and in generating an understanding of “next steps.” The process is used for planning at the initial stages of ministry involvement, while waiting for a Family Group Conference and in situations of family or parent/teen conflict.

This measure is the number of families who have been involved in collaborative planning and decision making processes. This measure has been changed from the *Revised 2011/12 – 2013/14 Service Plan* and expanded to include Family Case Planning Conferences (FCPCs), an emerging collaborative practice in the regions.

**Performance Measure 3: Children out of the parental home who are able to remain with extended family or community**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children having to leave their parental home who are able to remain with extended family or community	21.4%	24.4%	26.0%	28.0%	30.0%

Data Source: Management Information System/Social Worker System

**Discussion**

Permanent, stable relationships are a major determinant of whether children feel safe and secure and a fundamental element of well-being. If a child has to leave their parental home, the ministry or Delegated Aboriginal Agency (DAA) strives to place the child with people who know the child and will maintain a positive, life-long relationship with them, their families and communities, thereby minimizing disruptions to children and their families.

When a child needs to leave their parental home because they are at risk of abuse or neglect or are temporarily unable to live with their parents, the ministry or DAA can, if appropriate, arrange for an out of care placement with extended family or close friends which is an alternate care arrangement to foster care. If the child is admitted to care, they may be placed with foster parents who are relatives of the child.

This measure is the proportion of all children who had to leave their parental home and were placed in an out of care arrangement with a relative or a person with significant ties to the child, or a foster parent who is a relative.

**Performance Measure 4: Aboriginal children cared for through Aboriginal communities and providers.**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Of the Aboriginal children having to leave their parental home, the per cent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or aboriginal friends and family	56.8%	58.0%	59.5%	61.0%	61.5%

Data Source: Management Information System/Social Worker System and Resource and Payment System

**Discussion**

Aboriginal children are disproportionately represented in the child welfare system. Ensuring that Aboriginal children, who have had to leave their parental home, receive services through an Aboriginal service system strongly connects them to their culture and traditions. This may over time help to lessen the percentage of Aboriginal children in care.

Aboriginal children having to leave their parental home can receive culturally appropriate services either through a Delegated Aboriginal Agency or through the ministry. Of the Aboriginal children who had to leave to their parental home, this measure is the proportion of these children who are being served by Delegated Aboriginal Agencies, or are receiving ministry services delivered by Aboriginal foster care providers or Aboriginal friends and family.

**Performance Measure 5: Children in “out of home care” for at least two years who experience no change in placement**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children in “out of home care” for at least two years who experienced no change in placement	57.2%	59.3%	60.0%	60.5%	61.0%

Data Source: Management Information System/Social Worker System and Resource and Payment System

## Discussion

Stability is essential for children to develop a sense of belonging and identity as they cope with separation from their families. Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth, but minimizing moves while in care increases their sense of stability, identity and belonging.

In this measure, “out of home care” includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years.

### **Performance Measure 6: Children under a continuing custody order whose grade level matches their age**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age	78.8%	79.0%	79.5%	80.0%	80.5%

Data Source: Management Information System/Social Worker System and Ministry of Education enrolment data

## Discussion

Educational attainment is an excellent barometer of the overall well-being of a child. Furthermore, education is a key determinant of long term well-being and social inclusion. Additional challenges faced by vulnerable children and youth result in their being less likely in their adolescence to progress in school. The proportion of Children and Youth in Care under a Continuing Custody Order (CCO) whose grade level is as prescribed for their age is a good measure of whether the system of support for children under a CCO ameliorates the impact of these additional vulnerabilities.

The ministry’s measure complements the Government Strategic Plan measure “Percentage of socio-economically disadvantaged children whose grade level is as prescribed for their age” by focusing on the component of socio-economically disadvantaged children that the ministry can most affect — children in care under Continuing Custody Orders. (A Continuing Custody Order means that the director becomes the sole guardian of the child and the Public Guardian and Trustee becomes the guardian of the child’s estate.)

This measure is the percent of children under a Continuing Custody Order in school and who are at most five years older than their grade. For example, a child six years of age before the end of December of the school year is typically in grade one.



**Objective 1.5: Adoption Services**

**Children in care have an active plan for adoption as part of a permanency plan that supports safety, stability and lifelong relationships**

Children require a stable and continuous relationship with a nurturing person to maximize physical, social, emotional and intellectual development. If this relationship is not possible with the birth family or other out of care options, then permanency planning is the next step. Adoption is one option within the permanency planning process.

**Strategies**

- In collaboration with adoption community stakeholders and in line with other jurisdictions, begin an adoption recruitment and promotion initiative that includes options for greater profiling of children in care.
- Explore opportunities to increase culturally appropriate adoption placements for Aboriginal children through continued discussions with Delegated Aboriginal Agencies regarding adoption delegation.
- Identify where backlogs in adoption home studies may be occurring and implement a plan to clear up existing backlogs and maintain a timely response to prospective adoptive families on an ongoing basis.
- Realign adoption standards to emphasize guardianship responsibilities in relation to adoption and permanency.

**Objective 1.6: Youth Justice Services**

**Youth who are in conflict with the law will be supported, through an integrated, multi-disciplinary approach, to develop law-abiding and prosocial behaviour**

Youth justice services have three components – Youth Custody Services, Youth Forensic Psychiatric Services (YFPS) and Community Youth Justice Services – which assist youth to learn constructive skills, behaviours and attitudes that support healthy developmental outcomes, increased resiliency and law-abiding behaviour. Community based interventions include: restorative justice measures, intensive support and supervision programs, forensic psychiatric assessment and treatment services, day attendance programs that address school/employment/social skills and contracted community residential treatment and rehabilitative placements.

**Strategies**

- Improve gender-specific and gender-sensitive services for female young offenders.

- Improve programs and services for Aboriginal youth involved in youth justice services to better connect with their culture and community.
- Enhance programs and services to engage and involve families of youth involved with youth justice services.
- Incrementally develop and implement changes to service in response to federal amendments to the Youth Criminal Justice Act.

## **Goal 2: Achieve operational excellence to optimize the use of available resources to maximize services and supports to children, youth and families**

### **Objective 2.1: Programs and services are provided optimally using available human, information management and technology and financial resources**

Operational excellence depends on strong human resources, information and cost management functions. The ministry will use a Lean organizational approach to drive continuous improvement and focus on doing more with existing resources to ensure services are effective, client-centred, accessible, safe and appropriate.

### **Strategies**

- Incrementally develop, implement and report out on quality (effective, client centred, accessible, safe and appropriate services) and efficiency measures across the ministry's six service lines.
- Review and improve evidence informed standards and practice guidelines for all six service lines, targeted at improving outcomes against key presenting needs for children, youth and families to drive service design and delivery.
- Implement Service Quality and Operational Evaluations on a three year cycle for all services provided at the Local Service Area level.
- Establish a provincial Lean Promotion and Coordination Team to drive Lean strategic action.
- Continue to develop and implement the integrated case management system to support improved planning and information sharing among practitioners.

## **Goal 3: Build strong community, sector and academic partnerships to improve and deliver quality services**

### **Objective 3.1: MCFD has an engaged, skilled, well-led workforce, supported by collaborative partnerships, to drive service excellence**

The ministry is committed to achieving this objective by working in partnership with Delegated Aboriginal Agencies, community based agencies, sectoral representatives and academic institutions.

The implementation of a strong performance management and quality assurance system will support ongoing public reporting of results.

#### **Strategies**

- Engage children, youth and families, through the use of focus groups, to ensure proposed service improvements effectively meet their needs.
- Establish Community Partnership forums that include foster caregivers, service providers and other community partners to promote effective planning, service development, role clarity and relationships and improved services to children and youth in care.
- Develop provincial and regional partnerships between MCFD, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community to develop a shared strategic knowledge management and applied research agenda to improve the quality of services and contribute to knowledge of promising practices.

# Resource Summary

Core Business Area <sup>1</sup>	2011/12 Restated Estimates <sup>2</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
<b>Operating Expenses (\$000)</b>				
Early Childhood Development and Child Care Services.....	266,486	265,897	265,897	265,897
Services for Children and Youth with Special Needs.....	279,970	288,596	288,996	288,996
Child and Youth Mental Health Services.....	79,111	79,233	79,233	79,233
Child Safety, Family Support and Children In Care Services.....	498,706	497,386	497,386	497,386
Adoption Services.....	25,538	25,554	25,554	25,554
Youth Justice Services.....	48,390	47,075	46,675	46,675
Service Delivery Support.....	117,692	114,619	114,619	114,619
Executive and Support Services .....	14,798	14,931	14,931	14,931
<b>Total</b>	<b>1,330,691</b>	<b>1,333,291</b>	<b>1,333,291</b>	<b>1,333,291</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services.....	690	277	1,427	1,344
<b>Total</b>	<b>690</b>	<b>277</b>	<b>1,427</b>	<b>1,344</b>

Other Financing Transactions (\$000)				
Executive and Support Services (Human Services Providers Financing Program)				
Receipts.....	31	31	31	31
Disbursements .....	0	0	0	0
Net Cash (Requirements) .....	31	31	31	31

<sup>1</sup> The core business areas have been realigned to reflect the service delivery lines as outlined in the ministry's Strategic and Operational Action Plan.

<sup>2</sup> For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

# Ministry Contact Information

## General Ministry enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**  
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## Ministry Mailing Address:

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## Ministry's Regional Offices

### Coast Fraser

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Facsimile: 604 660-1090

### Vancouver Island

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Nanaimo BC V9T 6K2  
Telephone: 250 390-5454  
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### Interior

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### North

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Prince George BC V2L 3H9  
Telephone: 250 565-4367  
Facsimile: 250 565-4427

# Hyperlinks to Additional Information

## Ministry Links:

### About Us

[www.mcf.gov.bc.ca/about\\_us/index.htm](http://www.mcf.gov.bc.ca/about_us/index.htm)

### Contact Us

[www.gov.bc.ca/mcf/contacts.html](http://www.gov.bc.ca/mcf/contacts.html)

### Ministry's Homepage

[www.mcf.gov.bc.ca](http://www.mcf.gov.bc.ca)

### Family Roots Report

[www.mcf.gov.bc.ca/about\\_us/pdf/CFD\\_FamilyRoots\\_booklet.pdf](http://www.mcf.gov.bc.ca/about_us/pdf/CFD_FamilyRoots_booklet.pdf)

### Residential Services Review

<http://www.fcscbc.ca/sf-docs/resrev/resrevfindings.pdf>

### Publicly Reported Performance Measures

[http://www.mcf.gov.bc.ca/about\\_us/pdf/performance\\_2011.pdf](http://www.mcf.gov.bc.ca/about_us/pdf/performance_2011.pdf)

### Educational Experiences of Children Under a Continuing Custody Order report

[http://www.mcf.gov.bc.ca/foster/pdf/education\\_report\\_mar\\_2011.pdf](http://www.mcf.gov.bc.ca/foster/pdf/education_report_mar_2011.pdf)

### Ministry Regions

[www.mcf.gov.bc.ca/regions/index.htm](http://www.mcf.gov.bc.ca/regions/index.htm)

## Key Partners:

### Representative for Children and Youth

[www.rcybc.ca/content/home.asp](http://www.rcybc.ca/content/home.asp)

### Community Living British Columbia

[www.communitylivingbc.ca/](http://www.communitylivingbc.ca/)

### Ombudsperson

[www.bcombudsperson.ca/](http://www.bcombudsperson.ca/)

### Public Guardian and Trustee of British Columbia

[www.trustee.bc.ca/](http://www.trustee.bc.ca/)

