

**Ministry of
Children and Family Development**

**2014/15 – 2016/17
SERVICE PLAN**

February 2014



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Message from the Minister and Accountability Statement



I am honoured to present the *2014/15 - 2016/17 Service Plan* for the Ministry of Children and Family Development.

Dedicated ministry social workers make a positive difference in the lives of thousands of children and families in B.C. Each year, ministry services reach about 155,000 children and families, representing approximately 17 per cent of all B.C. children and youth. These are some of the most vulnerable children in B.C., often facing a range of complex challenges.

I want to extend my sincere appreciation to our staff and government partners who have worked so hard over this past year to improve the lives of children and their families in communities throughout the province. Over the coming year, we will continue to work together to strengthen services and help ensure the best outcomes possible for children and youth.

The *2014/15-2016/17 Service Plan* sees the ministry focusing on improving the quality of programs delivered across six key service areas: Early Years; Children and Youth with Special Needs; Child and Youth Mental Health; Child Safety, Family Support and Children in Care; Adoption; and Youth Justice.

This work includes moving ahead with the BC Early Years Strategy, our eight-year commitment to create child care spaces for children who need them, provide clear rules to ensure programs and services are high-quality and evidence-based, and enable greater parental choice, while also making child care more affordable for B.C. families.

The new Provincial Office for the Early Years opened this past January to ensure services across government and across B.C. are coordinated and effective. Government committed \$76 million to support the first three years of the strategy, including \$14.8 million in 2014/15 to help us create 1,000 new licensed child-care spaces. Starting in 2015, a new BC Early Childhood Tax Benefit will provide \$146 million annually to approximately 180,000 families with children under the age of six (up to \$55 a month per child).

Government commits more than \$70 million per year in prevention and intervention services and programs that benefit victims of domestic violence and other crimes. This year an additional \$1 million in Ministry of Justice civil forfeiture grants are helping projects throughout the province counter family violence and violence against women. Government funds more than 250 programs that help women and children affected by violence.

The Provincial Office of Domestic Violence – guided by its new three-year *Provincial Domestic Violence Plan* – will continue its important work of strengthening supports to women, children and families impacted by domestic violence, with a special focus on diversity, along with the needs of Aboriginal women, women with disabilities, and immigrant and refugee women. The plan includes a focus on providing an integrated, coordinated response to domestic violence and improving direct services for children, survivors and perpetrators.

The ministry is also focused on increasing the number of adoptions across the province. In the past five years, nearly 1,300 children have found permanent families through adoption. However, the need for more adoptive families continues as more than 1,000 children in B.C. are still waiting for a permanent home. We will be working with our partners in adoption to increase the number of home studies completed so that more families are approved to adopt a waiting child.

All children and youth deserve to grow up in a secure, safe and supportive environment – ideally with a family to nurture and support their ongoing growth and development. If this relationship is not possible within their birth families or caregivers, many could find a forever home through adoption.

In every aspect of ministry business, a key priority is to work with Aboriginal communities to provide direct services and improve outcomes for Aboriginal children and their families. We will continue the process of shifting the focus of contracts from governance to where it needs to be – on service delivery – so we can achieve our vision of Aboriginal children living in strong, healthy families and sustainable communities where they are connected to their culture and traditions.

Within the current fiscal climate, we will continue to ensure vulnerable children and families receive the critical, frontline services they need. The ministry is working with its partners in the social services sector to find efficiencies and innovative programs within our existing budget to benefit vulnerable children and families.

The ministry is working on streamlining a number of processes within everyday operations, including improving the way that child and youth mental health intakes are received, cutting red tape for child care providers and better addressing workload pressures within work units. This work is essential to ensuring that children have effective services that we can sustain over the long term.

The Ministry of Children and Family Development *2014/15 - 2016/17 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.



The Honourable Stephanie Cadieux
Minister of Children and Family Development
February 4, 2014

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Purpose of Ministry

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

Ministry Service Lines

Ministry services are complementary and families may access a combination of services delivered through the following service lines:

- **Early Years Services** support families with young children, provide prevention and early intervention services for higher risk children and their families and support parental choices about quality child care options.
- **Services for Children and Youth with Special Needs (CYSN)** promote the healthy development of children and youth with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- **Child and Youth Mental Health (CYMH) Services** offer a range of mental health services and supports to children and youth with mental health challenges and their families.
- **Child Safety, Family Support and Children in Care Services** include receiving, assessing, and responding to reports about a child's need for protection using the Child Protection Response Model, as well as providing prevention, intervention, support, and care services. Support is provided through referral to community services or offering support services to enable parents to effectively care for their children. In circumstances where support services are not adequate to enable parents to care safely for their children, placements in quality alternative living arrangements - preferably with extended family - are made for the care and development of children and youth until they can return to their families or transition to permanency.
- **Adoption Services** find permanent families 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 B.C. 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.

Canada is a signatory to the [UN Convention on the Rights of the Child \(UNCRC\)](#) which requires each province to ensure that the rights awarded to children and youth under this international agreement are reflected in legislation, policies, procedures, programs and services. This international agreement serves as the foundation for the development of the rights of children in care as outlined in [Section 70 of the Child, Family and Community Service Act \(CFCSA\)](#).

Provincially Delivered Services

The ministry organizational structure has been realigned to better support accountability and provide a platform for effective organizational management and reporting. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas which are made up of 47 Local Service Areas. In some service lines, locally delivered services are enhanced through a number of provincially delivered services including:

- Child Care Operating Funding and Child Care Subsidy
- Early Childhood Educator Registry
- Nursing Support Services, Autism Funding and Medical Benefits
- Provincial Services for the Deaf and Hard of Hearing
- Child and Youth Mental Health FRIENDS Program
- The Maples Adolescent Treatment Centre Services
- Provincial Adoption Services
- Youth Education Assistance Fund
- Youth Custody Services and Youth Forensic Psychiatric Services

Shared Resources

There are three programs that are shared resources with the Ministry of Social Development and Social Innovation:

- Social Sector Information Services Division – provides strategic and operational information management and information technology services, including implementing and supporting the Integrated Case Management (ICM) system;
- Intergovernmental Relations – manages and coordinates the ministries’ bilateral and multilateral intergovernmental relations with all levels of government; and
- Legislation, Litigation and Appeals – manages ministry-related litigation and provides legislation services.

Provincial Offices

The ministry is also the provincial lead in two major areas. The **Provincial Office of Domestic Violence** was created to coordinate government’s response to domestic violence and is housed within the ministry. It focuses on improving and strengthening the services, programs and policies across government that provide support to individuals and families affected by domestic violence. The Office also works with community anti-violence partners. In addition, the **Provincial Office for the Early Years** will be established by the end of the fiscal year 2013/14. This office will focus on improving the early years program and service delivery across ministries.

Delegated Aboriginal Agencies & Aboriginal Service Partners

The ministry provides services through a number of partners. The ministry works in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families. The vision is of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. Key partners in providing services to Aboriginal children and families are Delegated Aboriginal Agencies (DAAs) which, through the development of agreements between the

Province and Aboriginal communities, are given authority under the *Child, Family and Community Service Act* to provide child safety, family support, and children in care services and under the *Adoption Act*, adoption services. Further, the ministry works with Aboriginal communities and other Aboriginal service delivery partners to improve access to quality prevention and early intervention services to strengthen Aboriginal families and reduce the number of Aboriginal children coming into care.

Contracted Service Delivery Partners

In delivering its services, the ministry also works closely with a wide range of contracted community social service agencies and over 5,400 foster homes.

The ministry's partnerships, with the Federal Government, other provinces and territories, as well as other provincial ministries, ensure the provision of more integrated and coordinated cross-government services to children and families.

Guiding Legislation

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*
- *Adoption Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act (Canada)*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*
- *Mental Health Act*
- *Infants Act*
- *Family Law Act*



Strategic Context

Over the past few years, strategic priorities and key actions aimed at improving services to children, youth and families have given the ministry a strong foundation, a more well-defined structure and a clearer sense of purpose. MCFD will continue to pursue priority government initiatives, while making strategic and manageable changes to support practice and to make a difference for children, youth and families within a challenging context of fiscal realities and changing demographics.

Government Priorities and Minister's Mandate

Our Government is committed to building a strong economy in order to sustain strong public services for the citizens of B.C., services that include world class health care, education, skills training and social safety nets for those who need them. Along with its focus on job creation and investment in the province, these improvements will contribute to a strong economy and a secure tomorrow.

The Minister's [Mandate Letter](#) speaks to Government's priorities – including a balanced budget, the Early Years Strategy, accessible and effective services for children, youth and families, and regular meetings with the Representative for Children and Youth – and the commitment to continuously improve our social programs to ensure that children and families have the opportunities they need to be successful.

Economic Outlook

The Economic Forecast Council expects British Columbia's real GDP to grow by 2.3 per cent in 2014 and 2.7 per cent in 2015. Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the US economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

In response to this challenging economic environment, Government has made a commitment to control spending and has launched a core review of its responsibilities and structures to identify efficiencies and to drive forward regulatory reform and other red-tape reduction initiatives.

The ministry is supporting Government's overall fiscal discipline through effective budget management, undertaking process improvement activities as part of the cross-government Lean initiative and clarifying and prioritizing its strategic work. This repositioning and efficient use of our services supports our goal to make the best use of our resources.

Demographic Changes

MCFD currently provides services to about 155,000 children and their families, approximately 17 percent of the child and youth population under 19 years of age.

Aboriginal people in B.C. represent the fastest growing and most youthful demographic in the province. Between 2001 and 2006, the Aboriginal population in B.C. grew by 15 percent – more than three times the growth rate of the non-Aboriginal population. Children and youth aged 24 and under made up almost one-half (46 percent) of all Aboriginal people in the province, compared with 29 percent of the non-Aboriginal population.

There will continue to be a greater demand for services, as the child and youth population is projected to gradually increase each year. As well, there is an increase in complexity of needs for those requiring services and a greater need for specialized services. About six out of every 100 children and youth in B.C. have a significant special need, and most of those children receive ministry services. At the same time, the demand for services is increasing, especially in those program areas like nursing support services for extremely medically fragile children and autism services.

Oversight Agencies and Other Review Bodies

The ministry has established strong working relationships with a number of external oversight agencies and other review bodies, including the:

- **Representative for Children and Youth (RCY)**, who advocates on behalf of children and youth to ensure services meet their needs; independently reviews and investigates deaths and critical injuries of children and youth receiving services; releases reports uniquely focused on B.C.'s child welfare system, and; conducts independent audits and monitors and reviews government services. The Minister and ministry staff meet regularly with the RCY.
- **Child Death Review Unit of the BC Coroner's Service**, which reviews the deaths of all children age 18 and under in B.C. and uses those findings to prevent other deaths and improve the health, safety and well-being of all children in B.C.
- **Ombudsperson**, who receives inquiries and complaints about the practices and services provided by public agencies and can conduct impartial and confidential investigations to determine if a public agency is being fair to the people it serves.
- **Office of the Auditor General**, which is responsible for auditing most of government and can provide advice and recommendations for administrative improvement.
- **Public Guardian and Trustee**, which acts as the guardian of the estate of children and youth who are subject to a continuing custody order and does not have a typical review or oversight role but has issued a report discussing their role with children and youth in continuing care.

Goals, Objectives, Strategies and Performance Measures

The ministry's goals are aligned to three strategic themes: achieve service excellence, pursue continuous learning and growth, and achieve operational excellence.

Six performance measures appear in this Service Plan. However, many other performance indicators are tracked and are publicly available in the [Operational Performance and Strategic Management Report](#).

Goal 1: Improved outcomes for children, youth and families through accessible, safe and appropriate services

Objective 1.1: Early Years

Affordable, quality early years services are available to children and families who need them.



In response to key findings from public engagement on Early Childhood Development and Child Care services, the ministry is taking a more flexible and responsive approach to the changing needs of families through the provision of quality, affordable services and access to programs and services for children who need them.

With the creation of a Provincial Office for the Early Years, the ministry will lead the implementation of the BC Early Years Strategy and create service delivery approaches that will better support families with young children.

Strategies

- Implement a cross-ministry approach to better coordinate early years services, programs and decision making and move forward with the Early Years Strategy and its initiatives to improve the affordability, accessibility and quality of early childhood development, early learning and child care programs and services.
- Implement a provincially branded network of Early Years Centres across Service Delivery Areas to improve and coordinate the delivery of Early Years Services.

Objective 1.2: Services for Children and Youth with Special Needs

Children and youth with special needs will have access to a range of supports, benefits and funding

The ministry works in partnership with social sector partner ministries, Health, Education and Social Development and Social Innovation, as well as regional and community agencies to deliver accessible, high-quality intervention and support services to children and youth with special needs who require significant additional educational, medical/health and social/environmental supports to promote their healthy development, maximize their quality of life, assist their families as primary caregivers and support their full participation in community life.



Strategies

- To support young children with type 1 diabetes in school settings, collaborate with the Ministries of Health and Education to develop and implement provincial standards, training material and policies to support the delegation of insulin administration. Delegation of insulin administration by Nursing Support Services Coordinators will begin in September 2014.
- Based on the results of the therapy mapping project and stakeholders' consultations, identify opportunities for increased integration of programs across the pediatric therapy service delivery system including options for organizing and administering School-aged Therapy (SAT) services.
- Achieve short and long-term operational and policy improvements in the Medical Benefits Program, based on the suggestions of the external Medical Benefits Working Group, comprised of representatives of the contracted therapy agencies professional groups involved in submitting medical benefits requests and professional colleges involved in regulating relevant medical professions.

Objective 1.3: Child and Youth Mental Health Services (CYMH)

Mental health services for children and youth will be accessible and effective.

The ministry delivers mental health services to children and youth under 19 years of age through community-based Child and Youth Mental Health teams, the Maples Adolescent Treatment Centre and Youth Forensic Psychiatric Services as well as community-based substance-use intervention services

for youth involved with the justice system.

Strengthening child and youth mental health services is one of the ministry’s strategic initiatives, involving significant changes that are being developed and implemented in collaboration with families, Aboriginal communities, staff, service delivery partners and other key stakeholders to ensure better-coordinated quality services. The focus over the next few years will be on improving access to services, managing wait-lists, providing additional supports to families who are navigating the system and improving transitions between community and youth and adult services.

Strategies

- Improve the steps that families take initially to access CYMH services.
- Increase consistency of practice by confirming treatment services provided by community CYMH teams across the province.
- Implement transition protocols between youth and adult mental health services at the community level, and between hospital and community-based mental health services.

Performance Measure 1: Number of tele-mental health sessions.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Total number of tele-mental health sessions	24	120	125	135	145	160

Data Source: BC Children’s Hospital

Discussion

Tele-mental health sessions increase access to psychiatric consultation closer to home for children and youth living in rural and remote areas through direct clinical tele-health consultations with psychiatrists located at BC Children’s Hospital in Vancouver.

These sessions have been a positive experience for children, youth and families, providing expedient access to high quality psychiatric consultation without the cost of time away from work and long distance travel. Timely consultation has reduced waiting times and provided support to remain in community based care or transition into in-patient services as needed. Clinicians report tele-mental health services support them in their assessment and treatment planning. This measure is an indicator of the growth of tele-health practice.

Additional performance measures for CYMH are under development, for example to accurately measure wait times. Steps are underway to improve accuracy and consistency of data collection across the province.

Child Safety, Family Support and Children in Care Services

Objective 1.4: Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs.

A number of families need extra support to provide safe and nurturing care for their children. Under the *Child, Family and Community Service Act*, child welfare workers assess every report about a child's need for protection and respond through the Child Protection Response Model with a variety of approaches including: Family Development Response (FDR), Child Protection Investigation Response and Youth Services Response. The ministry employs collaborative planning and decision-making processes to ensure safety and effective planning.



Services range from family service supports to supporting requests for kinship care placements and meeting the needs of children and youth in care, including their needs for permanency.

The ministry will also continue planning and consulting with Delegated Aboriginal Agencies (DAAs) and other Aboriginal partners in the development of a consistent policy and practice framework for all Aboriginal children. Work will continue with Aboriginal community stakeholders to promote culturally appropriate permanency planning for Aboriginal children in care.

Strategies

- Implement revised Child Protection Response Model policies and conduct training for MCFD and DAA staff affected by the changes.
- Strengthen DAA/MCFD Planning Committee processes and structures in Service Delivery Areas to support full collaboration and accountability to provide seamless services for Aboriginal children, youth and families receiving services under the *Child, Family and Community Service Act*.
- Complete training for all MCFD and DAA social work staff on the renewed Care Plan template to be used in planning for children in care.
- Provide resources and support for working with children and youth with complex care needs.

- Acting on the recommendations of the Residential Review Project, a joint review of residential care services provided by the ministry:
 - Develop community residential care and treatment resource plans,
 - Initiate Caregiver Support Networks, and
 - Initiate implementation of a recruitment and retention strategy for foster caregivers.
- Review post majority services and supports in collaboration with other sector partners and the private sector to better support young adults up to age 24 who are transitioning from care or youth agreements.
- MCFD will continue to work collaboratively across government to identify opportunities to engage with communities to address issues rooted in poverty, inclusive of community strategies.

Performance Measure 2: Ratio of Family Development Responses to Investigations.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Ratio of Family Development Responses to Investigations	0.46	2.2	3.8	4.8	5.7	6.7

Data Source: Integrated Case Management System

Discussion

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

Family Development Response (FDR) is used 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. This response does not include determining findings of abuse or neglect but does involve an assessment of safety.

This performance measure compares the use of FDR to the use of investigations. The ratio rises as the use of FDR increases and the use of investigations decreases. For example, a ratio of 0.5 means that the number of completed FDRs was half the number of completed investigations. A ratio of 1.0 means that an equal number of FDRs were completed relative to the number of completed investigations. A ratio of 2.0 means that twice as many FDRs were completed than investigations.

The introduction of the Child Protection Response Model in April 2012 resulted in a dramatic increase in the use of FDR. Under the new practice model, FDR is the primary pathway for responding to screened-in child protection reports and is preferred over a Child Protection Investigation when:

- The circumstances do not involve severe physical abuse or severe neglect as indicated by the Screening Assessment Tool; and
- The parent(s) are able and willing to participate in collaborative assessment and planning.

Performance Measure 3: Aboriginal children cared for through Aboriginal communities and providers.

Performance Measure	2008/09 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Of the Aboriginal children having to leave their parental home, the percent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	53.2%	61.2%	62.8%	63.5%	64.0%	64.5%

Data Source: Management Information System/Social Worker System, Integrated Case Management 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 their parental home, this measure is the proportion of those 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 4: Children in “out of home care” for at least two years who experience no change in placement.

Performance Measure	2008/09 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Percent of children in “out of home care” for at least two years who experienced no change in placement	54.1%	62.1%	62.6%	63.1%	63.6%	64.1%

Data Source: Management Information System/Social Worker System, Integrated Case Management 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.



The breakout table below provides more in-depth information about moves. The first line speaks to the numbers of moves of children in out of home care. The second line speaks to the stability of children in their first year of care. Children and youth in care are far more likely to move in their first year of care. Preventing moves in this first year provides greater stability throughout their total stay in care.

	Did not Move 2012/13	Moved Once 2012/13	Moved 2 or more times 2012/13
Percent of children in “out of home care” for at least two years by number of changes in placement	62.1%	19.5%	18.4%
Percent of children and youth in care during the first year of care by number of changes in placement	67.6%	22.9%	9.6%

Performance Measure 5: Children under a continuing custody order whose grade level is appropriate for their age.

Performance Measure	2010/11 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Percent of children in care under continuing custody orders whose grade level is appropriate for their age	78.8%	82.2%	82.6%	83.1%	83.5%	83.9%

Data Source: Management Information System/Social Worker System, Integrated Case Management 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 physical and developmental challenges and experiences of trauma that vulnerable children and youth face result in their being less likely in their adolescence to progress in school. The proportion of children and youth in care whose grade level is appropriate for their age is a good measure of whether the system of support for children in care ameliorates the impact of these additional vulnerabilities.

This measure is the percent of children in care and in school, 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

Facilitate timely adoption placements for children and youth in permanent care

Children and youth 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 extended family members, then permanency while in care is the next step. Adoption is one of the available permanency planning options.

Strategies

- Engage guardianship social workers and adoption social workers to ensure high compliance in care plans and transition to adoption planning for children in care.

Performance Measure 6: Children and youth with adoption plans who have been placed.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Percent of children and youth with adoption plans who have been placed	12.3%	12.5%	13.9%	17.0%	20.1%	23.3%

Data Source: Adoption Management System

Discussion

The ministry is aware that children who have permanent placements in a timely manner have much better outcomes than those who remain in care. The ministry is focusing its efforts to address barriers and successfully increase the number of children gaining permanency through adoption and find adoption placements in a more timely manner.

This new measure shows the number of children who are placed for adoption within the fiscal year as a percentage of all the children in care who have a plan for adoption. While a plan for adoption is

developed once it is decided that adoption is the best long term plan for a child in care, placement occurs when a child first moves in with prospective adoptive parents. An adoption order is only granted once all legal issues are addressed and a successful six month placement has occurred.

Objective 1.6: Youth Justice Services

Youth who are in conflict with the law or who have significant psychiatric and behavioural difficulties will be supported through an integrated, multi-disciplinary trauma informed approach.

Youth Justice Services is comprised of Youth Custody Services and Community Youth Justice Services. These services assist youth to learn constructive skills, behaviours and attitudes that support healthy developmental outcomes and increased resiliency. Youth can also access services from Youth Forensic Psychiatric Services and Maples Adolescent Treatment Centre, which are part of the provincial Child and Youth Mental Health service network that provides an array of direct residential and community services for youth and their families. Other 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

- Continue to implement trauma informed practices that are gender sensitive, culturally responsive, engage families and communities, and focus on teaching youth self-management skills.
- With justice system partners, explore ways to educate youth justice personnel on issues related to cyberbullying, particularly in cases where the behaviour is of a serious enough nature to warrant criminal charges.

Objective 1.7: Improve and strengthen government's response to domestic violence.

The Provincial Office of Domestic Violence is the permanent lead for the B.C. Government, focused on strengthening the services and supports available for children and families affected by domestic violence. The office is accountable for ensuring all provincial services, programs and policies related to domestic violence are effective and delivered in a coordinated way across government. It is also the responsibility of the office to monitor, evaluate and regularly report out on the effectiveness and progress of services, programs and initiatives aimed at addressing domestic violence.

Strategies

- Produce a final progress report for *Taking Action on Domestic Violence in British Columbia*.

- Coordinate the implementation of actions listed in year one of the three-year provincial plan *Provincial Domestic Violence Plan* to continually improve and strengthen the effectiveness of domestic violence services, programs and policies.

Goal 2: An engaged, skilled, well-informed and well-led workforce.

Objective 2.1: Strategic use of resources



The ministry is committed to improving outcomes for children, youth and families by implementing an effective performance management framework that will increase public reporting on ministry performance and support ongoing, meaningful examination of existing programs and services to facilitate measurable action on improvement. Establishing a performance management framework will support the ministry in measuring progress and moving forward with its strategic agenda.

As well, employee health and wellness is being integrated into the culture, operations and service strategy of the ministry through actions that address employee engagement and communication, health and wellness, recruitment and hiring, career development and training and work environment and tools.

Strategies

- Continue to implement and evaluate the clinical supervision training modules.
- Continue the cultural competency training program.
- Continue implementation of a healthy workplace strategy.
- Continue to develop and broaden the reporting of outcomes and operations in the Operational Performance and Strategic Management Report.

Goal 3: Achieve operational excellence.

Objective 3.1: Standardize and improve efficiency of procedures and processes.

Operational efficiency depends on strong information, cost and contract management, and continuous improvement. The ministry's strategic projects will focus strongly on consistency, accountability and improved stakeholder relationships. The implementation of continuous improvement approaches, including the use of Lean, will support staff to standardize and improve the efficiency of procedures and processes across the ministry, and support the consistent delivery of programs and services throughout the province.

Strategies

- Surpass Public Service Agency requirements for ministry Lean projects and staff training.
- Strengthen procurement and contract management processes for DAAs, community social service agencies and foster care providers/caregivers.
- Complete the final phase of the Integrated Case Management project

Resource Summary

Core Business Area	2013/14 Restated Estimates ¹	2014/15 Estimates ²	2015/16 Plan	2016/17 Plan
Operating Expenses (\$000)				
Early Years Services	256,021	267,611	301,912	301,912
Services for Children and Youth with Special Needs³	301,428	301,477	301,477	301,477
Child and Youth Mental Health Services	78,707	78,831	78,831	78,831
Child Safety, Family Support and Children in Care Services	498,120	499,554	494,663	494,181
Adoption Services	26,543	26,563	26,563	26,563
Youth Justice Services	46,127	46,200	46,200	46,200
Service Delivery Support	119,166	117,558	122,449	122,931
Executive and Support Services	18,704	18,625	18,625	18,625
Total	1,344,816	1,356,419	1,390,720	1,390,720
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	1,352	1,040	1,040	1,040
Total	1,352	1,040	1,040	1,040

Core Business Area	2013/14 Restated Estimates ¹	2014/15 Estimates ²	2015/16 Plan	2016/17 Plan
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 Source (Requirements)	31	31	31	31

¹For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

²Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

³The ministry has received ongoing funding for Services for Children and Youth with Special Needs, for caseload.

Appendices

Appendix A: Ministry Contact Information

General Ministry Enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

About Us

www.mcf.gov.bc.ca/about_us/index.htm

Contact Us

www.gov.bc.ca/mcf/contacts.html

Ministry's Homepage

www.mcf.gov.bc.ca

Residential Services Review

www.fcssbc.ca/sf-docs/resrev/resrevfindings.pdf

Operational Performance and Strategic Management Report

http://www.mcf.gov.bc.ca/about_us/pdf/mcfd_opsm_mar_2013.pdf

Integrated Case Management

www.integratedcasemanagement.gov.bc.ca

Key Partners:

Representative for Children and Youth

www.rcybc.ca/content/home.asp

Community Living British Columbia

www.communitylivingbc.ca/

Ombudsperson

www.bcombudsperson.ca/

Public Guardian and Trustee of British Columbia

www.trustee.bc.ca/

