



Organizational and Operational Review of Child, Youth and Family Services

Prepared for the Department of Health and Community Services

March 2007

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Background and Scope

- Deloitte Inc. was retained by the Department of Health and Community Services in October 2006 to undertake an organizational and operational review of child, youth and family services (CYFS).
- The scope of the analysis included the Child, Youth and Family Services system at both the regional and provincial levels. Specifically, it involved a high level review of:
 - The roles and responsibilities of various positions (rather than individuals) involved in child, youth and family services at the four regional integrated health authorities (the Authorities or the regions) and the Department of Health and Community Services (the Department) including reporting structures;
 - The relationship between the Authorities and the Department in relation to, but not limited to, the findings of the Turner Review and Investigation; and,
 - The tools and processes that support child, youth and family services including clerical support, IT, HR and information sharing, as well as the potential for new technologies to facilitate the work.
- The scope was limited to operational and organizational matters, and excluded any clinical matters.
- The consultant agreed to submit a draft report to the Minister of Health and Community Services by December 31, 2006. Validation and feedback sessions were then completed with the Directors of CYFS and many others from the regions and the system in January, 2007 leading to this final report.
- In an effort to more fully address the issues raised in the Turner Review and Investigation, the Department is undertaking additional initiatives to address elements other than organizational and operational matters. Those other initiatives are outlined on the following page.

Background and Scope (cont'd)

Other Initiatives Underway or Planned

High Risk Case Review	Each region completed a review of all high risk cases. Regions report learnings from this review for future planning. The Department has asked the regions to provide updates on specific initiatives to address the learnings from the high risk case review.
Family Services Review	The Department is engaging a consultant to conduct an independent review of the Family Services Program.
Classification Review	A consultant has been hired to examine the impact of classification on the recruitment and retention of CYFS social workers, particularly in the Protective Intervention Program.
Legislative Review	The Department, in consultation with the Department of Justice, will undertake a review of the <i>Child, Youth and Family Services Act</i> in response to the recommendations in the Turner Review and Investigation.
Policy Review	The Department will complete the integration of its two policy manuals and continue to review and update policies, including revisions related to the recommendations of the Turner Review and Investigation.
Public Awareness	The Department will complete a public awareness campaign on child maltreatment and family violence, including an emphasis on duty to report through the Provincial Violence Prevention Initiative.
Information Sharing and Confidentiality	The Department, in consultation with the Department of Justice, is reviewing information sharing and confidentiality policies and practice.
Training and Professional Development	The Department is developing a training and professional development plan for social workers and supervisors/managers in the CYFS program.
Expert Consultation	Consultation with Centre of Excellence for Child Welfare at the University of Toronto is required.

Approach

- In completing our analysis, Deloitte solicited extensive input from the following sources:
 - Collected data and information from past studies and reviews related to Child, Youth and Family Services;
 - Conducted interviews and focus groups with approximately 200 individuals in the four regions and the Province. Interviews and focus groups were conducted at all levels of the organizations and were completed in person in each region and in the Department;
 - Collected reports, information and data from the regions and the Department concerning current practices and initiatives;
 - Conducted working sessions with senior managers responsible for CYFS in each region, Directors of CYFS in each region, and senior management in the Department responsible for CYFS;
 - Administered an on-line questionnaire to all CYFS social workers across the Province; 156 social workers out of 293 surveyed responded;
 - Interviewed the Office of the Child and Youth Advocate; and,
 - Interviewed representatives from New Brunswick, Ontario, and British Columbia regarding provision of CYFS in their jurisdictions.
- The findings from these efforts, and the resulting recommendations, are provided in this report.

About this Report

- This report is divided into seven sections:
 - Section 1 – Background, Scope and Approach, serves to set the foundation for the organizational and operational review of CYFS, outlines the scope and breadth of the review, and presents the steps executed as part of the review.
 - Section 2 – CYFS – History and Current State, describes how CYFS has evolved to the present state, highlighting key milestones.
 - Section 3 – Learning from Others, summarizes the findings of two information gathering initiatives:
 - A) Social worker questionnaire administered to all CYFS social workers; and,
 - B) Interviews with selected other jurisdictions.
 - Section 4 – Ideal Work Environment for CYFS, presents five inter-connected elements of an ideal work environment, which all must be present in order to have a well functioning system.
 - Section 5 – Regional Analysis of Elements of Ideal Work Environment, documents the findings, by region, with respect to the five elements of the ideal work environment for CYFS and assesses the current state of each of the four regions. Furthermore, the section presents conclusions and recommendations for CYFS in addition to the Department in the context of the five elements.
 - Section 6 – Summary of Recommendations, draws out the key recommendations from the organizational and operational review of CYFS that will serve to guide the system in moving toward the ideal work environment.
 - Section 7 – Appendices (under separate cover), presents additional information not captured in the body of the report, including detailed analysis and interpretation of the social worker questionnaire results broken down by region and years of experience in current role.

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Child, Youth and Family Services Act

- With its proclamation in 2000, the *Child, Youth and Family Services Act (CYFS Act)* replaced the *Child Welfare Act* which had its statutory basis rooted in legislation drafted some 50 years ago. Prior to the proclamation of the *CYFS Act*, it was recognized that a statute which allowed for intervention with children under the age of 16 and their families only at the time of crisis was no longer appropriate for today's children, families and communities. Therefore, the Bill represented a significant shift in the legislative framework in that it recognized the need for a) enhancement of services to youth and families; b) investment in prevention and early intervention strategies; c) client participation in decisions which affect them; d) partnerships with community in supporting the safety, health and well-being of children; and e) timely responses to children who are maltreated.
- The new *CYFS Act* is designed to enable interventions of government and boards to begin earlier and be collaborative with families and communities to mitigate and address child maltreatment preventing problems in the future rather than in the past.
- One of the guiding principles for the *CYFS Act*, which forms the essence of the Bill, is that "the overriding and paramount consideration in any decision made under this Act shall be the best interests of the child".
- The new directions of the Bill include:
 - Clearly articulating specific principles such as adopting the preference for prevention and early intervention services;
 - Outlining a continuum of family services that range from prevention to crisis intervention;
 - Expanding services to youth aged 16 and 17;
 - Introducing alternate dispute resolution mechanisms;
 - Emphasis on identifying children who require protection;
 - Court provisions, including limiting the periods of time that children can be in care;
 - Focusing on placing children in care within their own communities and with relatives;
 - Outlining accountability mechanisms including the Minister's Advisory Committee and the regional Custody Review Committees;
 - Modifying the delivery of services such that the Regional Health Authorities would have the responsibility in each region to administer the *CYFS Act* and provide services to children, youth and their families; and,
 - Appointment of Regional Directors of Child, Youth and Family Services responsible for the delivery of services and legal custody of children in care.
- Overall, the concept of the *CYFS Act* is one of incremental change. That is, by resolving the problems of families through increasing their nurturing ability and by developing communities to become supportive, children will be safer. Furthermore, by meeting those needs of children resulting from their unsafe circumstances, the impacts of having lived in an unsafe environment will be mitigated.

Elements of Child, Youth and Family Services

Essentially, the CYFS program works with children, youth and families to increase safety, reduce risk and support families in areas where they are vulnerable or experience difficulty to promote the overall well being of children.

CYFS consists of the following four program areas:

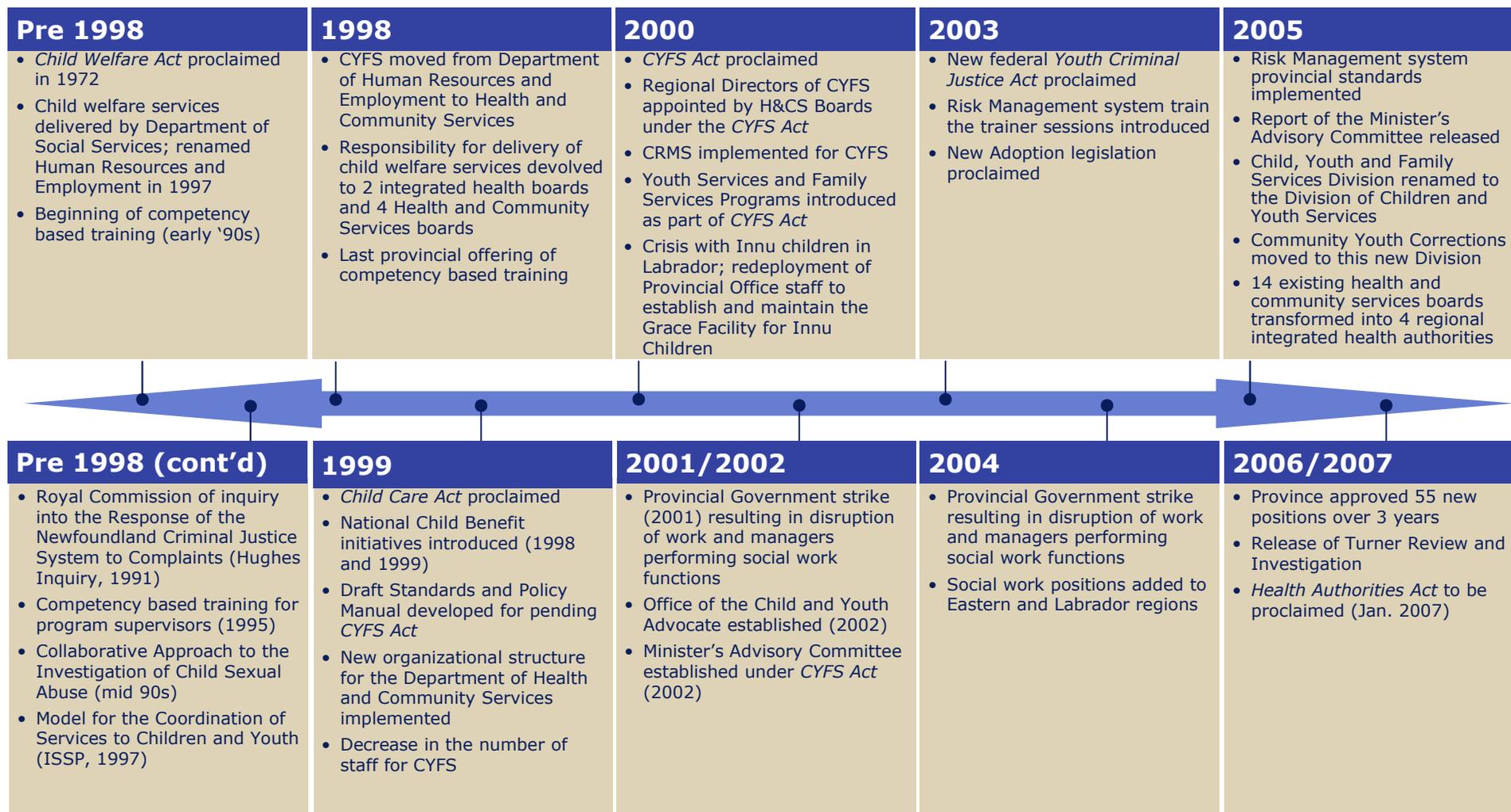
Child Protection /Protective Intervention	Includes the investigation, assessment and intervention for children up to the age of 16 who are determined to be at risk of maltreatment as defined by Section 14 of the <i>CYFS Act</i> .
Foster Care/In Care	Includes the provision of a safe alternate living arrangement when the child cannot reside in their family home. In care includes voluntary care, interim orders, temporary custody to continuous custody. The Caregiver (Foster care) program is responsible for the recruitment, assessment, training and support of Caregivers.
Family Services	Includes earlier intervention services to families to promote the safety, health and well being of a child, promote strengths in families, and reduce the risk of maltreatment, improve parenting, prevent removal of a child from his/her parent, and support communities to meet the needs of children and families. The program consists of the <i>Child Welfare Allowance Program, Family Support Services, and Voluntary Care Agreements</i> .
Youth Services	Includes the provision of residential and other support services (i.e. financial, counseling) to youth ages 16 and 17 who cannot remain in their family home due to reasons of maltreatment or because they have no parent or person willing or able to provide care for the youth. The primary goal of the Youth Services program is the safety, health and well being of youth. In keeping with this goal, supports can be provided to the youth and their family to maintain the family unit. Where a youth was previously in care of a director, he/she can remain in the Youth Services program until they are 21 years of age (or school leaving, whichever comes first).

About CYFS

- Like many other programs and services provided under the umbrella of health and community services, the CYFS program is experiencing a number of challenges, including:
 - Significant changes in demand for the program – increases in family violence, growing mental health and addictions challenges, etc.; and,
 - As a legislated program, it is important that it be applied consistently across the Province.
- Unlike many other programs and services provided under the umbrella of health and community services, except Community Youth Corrections, the CYFS program is unique for several reasons:
 - Services are **mandated** under the *Child, Youth and Family Services Act*. The regional health authorities do not have the discretion to decide not to provide a particular service in their region.
 - Clients are primarily **involuntary**. Except for Family Services, they are clients of the system not because they choose to be, but because there is a legislated requirement.
 - There is **no ability to wait list**. Children cannot be left in a situation where their personal safety, health or well-being is compromised, due to lack of resources in the system.
 - There is **overlap of clientele** between CYFS and other program areas such as Community Youth Corrections and Adoptions. In addition to CYFS, social workers often have responsibility for program delivery in various programs.
- As a result of these factors, those working in the system work in an exceedingly difficult and stressful environment. The work never stops and it never waits. The work is unpredictable. Workers and managers in several regions report that demand is growing (most notably for Child Protection), due in part to an increase in referrals from community and schools following the release of the Turner Review and Investigation.
- Professionals who perform this difficult and stressful work are generally not welcomed in the communities and homes where they provide their services. These factors represent the nature of the work, and are **beyond the control** of those directing and providing the services.
- What is **within the control** of those directing and providing the services is to ensure that those providing the services have the tools and processes in place to allow them to provide the best possible service to the children, youth and families of Newfoundland and Labrador. And those services can be provided within a structure that is clear, well understood, and provides accountability.
- The Turner Review and Investigation, and other reviews of CYFS completed in recent years (most notably the report of the Minister's Advisory Committee on the Operations of the *Child, Youth and Family Services Act*), identified the fact that some of those controllable factors are not in place. Deloitte's review concurs and identifies recommended changes to the system.

History of CYFS

In order to appreciate the current state of the CYFS program, it is critical to understand the history of that program within the Province. There have been a number of key milestones in the history of this program.



There has been a cumulative impact of these significant changes in legislation, policy, administrative structure and critical reviews over the past decade. They have taken their toll on the system.

The Implications of the History

- Some individuals working in the system today believe that the CYFS program should be “brought back into government”, as a line Department on its own or associated with another Department.
- As is obvious from the previous page, the CYFS program has undergone significant change in recent years – legislative change, administrative structural change, reviews of performance, leadership changes, etc.
- Given the magnitude of the changes over the years, and the recency of the last major structural change (i.e. the move to the current form of regionalization in 2005), Deloitte felt it was inappropriate to evaluate the effectiveness of the administrative structure at this time. It typically takes 5-10 years for organizations to adjust to changes of this magnitude – before people begin to see the benefits of the change and no longer grieve for what they have lost. Reviewing almost any change after only two years will typically result in questioning whether the change was the right thing to do.
- Surprisingly, individuals in several regions are already beginning to see the benefits of being part of an integrated structure. They believe they are able to provide better service to children, youth and families as a result of being part of the current structure. They are hoping, for the sake of the population they serve, that we allow that structure to reap the inherent benefits and not return to “the good old days” – which were, by all accounts, not very good.
- While Deloitte recognizes the challenges of having CYFS associated with large, complex, integrated organizations, we understand the rationale and believe it has merit. We see tremendous advantages to the clients you serve in having a focus on integrated services. In fact, we believe the system has advantages over many of the systems we have seen elsewhere in Canada. While the current system in Newfoundland and Labrador has many challenges, similar challenges are being experienced by other jurisdictions with very different administrative structures. In fact, we do not attribute the current challenges in NL to the administrative structure. We believe the key is to make the needed investment in resources to deliver on your legislated mandate.
- With that as background, Deloitte did not examine the devolved regional structure or the association of the CYFS program with the Department of Health and Community Services, but rather examined how to optimize CYFS within the current regional integrated structure.

Current Responsibilities for CYFS

The *CYFS Act* describes the responsibilities for CYFS, as summarized below. As can be seen in the provincial and regional reporting structures, the Minister of Health and Community Services is the only common position of authority between the Department and the Authorities.

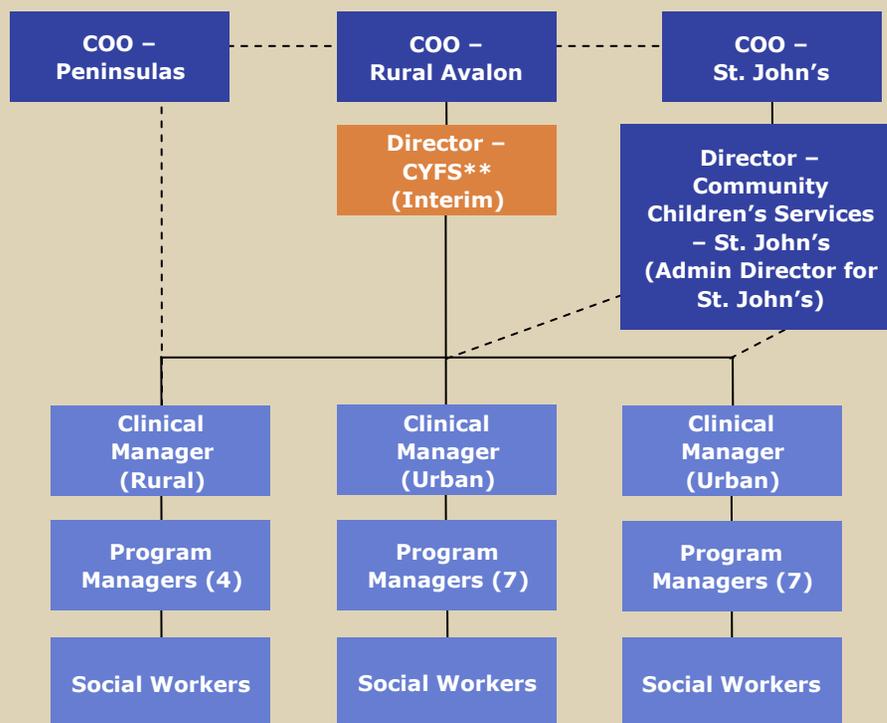
Department of Health & Community Services

Regional Integrated Health Authorities

Reporting Structure	Responsibilities	Reporting Structure	Responsibilities
<pre> graph TD A[Minister of Health and Community Services] --> B[Deputy Minister of Health and Community Services] B --> C[Assistant Deputy Minister of Public Health, Wellness & Children & Youth Services] C --> D[Provincial Director of Child, Youth & Family Services] D --> E[Manager] E --> F[Program Consultants] </pre>	<ul style="list-style-type: none"> Under the <i>CYFS Act</i>, Lieutenant-Governor in Council appoints provincial director responsible for: <ul style="list-style-type: none"> Establishing province-wide policies, programs and standards; Monitoring, evaluation and research of the established policies, programs and standards; Province-wide, computerized CYFS information system; Representing the province in inter-provincial and territorial and other discussions and agreements; and, Advising and reporting to the minister on matters related to CYFS. Minister may direct the board to take action if the minister believes that the Director of CYFS at the board is not carrying out duties and responsibilities. Accountability mechanisms include the Minister’s Advisory Committee and the Custody Review Committee. 	<pre> graph TD A[Minister of Health and Community Services] --> B[RIHA Board Chair] B --> C[RIHA CEO] C --> D[VP/COO Responsible for Child, Youth & Family Services] D --> E[Director of Child, Youth & Family Services] E --> F[Managers] F --> G[Social Workers] </pre>	<ul style="list-style-type: none"> Under the <i>CYFS Act</i>, each board appoints a director of CYFS to exercise the powers and perform duties (note: Labrador may appoint one additional director).

Current State of CYFS, Eastern Region

Interim Structure (since Oct 2006)

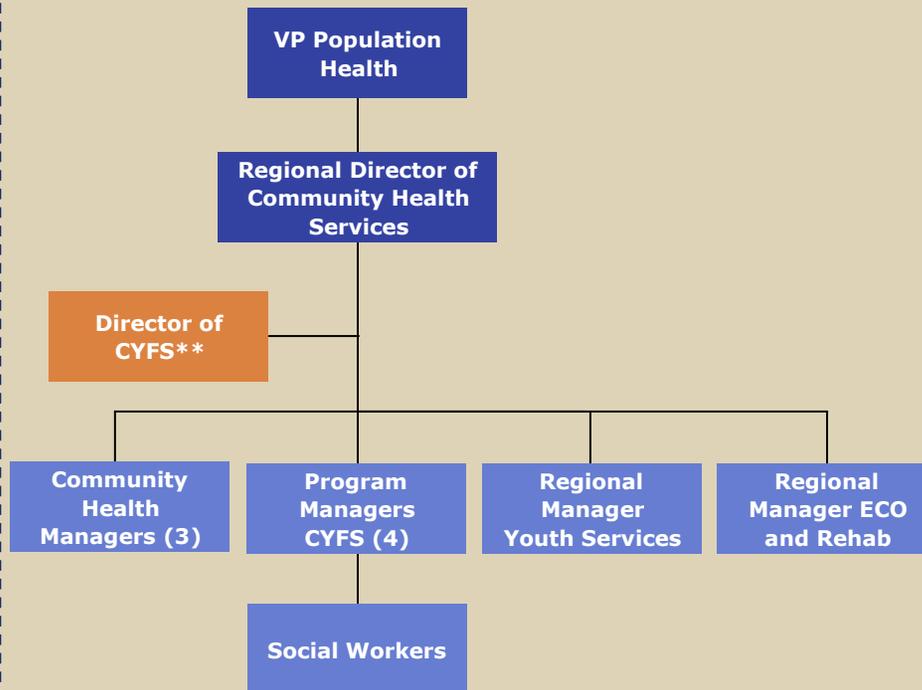


- Eastern Region represents the integration of seven health and community services organizations that took place in April 2005; two of the former organizations delivered CYFS, one in rural and one in urban. It is now an \$850 million region with over 11,000 staff and physicians
- Over 150 FTEs deliver the CYFS program (note that some also deliver Corrections and Adoptions services), three quarters of which are social workers
- Until recently, there was one legislated Director of CYFS, and a second director responsible for rural Eastern; while a single Director of CYFS was recently appointed under an interim structure, the region continues to function as two distinct groups – St. John's and rural (have begun to look at some issues from a regional perspective, i.e. recruitment, orientation, safety)
- There is also a Director of Community Children's Services who provides administrative leadership for CYFS in St. John's only
- The interim organization is organized around geography, with managers responsible for workers in particular offices
- Next Steps, a program introduced in St. John's in 2001, put in place geographically-based multidisciplinary teams to improve quality and accessibility of services to clients
- This region has more interaction with the Office of the Child and Youth Advocate than any other region
- There are a number of unique practices in place in Eastern Region:
 - The clinical manager role has been developed to support program managers and enhance their clinical supervision skills
 - Dedicated on call resources in urban
 - Dedicated CRMS resource in rural
 - Float pool of workers
- This region was most directly affected by the Turner Review and Investigation. Morale, particularly in St. John's, is extremely low

** Legislated role

Current State of CYFS, Western Region

Current DRAFT Structure (December 2006)

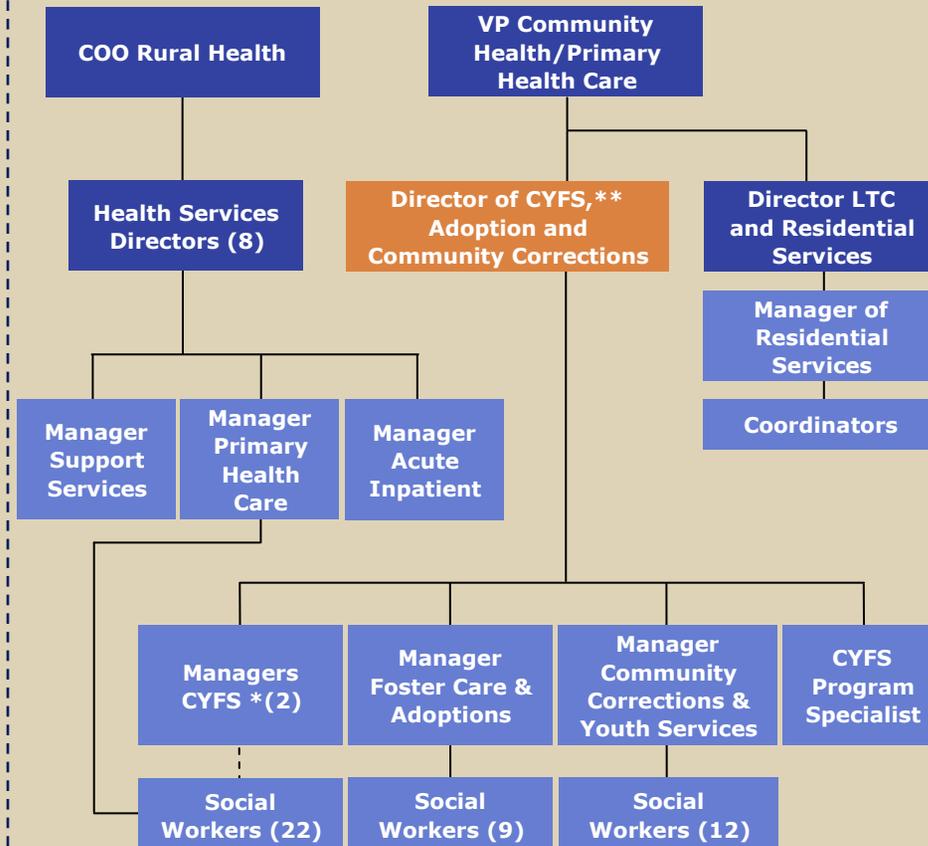


- The Western Region represents the integration of two health and community services organizations that took place in April 2005; it is now a \$217 million region with almost 3,000 staff and physicians
- Almost 60 FTEs deliver the CYFS program, 70% of which are social workers
- The current organization structure reflects the region's focus on integration and coordination of programs and services to support residents of Western Newfoundland in achieving the highest level of health and well being possible
- The Regional Director is responsible for ensuring an integrated approach is taken to service delivery
- The legislated Director of CYFS reports to the Regional Director
- Program Managers within CYFS are organized geographically, i.e. responsible for offices in certain geographies
- The Draft Strategic Plan identifies the need to evaluate the current organization structure
- There are a number of unique practices in place in Western Region:
 - A regional director is responsible for integrating services to children and youth
 - Protocols are being developed to guide effective coordination of services for families receiving child protection services
 - An "orientation record" has been developed to identify and track necessary orientation activities for all new hires in CYFS
 - A Professional Practice Framework, with its council structure, has been developed to lead the development of professional practice
 - An Employee Wellness Program is well developed and promoted within the region
 - Comprehensive Quality Improvement and Risk Management Frameworks have been developed and are well supported by annual environmental scans

** Legislated role

Current State of CYFS, Central Region

Current Structure (Implementation is In Progress)



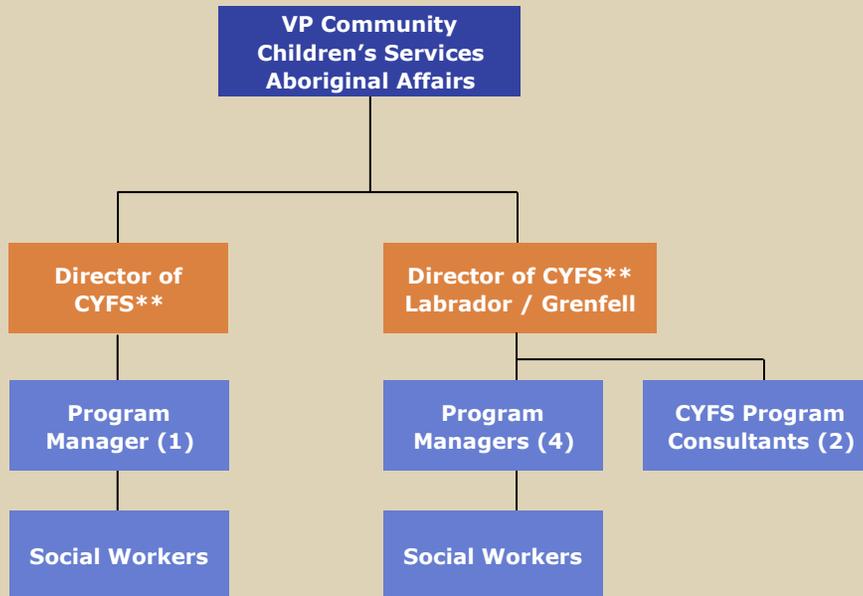
- Central Region represents the integration of 3 health boards that took place in April 2005; it is now a \$217 million region with approximately 3100 staff and physicians
- 64 FTEs deliver the CYFS program, 45 of which are social workers
- The matrix organization structure being implemented reflects the region's desire to provide integrated services to a population as well as the desire to have CYFS managers more focused on clinical supervision and less on administrative matters
- Under the matrix structure, social workers will report operationally to Primary Health Care (PHC) Managers who are responsible for salaries and travel and will have a dotted line relationship to the CYFS manager. PHC Managers will report to Health Services Directors, who are responsible for the population of a geographic area
- Social workers will continue to report clinically to their CYFS manager
- There are plans in place to evaluate the effectiveness of this new structure
- There are a number of good and emerging practices in place in Central Region:
 - Developed, in a collaborative manner, a strategic plan including a vision for CYFS
 - Developed individual training plans for CYFS workers
 - A residential coordinator was recently appointed to coordinate responsibility for caregiver home recruitment; working to develop a database of caregivers for inclusion in CRMS; will attempt to match needs of child to caregiver
 - Recently created financial assessment/social work assistant role
 - Considering float pool to assist with coverage challenges
 - Prepared guidelines for case documentation
 - Commenced wellness initiative in '04, that includes worker safety
 - Region-wide orientation on Risk Management available on video
 - In process of recruiting a training/staff development coordinator

*Note: in Gander, Grand Falls and Gambo, there are no Health Services Directors. Social workers report operationally and clinically to CYFS manager.

** Legislated role

Current State of CYFS, Labrador-Grenfell Region

Current Structure



- The Labrador-Grenfell region services two very different populations – aboriginal and non-aboriginal children, youth and families; the *CYFS Act* allows for two Directors of CYFS
- The issues being experienced by families in aboriginal areas are often community issues rather than family issues
- The region is structured organizationally around geography and program managers are responsible for all programs within CYFS within their geography
- The region represents the regionalization of two health and community services organizations in 2005; it is now an \$83 million region with almost 1,000 staff and physicians
- 61.75 FTEs are budgeted to deliver the CYFS program, 24 of which are social workers
- There are a number of unique practices in place in Labrador-Grenfell Region:
 - Developed orientation checklist for all new hires
 - Community Social Worker is paired with CYFS social worker in Innu region
 - Proposed finance organizational structure includes the addition of a budget analyst that would support Regional Directors by providing variance reporting
 - Developed extensive policies and procedures outlining key program decisions for each CYFS program area and the CYFS staff person who is authorized to make such decisions. Similarly, developed comprehensive policy for delegation of authority for CYFS programs

**** Legislated role**

Some Notable Quotes

In completing this organizational and operational review, Deloitte had the opportunity to sit with dozens of social workers, managers and directors to hear first hand about working in the CYFS program. A few quotes that reflect the essence of what we heard are provided below.

From Social Workers

- You wake up scared
- The work consumes your life
- The system is broken
- The liability is huge; everyone is afraid to make decisions
- Supervisors are even more scared than we are
- Since Turner, I'm unclear if I should make the same decisions I used to make
- I'm embarrassed to be part of CYFS since Turner
- We're lucky something else hasn't happened
- Child protection is referred to as a death sentence
- It is a privilege to be able to change the life of a child
- I wouldn't want to be doing anything else
- I love this work – the clients, the children and being out in the community
- I like best the level of appreciation from my clients for the service provided

From Managers and Directors

- Little of what social workers are doing today is social work
- 5-year manager: I've never had a performance appraisal and I've never done one
- Social workers don't make decisions anymore
- We have developed a culture of dependence with our social workers; they are getting reared the same way their managers were reared
- They're just trying to get it done
- I get great support from my fellow managers
- This work and this place (Labrador) grows on you
- I love child protection work – I can't see myself doing anything else

What's Working Well

Much has been written about CYFS. Most documents describe the challenges associated with the system, the resource shortages, etc. Despite the challenges – which are very real – there are a number of areas that are positive within the CYFS program today and are worthy of mention.

Children, Youth & Families

Workers and managers are committed to the children, youth and families of NL.

The *Child, Youth and Family Services Act* is supported in the community and within the CYFS system for its philosophical approach which promotes best practice in child welfare.

Colleagues

Social workers and managers in the regions, as well as consultants and managers in the Provincial Office, enjoy working with, and feel supported by, their colleagues.

Senior Managers

Senior managers in the regions responsible for CYFS are generally believed to understand and support CYFS.

Risk Mgmt

The Risk Management System, as a concept, has been embraced by the regions, and is informing their activities.

Summary

- CYFS is a complicated program operating in a complex and constantly changing environment.
- Similar programs across North America are experiencing similar challenges.
- The previous pages provide important context within which the remaining sections of this report should be reviewed.

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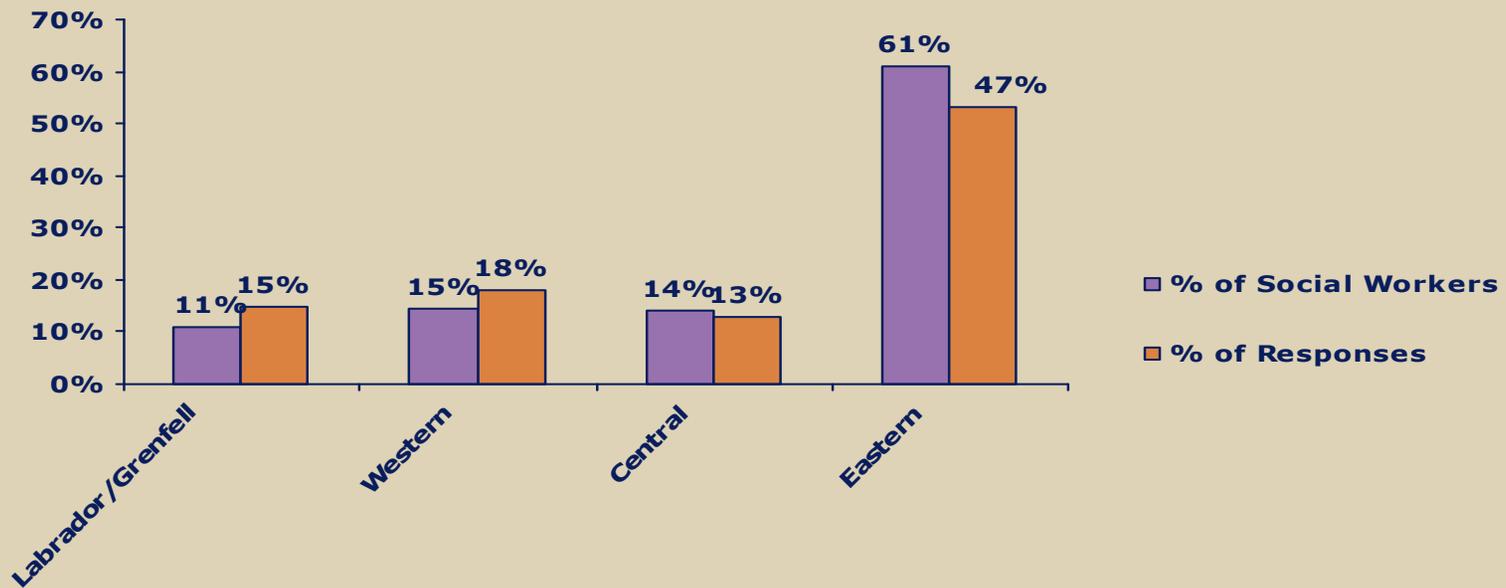
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Learning from CYFS Social Workers

- The site visits to the four regions allowed for significant input from all levels of the regional organizations, including social workers. Focus groups were conducted with social workers in eight sites. Given the large number of CYFS social workers throughout the Province, it was impossible to solicit in-person input from everyone. Consequently, the decision was made to invite 100% of CYFS social workers to provide input by responding to an on-line questionnaire.
- The anonymous on-line questionnaire was administered to all CYFS social workers in NL from November 28 to December 4, 2006.
- 293 social workers were invited to respond, and 156 responded, resulting in a very good response rate of 53%.
- The following section presents the results for all regions, reflecting the views of all respondents.
- Analyses were also conducted to determine if there were significant differences by region, and by years of experience in the social workers' current role. The results of those analyses are detailed in Appendices A and B and key points are provided in the pages that follow.

Respondent Profile

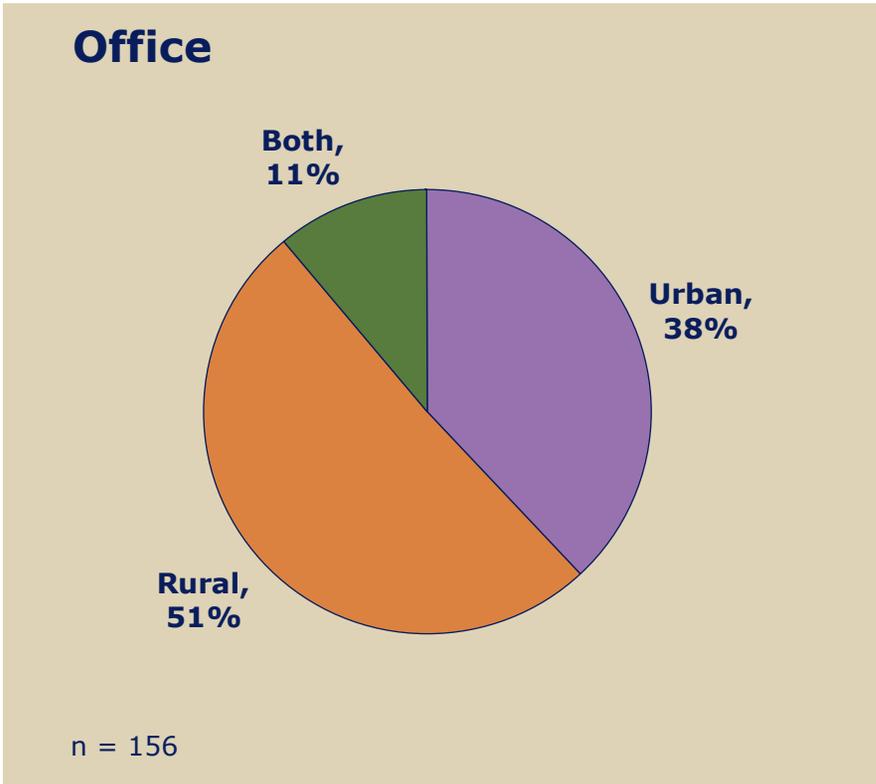
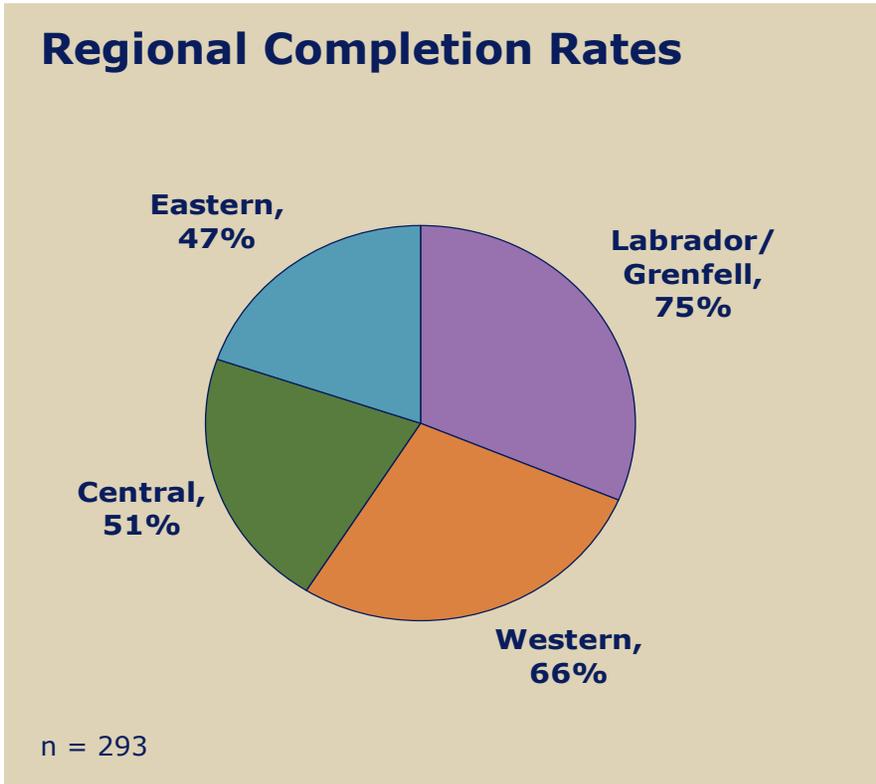
Regional Representation



n = 156

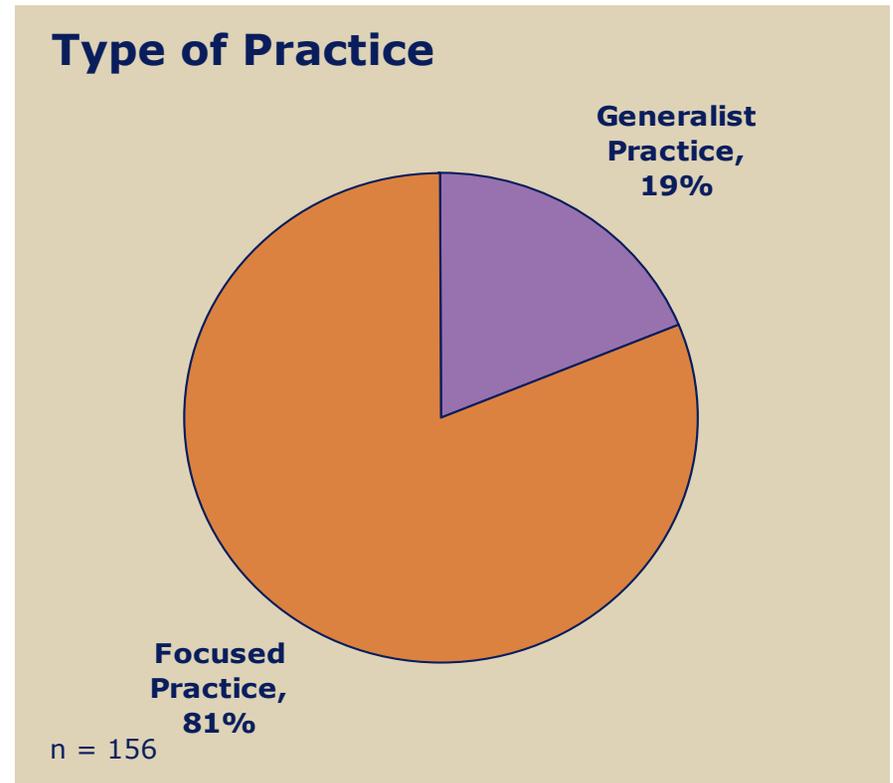
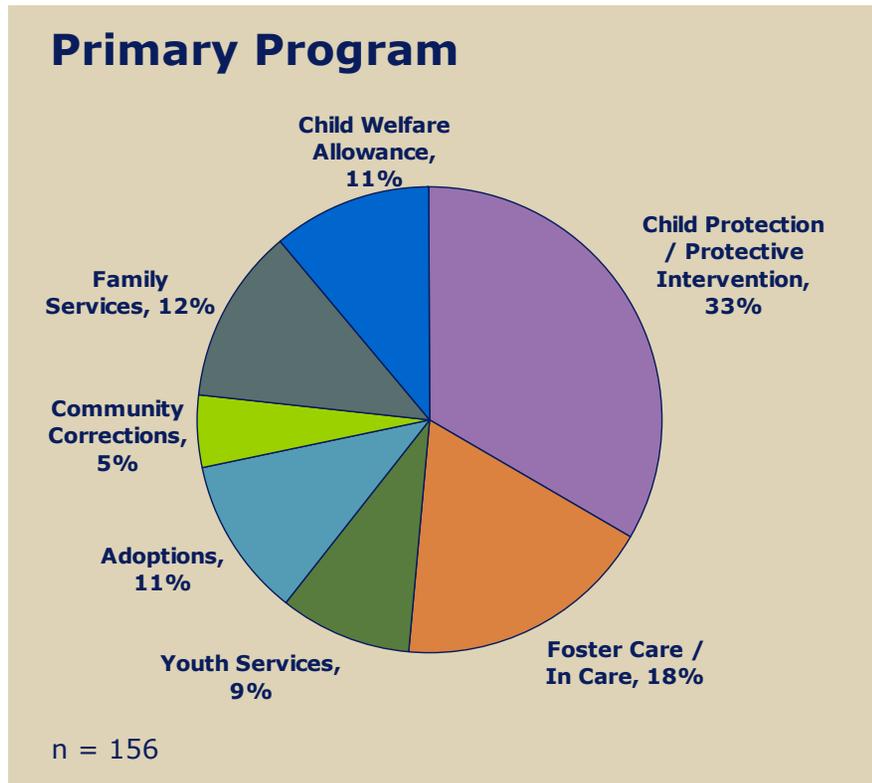
Survey responses are representative of the social workers in NL.

Respondent Profile (cont'd)



Response rates were strong in all regions and results reflect social workers in both urban and rural offices.

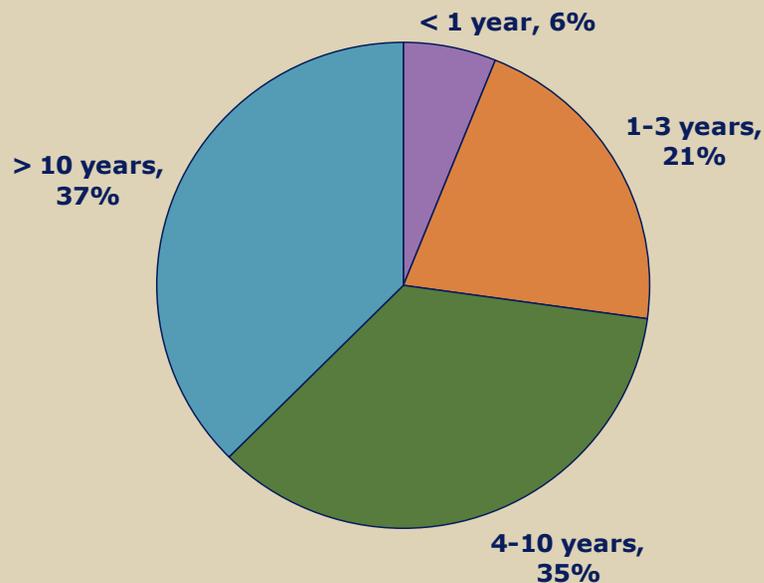
Respondent Profile (cont'd)



All programs within CYFS were represented and most social workers focus in a particular area. Most general practitioners are in Labrador-Grenfell.

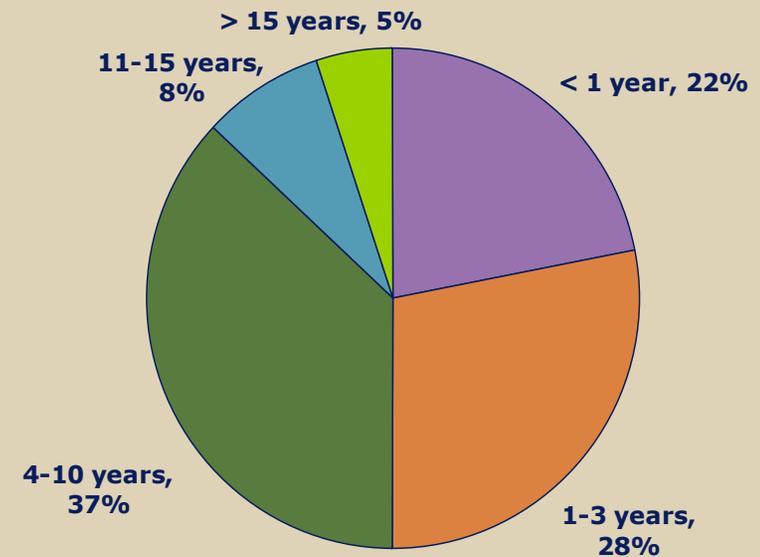
Respondent Profile (cont'd)

Length of Time Practicing Social Work



n = 156

Time Spent Acting in Current Role

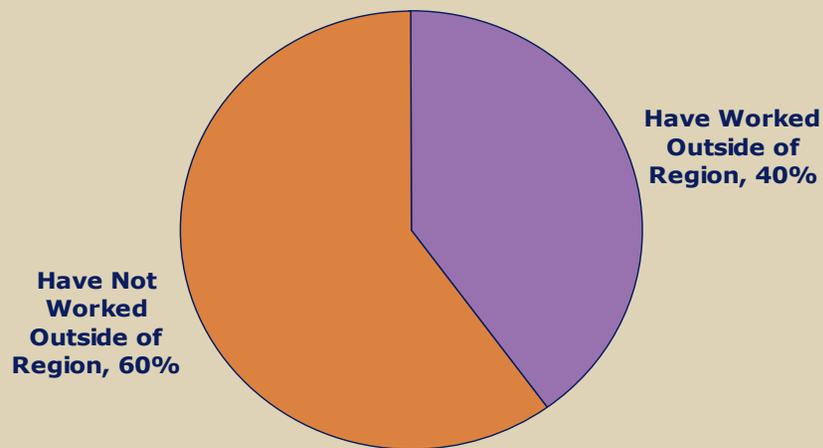


n = 156

On average, social workers who responded have been practicing social work for 8.6 years and in their current role for 5.2 years. Only 6% of respondents have been practicing less than one year. Labrador-Grenfell is far below average, illustrating their high turnover.

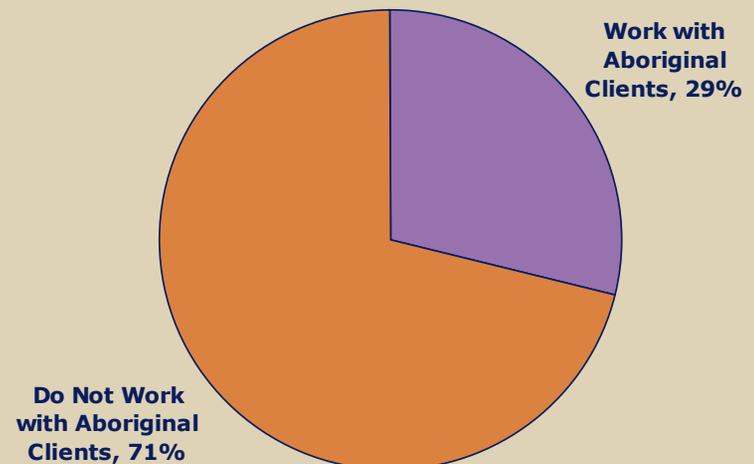
Respondent Profile (cont'd)

Percentage of Social Workers that have worked outside of their current Region



n = 156

Percentage of Social Workers that work with Aboriginal clients



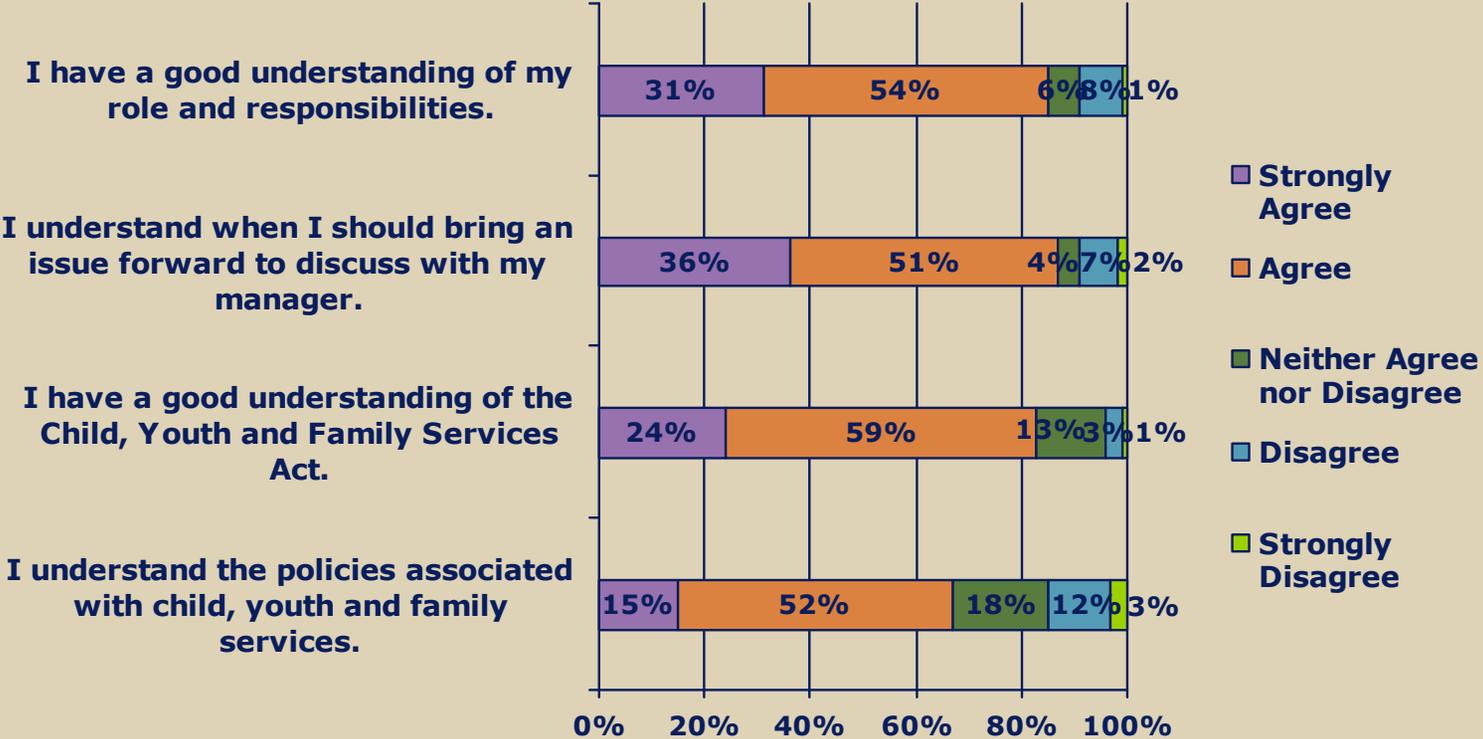
n = 156

Four in ten social workers have worked outside their current region, which can provide the opportunity to import ideas from elsewhere.

The majority of social workers who work with Aboriginal clients are from Labrador-Grenfell.

Roles and Responsibilities

How strongly do you agree or disagree with the following:



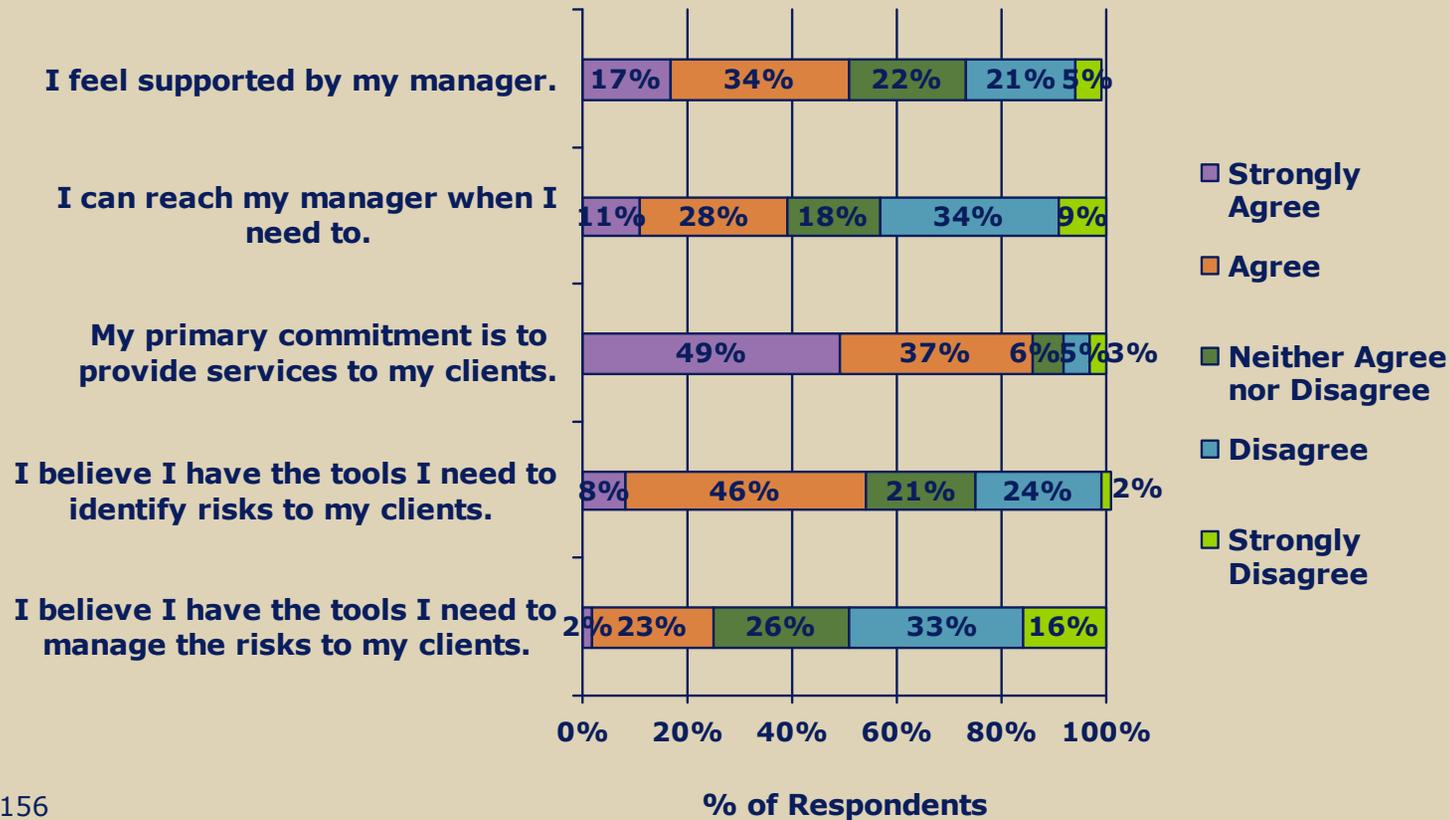
n = 156

% of Respondents

Most social workers have a reasonably good understanding of their role, when to bring issues forward, and the *CYFS Act*. They do not have as strong an understanding of *CYFS* policies.

Support and Commitment

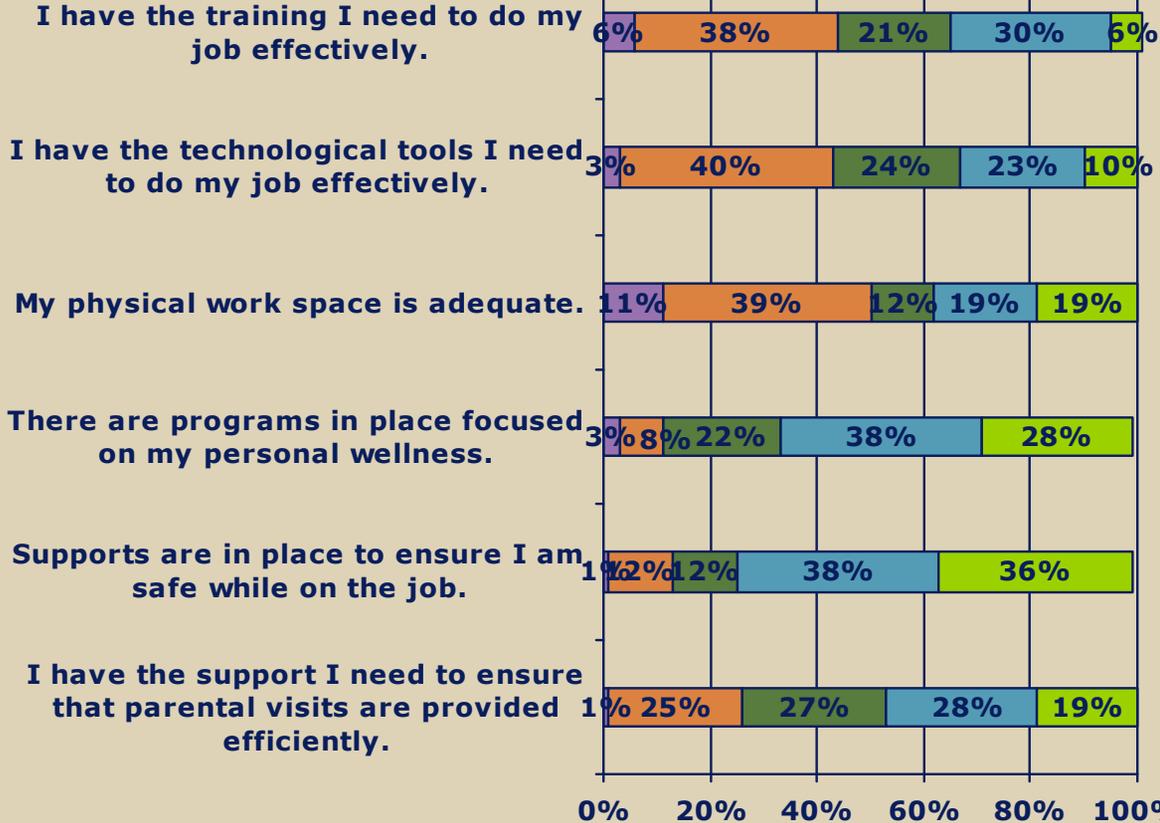
How strongly do you agree or disagree with the following:



Not all social workers feel supported by their manager or feel they have access to their manager. Workers' commitment to clients comes across strongly. While over half of social workers feel they have the tools to identify risks to their clients, only 25% believe they have the tools to manage risks.

Support and Commitment

How strongly do you agree or disagree with the following:



- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

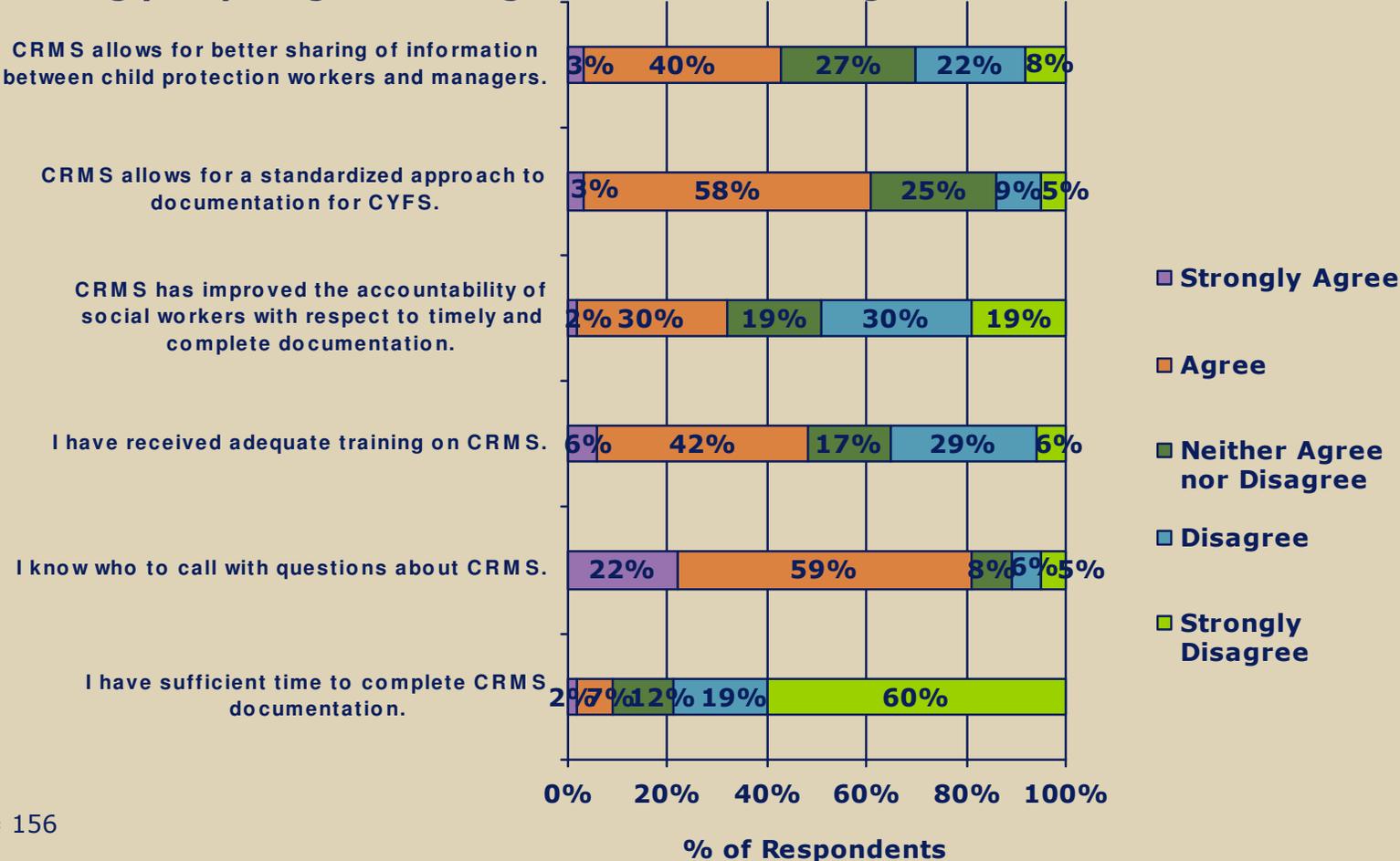
n = 156

% of Respondents

Less than half of social workers feel they have the training, the technological tools and the work space they need to do their job effectively. Far fewer believe there are supports for personal safety or wellness. Parental visits are an issue for many social workers.

Client and Referral Management System (CRMS)

How strongly do you agree or disagree with the following:



Social workers are most positive about knowing who to call with questions about CRMS and most negative about having time to complete CRMS documentation.

CRMS

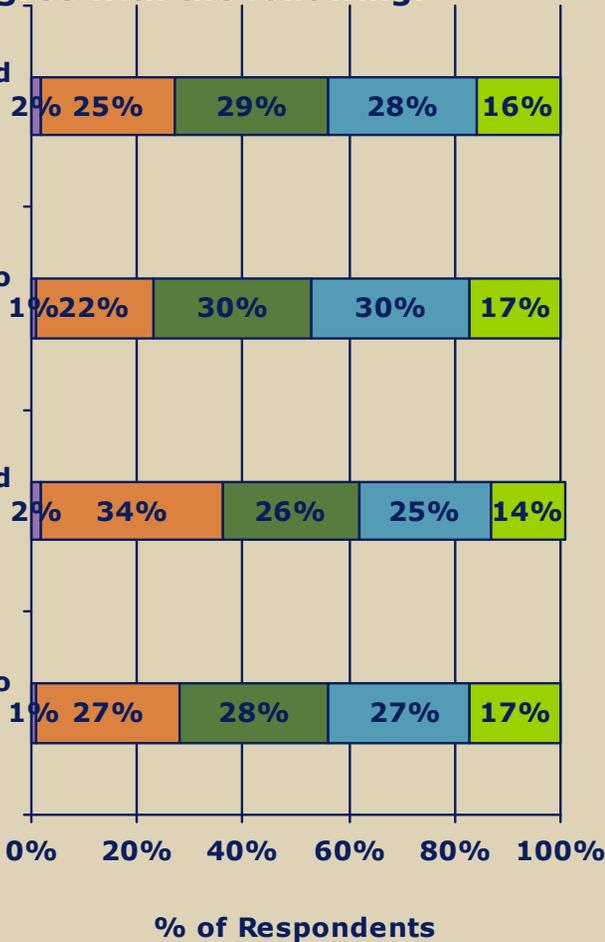
How strongly do you agree or disagree with the following:

I have the technical support I need to utilize the computerized risk management system.

I have the program support I need to utilize the computerized risk management system.

I have the technical support I need to utilize the computerized case management system.

I have the program support I need to utilize the computerized case management system.



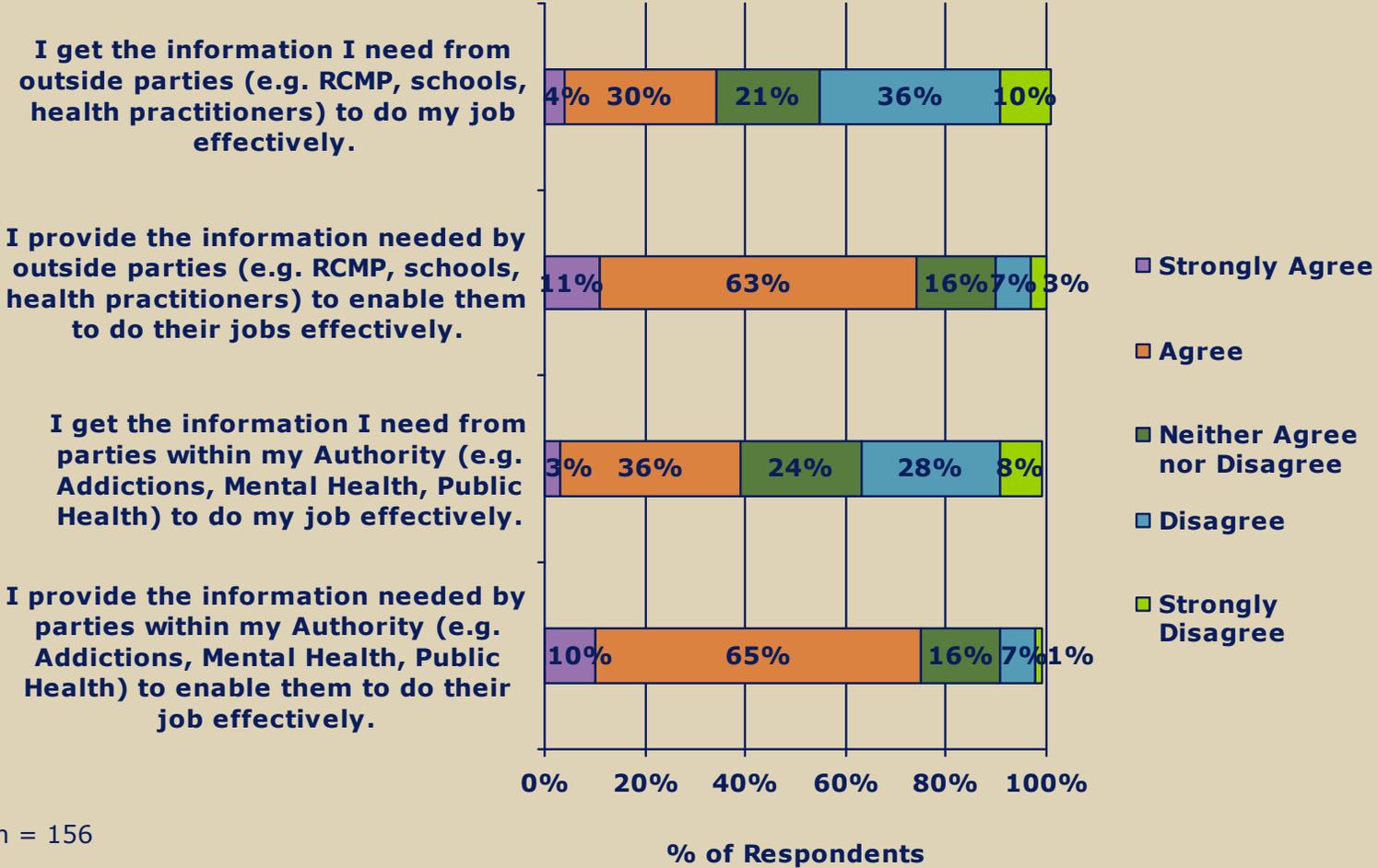
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

n = 156

Social workers do not have the support they need to optimize their use of the computerized tools.

Information Sharing

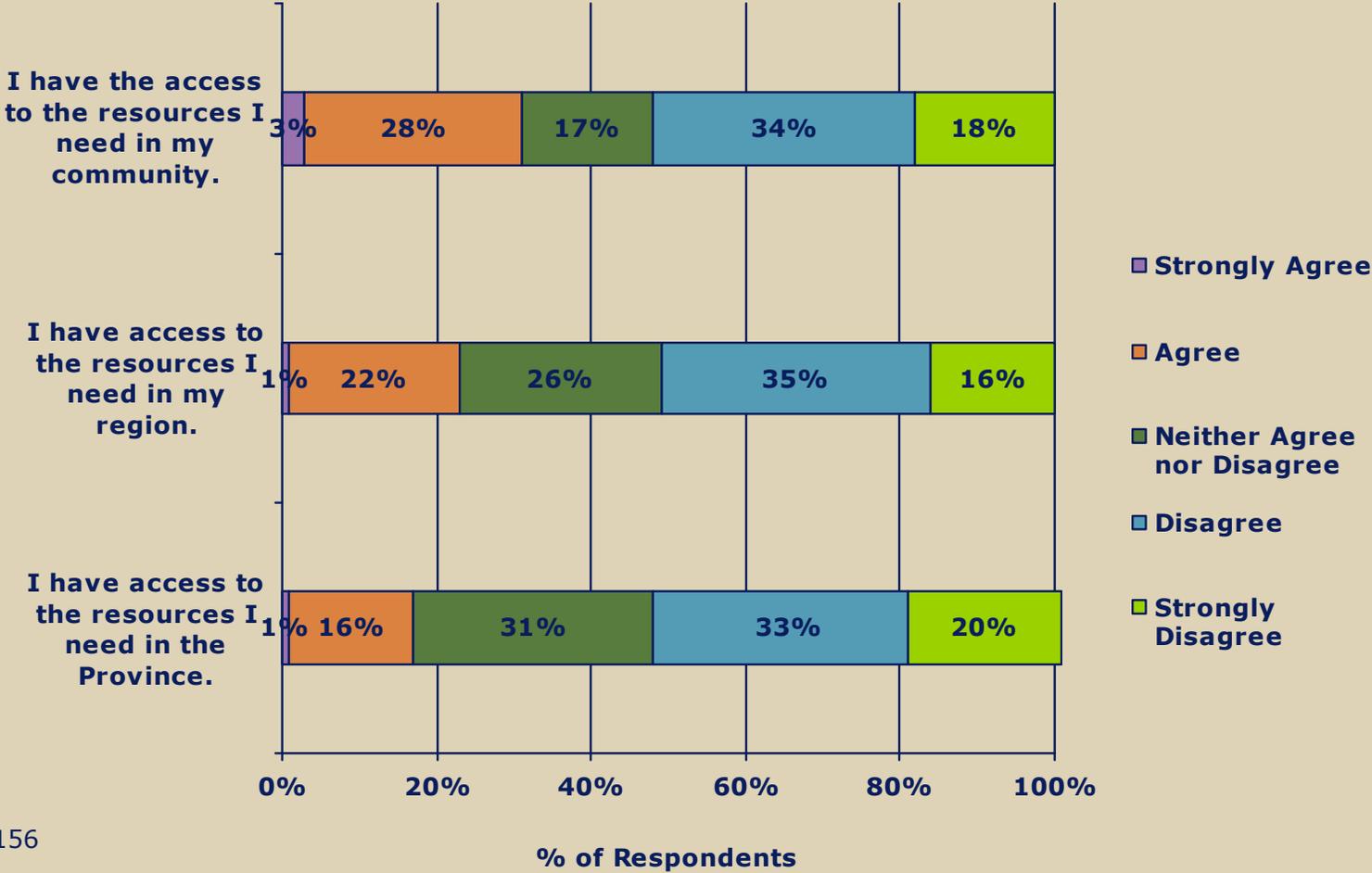
How strongly do you agree or disagree with the following:



Social workers believe they are not getting the information they need to do their jobs effectively. They believe they are providing information more readily than they are getting it.

Access to Resources

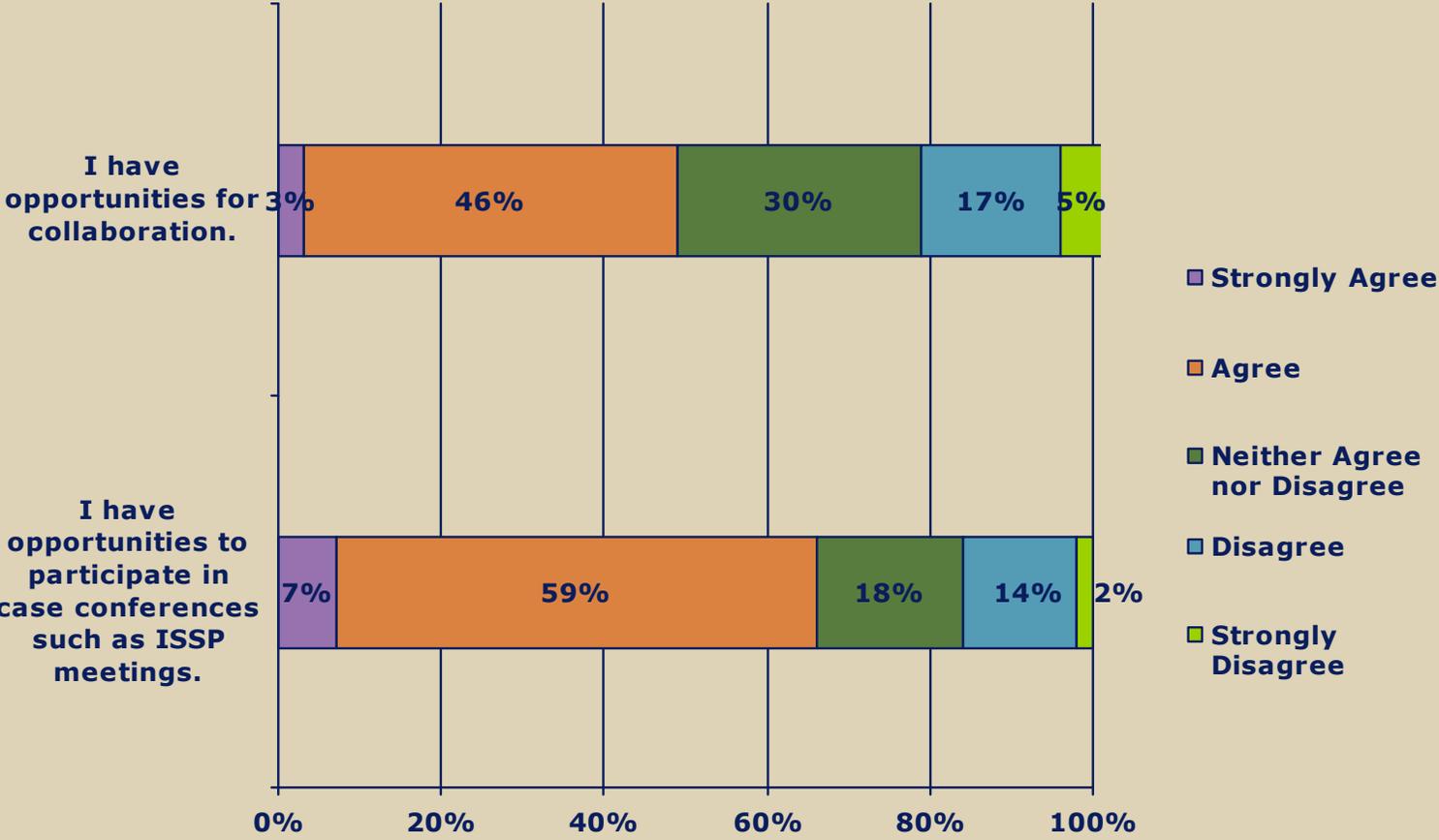
How strongly do you agree or disagree with the following:



Social workers do not have the access they need to resources. It is somewhat easier to access resources in the community, followed by the region, and finally the Province.

Collaboration

How strongly do you agree or disagree with the following:



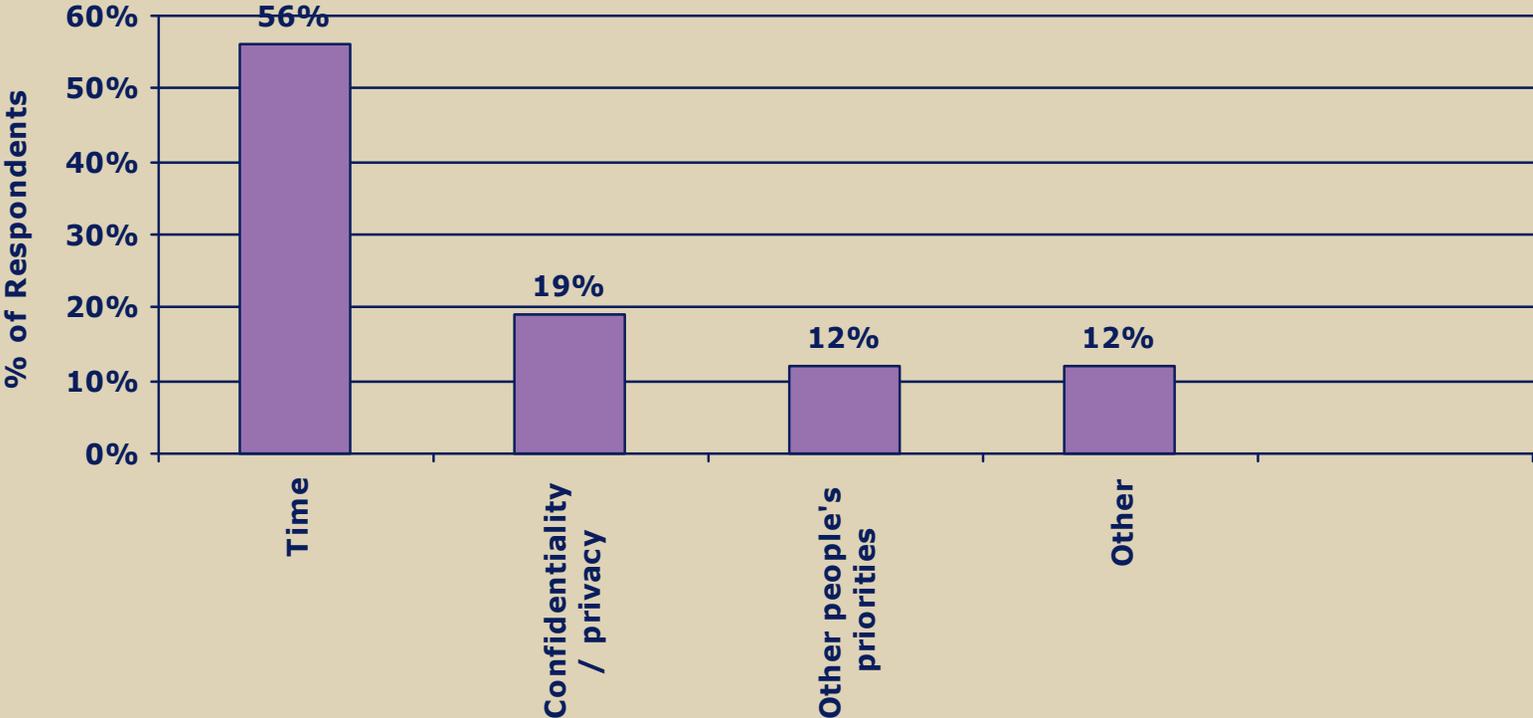
n = 156

% of Respondents

Half of social workers feel they have opportunities for collaboration, and almost two-thirds participate in case conferences.

Collaboration (cont'd)

What is the primary factor that prevents you from collaborating more?

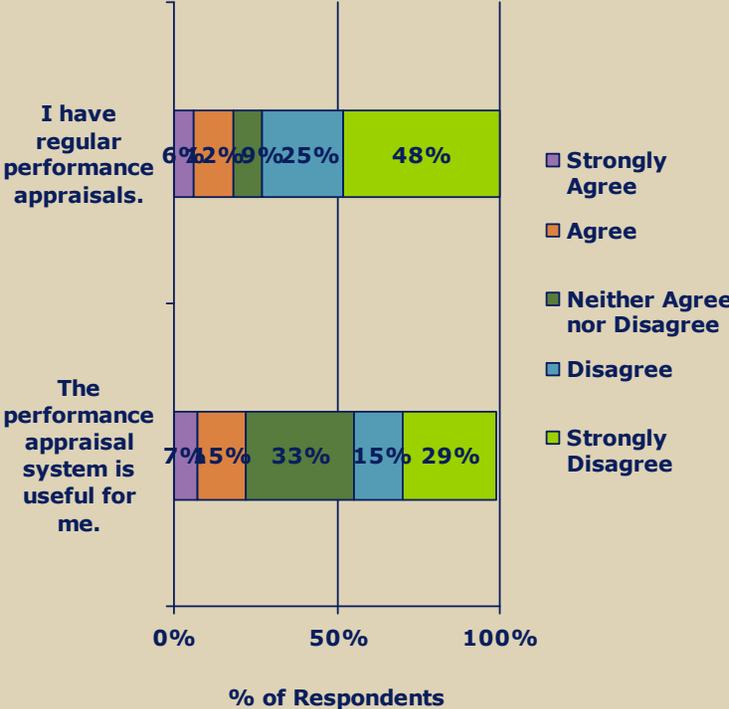


n = 156

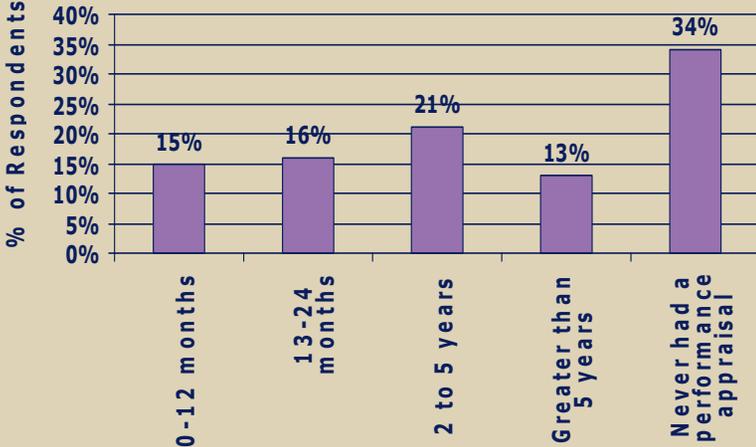
The primary reason given for failing to collaborate more is the lack of time. "Other" responses included the openness and willingness of others, geography, crisis management, caseload, lack of coordination of services/partnerships, conflicting schedules . Many of these might also be classified as lack of time.

Performance Appraisals

How strongly do you agree or disagree with the following:



My last performance appraisal was conducted within the last:



n = 156

Performance appraisals are not currently part of the management culture in the regions. Fully one-third of respondents have never had a performance appraisal.

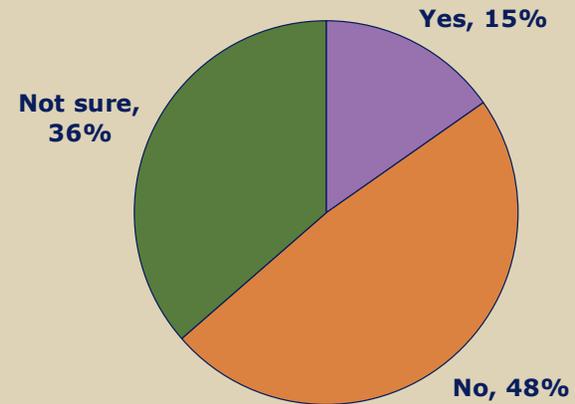
Job Satisfaction

How would you rate your overall satisfaction with your job?



n = 156

Would you recommend to a friend that they come to work for your organization?



When asked about the one thing they like best about their job social workers frequently responded:

- Supportive co-workers
- Working with and helping families, children and youth
- Satisfying work
- Helping to make positive changes
- Direct interaction with clients.

Not surprisingly, the job satisfaction rate among social workers is not high. Only 15% would recommend employment with their organization. However, it is clear that the value of the work and the supportive co-workers are key to their retention.

Job Frustrations

The following were frequently cited by social workers as the single biggest frustration with the job:

- Insufficient time to do the job
- Too many administrative functions being performed by social workers
- Lack of guidance from managers
- CRMS
- Lack of personal support
- Lack of financial and human resources
- High caseload
- Lack of training
- Upper management not understanding the complexity of the role

n = 156

Social Worker's Greatest Need

What is your greatest need at this moment? Prioritize from 1 to 9, with 1 being the greatest priority and 9 the least priority. (Note: lower average score equates to higher priority.)

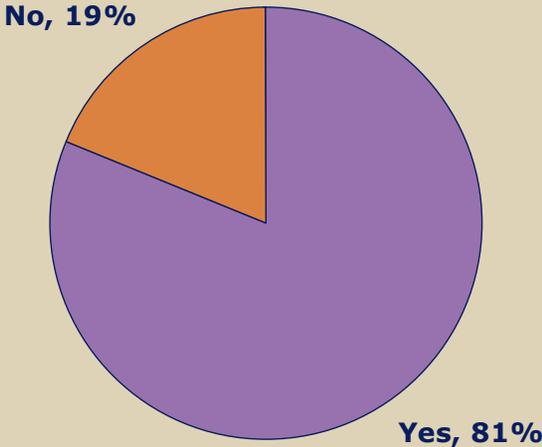
Ranking	Priority	Average Score
1	More access to clinical supervision	3.2
2	More access to residential services	3.3
3	More training in general	4.1
4	A smaller caseload	4.1
5	More information technology support	4.5
6	To improve my court skills	5.8
7	Better time management skills	5.8
8	More skills in the management of high risk cases	6.3
9	Cultural awareness training	7.5

n = 156

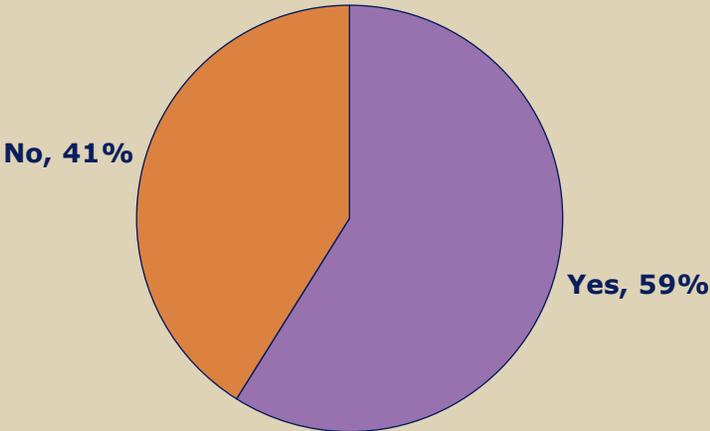
More access to clinical supervision and residential services were the top priorities of social workers.

Retention

Do you believe you will still be working in your current area of practice 12 months from now?



Do you believe you will still be working in your current area of practice 24 months from now?

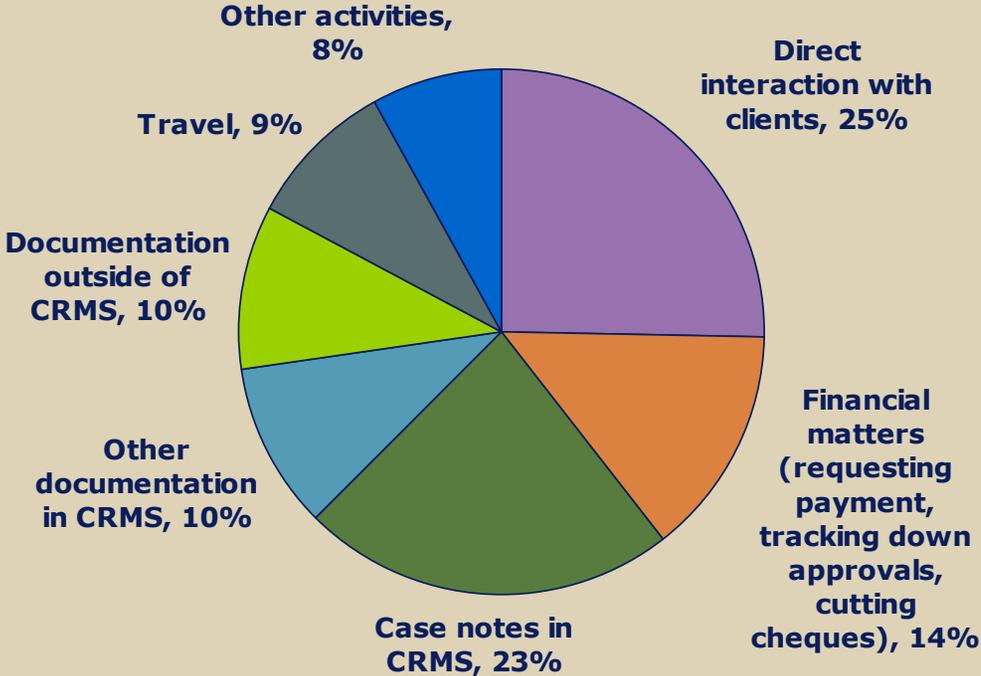


n = 156

On a positive note, over 80% of social workers expect to be in their current area of practice a year from now. More are hoping to move in the next two years.

Use of Time

In an average week, roughly what percentage of your time is spent on each of the activities?



- “Other activities” frequently mentioned include:**
- Covering for other social workers
 - Consultation with manager, co-workers and other professionals
 - Email
 - Telephone calls
 - Meetings
 - Training
 - Attending court

n = 156

Social workers spend an estimated one-quarter of their time in direct interaction with clients. Documentation and financial matters make up the majority of the remaining time. One-third of respondents’ time is spent working with CRMS.

Summary of Regional Differences

There are some interesting regional differences in the social worker survey results. Highlights are shown below. Details are provided in Appendix A.

Eastern Rural

- Most satisfied with technical and program support required to utilize the case management system
- Along with Eastern Urban, least likely to provide regular performance appraisals
- Least satisfied with the performance appraisal system
- Least likely to have access to resources in the Province
- Most satisfied with support for parental visits
- Least likely to have had a performance appraisal in the last 12 months

n = 31

Eastern Urban

- Least satisfied with availability of manager in time of need
- Least satisfied with physical space
- Least likely to know who to call with questions about CRMS
- Along with Eastern Rural, least likely to provide regular performance appraisals

n = 50

Western

- Most clarity vis a vis role, *CYFS Act*, policies
- Most likely to have the necessary tools to identify and manage the risks to clients
- Least satisfied with technical and program support for risk management system
- More likely than others to feel safe (still only 25%)
- Most likely to have had a performance appraisal in the last 12 months
- Least likely to be working in region in 12 or 24 months
- More likely to work in both rural and urban offices (36%), with the majority working in rural offices

n = 28

Summary of Regional Differences (cont'd)

Central

- Least likely to feel supported by managers
- Most satisfied with personal wellness program
- More positive re CRMS
- Much higher overall satisfaction than others (80% vs. 54% for all others)
- More likely to recommend to friends (still only 29%)
- Most likely (but still low) to have access to needed resources in community, region, Province
- Most likely to receive information from outside parties and from parties within region

n = 21

Labrador / Grenfell

- Least satisfied with tools to identify and manage risks to clients
- Least satisfied with personal wellness program
- Least satisfied with CRMS training
- Least satisfied with support for parental visits
- Fewest opportunities for collaboration and participation in ISSP meetings
- Most likely to believe that time prevents collaboration
- Twice as likely to have a generalist practice
- At least 3 times as likely to work with Aboriginal clients
- Significantly less experienced workforce (50% of staff have been a social worker for less than 3 years)
- 62% have never had a performance appraisal conducted

n = 24

Summary of Differences by Years in Current Role

There are some interesting differences in the social worker survey results based on the number of years a social worker has been in his/her current role. Highlights are shown below. Details are provided in Appendix B.

<1 year in current role

- Least likely to understand role and responsibilities
- Least likely to understand when to bring an issue forward to manager
- Least satisfied with reaching manager when needed
- Least satisfied with tools to manage risks to clients
- Least satisfied with training
- Most satisfied with CRMS to highlight accountability
- Most likely to believe they have access to needed resources in community, region, and Province
- Most likely to feel satisfied they receive information from parties within region
- Least likely to be working in region in 12 or 24 months from now
- Least likely to work with Aboriginal clients
- Least likely to have worked outside of region

n = 34

1-3 years in current role

- Least likely to feel supported by managers
- Least satisfied with tools to identify risks to clients
- Most satisfied that the technological tools are available to perform job effectively
- Most satisfied with the ability to share information with CRMS
- Least likely to believe they receive information from outside parties or from parties within region
- Least satisfied with support for parental visits
- Least likely to believe they have opportunities for collaboration and participation in ISSP
- Most likely to work with Aboriginal clients
- Highest overall level of job satisfaction

n = 43

Not surprisingly, less experienced workers are still learning their role. In addition, they have the most difficulty reaching and feeling supported by their managers.

Summary of Differences by Years in Current Role (cont'd)

4-10 years in current role

- Very good understanding of role and responsibilities
- Most likely to understand policies associated with child, youth and family services
- Most likely to feel supported by manager
- Most satisfied with being able to reach manager when needed
- Least satisfied with CRMS accountability

n = 56

> 10 years in current role

- Very good understanding of role and responsibilities
- Most likely to understand *CYFS Act*
- Most satisfied with the tools available to identify and manage risks to clients
- Most satisfied with physical space
- Least satisfied with CRMS sharing of information between child protection workers and managers
- Most satisfied that CRMS allows for a standardized approach to documenting services
- Least satisfied with training on CRMS
- Least satisfied with the performance appraisal system
- Most satisfied with support for parental visits
- Most likely to have the opportunity to participate in case conferences
- Least likely to have had a performance appraisal in the last five years
- More likely to have a generalist practice
- Most likely to have worked outside of region
- Likelihood of recommending that a friend come to work for the organization declines with years in role, and is lowest for this group

n = 20

While one would expect to see cynicism grow as years in the role grow, that is not the case here. More seasoned workers are satisfied with a number of aspects of their work.

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1	Background, Scope and Approach
2	Child, Youth and Family Services – History & Current State
3	Learning from Others CYFS social workers Selected other jurisdictions
4	Ideal Work Environment for CYFS
5	Regional Analysis of Elements of Ideal Work Environment
6	Summary of Recommendations
7	Appendices

Learning from Selected Other Jurisdictions

- As further input to the organizational and operational review of the CYFS program in NL, Deloitte contacted three other jurisdictions to understand some of their challenges and best practices: New Brunswick, Ontario and British Columbia.
- The results of those discussions are summarized on the following pages and are detailed in Appendix C.
- The leading practices identified in the other jurisdictions are built into the recommendations contained in this report.

Learning from Selected Other Jurisdictions

Provision of Child, Youth and Family Services

- The three jurisdictions assessed have different service delivery models.
 - The Ontario Child Welfare Secretariat is at one extreme of the spectrum whereby the Ministry of Children and Youth Services' role is to legislate, regulate, monitor and fund children's aid societies, which have the exclusive responsibility for investigating allegation of child maltreatment.
 - At the other extreme of the spectrum is New Brunswick's Ministry of Family and Community Services that is responsible for the planning, design and monitoring of all departmental child welfare and youth related programs and services, plus their execution.
 - In British Columbia, the Ministry of Children and Family Development is responsible for administering 10 provincial Acts, including *Child, Family and Community Service Act*, thus responsible to legislate, regulate and monitor all departmental child, family and community related programs and services. The delivery of programs and services is conducted either directly by trained Ministry staff or through contracted community-based service delivery agencies.



Learning from Selected Other Jurisdictions

Leading Practices in Other Jurisdictions

- Orientation and Training – NB and BC have extensive orientation and training programs that include core competency training, job shadowing/mentorship, and progressive introduction of cases.
- Information Sharing – NB's *Child Victims of Abuse and Neglect Protocols* help professionals identify signs of child abuse for mandatory reporting, plus guide employees in various departments to work together collaboratively to prevent and intervene in cases of child abuse.
- Aboriginal Authorities – BC has established 23 delegation agreements with Aboriginal agencies for the delivery of child protection and family support services to Aboriginal communities. In the months ahead, Aboriginal Authorities are to assume responsibility for Aboriginal service delivery. Six children's aid societies (CASs) in ON are Aboriginal.
- Alternative dispute resolution – BC has assisted families to develop their own solutions to identify child safety issues through a grant to the Law Foundation for Alternative Dispute Resolution. NB announced in mid December plans to design and implement a Mediation/Multiple Response Model in Child Protection Services. The Model is intended to reduce the reliance on the Family Court system and be prevention based. The benefits of the plan include reducing the number of days that children are in temporary care of the Department in addition to reducing the amount of time a social worker spends on court applications as 20 legal assistants are to be hired and will assume responsibility for the administrative legal function currently performed by child protection social workers.
- Involving communities – Similar to NL's CYFS, BC is trying to minimize the number of children in care through practice shifts that encourage the placement of children and youth at risk with extended families, friends or community members, rather than the ministry.

Additional information relating to the other jurisdictions is provided in Appendix C.

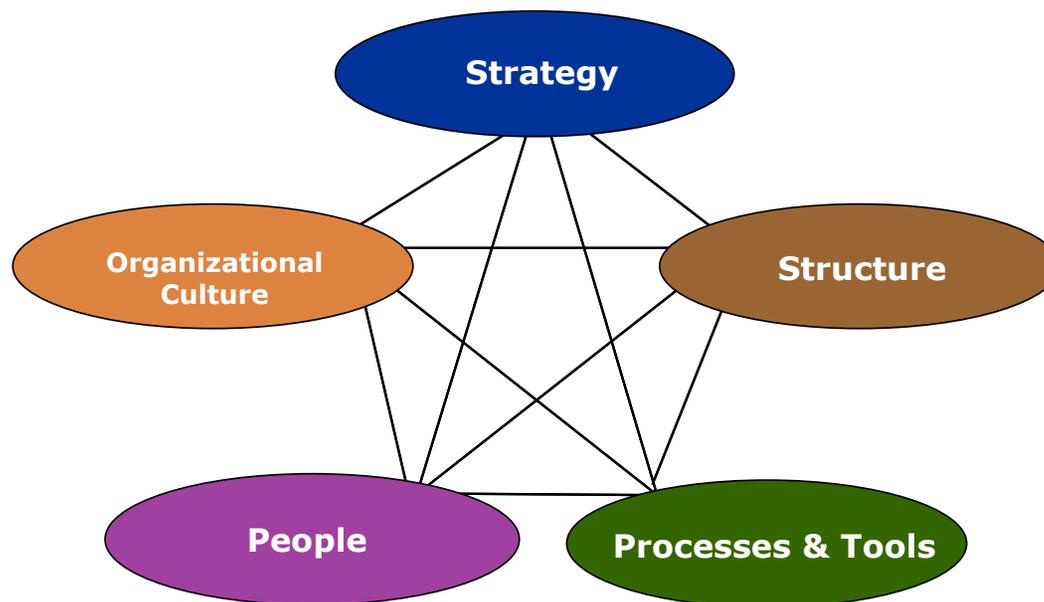
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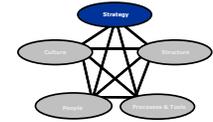
Elements of an Ideal Work Environment

No one would suggest that the CYFS program in NL is operating in an ideal work environment today. All would agree that there are significant shortcomings.

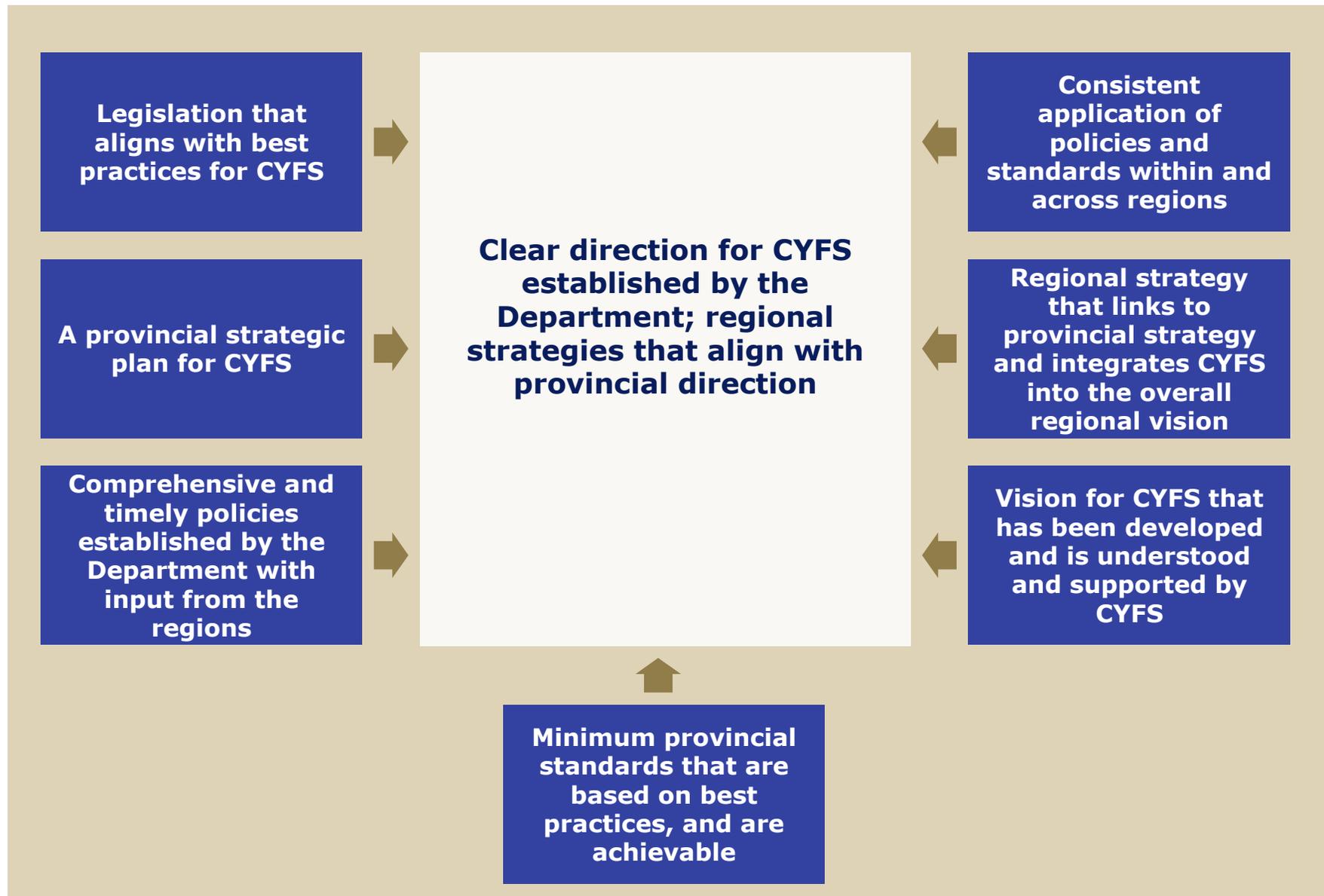
What do we mean by an “ideal work environment”? There are five inter-connected elements of an ideal work environment. All must be in place to create a well functioning system.

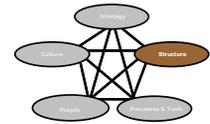


On the following pages we review each element of an ideal work environment and answer the question: **What would an ideal work environment look like for CYFS in NL?** We encourage the reader to imagine what it would be like for workers, managers, children, youth and families, if all of these elements were in place.



Understanding the Elements – STRATEGY

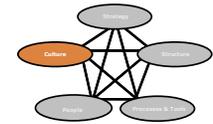


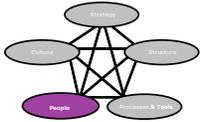


Understanding the Elements – STRUCTURE



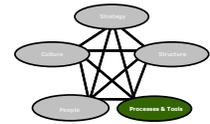
Understanding the Elements – ORGANIZATIONAL CULTURE





Understanding the Elements – PEOPLE





Understanding the Elements – PROCESSES & TOOLS



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Regional Analysis

- In the tables on the following pages, we examine the progress being made toward the ideal work environment by each of the regional integrated health authorities and the Department of Health and Community Services. The progress is assessed for each of the five elements of an ideal work environment – strategy, structure, culture, people, and processes and tools.
- Highlights of current practices are provided for each of the five elements, followed by conclusions and recommendations.
- The legend for the symbols in the tables is as follows:

- Little progress toward ideal; significant gap
- ◐ Moderate progress toward ideal; still sizable gap
- Good progress toward ideal; little or no gap

- The analysis points out strengths and weaknesses across the different organizations. There are clearly best practices in individual regions that can be shared with others.
- Not surprisingly, neither the regions nor the Department provide the ideal work environment.
- While the “ideal” may not be achievable, progress in some of the fundamental areas is critical to sustainability of the CYFS program in NL.
- Each region and the Department should work to address their major gap areas.

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Strategy – clear direction for CYFS established by the Department, integrated into regional strategies	Legislation that aligns with best practices for CYFS	-	-	-	-	-	-	 <ul style="list-style-type: none"> • 1998 CYFS Act is seen by those delivering services as progressive and based on best practices (e.g. focus on family, community, etc.)
	Provincial strategy for CYFS that is integrated into an overall vision for child development within the Department							 <ul style="list-style-type: none"> • No provincial strategy exists for CYFS • The Department has discussed the need for such a plan
	Comprehensive and timely policies established by Department with input from regions	-	-	-	-	-	-	 <ul style="list-style-type: none"> • 1999 CYFS Act Standards & Policy Manual was well received by the system • The fact that it is incomplete is a major concern to everyone in the system (e.g. Family Services and Youth Services consistently identified as gaps) • This results in confusion and inconsistent application of policies within and between regions • Many workers rely on colleagues for guidance rather than refer to two policy manuals
	Minimum provincial standards that are based on best practices and are achievable	<ul style="list-style-type: none"> • The regions believe that many standards are unachievable; ability to meet standards varies between workers • The fact that all provincial standards are not achievable with current supports places much pressure on the regions • Regions do not want to lower the standards, but are concerned about having agreed to standards they know they cannot meet 						 <ul style="list-style-type: none"> • Standards contained in the 1999 CYFS Act Standards & Policy Manual as well as those built into CRMS are considered best practices • Since they are unachievable in the current system with current resources, they create stress and frustration

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Rural	Central	Western	Innu	Rest of Region	
Strategy – clear direction for CYFS established by the Department, integrated into regional strategies	Consistent application of policies and standards within and across regions	 <ul style="list-style-type: none"> Urban and rural have operated separately, with potentially differing policies Individual offices within urban or rural apply policies differently Recent appointment of one Director of CYFS improves likelihood of consistency 	 <ul style="list-style-type: none"> One Director of CYFS improves likelihood of consistency 	 <ul style="list-style-type: none"> Two Directors (Director of CYFS and Regional Director) may be called upon to provide policy guidance, although the Director of CYFS has clear responsibility 	 <ul style="list-style-type: none"> Two Directors of CYFS making independent decisions 	 <ul style="list-style-type: none"> Lack of comprehensive provincial policies (due to insufficient provincial resources) results in inconsistent application across regions 		
	Regional strategy that links to provincial strategy and integrates CYFS into overall regional vision	 <ul style="list-style-type: none"> Draft Strategic Plan of Feb 06 integrates CYFS into the four lines of business – most notably “promote health and well being” and “provide supportive care” May 06 operational plan clearly demonstrates the linkages between CYFS and the regional strategy 	 <ul style="list-style-type: none"> Draft Organizational Strategic Plan 2006-2008 identifies the importance of individual, family and community services and identifies child protection services as one element Identifies children’s health and a culture of safety as strategic issue Overall, it is difficult to “see” CYFS in the plan 	 <ul style="list-style-type: none"> Draft Strategic Plan April 2006-March 2008 clearly integrates CYFS into the priorities for the region 	 <ul style="list-style-type: none"> Draft Strategic Plan dated May 13, 2006 identifies Community Services including CYFS as one of eight lines of business CYFS has not been identified in the plan as a strategic issue 			
	Vision for CYFS has been developed and is understood and supported by CYFS	 <ul style="list-style-type: none"> While the Operating Plan for CYFS connects the program to the vision and mission for Eastern Health, there is no clearly articulated vision for CYFS in the region 	 <ul style="list-style-type: none"> The March 2006 CYFS Strategy Plan was developed with broad input and is supported by staff It links back to the Draft Organizational Strategic Plan 	 <ul style="list-style-type: none"> There is no articulated vision for CYFS; only what is included in the regional Strategic Plan 	 <ul style="list-style-type: none"> There is currently no articulated vision for CYFS Has been identified by CYFS leadership as a requirement 			

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					Labrador-Grenfell Innu	Rest of Region	DEPARTMENT
		Urban	Eastern Rural	Central	Western				
Strategy – clear direction for CYFS established by the Department, integrated into regional strategies									
CONCLUSIONS		<ul style="list-style-type: none"> •The Department is perceived as needing to take a stronger leadership role with respect to CYFS •Workers rely on colleagues for policy direction, creating risk for the organization •Application of policies is inconsistent within and between regions •Workers and managers are frustrated and stressed by their inability to meet minimum standards 							
RECOMMENDATIONS		<ol style="list-style-type: none"> 1.1 A provincial strategy for CYFS should be developed that articulates the vision for CYFS as part of an integrated Department with a focus on child development. The strategy should also include 3-5 year targets for CYFS standards (for those standards that lend themselves to a phased-in approach – in some cases 100% will be the minimum standard) 1.2 Directors of CYFS should be held accountable for achieving minimum standards in their regions, and they must be given the appropriate resources to do so 1.3 One comprehensive set of CYFS policies and standards must be developed <ul style="list-style-type: none"> • A mechanism must be established to ensure regular review and updating • Provincial Office is responsible for reviews and updating 1.4 Provincial policy and standards documentation should be available on-line for ease of access and updating 1.5 There is a need to identify regional operational policies that will be necessary to support provincial policies. Where possible, regions should work together to avoid duplication of effort 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu Rest of Region	
Structure – division of labour, authority, decision-making and accountability are clear and supportive of the provincial and regional direction	Clear accountability and authority for CYFS between Department and regions	<ul style="list-style-type: none"> Under the current administrative structure (shown on page 12), the Minister of Health and Community Services is the only link between the Department and the regions Within the current provincial and regional structures, the organizational leaders (Deputy Minister and CEOs) have no direct accountability for CYFS – with the exception of financial accountability of the CEOs as per the Health Authorities Act. In addition, CYFS is part of the service offering of the Authorities; as such the Authorities assume the same responsibility as for other services. The VPs/COO in each region are actively involved in providing senior leadership to the program While the Provincial Director has legislative accountability for the CYFS program overall, the role has no authority over the regions 					
	Regional / provincial structure that recognizes importance of CYFS in integrated region/ Department	<ul style="list-style-type: none"> Interim structure in place with one Director of CYFS reporting to COO who sits at executive table With 'Next Steps', have integrated CYFS into local offices in Urban; in Rural Eastern CYFS staff co-located in larger sites Some confusion exists vis a vis COO responsible for CYFS having to deal with two other COOs responsible for sites Importance of COO to understand and be voice for CYFS at executive table Role of Director of Community Children's Services, which in part is intended to separate clinical from admin role of Director of CYFS (St. John's), is unclear to many 	<ul style="list-style-type: none"> One Director of CYFS reporting to VP who sits at executive table In process of implementing matrix structure to reduce admin load on CYFS managers and have Health Services Directors responsible for integrated service to geography VP responsible for CYFS is currently acting CEO, which strengthens the voice of CYFS at the executive table 	<ul style="list-style-type: none"> Since January 2006 Regional Director responsible for integration of services and admin for CYFS Regional Director reports to VP who sits at executive table Director of CYFS at manager level VP is perceived to truly understand CYFS; needs to be strong voice at executive table 	<ul style="list-style-type: none"> Two legislated Directors of CYFS reporting to one VP who sits at executive table VP is perceived to truly understand CYFS; needs to be strong voice at executive table 	<ul style="list-style-type: none"> Legislated Provincial Director role filled by director That director has many child-related responsibilities beyond CYFS (i.e. adoptions, youth corrections, early learning, and child care) The Assistant Deputy Minister to whom the Provincial Director reports has broad responsibility – does CYFS have an adequate voice at the executive table? 	
	Regional structure that recognizes legislative responsibility of Director of CYFS	<ul style="list-style-type: none"> Interim structure in place with one Director of CYFS reporting to COO Role of Director of Community Children's Services intended to separate clinical from admin role of Director of CYFS, is unclear to many Concern raised re Board of Directors' level of understanding of legislated mandate 	<ul style="list-style-type: none"> One Director of CYFS reporting to VP Concern raised by managers and workers re Board of Directors' level of understanding of legislated mandate 	<ul style="list-style-type: none"> Director of CYFS reports to Regional Manager, who reports to VP; concern with level of authority for CYFS Intent is to allow Director of CYFS to focus on best practices and standards, clinical and program and policy development Concern expressed re Board of Directors' level of understanding of legislated mandate 	<ul style="list-style-type: none"> Two legislated Directors of CYFS report to one VP 		

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	
Structure – division of labour, authority, decision-making and accountability are clear and supportive of the provincial and regional direction	Regional structure understood by CYFS managers and staff	 <ul style="list-style-type: none"> • Interim structure is only weeks old • Role of Clinical Manager appears to be understood • Role of Director of Community Children’s Services is not understood (questionable whether admin support for CYFS has to be at director level) 	 <ul style="list-style-type: none"> • Staff and managers understand how new matrix is intended to work; uncertainty re how matrix theory will be operationalized • Many social workers are unclear when they should consult a supervisor • Social workers believe that, regardless of structure, they will ultimately be held responsible in the face of a crisis 	 <ul style="list-style-type: none"> • The current structure has been in place for only 6 months; there is some confusion re the roles of Regional Director and Director of CYFS 	 <ul style="list-style-type: none"> • Everyone is clear on structure 		
	Span of control and span of responsibility support effective management	 <ul style="list-style-type: none"> • Additional clinical managers will assist Director of CYFS with workload • Given challenges, complexity and volume, workload appears to be too high for one Director of CYFS • Managers have up to 10-25 direct reports; cannot provide adequate supervision • Some offices have no supervisor/manager on site • Lack of delegation of authority places additional workload on managers • Most workers wait for approval from supervisor; some “just do it and hope to get approval later” 	 <ul style="list-style-type: none"> • With the recent addition of a CYFS manager, workloads are more manageable and equitable • Still inadequate clinical supervision • Some offices that are without on-site supervisors receive infrequent visits 	 <ul style="list-style-type: none"> • High staff turnover in Corner Brook places heavy demands on manager • Mature workers in Stephenville lessen demand on manager 	 <ul style="list-style-type: none"> • With new Innu Program Manager, Director of CYFS will have support • Program Manager responsible for all CYFS programs 	 <ul style="list-style-type: none"> • Program Managers responsible for all CYFS programs 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT	
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu		Labrador-Grenfell Rest of Region
Structure – division of labour, authority, decision-making and accountability are clear and supportive of the provincial and regional direction	Stable structure	○		○	●	●	●	○
	Individuals are clear on their role and responsibilities	●	●	●	●	●		●
	Roles of regions and Department are clear and the two groups are well connected	○						

- | | | | | | |
|---|---|--|--|--|---|
| <ul style="list-style-type: none"> • Interim structure has been in place since fall 06 | <ul style="list-style-type: none"> • Matrix structure is being introduced | <ul style="list-style-type: none"> • Current structure introduced in Jan 06 • Planning to evaluate | <ul style="list-style-type: none"> • Director of CYFS in place since 2004 • Lone program manager in place for several weeks only | <ul style="list-style-type: none"> • Director of CYFS in place since Jan 06 | <ul style="list-style-type: none"> • New CYFS manager and several program consultants in place since fall 06; several positions are temporary • New training and development coordinator in place since fall 06 |
| <ul style="list-style-type: none"> • Over 80% of workers surveyed claim to be clear on role • Managers understand role but not expectations | <ul style="list-style-type: none"> • Approximately 90% of workers surveyed claim to be clear on role | <ul style="list-style-type: none"> • Approximately 80% of workers surveyed claim to be clear on role | <ul style="list-style-type: none"> • Approximately 90% of workers surveyed claim to be clear on role | <ul style="list-style-type: none"> • Almost 80% of workers surveyed claim to be clear on role | <ul style="list-style-type: none"> • Several new (temporary) positions were recently created; incumbents are relatively clear on role • It is unclear where the public should take complaints. The role of the Department vs. Office of Child & Youth Advocate vs. Directors of CYFS is unclear • The details of the role of the Office of the Child & Youth Advocate are unclear. The different philosophies of the Office (focus on rights of children and youth) vs. the CYFS system (focus on protecting the best interest of the child within the boundaries of financial accountability) may explain some of the disconnects |
| <ul style="list-style-type: none"> • Across all regions, many workers and managers have never seen a position description for their role • For workers in the area of Family Services and Youth Services, there is lack of clarity of role due in large part to lack of policies • While social workers are clear regarding the person to whom they report, they are unclear when to ask for assistance and what decisions they can make (despite written policies in Labrador-Grenfell and Western) • Practices differ from supervisor to supervisor • Managers learn their role from their predecessor • Some managers unclear when they should go to director for guidance • Role clarity at all levels improves over time | | | | | |
| <ul style="list-style-type: none"> • All regions and the Department are clear on the policy and standards mandate of the Province as set out in the legislation • The Department's role with respect to orientation, training and professional development has been unclear; all regions believe the Department should play a leadership role in these areas and are pleased with recent progress • The regions believe the Department should play a stronger role in public education. Specifically, they believe the public needs to understand that there will be crises and unfortunate events, regardless of the improvements made to the system • The authority of the Provincial Director vis a vis the regions is unclear • The regions believe there should be a stronger connection between the regions and the Department, with more collaboration to advance CYFS • Today, many believe the only connection the regions have with the Department occurs when something goes wrong • Recently instituted regular meetings between the Assistant Deputy Minister and VPs/COO as well as between the Provincial Director and Directors of CYFS have been welcomed | | | | | |

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
	Structure – division of labour, authority, decision-making and accountability are clear and supportive of the provincial and regional direction							
CONCLUSIONS		<ul style="list-style-type: none"> • The current administrative structure for Child, Youth and Family Services, whereby the CYFS program is delivered by the regional integrated health authorities, is quite new; Deloitte deemed it inappropriate to examine the devolved regional structure at this time • The lack of clear accountability at the CEO level within the regions and the lack of authority of the Provincial Director create an environment that lacks overall accountability • Organizational structures within Eastern, Western and Central regions are unclear. In all cases, attempts are being made to address workloads of Director of CYFS and managers; confusion has resulted. Directors of CYFS do not report consistently across regions • The role of the Office of the Child & Youth Advocate vis a vis the Department and the Authorities is unclear (Note: those who have seen the presentation on the role of the Office of the Child & Youth Advocate have found it to be useful) • The Department lacks a formal process for dealing with complaints 						
RECOMMENDATIONS		<p>2.1 The authority of the Provincial Director and the accountability of the regions must be strengthened. This can be accomplished by establishing a formal accountability mechanism between the Department and the regions</p> <ul style="list-style-type: none"> • It is recommended that the Deputy Minister and CEOs, along with the Assistant Deputy Minister and VPs/COO, develop a policy to establish the accountability mechanism (note: consideration should be given to defining this accountability mechanism in law) • The accountability mechanism should be a CYFS Program and Policy Committee to operationalize the <i>CYFS Act</i> • The Committee should be comprised of Directors of CYFS, chaired by the Provincial Director • The policy describing the Committee should describe the mandate, composition, accountability, issue resolution process, and monitoring and evaluation process • The Committee should have authority to take action and implement recommendations (i.e. have "teeth") recognizing that decisions regarding CYFS must align with broader regional decisions as well as the legislated mandate of the <i>CYFS Act</i> and provincial direction • The Committee should be accountable to the Deputy Minister and CEOs by reporting through the Assistant Deputy Minister and VPs/COO • The Minister of Health and Community Services should communicate the importance of the Committee to the Deputy Minister and CEOs <p>2.2 The Provincial Director must have the necessary resources to fulfill the legislated role. Existing temporary positions should be made permanent</p> <p>2.3 The link between the Provincial Director and the Minister should be strengthened</p> <ul style="list-style-type: none"> • A formal reporting mechanism should be put in place that requires the Provincial Director to prepare a semi-annual report to the Minister on the state of the CYFS system <p>2.4 Eastern Region must immediately move from an interim management structure to a permanent structure for CYFS to provide needed stability. This could include formalization of the current interim structure or consideration of options. (Consideration must be given to the vulnerability of the Director of CYFS role in the large Eastern Region with only one incumbent)</p> <p>2.5 Working with the regions, the Department should lead the development of a formal complaint process at the provincial level (note that court-related complaints follow a different process)</p> <ul style="list-style-type: none"> • A description of the complaint process must be communicated to all stakeholders • The regions must have a regional CYFS complaint process that is integrated into an overall complaint process <p>2.6 Consideration should be given to strengthening the accountability under the Health Authorities Act by making the regions accountable for more than financial performance</p> <p>2.7 The recently implemented organization structures in Western, Central and Labrador-Grenfell must be evaluated for effectiveness within 6-12 months of implementation. Consideration must be given to the following:</p> <ul style="list-style-type: none"> • Alignment with provincial direction (<i>CYFS Act</i>) and regional strategy • Clear accountability for CYFS by the Director of CYFS, as per the <i>CYFS Act</i> (note: Western is the only region where the Director of CYFS does not have direct access to senior management) • Importance of integration and other aspects of the Authority • Economies of scale and workload • Complexity of organization • Diversity and complexity of clients served <p>2.8 The Province should work with the Office of the Child & Youth Advocate to clarify the role of the Office relative to the Department and the regions, and communicate same</p>						

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT						
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region							
Culture – <i>The way things are done (values, norms, decision-making patterns, leadership, behaviours, reward systems, policies) is aligned with provincial and regional direction</i>	There is clear leadership for CYFS in the Department and the region		<ul style="list-style-type: none"> The interim structure has one Director of CYFS – the clear leader of the program The role of the Director of Community Children’s Services is not well understood, creating some confusion re leadership 		<ul style="list-style-type: none"> The single Director of CYFS results in clarity with respect to CYFS leadership 		<ul style="list-style-type: none"> While there is one Director of CYFS, the fact that the position reports to a Regional Director causes some confusion re true leadership of CYFS 		<ul style="list-style-type: none"> The single Director of CYFS results in clarity with respect to CYFS leadership 		<ul style="list-style-type: none"> The single Director of CYFS results in clarity with respect to CYFS leadership 		<ul style="list-style-type: none"> While the legislated leadership role of the Provincial Director is clear, the role of the Assistant Deputy Minister and Deputy Minister with respect to CYFS leadership is unclear 	
	Staff and management in the region and Department feel valued		<ul style="list-style-type: none"> Staff felt unsupported by senior management following release of the Turner Review Many examples provided where CYFS feel like “poor second cousins” to other programs in region Workers see many signs of low value: staff in cubicles, out-of-date policies, lack of training Higher compensation of managers in rural vs. urban creates feelings of inequity 		<ul style="list-style-type: none"> Former Rural Eastern felt valued Uncertainty re how they will feel under interim structure 		<ul style="list-style-type: none"> There is a belief that good work was recognized and workers were made to feel valued under the previous Director of CYFS; uncertain if it will continue with new Director Director of CYFS feels supported and valued by VP 		<ul style="list-style-type: none"> Social workers feel they are not respected in the region Directors feel supported and valued by VP 		<ul style="list-style-type: none"> The good work of social workers has been recognized by the Director Director feels supported and valued by VP 		<ul style="list-style-type: none"> There are perceived inequities with those in Labrador who are paid more, receive a housing allowance and retention bonuses Director feels supported and valued by VP 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
Culture – <i>The way things are done (values, norms, decision-making patterns, leadership, behaviours, reward systems, policies) is aligned with provincial and regional direction</i>	The work is valued inside and outside the organization	○						●
	Staff and managers in CYFS feel supported by their supervisor/ boss	●	●	●	●	●	●	●

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
Culture – <i>The way things are done (values, norms, decision-making patterns, leadership, behaviours, reward systems, policies) is aligned with provincial and regional direction</i>	Workers feel there is support for their safety	○ • Significant concern (per survey) • All workers do not have cell phones (Note: some areas without cell phone reception) • It was suggested that CYFS have access to criminal history system as safety measure • Also suggested that workers have second worker on first home visit	○ • Significant concern (per survey) • Concerns for personal safety in small communities (“everyone knows where you live”) • Lack of resources means no option to have second worker on home visits	○ • Significant concern (per survey) • All workers do not have cell phones and many clients do not have phones • Concern that they are expected to go alone to home visits after hours	● • Relative to other regions, workers surveyed in Western feel somewhat better supported in terms of safety • All social workers do not have cell phones • Western has been a leader in terms of committees of staff taking a proactive approach to worker safety	○ • Significant concern (per survey) • Social workers in focus groups described feeling personally at risk; they go into situations where police refuse to go	○ • Significant concern (per survey) • Only one cell phone in HV office (social workers use personal phones)	
	Workers feel they are part of a collaborative team	● • While workers see rationale of Next Steps, they do not see value, as their work happens in client’s home • On some sites, multi-disciplinary interactions seen as positive • Collaboration seen as too time consuming	○ • No sense of collaborative team • Discussion of inequities among social workers inside and outside of CYFS	● • Matrix structure with focus on population is expected to increase collaboration	● • The co-location of CYFS workers and Public Health nurses in some sites has facilitated interactions • Some workers feel they are being squeezed into a medical model • Staff enjoy and rely on fellow CYFS social workers	● • The team of CYFS workers in SSS support one another and have felt well supported by Director • No time for collaboration with others	● • Importance of relationships with co-workers • No sense of collaborative team	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
Culture – <i>The way things are done (values, norms, decision-making patterns, leadership, behaviours, reward systems, policies) is aligned with provincial and regional direction</i>	Managers feel they are part of a collaborative team	● • Managers strongly support one another, but only within their office • Have never met counterparts in rural • No sense of collaborative team	○ • No sense of collaborative team	● • Regular manager meetings take place within CYFS • No sense of collaborative team with program areas outside of CYFS	● • Some managers can see the value of integration, but consider multi-disciplinary meetings to be less of a priority than many other activities	● • The new Program Manager feels supported by the Director of CYFS and has identified a mentor in the Program Manager responsible for Inuit communities • No sense of collaborative team	● • Regular calls between the Director of CYFS and managers have begun and are seen as useful • Managers in CYFS support one another • Collaborate with others when they have a relationship	
	Workers enjoy their work	○ • Using job satisfaction as a proxy, according to the survey, social workers in Urban are least satisfied with their jobs	● • Over ½ of social workers surveyed reported being satisfied with their jobs	● • Despite many identified challenges, 80% of workers surveyed reported being satisfied with their job • During focus groups, heard “don’t want to be doing anything else”, “love the work”	● • Over ½ of social workers surveyed reported being satisfied with their jobs	● • Over ½ of workers surveyed reported being satisfied with their jobs	● • Most staff are new in their roles; they appear to enjoy the work, but find themselves dealing with client inquiries and complaints which consumes a great deal of time	
	Managers enjoy their work	○ • “If we had viable options, we would leave”	● • Managers feel that former Director was able to make improvements (e.g. coordinator positions) to improve work environment for managers	○ • Managers frustrated with workload, HR issues, coverage, facilities management	○ • Major concern is dependence of workers, particularly newer workers	● • N/A	● • Depends on stability/maturity of team	● • Managers enjoy their work but are beginning to feel overwhelmed, due to the volume of work that needs to be done to put the program on a solid foundation and make policy development, evaluation and CRMS responsive and sustainable combined with dealing with calls from the public with questions and concerns

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Rural	Central	Western	Innu	Rest of Region	
Culture – <i>The way things are done (values, norms, decision-making patterns, leadership, behaviours, reward systems, policies) is aligned with provincial and regional direction</i>	Workers and managers are open to change				●			
	Workers and managers are client-oriented				●			
	Organizations are quality and outcome-oriented				●		●	<ul style="list-style-type: none"> The Department sees its role as clearly including monitoring and evaluation An evaluation framework was developed for the <i>CYFS Act</i> in 2000 which lays out goals, objectives and outcomes; it was never implemented With the recent addition of resources, that has become a priority
CONCLUSIONS	<ul style="list-style-type: none"> Social workers do not feel they are part of a collaborative team. They also need to have a voice in policy making and evaluation The cultures in each region are distinct; and in Eastern and Labrador-Grenfell, there are distinct sub-regional cultures There is strong leadership in CYFS in all regions, and a passion for CYFS work – two great strengths to build upon The concerns about feeling valued and safe are fundamental, and must be addressed in the short term 							
RECOMMENDATIONS	<p>3.1 Each region should develop specific plans to address organizational cultural weaknesses identified in this review</p> <ul style="list-style-type: none"> There are tools available to assess culture along various dimensions, which allows for development of specific plans to move from the current to a desired culture (see Appendix D for a sample tool – Deloitte’s Culture Print) In regions where CYFS workers are integrated with non-CYFS workers, the cultural assessment should extend beyond CYFS to better understand the environment in which child, youth and family services are provided This should not hold up implementation of other recommendations <p>3.2 Revisit and implement the evaluation framework for the <i>CYFS Act</i></p> <ul style="list-style-type: none"> Revisit to ensure that all aspects are still relevant Implement Conduct external reviews of CYFS – on a rotational basis, review various parts of CYFS <p>3.3 Regional worker safety policies should be developed</p> <ul style="list-style-type: none"> Regions should collaborate to avoid duplication of effort 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	Able to attract skilled workers	 <ul style="list-style-type: none"> • Now have float pool of workers • Negative press from Turner Review expected to hurt recruiting 	 <ul style="list-style-type: none"> • Lack of resources in the marketplace • Also a challenge to recruit to CYFS when workers see other social workers (Mental Health, Addictions, hospital-based) working in more positive environments • Staffing process is OK 	 <ul style="list-style-type: none"> • While it is believed that skilled workers are available in the marketplace, it takes many weeks to hire; perception that HR is overwhelmed 	 <ul style="list-style-type: none"> • Staff in some offices believe management holds off filling positions to save money • Not raised as major issue 	 <ul style="list-style-type: none"> • Usually recruit new graduates, who see job as stepping stone 	 <ul style="list-style-type: none"> • Inability to attract social workers seen as biggest issue (particularly in HV); results in too much reliance on Community Service Workers 	
	Able to retain skilled workers	 <ul style="list-style-type: none"> • Estimated 50% turnover of social workers and managers – in and out of program as well as in and out of organization - in past year (higher than usual) • Most workers are trying to get out of Child Protection because of work environment • Based on social worker survey, average years in current role: 4.2 	 <ul style="list-style-type: none"> • Based on social worker survey, average years in current role: 8.7 (double most others) • Workers are concerned that challenges with CRMS will discourage social workers from wanting to do Child Protection work 	 <ul style="list-style-type: none"> • Based on social worker survey, average years in current role: 4.5 • Social worker turnover is major issue 	 <ul style="list-style-type: none"> • Staff turnover #1 issue in some offices • Key issue: job satisfaction (lack of training, lack of respect) • Some offices have mature staff and relatively low turnover – managers try to establish relationship, ensure access, and give worker ownership of decisions • Based on social worker survey, average years in current role: 4.9 	 <ul style="list-style-type: none"> • Retention is bigger issue than recruitment • High turnover attributed to isolation, language (“like foreign country”), reality of work where you can’t be the “saviour” • Based on social worker survey, average years in current role (Labrador – Grenfell): 3.2 (lowest in Province) 	 <ul style="list-style-type: none"> • Inuit communities had stable workforce until recent resignations due to change in Community Services Worker role • Historically good retention attributed to higher pay, housing benefit, and “the area grows on you” • Based on social worker survey, average years in current role (Labrador – Grenfell): 3.2 (lowest in Province) 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	Able to attract skilled managers	○		●	●	○	●	●
		<ul style="list-style-type: none"> • Difficult to fill roles of Director of CYFS, clinical managers, program managers • Individuals agreed to take roles out of respect for person asking 		<ul style="list-style-type: none"> • Not raised as issue • Two new managers recently added 	<ul style="list-style-type: none"> • Not raised as issue 	<ul style="list-style-type: none"> • Took year to recruit lone program manager 	<ul style="list-style-type: none"> • Not raised as major issue 	<ul style="list-style-type: none"> • The Department has been able to attract workers and managers, primarily from Eastern Region • Individuals at manager level take a pay cut to join Department, where they will provide leadership to the regions
	Able to retain skilled managers	○	●	●	●	○	●	
		<ul style="list-style-type: none"> • Estimated 50% turnover of social workers and staff in past year (higher than usual) • If there were viable job options, many would choose to leave 	<ul style="list-style-type: none"> • Have been reasonably stable (recent changes following Turner Review) 	<ul style="list-style-type: none"> • Not raised as major issue, but managers frustrated with work environment 	<ul style="list-style-type: none"> • One manager considering moving back to front line • Others are reasonably stable 	<ul style="list-style-type: none"> • Had 7 managers in 5 years 	<ul style="list-style-type: none"> • Have been reasonably stable 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	All appropriate support roles are in place	 <ul style="list-style-type: none"> Workers doing many non social work tasks Have Caregiver Resource Workers Have social workers dedicated to key processes (e.g. intake, investigation) Very few Social Worker IIs who could mentor and lead less experienced workers Limited clerical support Will hire supervised access workers (time consuming) Have 1 FAO Few additional supports in place; have requested Social Work Assistants, document server, legal support 	 <ul style="list-style-type: none"> Workers doing many non social work tasks No access to FAOs Managers feel former Director was able to add supportive roles (e.g. consultants) Limited clerical support 	 <ul style="list-style-type: none"> Workers doing many non social work tasks Have identified need for Family Support Workers (or Case Aids) to work in client's home Social workers spend up to 1½ days/week on financial requests Have recently added Financial Assessor role Limited clerical support 	 <ul style="list-style-type: none"> Workers doing many non social work tasks Have CYFS consultant Dedicating social workers to key processes (e.g. investigation) Have 5 Family Support Workers doing supervised access; requested more; need in-home assistance Successfully implemented financial assistant role for Child Care; have requested 2 positions for CYFS (Social Assistance Workers) Limited clerical support 	 <ul style="list-style-type: none"> Workers doing many non social work tasks Have Community Service Workers (2) and Social Work Assistant (1); distinction between roles is unclear to workers Have no FAOs Limited clerical support 	 <ul style="list-style-type: none"> Workers doing many non social work tasks Workers excited to have FAO coming on board; details of role are unclear Have two CYFS consultants (their knowledge level is questioned by social workers) Have Social Work Assistants and Community Service Workers; roles are changing and are unclear Clinical support is key for offices that don't have many high risk cases, so have limited experience dealing with same Recently dedicated intake and assessment resources Limited clerical support 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	New hires are oriented to the region, the office and role	 <ul style="list-style-type: none"> • Reliance on experienced workers 	 <ul style="list-style-type: none"> • Reliance on experienced workers 	 <ul style="list-style-type: none"> • CYFS program orientation introduced in Dec 06, led by program specialist • Manager orientation was delivered in Sept 06 • Recruiting underway for orientation/ program training/ development specialist 	 <ul style="list-style-type: none"> • CYFS consultant helps with standard CYFS orientation, usually within a couple of weeks of start • Varies by manager 	 <ul style="list-style-type: none"> • Given general orientation to authority, provided copy of policy manual, handed caseload 	 <ul style="list-style-type: none"> In addition to general orientation to authority, CYFS staff development person does day of orientation to risk manual, day of policy manual 	
	Individuals receive the training and professional development they need	 <ul style="list-style-type: none"> • No competency-based training • No management training for new managers (requirement for coaching/ mentoring of staff is major challenge) 	 <ul style="list-style-type: none"> • Little availability since government stopped providing – budget limitations 	 <ul style="list-style-type: none"> • Developed individual training plans; have not been implemented • New worker is “frightened to death to answer the phone” as she doesn’t know what she is to do • Concerns about being untrained and unprepared to go to court • Seen as the main reason workers do not want to stay in Child Protection • In process of recruiting training/ staff development specialist 	 <ul style="list-style-type: none"> • CYFS consultant helps with training, including risk management, CRMS, collaborative approach, suicide intervention • Little ongoing training; no training plan • Key needs: mental health, addictions, family violence, case notes 	 <ul style="list-style-type: none"> • Have staff development resources responsible for setting up and delivering training • Submitted 3 proposals for worker training (court procedures, parenting capacity assessment, dealing with children in care) 	 <ul style="list-style-type: none"> • Training and professional development have been under-resourced and responsibility for same has been unclear • Newly hired provincial training coordinator is welcomed by regions • Additional resources will be required to develop and implement training at the Province and the regions 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	Workload of workers and managers is measurable				●			
	Workload of social workers is reasonable				○			
	Workload of management is reasonable				○			

- Child Welfare League of America (CWLA) publishes caseload standards for social workers and supervisors. The standards are broken down by service type (e.g. initial assessment/investigation, ongoing cases, foster family care, etc.)
 - CWLA recognizes that the application of the standards depends on the training and experience of the social workers and supervisors
 - CWLA references a U.S. Children’s Bureau document that differentiates caseload and workload measures
 - CWLA acknowledges that “Although the field could benefit from a standardized caseload/workload model, currently there is no tested and universally accepted formula.” (www.cwla.org)
 - Work is being done in NL in support of implementation of the MIS Standards, including the generic workload measurement system. The Service Recipient Activities component of the WMS is being customized for each program area of Community Services. It is intended that CRMS will provide a mechanism in the future for capturing data (both MIS and other data) which will be useful for tracking elements of caseload and workload (i.e. number of active cases, time spent on various tasks, etc.). Application of the WMS to CYFS specifically has not yet been undertaken but is expected to begin in 2007 to identify how best to utilize this WMS and related data. Significant communication, training and support will be required to support provincial implementation, in addition to systems development, once final decisions are made on how to proceed.
-
- Caseloads often range from 25-35, with up to ½ being high risk; some workers (in Sheshatsui) have caseloads as high as 70 and 80 (note that caseload and workload are not equivalent terms; all cases are not alike, as some cases translate into a higher workload than others)
 - According to the social worker survey, only 25% of social workers’ time is spent on direct interaction with clients
 - High turnover results in sharing caseload/workload among remaining workers
 - The amount of paid overtime in some regions would likely support the case for additional social workers
-
- Ratio of managers to workers has improved recently in all regions but still ranges from about 1:9 to 1:22
 - Workers line up at manager’s door
 - High staff turnover drives manager workload (interviewing, integrating new workers)
 - All managers do on call in Western and Central Regions
 - Several regions have attempted to remove some admin burden from managers; most managers still carry a heavy admin load and all carry a heavy HR workload (staffing, discipline, etc.)
 - Managers can spend equivalent of one week/ month on committees (e.g. policies and procedures, OHS, primary health, grievance, on call)
 - Smaller offices feel neglected, as managers’ time is consumed by larger offices
 - Social workers report problems accessing managers
 - Managers in all regions feel they have inadequate time for clinical supervision, helping workers become independent, and coaching/mentoring
 - With additional clinical managers in Eastern Region, may ease workload
 - Workload of Directors of CYFS is very heavy, especially in Eastern where volume and complexity are likely too great for one individual
 - Responsibilities of the Provincial Director are broad, extending beyond CYFS to include adoptions, youth corrections, early learning and child care

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT	
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region		
People – Having the right people with the right skills available at the right time to deliver quality CYFS	There is adequate coverage for leave and on call	●	○	●	○	○	○	●	
		<ul style="list-style-type: none"> • Now have float pool of workers • Managers cover for one another in summer; replace if extended leave • Dedicated on call resources (which are envied by all other regions) 	<ul style="list-style-type: none"> • Workers and managers cover for one another; problem in summer • On call is major issue, especially for managers who are on call one week each month • Workers on call one week/year; but managers responsible for geographic areas still responsible for finding worker who is willing to service client 	<ul style="list-style-type: none"> • Workers and managers cover for one another; considering establishing float pool • Particular concerns re coverage in matrix structure • New sick leave policy being introduced • On call is major issue for social workers • Managers do on call • Member of senior executive always on call • On call handbook has been in place for three years to provide guidance • On call committee in place for eight years with management and frontline staff • Plans for on call orientation for new workers in Jan 07 	<ul style="list-style-type: none"> • Workers and managers cover for one another • On call is major issue for managers and social workers • All managers and Director of CYFS do on call one week in five 	<ul style="list-style-type: none"> • Workers and managers cover for one another • On call is major issue; concern for safety 	<ul style="list-style-type: none"> • In Inuit communities, manager steps in and does front line work – works well • Interest in hiring “substitute workers” to fill in • In rest of region, workers and managers cover for others 		
		<ul style="list-style-type: none"> • It is critical that there is adequate coverage for staff on leave or absent. Processes appear to be in place in all regions to reassign cases; the issue becomes one of adding additional workload to already over-taxed workers and managers • On call compensation is a major point of frustration in all regions (except Eastern Urban) – paid stand-by rate of approximately \$100/week as per collective agreement • On call is extremely challenging for workers who focus in one area on a full time basis (e.g. in care), but handle calls for all programs in CYFS (and sometimes beyond) when on call; no training is provided • “On call bag” needs to have all required tools including working cell phone and laptop 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu Rest of Region	
People – <i>Having the right people with the right skills available at the right time to deliver quality CYFS</i>	Social workers receive adequate clinical supervision	 <ul style="list-style-type: none"> Clinical supervision has been inadequate in urban and rural Now have three clinical managers to address need for clinical supervision 	 <ul style="list-style-type: none"> Even with two new managers, time for clinical supervision is inadequate Social workers unclear when to consult with supervisor Workers concerned about interrupting busy managers Depends on office and manager 	 <ul style="list-style-type: none"> No time to address culture of dependence that has been created Consultant helps Smaller offices neglected due to demands of larger officers 	 <ul style="list-style-type: none"> Director of CYFS provides support Even more clinical supervision expected with new program manager 	 <ul style="list-style-type: none"> Need for additional clinical support has been identified as a priority Challenge for individual program managers to provide sound clinical supervision in all CYFS program areas 	
		<ul style="list-style-type: none"> All social workers in all regions pointed out that managers provide as much clinical supervision as they have capacity to provide They attribute inadequacy of clinical supervision to excessive workload of managers (seen as being responsible for too many offices and too many direct reports) Social workers and managers are afraid to make decisions and make mistakes 					
CONCLUSIONS	<ul style="list-style-type: none"> Skilled social workers and managers are doing many tasks that do not require their skills and education, creating significant frustration as well as risk for the organization. Examples for social workers include CRMS documentation (referrals, demographics, risk assessment, case notes), financial matters (research of options, requests for approval, tracking down approval, preparing cheques, responding to client queries), supervised access and client transport, education of agents and preparation of court documents. Examples of activities performed by managers that do not require their skills and education include approving small financial transactions (Code 26), office management (computers, telephones, building access, office furniture), and some elements of staffing tasks (preparing interview questions, multiple managers interviewing candidates) Costly resources are doing work that could be done by less costly resources. This work frustrates highly paid and highly skilled resources Managers are unable to dedicate appropriate time to clinical supervision Before deciding on the appropriate number of social workers and managers required in each region, it will be important to first have all resources doing appropriate work, with appropriate supports in place Workers coming out of university have not received fundamental orientation to Child Protection Inadequacy of orientation and training leads to quality risk (e.g. inconsistent application of policies), stress on the part of new workers, extra workload on the part of experienced workers and managers. Both workers and managers receive inadequate training and professional development On call adds additional workload and additional stress with little compensation, which creates additional risk The lack of generally accepted measures of workload for social workers and managers limits the ability of leaders within CYFS to make informed decisions about resourcing Even in the absence of generally accepted measures, the workloads of most staff and managers are excessive. To illustrate: if, on average, a manager has 13 direct report social workers, and each social worker has 25 cases, the manager is expected to sign off (in CRMS) on 325 cases. Note that some managers have more than 20 direct reports, and some social workers have up to 70 or 80 cases Compensation inequities within regions – within CYFS as well as between CYFS and other programs – cause frustration 						

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
RECOMMENDATIONS	<p>4.1 Ensure that work is done by the most appropriate resource. Specifically:</p> <ul style="list-style-type: none"> • Introduce additional support roles – social work assistants, community service workers, behaviour management specialists, financial assessment officers (FAOs), improved legal access. Requirements vary by region; specific regional analyses are required. Roles and responsibilities of the various roles must be clear. (Note: it is important that there are adequate numbers of social workers and managers to direct the work of these support roles) • Allow clerical staff to assist with CRMS (referrals, demographics, risk assessment, case notes). (Note: may require legal opinion.) Allow social workers flexibility in terms of how case notes are entered into CRMS, i.e. type themselves or hand-write/dictate for transcription by clerical staff thus accommodating strengths and weaknesses of individual workers. Train and/or increase the number of clerical staff accordingly • Enhance delegation of authority for social workers (especially Code 26 in Eastern and Western regions) • Streamline staffing process at all regions to reduce time spent by managers <p>4.2 Enhance clinical supervision by managers</p> <ul style="list-style-type: none"> • Ensure that time of managers that is freed up (per recommendation 4.1) is redirected to clinical supervision • Invest in managers to ensure they have the skills and competencies to provide adequate clinical supervision. Provide managers with training on clinical supervision (as part of the provincial competency-based training program) • Ensure that this increased focus on clinical supervision does not negatively impact the classification of managers <p>4.3 Further invest in orientation, training and professional development. Specifically:</p> <ul style="list-style-type: none"> • CYFS Program orientation should be developed centrally and rolled out consistently across the Province • Workers should be restricted from handling a caseload or all functions of work until they have completed orientation, including initial training, and have been delegated authority. They should be buddied with/mentored by an experienced worker for several months. Initial client visits should take place with the buddy/mentor • As is currently planned, competency-based training and professional development should be developed provincially (including clinical supervision, documentation and case notes) • Dedicated training resources should be in place in every region and provincially • Managers require a significant investment in training: clinical supervision (as per recommendation 4.2), managerial (e.g. performance management / mentoring / coaching, staffing), administrative (e.g. budgeting, time sheets, expense reporting) • Managers should be trained before front line workers receive the same training • The Department should work with Memorial University to enhance the CYFS curriculum in the School of Social Work <p>4.4 The scope of responsibilities of the Provincial Director of CYFS should be limited to the programs legislated under the CYFS Act and Adoption Act. Dealing with the responsibilities of the Provincial Director beyond this will require a change to the management structure of the Division</p> <p>4.5 Continue work on workload measurement approach and guidelines</p> <ul style="list-style-type: none"> • Build on work currently being undertaken by the CRMS Documentation and Statistical Reporting Working Groups, which encompasses MIS Standards implementation, including workload measurement • The Province should participate and actively encourage progress nationally and internationally with respect to workload measurement • In the interim, a provincial approach and guidelines should be developed to allow for a consistent approach to resourcing throughout the Province • Additional social workers and managers will be required throughout NL to bring workload to a reasonable level <p>4.6 Ensure that on call practices across the Province are consistent (to the extent possible), and that workers are adequately trained to meet on call needs</p> <p>4.7 Ensure that classification and compensation are fair and equitable across the Province</p> <p>4.8 Ensure there are formal processes in place in each region to re-assign cases when workers are on leave or absent</p>							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Eastern Rural	Central	Western	Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Regional Risk Management	<p>CYFS staff assumes responsibility for identifying potential and actual risks in practice and workplace</p> <p>Staff assumes responsibility for analyzing the likelihood or probability of an event occurring and the extent of the impact or consequences of an event. Staff then decides how to respond to the risk</p> <p>Department develops process for CYFS risk management</p>	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> Comprehensive risk management framework for the integrated authority is in draft format (consolidation of legacy departments); not specific to CYFS Not top of mind for CYFS leadership 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> Comprehensive risk management framework for integrated authority in place; not specific to CYFS Not top of mind for CYFS leadership Increased awareness of staff is required (completion of occurrence reports) 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> Comprehensive risk management framework for integrated authority in place; not specific to CYFS Not top of mind for CYFS leadership Increased awareness of staff is required (completion of occurrence reports) 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> Comprehensive risk management framework for integrated authority in place; not specific to CYFS Not top of mind for CYFS leadership Increased awareness of staff required (completion of occurrence reports) 	<p style="text-align: center;">○</p> <ul style="list-style-type: none"> The Department has a role to play in developing a process for CYFS risk management Reports should be sent to the Department as part of the accountability framework 		
CONCLUSIONS	<ul style="list-style-type: none"> Regions have recognized the importance of developing a risk management program/framework. All staff are responsible for identifying potential and actual risks in his or her practice and workplace. Responsibility for analyzing the probability of an event occurring and the extent of the impact falls to all staff 							
RECOMMENDATIONS	<p>5.1 The CYFS Program should actively participate in and support the regional approach to risk management</p> <ul style="list-style-type: none"> Provide top down direction and support for completion of occurrence reports Increase risk management awareness of staff through top level support, training, and on-line promotion, specifically, provide access to information on each region's intranet website 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Eastern Rural	Central	Western	Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Information Technology	CRMS enhances risk management	 <ul style="list-style-type: none"> The Risk Assessment Instrument is perceived as not useful (“you know the risk level in ½ hour, but have to spend all day on the tool”) 60% of social workers surveyed believe they have the tools to identify risks, while only 25% believe they have the tools to manage risk 	 <ul style="list-style-type: none"> Managers feel better since introducing the concept of risk management (better decisions), but tool is too time consuming Workers like CRMS, but find the Risk Assessment Instrument (RAI) to be cumbersome and repetitive Almost 50% of social workers surveyed believe they have the tools to identify risks, while only 22% believe they have the tools to manage risk 	 <ul style="list-style-type: none"> System seen as very supportive in terms of risk management 50% of social workers surveyed believe they have the tools to identify risks, while only 25% believe they have the tools to manage risk 	 <ul style="list-style-type: none"> The Risk Assessment Instrument is seen as cumbersome (examples of developing RA at home, then taking day to enter into CRMS) Over 70% of social workers surveyed believe they have the tools to identify risks (highest among regions), while 35% believe they have the tools to manage risk (highest among regions) 			
	CRMS enables better sharing of client information, standardizes approach to documentation, and improves accountability of social worker	 <ul style="list-style-type: none"> Urban reported average level of agreement of all regions in social worker survey questions relating to CRMS enabling better sharing of client info, standardizing the approach to documentation, and improving accountability of social workers Leaders look forward to statistical reports from CRMS 	 <ul style="list-style-type: none"> Rural reported average level of agreement of all regions in the social worker survey CRMS questions relating to enabling better sharing of client information, standardizing the approach to documentation, and improving accountability of social workers 	 <ul style="list-style-type: none"> Region reported highest level of agreement of all regions in the social worker survey questions relating to CRMS enabling better sharing of client information, standardizing the approach to documentation, and improving accountability of social workers 	 <ul style="list-style-type: none"> Western reported average level of agreement that CRMS enables better sharing of client information, standardizes the approach to documentation, and improves accountability of social workers 			

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Information Technology	CRMS enables better sharing of client information, standardizes approach to documentation, and improves accountability of social worker	<ul style="list-style-type: none"> • The over-riding concern with CRMS is the time it takes both workers and managers to keep up with documentation and sign-off demands • Managers often said “The process is good, the problem is the tool” • Leaders note that the burden for documentation was always there; CRMS has the potential to be a great help • Consistent complaints about CRMS include: <ul style="list-style-type: none"> ○ Too time consuming, especially for workers who are unable to touch type ○ Repetitive, especially the Risk Assessment Instrument – and the inability to cut and paste is frustrating ○ The system often locks, and data can be lost; the system can be slow ○ A simple error (such as entering the wrong date) will need to be fixed by the Province and can take months ○ Not user friendly – can’t tab, must use a mouse; too many steps ○ Constantly emailing supervisor at every stage asking them to review/approve in CRMS (functionality not currently available to allow workers to automatically send messages to manager at various decision points when sign-off is required) ○ Difficulty of closing file ○ The system doesn’t deal well with multiple referrals on same case • Newer workers are more accepting of CRMS than more experienced workers • Workers are frustrated that managers are using the number of risk assessments completed as a way to evaluate their work (vs. the quality of the work) • Concern that client pay will exacerbate existing issues • Suggestion that clerical staff can help with referrals, demographics, case notes (either hand-written or dictated) 						
	Workers and managers are able to complete documentation and sign off in order to meet minimum standards	<p style="text-align: center;">○</p> <ul style="list-style-type: none"> • Workers and managers in all regions are behind in their documentation and unable to meet standards • According to the social worker survey, less than 10% of social workers believe they have sufficient time to complete CRMS documentation. On average, they spend 1/3 of their time documenting in CRMS • Many workers carry black books full of notes and feel highly stressed about their inability to keep up • Workers often fall further behind when they make a technical mistake that can take months to correct (when requires fixing by Province) • Speech recognition software being piloted by physicians in February 2007 in Western region. If test is successful, software could eventually be rolled out to social workers in CYFS • While most workers believe they know how to do good case documentation (most believe you have to document everything), leaders would disagree • There is inconsistency in documentation practices, with many workers including more than is required • A standard approach to documentation would improve the quality and reduce the time spent with CRMS 						

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Information Technology	Workers and managers are appropriately trained in CRMS and receive timely technical support	 <ul style="list-style-type: none"> • 1 CRMS Coordinator for all of St. John's • CRMS Coordinator is not a permanent position 	 <ul style="list-style-type: none"> • CRMS Coordinator is permanent and dedicated to CYFS • 'Track IT' application used to record and monitor CRMS support requests • Produce usage and issues reports for Director from 'Track IT' application • CRMS Coordinator conducts quarterly training sessions at 4 locations within Rural; Risk Management System CRMS Training is 2 days • Rural piloted CRMS, therefore staff have had the most time to become familiar with the system • Strong top level leadership encouraged application uptake and complete usage 	 <ul style="list-style-type: none"> • CRMS Coordinator position is permanent and supports all CRMS users in the region across all program areas • CRMS Coordinator spends much time training; unavailable for support • New staff can wait a month for CRMS training • 'Track IT' application used to record and monitor CRMS support requests • Currently consolidating two legacy help desks • Region developed CRMS "cheat sheets" based on CRMS user manual that act as quick reference tools • Challenge of contract worker who has no access to CRMS 	 <ul style="list-style-type: none"> • Clinical Information Specialist position is permanent and supports all CRMS users in the region across all program areas • "TrackIT" application utilized by Integrated Authority to track CRMS support requests • Currently, 2-3 days per week are spent responding to CYFS CRMS requests • Through the thin client platform, Information Specialist is able to shadow a CRMS user on line • Region developed CRMS "cheat sheets" based on CRMS user manual that act as quick reference tools 	 <ul style="list-style-type: none"> • CRMS Coordinator position is permanent and supports all CRMS users in the region across all program areas • CRMS Coordinator spends much time training; unavailable for support • Region developed CRMS quick reference sheet based on CRMS user manual • Presently, 'Service Desk Plus' help-desk software is used to track work-orders / support requests • Geography presents significant challenges for IT support • Region adopted a thin client platform, thus enables support to shadow social workers in CRMS • Web conferencing to be implemented in spring 2007 	 <ul style="list-style-type: none"> • Department's Application Management Team employs a detailed Application Management process to support CRMS • Initial evaluation of a request is to be completed within 10 working days • Comprehensive evaluation of a request is to be completed within 20 working days • Planned schedule for enhancements rollout is every 2 months • Regions and Department have a 15 working day window to complete their testing of a new enhancement • Each enhancement rollout includes a combination of bug fixes and approved enhancements. The maximum lag time in waiting for a corrected bug fix is to be two months • CRMS manual was last updated in 2004 • Fundamental estimates by the Department of time and resourcing for completing documentation are not accurate • Design of CRMS modules is not consistent – there are no guidelines for module development • HCS AM Team needs to be accountable for enhancements • HCS AM Team needs to translate technical documents to ensure consistent interpretation of enhancements and efficient delivery 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Information Technology	Regions have other technological support they need to effectively do their jobs				○			
						<ul style="list-style-type: none"> • Generally, all social workers and managers require: <ul style="list-style-type: none"> ○ Daily access to a fast, reliable computer – computers in rural communities tend to be slower ○ Access to a cell phone or satellite phone when on the road ○ Access to a laptop (Note: In Western, laptops are available to managers on request; not all managers have requested same) ○ Good IT support • These items are lacking in all regions 		
CONCLUSIONS								
								<ul style="list-style-type: none"> • CRMS and the risk management concepts behind it have been embraced by all regions • Frustrations with CRMS are high • CRMS documentation has detracted from the time that social workers are able to spend with clients • Documentation in CRMS is not consistent within a region or across the Province • Responsibility for CRMS Client Pay module support, which is to be launched sequentially in the regions starting in April 2007 is to be assumed by the regional CRMS Coordinators, who are already over-extended in every region • Due to high turnover of staff in CYFS, a significant amount of the CRMS Coordinators’ time is spent delivering training, particularly one-on-one, thus limiting their provision of technical support • There is a lack of consistency with respect to how CRMS training is delivered, the content of the training session, and the resources, tools and guides to support the application • High turnover in certain regions has meant the influx of recent social work graduates who are more IT savvy than some of the more experienced staff. These social workers are more proficient at navigating and entering information into CRMS • Timelines for completion of CRMS documentation are dictated by provincial minimum standards and the standards are not being achieved • CRMS issues can get caught up in secondary CRMS support (the standard for 10-day turn around is not being satisfied), thus inhibit a social worker’s ability to complete documentation. When social workers are held up in the documentation process, they revert back to paper. They then “never get caught up”. • CRMS quality assurance is not conducted at the provincial level • Workers and managers do not have access to tools that would provide flexibility in where and how they work, e.g. laptop (to work from locations other than the office such as when doing supervised visits, or when stranded in a remote community due to weather), cell phone, dictaphone

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT	
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
RECOMMENDATIONS	<p>6.1 Undertake a comprehensive evaluation and develop a plan for CRMS with the objective of identifying how to make the application more user friendly and ensuring it is clinically sound</p> <ul style="list-style-type: none"> • CRMS has been operating for more than five years and has not yet been evaluated • This process should include development of a strategic plan for rolling out additional modules of CRMS • The plan should document the process for making and communicating enhancements <p>In future, the nature of the enhancement must be communicated more clearly to the regions</p> <ul style="list-style-type: none"> • The link between CRMS and policies must be clearer, i.e. the impact of any CRMS enhancement on provincial policy must be clearly articulated • Continue implementation of policy direction that allows frontline staff to make changes/edits where appropriate • Once enhancements are made, update CRMS user manual and provide access on-line <p>6.2 Separate responsibility for CRMS training from CRMS technical support</p> <ul style="list-style-type: none"> • Until CRMS is stable, CRMS technical support should be provided provincially. Regional help desks lack technical knowledge of CRMS, which is changing frequently. This will require additional resources provincially. (Note: additional technical support cannot be provided by existing CRMS development resources.) The technical support resource(s) should be dedicated to CYFS • This will allow CRMS Coordinators to focus on provision of timely and comprehensive training. • CRMS training curriculum development should be developed provincially to avoid duplication of effort. E-learning programs should be developed to supplement classroom sessions (once social workers are more comfortable with CRMS, e-learning will likely become an acceptable approach) • CRMS Coordinators should continue to come together regularly to share best practices <p>6.3 Update policies and access to CRMS in order to enable clerical support staff to enter referrals, demographics and social worker case notes (sign-off from responsible social worker required) into CRMS</p> <ul style="list-style-type: none"> • Legal opinion required • Assess alternatives for social workers to document their notes (including digital dictation in portable handheld devices, which requires transcription and voice recognition software that automatically transcribes) <p>6.4 Include case documentation as part of the competency-based training being developed by the Province</p> <p>6.5 Provide access to other technological tools to support the work of CYFS</p> <ul style="list-style-type: none"> • Workers and managers should have access to a laptop to work from locations other than the office, cell phone, and dictaphone to allow more flexibility in work practices • These resources can be shared depending on demand 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	DEPARTMENT
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Information Sharing	<p>Effective and efficient two-way sharing of information between parties within the Authority and outside of the Authority</p> <p>Collaboration /case conferences are widely applied</p>	<p style="text-align: center;">○</p> <ul style="list-style-type: none"> Lack of information sharing is seen as major clinical issue; social workers believe it is getting worse due to <i>Privacy Act</i> Internal Collaboration Policy and Procedure Manual (Oct 2003) in place from the former Health & Community Services – St. John’s Region. Manual outlines when staff are required to communicate with each other and when staff are required to communicate with clients According to social worker survey, about 40% of urban and rural social workers are able to get the information they need from within their region (similar to average of all regions) Urban is less likely than rural to feel satisfied with their ability to access information from outside sources 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> According to social worker survey, Central region gets information more readily from internal and external sources than all other regions They are more likely to be satisfied with their ability to get information from outside parties than parties internal to the Authority Despite having the best results, there is much room for improvement Social workers in Central are more likely to perceive “other people’s priorities” as a barrier to collaboration than other regions 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> Communication between all health care providers, service providers (education, police, daycares, etc.) and CYFS was reported to require improvement Policies and procedures developed to support Model for Collaboration Results of social workers survey were very low with respect to getting required information, particularly from external sources Social workers in Western are more likely to perceive confidentiality/ privacy as barriers to collaboration than other regions 	<p style="text-align: center;">○</p> <ul style="list-style-type: none"> Communication between all health care providers, service providers (education, police, daycares, etc.) and CYFS was reported to require improvement The main factor that prevents social workers from collaborating more is reported to be time 	<p style="text-align: center;">●</p> <ul style="list-style-type: none"> The Model for Collaboration serves to guide staff with respect to information sharing within the Department and to parties outside of the Department. The Department, in conjunction with the Department of Justice, is currently reviewing information sharing and confidentiality policies and practices 		
		<ul style="list-style-type: none"> Social workers surveyed believe they give information to internal (Mental Health, Addictions, Public Health) and external (schools, RCMP) parties much more readily than they get it; they do recognize that they are also perceived as unwilling to share information (which they also attribute to lack of time, confidentiality, consent) Different organizations have different cultures with respect to information sharing The ability to get required information is often dependent on “who you know” The nature of the information provided is often insufficient (e.g. the number of visits, but not the nature of visits) Other parties will often demand consent of the client, even if it is not required Social workers are uncertain, and they believe others are uncertain, about what information they can give, and when 						

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – <i>Necessary supports to allow CYFS to be delivered efficiently and effectively</i>								
CONCLUSIONS	<ul style="list-style-type: none"> • The provincial “Model for Collaboration” outlines the steps/guidelines for coordination of services to children/youth and information sharing • Some regions (most notably Western) have developed regional policies and procedures to supplement the provincial Model for Collaboration • The regions are attempting to develop cultures that reinforce and value information sharing • However, despite policies and MOU (Department of Justice, RNC, RCMP), as well as duty to report legislation, sufficient information sharing is not happening • The potential consequences of lack of information sharing include: workers going unknowingly into unsafe environments; risk assessments, safety plans, etc. could be incomplete or suboptimal due to lack of information; and unacceptable delays • Lack of time, confidentiality/privacy and other people’s priorities were the top three reasons given by social workers for not collaborating more • There are deep cultural barriers that are perceived to prevent information sharing • It is inappropriate to put the onus on social workers to break down cultural barriers that even CEOs are unable to break down in the organizations they lead. • There is general lack of clarity regarding what individuals can/should/must share, and with whom 							
RECOMMENDATIONS	<p>7.1 A provincial policy or guideline should be developed to guide information sharing. It should be consistent with the Model of Coordination of Services to Children and Youth and require that individuals share information. It should identify what information is to be provided, under what circumstances, to whom</p> <p>7.2 Regional policies for information sharing should be developed or, if they already exist, enforced</p> <p>7.3 The Department, in conjunction with the regions, should provide education on duty to report as part of enforcing the legislation</p>							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Human Resources	HR practices and processes that support CYFS managers and workers	 <ul style="list-style-type: none"> • As part of regional integrated health authorities, all regions have well developed HR organizations within which are divisions responsible for HR program and policy development, professional development, and organizational development. In addition, resources are dedicated to recruitment and retention, benefits programs, classification, etc. • As expected, Eastern has the most comprehensive structure • In most cases, HR resources are responsible for supporting CYFS, but are not dedicated 100% to CYFS • A human resource information system has been proposed for all Authorities, which could help to standardize many HR processes • As indicated under the section on Culture above, CYFS has many significant HR-related challenges: <ul style="list-style-type: none"> ○ High turnover ○ Recruitment and retention challenges ○ Inefficient staffing practices ○ Lack of orientation, training and professional development ○ Lack of performance management (performance appraisals) ○ Low morale, high stress ○ Compensation inequities (Note: a classification review is underway) ○ Lack of succession planning • CYFS tends not to use the services of HR to the extent they could, as they feel that HR is overwhelmed and under-resourced and/or does not understand the unique demands of CYFS • Many HR practices appear to be based on past practices • In some cases, CYFS leaders are hiring their own resources (e.g. staff development) to address the unique needs of CYFS • Given the high level of turnover, as well as sick leave and maternity leave, staffing practices are a particular concern to many managers. HR is seen as putting in place cumbersome processes that may or may not be required under the collective agreements. Particular frustrations include: <ul style="list-style-type: none"> ○ The number of temporary positions, having temporary workers apply for permanent positions or permanent workers apply for temporary positions, and the ensuing cascade effect is time consuming ○ Social workers in temporary positions can be interviewed upwards of 10 times in a year ○ In some regions, three managers are involved in every interview ○ Interview questions can be developed multiple times by managers • Performance management (including performance appraisals) is a vital tool to help develop, motivate and retain staff. Performance management is not used effectively in any region. Less than 20% of social workers reported having regular performance appraisals (high of 32% in Western and low of 10% in Eastern), and only 22% believe performance appraisals are useful for them • CYFS managers and directors are not well informed regarding how HR can support them. Western and Central are more advanced in terms of communication about what HR has to offer to CYFS 						

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – <i>Necessary supports to allow CYFS to be delivered efficiently and effectively</i>								
RECOMMENDATIONS	<p>8.1 Streamline staffing practices in all regions</p> <ul style="list-style-type: none"> • Determine what is truly mandated under the collective agreement; identify areas that can be negotiated • Identify where temporary positions should be converted to permanent positions • Identify best practices regarding public sector staffing • Determine if new transition agreement can address some of these issues <p>8.2 Enhance the relationship between HR and CYFS in each region</p> <ul style="list-style-type: none"> • Best practice would suggest that managers should be heavily involved in HR processes (i.e. staffing, mentoring), but the processes should be streamlined and efficient <p>8.3 Each region must put in place a formal performance management process</p> <ul style="list-style-type: none"> • Semi-annual or annual reviews of all staff • Personal plans developed that align with strategic plan and operational plan, including personal training and professional development needs • Performance appraisal process tailored to meet the needs of CYFS 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Eastern Rural	Central	Western	Innu	Rest of Region	
Processes & Tools – <i>Necessary supports to allow CYFS to be delivered efficiently and effectively</i>								
Wellness Programs	Workers and managers have access to wellness programs tailored to their specific needs	 <ul style="list-style-type: none"> Region's employee wellness initiatives are the responsibility of the HR Client Services Department Due to the recent integration, the Wellness program is still under development and not well known by staff within the region Only about 10% of social workers surveyed believe there are programs in place focused on their personal wellness 	 <ul style="list-style-type: none"> Employee Wellness, Health and Safety organization structure and programs are well developed CYFS program staff developed a Critical Incident Debriefing Wellness Framework that has three levels of intervention (defusing, operational debriefing, and critical incident debriefing, plus resilience building throughout) Despite these efforts, only 1 in 4 social workers surveyed believe there are programs in place focused on their personal wellness (the highest among the regions) 	 <ul style="list-style-type: none"> Former Community Health had a wellness plan based on employee needs Wellness program for integrated authority, which is based off of legacy plan, has been in place since March 2006 Staff needs assessment to be conducted in January 2007 An Employee Wellness Advisory Committee is in place (15 representatives) Since March 2006, EAP usage has been recorded providing vital statistics, thus insights to potential EAP resourcing needs going forward Since August 2006 there has been a traveling roadshow promoting the region's wellness program and services Communication blitz has been the focus for October and November Despite these efforts, only 15% of social workers surveyed believe there are programs in place focused on their personal wellness 	 <ul style="list-style-type: none"> Employee wellness responsibilities fall to the Director, Employee Development, Training and Health Several programs in place at this time (morale boosting workshops, team building, respect, well woman, well man) However, virtually no social workers surveyed believe there are programs in place focused on their personal wellness Workers believe wellness programs would be helpful in their region 			

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – <i>Necessary supports to allow CYFS to be delivered efficiently and effectively</i>								
CONCLUSIONS	<ul style="list-style-type: none"> Given the high stress associated with CYFS work, the pressure caused by the various reviews that have been undertaken, concerns for personal safety, etc., wellness programs are a necessity for the CYFS program All regions have acknowledged same, and have wellness programs in various stages of development Communication of programs is key 							
RECOMMENDATIONS	9.1 Regions must ensure that CYFS staff are involved in development of wellness programs <ul style="list-style-type: none"> Programs must then be well communicated to CYFS staff (including posting on intranet) and staff must be given the opportunity to participate 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively							
Finance - Budgeting	CYFS managers and directors are supported in the budgeting process	 <ul style="list-style-type: none"> • Finance group is responsible for providing support services (budgeting & special projects; accounting services and Client Pay & revenue collections) to all of Eastern Health • CYFS budgets are built on an aggregate basis • Assistant Director, Financial Services works with directors to develop the budgets • Meditech used for financial reporting • CYFS Financial Procedures were created to direct staff to proper finance resources based on service needed 	 <ul style="list-style-type: none"> • Finance group is responsible for providing support services (budgeting, reporting, accounting services, client pay, revenue collections) to the entire Authority • CYFS budgets are built on an aggregate basis • Integrated budgeting procedures for the entire Authority are in draft form • Regional Director of Budgeting works collaboratively with Regional Directors and managers to identify goals, objectives and services to be offered for each program • Reports produced in Meditech are provided to CYFS manager 	 <ul style="list-style-type: none"> • Finance group is responsible for providing support services (budgeting & special projects; accounting services and Client Pay & revenue collections) to all of Western Health • CYFS budgets are built on an aggregate basis • Regional Director of Financial Services and Budgeting works collaboratively with Regional Directors and managers one on one to outline their program needs and tailor the budget accordingly • Reports produced in Meditech are provided to CYFS managers 	 <ul style="list-style-type: none"> • Finance department is currently being restructured. New positions include Regional Director, Budgeting and Budget Analyst. The latter will assume budget analysis responsibilities for the CYFS managers • Finance group, specifically Manager of Client Services, is responsible for providing support services (budgeting & analysis) to CYFS, plus long term care and acute care • Departmental budget, including CYFS budgets, are built up from a zero level • Regional Director of Budgeting works collaboratively with directors and managers one on one to outline their program needs and tailors the budget accordingly • Reports produced in Meditech are provided to CYFS managers 	 <ul style="list-style-type: none"> • Provincial Chart of Primary Accounts has been updated to address changing provincial information needs and national reporting standards • New Chart of Accounts will provide better linkages of financial, statistical and clinical data for tracking specific programs and services 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively							
Finance – Client Financial Assistance	<p>Delegation of authority is appropriate and social workers are supported in terms of management of tactical financial matters (requesting payment, tracking down approvals, cutting cheques)</p> <p>Expected benefits from client pay – business process being aligned across all regions</p>	<p>●</p> <ul style="list-style-type: none"> • Social workers are currently responsible for setting up and managing all on-going financial services provided to families and caregivers, which can consume up to 1 ½ to 2 days/week • Frontline workers have no ability to approve even the most minor financial requests related to Child Protection (Code 26 e.g. transportation or tutoring for a child) • Region has one Financial Assistant Officer for CYFS for urban who will soon be retiring and one for Youth Services • Expected benefits from client pay – business process being aligned across all regions 	<p>○</p> <ul style="list-style-type: none"> • Social workers are currently responsible for setting up and managing all on-going financial services provided to families and caregivers, which can consume up to 1 ½ to 2 days/week • No access to FAOs • Expected benefits from client pay – business process being aligned across all regions 	<p>●</p> <ul style="list-style-type: none"> • Historically, social workers were responsible for setting up and managing all ongoing financial services provided to families and caregivers • Financial delegation of authority for Youth Services has been developed but excludes Code 23 • One CYFS Financial Assessor position was added. The Assessor is charged with setting up clients on invoice processing, paying STA invoices / bills, issuing drug cards, processing client travel claims, etc. • Expected benefits from client pay – business process being aligned across all regions 	<p>●</p> <ul style="list-style-type: none"> • Social workers are currently responsible for setting up and managing all ongoing financial services provided to families and caregivers. • Region has comprehensive Financial Delegation of Authority, but excludes Code 26, for which a review is currently underway • One Social Assistance Worker is assuming responsibility for financial transactions, including setting up clients on invoice processing, paying STA invoices/bills, issuing drug cards, processing client travel claims, etc. • Expected benefits from client pay – business process being aligned across all regions 	<p>●</p> <ul style="list-style-type: none"> • Social workers are currently responsible for setting up and managing all ongoing financial services provided to families and caregivers • Region has comprehensive delegation of financial authority policy for all CYFS programs, including Code 26 • Region is moving forward to incorporate a financial assistant officer in the organization structure • Expected benefits from client pay – business process being aligned across all regions 	

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – <i>Necessary supports to allow CYFS to be delivered efficiently and effectively</i>								
CONCLUSIONS	<ul style="list-style-type: none"> • CYFS managers require support from a budgeting perspective, as most have received no training in the area • In some regions, budget managers for the organization are providing support to CYFS managers • Most regions are attempting to take some budget management responsibility away from managers, but still allow managers to understand the budget implications of their decisions • Social workers are trusted to make extremely important decisions about children, youth and families; however, most are unable to make financial decisions in the area of protective intervention • The introduction of the Client Pay system could place greater financial administration demands on social workers, unless other supports in place (e.g. Financial Assessment Officers) • Financial Assessment Officers (FAOs) have been very well received in all regions and programs where they have been implemented 							
RECOMMENDATIONS	<p>10.1 Empower social workers with the ability to authorize all appropriate financial requests – to approve programs and funding for clients for all codes – within limits and with proper controls (will require change in provincial policy to align with direction that is evolving in regions)</p> <p>10.2 Increase the number of Financial Assessment Officers and/or budget analysts in the regions to allow social workers to delegate the tactical aspects of client financial matters</p>							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT	
		Eastern Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Labrador-Grenfell Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Clerical Support	Clerical staff are available and skilled to support social workers and managers	 <ul style="list-style-type: none"> Limited clerical support Presently, some clerical support input demographic information into CRMS Documentation support is through transcribing dictaphone and/or hand written notes 	 <ul style="list-style-type: none"> Limited clerical support Presently, some clerical support input demographic information into CRMS Documentation support through transcribing hand written notes Some clerical staff act as verification clerk for cheques going to CYFS clients 	 <ul style="list-style-type: none"> Limited clerical support Presently, some clerical support input demographic information into CRMS Documentation support through transcribing hand written notes Some clerical staff act as verification clerk for cheques going to CYFS clients 	 <ul style="list-style-type: none"> Limited clerical support Presently, some clerical support input demographic information into CRMS Documentation support through transcribing hand written notes 	 <ul style="list-style-type: none"> Limited clerical support Presently, some clerical support input demographic information into CRMS Documentation support through transcribing hand written notes 		
		 <ul style="list-style-type: none"> Limited clerical support in all regions Most social workers and managers (and some directors and VPs) do own photocopying, most do own typing Some clerical support input demographic information into CRMS Limited case note documentation support is provided through transcribing hand written notes (as well as dictated notes in Eastern) into Word There is a strong belief in all regions that additional clerical support could ease some of the social workers' workload 						
CONCLUSIONS	<ul style="list-style-type: none"> CYFS professionals are assuming administrative duties, which are time consuming, This significantly impacts social workers' ability to interact directly with clients and managers' ability to provide supervisory support Best practice for clerical support involves having all clerical resources within an office reporting to one individual; ideally that one individual is a non-clinical office manager 							
RECOMMENDATIONS	11.1 Expand the role of clerical staff in all regions and add resources in the regions and the Province as required. The expanded role should include: <ul style="list-style-type: none"> Enhanced role related to documentation in CRMS (consider digital dictation where clerical staff are not on-site) Assistance with file preparation Assistance with tactical financial matters (in the absence of Financial Assessment Officers) 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS				Labrador-Grenfell		DEPARTMENT
		Urban	Eastern Rural	Central	Western	Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Legal Services	Legal council is well versed in <i>CYFS Act</i> and accessible for consultation	 <ul style="list-style-type: none"> Approximately 2-2.5 lawyers in Department of Justice are dedicated to region Need better access; not accessing legal advice as often as should given large and complex workload 	 <ul style="list-style-type: none"> Use agents in region, selected by Department of Justice Strong preference to have legal council on staff or retainer to improve speed of access, ensure consistent approach, knowledge of <i>Act</i>, knowledge and history of file 	 <ul style="list-style-type: none"> Use agents in region, selected by Department of Justice Satisfaction depends on the lawyer; some social workers have been embarrassed by their legal representation Would prefer to have legal council on staff or retainer to improve speed of access and be able to express satisfaction or dissatisfaction with service 	 <ul style="list-style-type: none"> Since 2005, one Department of Justice lawyer dedicated to region (resident in St. John's), well versed in <i>CYFS</i> matters Will come into region if full day in court; otherwise, participates by phone Working well Difficult to recruit lawyers to region; no family law practitioners in Labrador 			
CONCLUSIONS	<ul style="list-style-type: none"> Going to court is one of the most stressful aspects of a social worker's job Social workers would like to be able to consult with lawyers more frequently Social workers are untrained re how to prepare for court; unclear what should be their role vs role of lawyer Social workers can spend significant time educating agent who is not versed in <i>CYFS Act</i> or the spirit of the <i>Act</i> Social workers spend a great deal of time preparing documentation for court Judicial system struggles to meet the time lines in <i>CYFS Act</i> for children in care, therefore the children are remaining in care for longer then the legislation permits 							
RECOMMENDATIONS	<p>12.1 Improve access to legal services by the Provincial Office and the regions</p> <ul style="list-style-type: none"> Each region and the Provincial Office should have ready access to legal council knowledgeable of <i>CYFS</i> Where agents are used, regions should have input into selection of agents, based on past experience. Consideration should be given to having regions go directly to pre-selected agents <p>12.2 Develop training in court preparation as part of provincially developed competency-based training for Child Protection workers</p> <ul style="list-style-type: none"> Topics could include interpretation of the <i>Act</i>, completion of forms, expectations for court appearances Various forms of training could be used including video / DVD, plus a manual, to supplement classroom training, mock court room appearances, etc. 							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS						DEPARTMENT
		Urban	Eastern Rural	Central	Western	Labrador-Grenfell Innu	Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively								
Quality	<p>CYFS program continuously identifies the populations that it serves, the processes that it uses to provide services and employs a valid method to continuously evaluate and improve the services</p> <p>Practices enable the program to prioritize initiatives, taking into account information gathered from environmental scanning and strategic planning</p>	 <ul style="list-style-type: none"> • Comprehensive quality management framework for integrated authority is in draft format (consolidation of legacy departments) • Professional Practice Consultant (PPC) position was staffed for 5 weeks before the individual was recalled to their former position. Therefore, the PPC manages some of the position's responsibilities on a part time basis. Furthermore, specific CYFS program priorities such as orientation program development as well as social worker assistants position description development, are being addressed through a working group on the short term • PPC position serves all of Eastern Health Community Services • PPC is accountable for the implementation, maintenance and evaluation of systems and structures that support professional practice. This includes consulting with and advising programs on appropriate utilization of professional services, ensuring compliance with accreditation standards and professional development, and providing analysis plus interpretation of workload measurements 	 <ul style="list-style-type: none"> • Comprehensive quality improvement framework for integrated authority is in place • 15 Regional QI Teams are in place of which CYFS is one QI team • Corporate Improvement Department provides research services with respect to enhancing the level of service provided by various programs (no requests for assistance from CYFS to date) • Management service areas include: Utilization & Waitlist; Client Relations; Risk; and, Quality Improvement 	 <ul style="list-style-type: none"> • Comprehensive quality improvement framework for integrated authority is in place • Professional Practice Model is in place. Model consists of 13 councils, including a Social Work Professional Practice Council • Professional Practice Council is responsible for profession-specific professional practice issues that cross clinical programs and for providing supportive services to managers on program-specific professional practice issues. This includes ensuring that practices meet best practices and national standards, plus making recommendations with respect to resourcing 	 <ul style="list-style-type: none"> • Comprehensive quality improvement framework for integrated authority in place • 12 CQI Teams in place, one of which is children's services 			
CONCLUSIONS	• Regions have recognized the importance of developing a quality improvement framework which fully integrates CYFS							

ELEMENT	ATTRIBUTES OF IDEAL	REGIONS					DEPARTMENT
		Eastern Urban	Rural	Central	Western	Labrador-Grenfell Innu Rest of Region	
Processes & Tools – Necessary supports to allow CYFS to be delivered efficiently and effectively							
Facilities Management	<p>CYFS staff work collaboratively and coordinate with Facilities representatives to ensure adequate workspace for all staff</p> <p>Workers have work space that is appropriate for the sensitive nature of CYFS work</p>	<p>○</p> <ul style="list-style-type: none"> Adequate space is an issue as social workers share office space (e.g. Viking Building where 2 or 3 social workers share office) CYFS social workers working in cubicles at the Cordage Place site, which is not appropriate given sensitive nature of CYFS work According to social worker survey, least satisfied with physical space 	<p>●</p> <ul style="list-style-type: none"> Social workers are quite satisfied with space 	<p>●</p> <ul style="list-style-type: none"> Social workers are quite satisfied with space Adequate space is an issue in some offices where there is no space for storing files or inadequate security provisions 	<p>●</p> <ul style="list-style-type: none"> Social workers are quite satisfied with space Integration has resulted in some improvements 	<p>●</p> <ul style="list-style-type: none"> Social workers are generally quite satisfied with space There are office space issues in SSS, with over-crowding Until recently, there were major office space issues in Nain Availability of suitable housing in some communities is an issue unique to region 	
CONCLUSIONS	<ul style="list-style-type: none"> Appropriate work space is necessary for CYFS work. Workers need quiet space to hold conversations with clients and other stakeholders, as well as to think through the risks and plans associated with their clients CYFS files are sensitive and should be stored accordingly CYFS time lines are not aligned with Facilities' (CYFS need to hire quickly, while Facilities access space in 6 to 8 months) 						
RECOMMENDATIONS	<p>13.1 Improvements must be made to physical space. Specifically:</p> <ul style="list-style-type: none"> Given the sensitive and confidential nature of their work, CYFS social workers working in cubicles should be provided with office space. If that is not possible in the short term, CYFS social workers should be separated from social workers from other programs CYFS files must be stored appropriately at all sites as well as in the Department 						

Table of Contents

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Summary of Recommendations

- The following pages summarize the more than 40 recommendations made in the previous section. The recommendations are structured around the framework for an ideal work environment, i.e. strategy, structure, organization culture, people, processes and tools.
- The most critical recommendations are listed first in each section, and in **bold**. We recommend that implementation of these recommendations should commence in the short term, i.e. within three months of acceptance of the final report.
- We also provide a summary of the top 10 recommendations which we believe are critical to stabilizing the CYFS system and should be addressed immediately.
- Finally, in Appendix E we indicate how the recommendations contained in this report reinforce or address some of the recommendations made in the Turner Review and Investigation.

Summary of Recommendations (cont'd)

STRATEGY

- 1.1 A provincial strategy for CYFS should be developed that articulates the vision for CYFS as part of an integrated Department with a focus on child development. The strategy should also include 3-5 year targets for CYFS standards (for those standards that lend themselves to a phased-in approach – in some cases 100% will be the minimum standard).**
- 1.2 Directors of CYFS should be held accountable for achieving minimum standards in their regions, and they must be given the appropriate resources to do so.**
- 1.3 One comprehensive set of CYFS policies and standards must be developed.
 - A mechanism must be established to ensure regular review and updating.
 - Provincial Office is responsible for reviews and updating.
- 1.4 Provincial policy and standards documentation should be available on-line for ease of access and updating.
- 1.5 There is a need to identify regional operational policies that will be necessary to support provincial policies. Where possible, regions should work together to avoid duplication of effort.

Summary of Recommendations (cont'd)

STRUCTURE

- 2.1 The authority of the Provincial Director and the accountability of the regions must be strengthened. This can be accomplished by establishing a formal accountability mechanism between the Department and the regions.**
- **It is recommended that the Deputy Minister and CEOs, along with the Assistant Deputy Minister and VPs/COO, develop a policy to establish the accountability mechanism. (Note: consideration should be given to defining this accountability mechanism in law.)**
 - **The accountability mechanism should be a CYFS Program and Policy Committee to operationalize the *CYFS Act*.**
 - **The Committee should be comprised of Directors of CYFS, chaired by the Provincial Director.**
 - **The policy describing the Committee should describe the mandate, composition, accountability, issue resolution process, and monitoring and evaluation process.**
 - **The Committee should have authority to take action and implement recommendations (i.e. have “teeth”) recognizing that decisions regarding CYFS must align with broader regional decisions as well as the legislated mandate of the CYFS Act and provincial direction**
 - **The Committee should be accountable to the Deputy Minister and CEOs by reporting through the Assistant Deputy Minister and VPs/COO.**
 - **The Minister of Health and Community Services should communicate the importance of the Committee to the Deputy Minister and CEOs.**
- 2.2 The Provincial Director must have the necessary resources to fulfill the legislated role. Existing temporary positions should be made permanent.**
- 2.3 The link between the Provincial Director and the Minister should be strengthened.**
- **A formal reporting mechanism should be put in place that requires the Provincial Director to prepare a semi-annual report to the Minister on the state of the CYFS system.**

Summary of Recommendations (cont'd)

STRUCTURE (cont'd)

- 2.4 Eastern Region must immediately move from an interim management structure to a permanent structure for CYFS to provide needed stability. This could include formalization of the current interim structure or consideration of options. (Consideration must be given to the vulnerability of the Director of CYFS role in the large Eastern Region with only one incumbent).**
- 2.5 Working with the regions, the Department should lead the development of a formal complaint process at the provincial level (note that court-related complaints follow a different process).
- A description of the complaint process must be communicated to all stakeholders.
 - The regions must have a regional CYFS complaint process that is integrated into an overall complaint process.
- 2.6 Consideration should be given to strengthening the accountability under the *Health Authorities Act* by making the regions accountable for more than financial performance.
- 2.7 The recently implemented organization structures in Western, Central and Labrador-Grenfell must be evaluated for effectiveness within 6-12 months of implementation. Consideration must be given to the following:
- Alignment with provincial direction (*CYFS Act*) and regional strategy.
 - Clear accountability for CYFS by the Director of CYFS, as per the *CYFS Act* (note: Western is the only region where the Director of CYFS does not have direct access to senior management).
 - Importance of integration and other aspects of the Authority.
 - Economies of scale and workload.
 - Complexity of organization.
 - Diversity and complexity of clients served.
- 2.8 The Province should work with the Office of the Child & Youth Advocate to clarify the role of the Office relative to the Department and the regions, and communicate same.

Summary of Recommendations (cont'd)

CULTURE

- 3.1 Each region should develop specific plans to address organizational cultural weaknesses identified in this review.**
- **There are tools available to assess culture along various dimensions, which allows for development of specific plans to move from the current to a desired culture (see Appendix D for a sample tool – Deloitte’s Culture Print).**
 - **In regions where CYFS workers are integrated with non-CYFS workers, the cultural assessment should extend beyond CYFS to better understand the environment in which child, youth and family services are provided.**
 - **This should not hold up implementation of other recommendations.**
- 3.2 Revisit and implement the evaluation framework for the *CYFS Act*.
- Revisit to ensure that all aspects are still relevant.
 - Implement.
 - Conduct external reviews of CYFS – on a rotational basis, review various parts of CYFS.
- 3.3 Regional worker safety policies should be developed.
- Regions should collaborate to avoid duplication of effort.

Summary of Recommendations (cont'd)

PEOPLE

4.1 Ensure that work is done by the most appropriate resource. Specifically:

- **Introduce additional support roles – social work assistants, community service workers, behaviour management specialists, financial assessment officers (FAOs), improved legal access. Requirements vary by region; specific regional analyses are required. Roles and responsibilities of the various roles must be clear. (Note: it is important that there are adequate numbers of social workers and managers to direct the work of these support roles.)**
- **Allow clerical staff to assist with CRMS (referrals, demographics, risk assessment, case notes). (Note: may require legal opinion.) Allow social workers flexibility in terms of how case notes are entered into CRMS, i.e. type themselves or hand-write/dictate for transcription by clerical staff thus accommodating strengths and weaknesses of individual workers. Train and/or increase the number of clerical staff accordingly.**
- **Enhance delegation of authority for social workers (especially Code 26 in Eastern and Western regions).**
- **Streamline staffing process at all regions to reduce time spent by managers.**

4.2 Enhance clinical supervision by managers.

- **Ensure that time of managers that is freed up (per recommendation 4.1) is redirected to clinical supervision.**
- **Invest in managers to ensure they have the skills and competencies to provide adequate clinical supervision. Provide managers with training on clinical supervision (as part of the provincial competency-based training program).**
- **Ensure that this increased focus on clinical supervision does not negatively impact the classification of managers.**

Summary of Recommendations (cont'd)

PEOPLE (cont'd)

- 4.3 Further invest in orientation, training and professional development. Specifically:**
- **CYFS Program orientation should be developed centrally and rolled out consistently across the Province.**
 - **Workers should be restricted from handling a caseload or all functions of work until they have completed orientation, including initial training, and have been delegated authority. They should be buddied with/mentored by an experienced worker for several months. Initial client visits should take place with the buddy/mentor.**
 - **As is currently planned, competency-based training and professional development should be developed provincially (including clinical supervision, documentation and case notes).**
 - **Dedicated training resources should be in place in every region and provincially.**
 - **Managers require a significant investment in training: clinical supervision (as per recommendation 4.2), managerial (e.g. performance management / mentoring / coaching, staffing), administrative (e.g. budgeting, time sheets, expense reporting).**
 - **Managers should be trained before front line workers receive the same training.**
 - **The Department should work with Memorial University to enhance the CYFS curriculum in the School of Social Work.**
- 4.4 The scope of responsibilities of the Provincial Director of CYFS should be limited to the programs legislated under the *CYFS Act* and *Adoption Act*. Dealing with the responsibilities of the Provincial Director beyond this will require a change to the management structure of the Division.**

Summary of Recommendations (cont'd)

PEOPLE (cont'd)

- 4.5 Continue work on workload measurement approach and guidelines.
- Build on work currently being undertaken by the CRMS Documentation and Statistical Reporting Working Groups, which encompasses MIS Standards implementation, including workload measurement.
 - The Province should participate and actively encourage progress nationally and internationally with respect to workload measurement.
 - In the interim, a provincial approach and guidelines should be developed to allow for a consistent approach to resourcing throughout the Province.
 - Additional social workers and managers will be required throughout NL to bring workload to a reasonable level.
- 4.6 Ensure that on call practices across the Province are consistent (to the extent possible), and that workers are adequately trained to meet on call needs.
- 4.7 Ensure that classification and compensation are fair and equitable across the Province.
- 4.8 Ensure there are formal processes in place in each region to re-assign cases when workers are on leave or absent.

Summary of Recommendations (cont'd)

PROCESSES AND TOOLS

Regional Risk Management

- 5.1 The CYFS Program should actively participate in and support the regional approach to risk management.
- Provide top down direction and support for completion of occurrence reports.
 - Increase risk management awareness of staff through top level support, training, and on-line promotion, specifically, provide access to information on each region's intranet website.

Information Technology

- 6.1 **Undertake a comprehensive evaluation and develop a plan for CRMS with the objective of identifying how to make the application more user friendly and ensuring it is clinically sound.**
- **CRMS has been operating for more than five years and has not yet been evaluated.**
 - **This process should include development of a strategic plan for rolling out additional modules of CRMS.**
 - **The plan should document the process for making and communicating enhancements. In future, the nature of the enhancement must be communicated more clearly to the regions.**
 - **The link between CRMS and policies must be clearer, i.e. the impact of any CRMS enhancement on provincial policy must be clearly articulated.**
 - **Continue implementation of policy direction that allows frontline staff to make changes/edits where appropriate.**
 - **Once enhancements are made, update CRMS user manual and provide access on-line.**

Summary of Recommendations (cont'd)

PROCESSES & TOOLS (cont'd)

Information Technology

- 6.2 Separate responsibility for CRMS training from CRMS technical support.
- Until CRMS is stable, CRMS technical support should be provided provincially. Regional help desks lack technical knowledge of CRMS, which is changing frequently. This will require additional resources provincially. (Note: additional technical support cannot be provided by existing CRMS development resources.) The technical support resource(s) should be dedicated to CYFS.
 - This will allow CRMS Coordinators to focus on provision of timely and comprehensive training.
 - CRMS training curriculum development should be developed provincially to avoid duplication of effort. E-learning programs should be developed to supplement classroom sessions (once social workers are more comfortable with CRMS, e-learning will likely become an acceptable approach).
 - CRMS Coordinators should continue to come together regularly to share best practices.
- 6.3 Update policies and access to CRMS in order to enable clerical support staff to enter referrals, demographics and social worker case notes (sign-off from responsible social worker required) into CRMS.
- Legal opinion required.
 - Assess alternatives for social workers to document their notes (including digital dictation in portable handheld devices, which requires transcription and voice recognition software that automatically transcribes).
- 6.4 Include case documentation as part of the competency-based training being developed by the Province.
- 6.5 Provide access to other technological tools to support the work of CYFS.
- Workers and managers should have access to a laptop to work from locations other than the office, cell phone, and dictaphone to allow more flexibility in work practices.
 - These resources can be shared depending on demand.

Summary of Recommendations (cont'd)

PROCESSES & TOOLS (cont'd)

Information Sharing

- 7.1 A provincial policy or guideline should be developed to guide information sharing. It should be consistent with the Model of Coordination of Services to Children and Youth and require that individuals share information. It should identify what information is to be provided, under what circumstances, to whom.
- 7.2 Regional policies for information sharing should be developed or, if they already exist, enforced.
- 7.3 The Department, in conjunction with the regions, should provide education on duty to report, and then enforce the legislation.

Human Resources

8.1 Streamline staffing practices in all regions.

- **Determine what is truly mandated under the collective agreement; identify areas that can be negotiated.**
- **Identify where temporary positions should be converted to permanent positions.**
- **Identify best practices regarding public sector staffing.**
- **Determine if new transition agreement can address some of these issues.**

8.2 Enhance the relationship between HR and CYFS in each region.

- Best practice would suggest that managers should be heavily involved in HR processes (i.e. staffing, mentoring), but the processes should be streamlined and efficient.

8.3 Each region must put in place a formal performance management process.

- Semi-annual or annual reviews of all staff.
- Personal plans developed that align with strategic plan and operational plan, including personal training and professional development needs.
- Performance appraisal process tailored to meet the needs of CYFS.

Summary of Recommendations (cont'd)

PROCESSES & TOOLS (cont'd)

Wellness Programs

- 9.1 Regions must ensure that CYFS staff are involved in development of wellness programs.
- Programs must then be well communicated to CYFS staff (including posting on intranet) and staff must be given the opportunity to participate.

Finance

- 10.1 Empower social workers with the ability to authorize all appropriate financial requests – to approve programs and funding for clients for all codes – within limits and with proper controls (will require change in provincial policy to align with direction that is evolving in regions).**
- 10.2 Increase the number of Financial Assessment Officers and/or budget analysts in the regions to allow social workers to delegate the tactical aspects of client financial matters.**

Clerical Support

- 11.1 Expand the role of clerical staff in all regions and add resources as required. The expanded role should include:**
- **Enhanced role related to documentation in CRMS (consider digital dictation where clerical staff are not on-site).**
 - **Assistance with file preparation.**
 - **Assistance with tactical financial matters (in the absence of Financial Assessment Officers).**

Summary of Recommendations (cont'd)

PROCESSES & TOOLS (cont'd)

Legal Services

- 12.1 Improve access to legal services by the Provincial Office and the regions.
- Each region and the Provincial Office should have ready access to legal council knowledgeable of CYFS.
 - Where agents are used, regions should have input into selection of agents, based on past experience. Consideration should be given to having regions go directly to pre-selected agents.
- 12.2 Develop training in court preparation as part of provincially developed competency-based training for Child Protection workers.
- Topics could include interpretation of the *Act*, completion of forms, expectations for court appearances.
 - Various forms of training could be used including video / DVD, plus a manual, to supplement classroom training, mock court room appearances, etc.

Physical Space

- 13.1 Improvements must be made to physical space. Specifically:**
- **Given the sensitive and confidential nature of their work, CYFS social workers working in cubicles should be provided with office space. If that is not possible in the short term, CYFS social workers should be separated from social workers from other programs.**
 - **CYFS files must be stored appropriately at all sites as well as in the Department.**

Summary of Recommendations

ADDITIONAL RECOMMENDATION

The Department of Health & Community Services must develop an integrated multi-year **plan** of activities to improve the CYFS system across the Province.

- Work with the regions to develop an integrated workplan describing all the initiatives that will be undertaken to improve the system. The plan should include the sequencing and duration of initiatives, as well as the responsible party.
- The plan should incorporate all the recommendations from this report and others (e.g. Report of Minister's Advisory Committee).
- Progress toward the plan should be monitored on an ongoing basis. The plan should be embedded in the Department's operational plan and progress reports should be prepared periodically.
- A formal external review should be undertaken in 12-18 months to determine if the identified gaps have been closed.
- Communicate the plan to the CYFS system and the public, which will help establish confidence in the system

Top 10 Most Critical Recommendations

The following 10 recommendations are considered by Deloitte to be most critical; i.e. implementation should commence immediately.

- 1. A provincial strategy for CYFS should be developed that articulates the vision for CYFS as part of an integrated Department with a focus on child development.**
- 2. The authority of the Provincial Director and the accountability of the regions must be strengthened. This can be accomplished by establishing a formal accountability mechanism between the Department and the regions.**
- 3. The Provincial Director must have the necessary resources to fulfill the legislated role. Existing temporary positions should be made permanent.**
- 4. The scope of the responsibilities of the Provincial Director of CYFS should be limited to the programs legislated under the *CYFS Act* and *Adoption Act*. Dealing with the responsibilities of the Provincial Director beyond this will require a change to the management structure of the Division.**
- 5. Ensure that work is done by the most appropriate resource.**
- 6. Enhance clinical supervision by managers.**
- 7. Further invest in orientation, training and professional development.**
- 8. Eastern Region must immediately move from an interim management structure to a permanent structure for CYFS to provide needed stability. This could include formalization of the current interim structure or consideration of options. (Consideration must be given to the vulnerability of the Director of CYFS role in the large Eastern Region with only one incumbent).**
- 9. Undertake a comprehensive evaluation and develop a plan for CRMS with the objective of identifying how to make the application more user friendly and ensuring it is clinically sound.**
- 10. The Department of Health & Community Services, in collaboration with the regions, must develop an integrated workplan of activities to improve the CYFS system across the Province.**

Closing Remarks

- Everyone working in the CYFS system cooperated fully in the conduct of this review.
- Despite numerous reviews having been completed in the past, most of which resulted in few changes to the system, there is cautious optimism that substantive improvements will be made as a result of this review.
- Such improvements are required to create a sustainable Child, Youth and Family Services program that values children, youth and families, as well as those who serve them.

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