

Children, Seniors and Social Development

Annual Report

2017-18





MESSAGE FROM THE MINISTER

As Minister of the Department of Children, Seniors and Social Development (CSSD), I am pleased to present the Department's Annual Report for 2017-18.

CSSD supports individuals, families and communities in Newfoundland and Labrador in achieving improved health and social well-being and reduced poverty; and ensures the protection of children, youth and adults from maltreatment. Since the creation of the department in 2016, CSSD continues to ensure the people of our province benefit from access to a wide range of services from a family-focused department, which concentrates on nurturing strong, healthy communities and supporting individuals and families throughout their lives. CSSD promotes the values of inclusion, diversity, and healthy active living, and leads the development of policies, programs and partnerships to improve services and the overall social development of Newfoundland and Labrador.

The 2017-18 Annual Report will demonstrate how the Department met its planned actions in 2017-18, and is submitted in accordance with the Transparency and Accountability Act. As Minister, my signature below demonstrates my accountability for the preparation of this report and the achievements reported herein.

A handwritten signature in black ink, appearing to read 'Lisa Dempster'.

Hon. Lisa Dempster

Minister of Children, Seniors and Social Development

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Departmental Overview

Organizational Structure

The Department of Children, Seniors and Social Development (CSSD) was formed on August 17, 2016, by combining the former Departments of Child, Youth and Family Services, and Seniors, Wellness and Social Development (<http://www.cssd.gov.nl.ca/>). This department brought together a wide range of professionals and policy practitioners to focus on improving the health, safety, well-being, inclusion and social development of the people in Newfoundland and Labrador. The department fulfills this mandate through its lines of business:

- Adoptions;
- Adult Protection;
- Seniors and Aging;
- Child Protection and In-care;
- Community Youth Corrections;
- Disability Policy;
- Healthy Living;
- Poverty Reduction;
- Sport and Recreation; and
- Youth Services.

Staff and Budget

As of March 31, 2018, CSSD had 727 permanent, 35 temporary and nine contractual positions. The Provincial Office has 120 positions, which carry out work in all of the identified lines of business. For efficient delivery, the Child and Youth Services Branch is structured in three regions as follows:

- Central-West Region – 292 positions (with offices located in: Baie Verte, Bay Roberts, Bonavista, Botwood, Channel-Port aux Basques, Clarenville, Conception Bay South, Conne River, Corner Brook, Deer Lake, Gander, Grand Falls-Windsor,

Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, Roddickton, Springdale, St. Alban's, St. Anthony, Stephenville, Summerford, Whitbourne, and Woody Point).

- Labrador Region – 123 positions (with offices located in: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet and Sheshatshiu).
- Metro Region – 232 positions (with offices located in Bell Island, Ferryland and St. John's).

Through its Recreation, Sport and Healthy Living Division, CSSD also operates a recreation training centre in Happy Valley-Goose Bay (which includes a swimming pool) and two swimming pools – one in Gander and one in Corner Brook which are co-located with Arts and Culture Centres. The Gander, Corner Brook and Happy Valley-Goose Bay Recreation Centres have fewer than five permanent positions and a number of casual positions.

On March 31, 2018, CSSD had 771 total positions and total expenditures of \$154,118,653 for the 2017-18 fiscal year. Additional financial information is included in the Financial Information section, page 27.

Highlights and Partnerships

CSSD is responsive to the needs of all residents and places a strong focus on the well-being of individuals. Throughout 2017-18, CSSD continued to deliver on its commitment to enhance the lives of Newfoundlanders and Labradorians by addressing poverty; improving the child protection system; improving the lives of seniors; working more collaboratively with Indigenous communities; improving inclusion of persons with disabilities; and enhancing healthy active living.

On March 27, 2017, the Government of Newfoundland and Labrador released Phase 2, **The Way Forward: Realizing Our Potential**, which focused on a variety of actions aimed at creating conditions for private sector job creation and economic growth. This document includes actions for which CSSD is responsible, as well as horizontal partnerships with other departments.

CSSD has many initiatives to highlight during 2017-18, including:

Supports for Children, Youth and Families:

- Amended the **Child and Youth Advocate Act**, allowing for the mandatory reporting of child deaths and critical injuries to the advocate by CSSD and the Department of Justice and Public Safety (JPS). In collaboration with the Child and Youth Advocate, the proposed amendments and policy approach will help government meet its public commitment of mandatory reporting; meet the current advocate's request for the reporting of deaths and critical injuries; and improve accountability, transparency and overall communication with the Office of the Child and Youth Advocate.
- Implemented the Structured Decision Making (SDM) Model for Child Protection Services. The SDM model is an assessment and case management framework for child protection services. SDM uses a series of tools to assist front-line social workers in their clinical decision-making (e.g. determining safety and risk to children). SDM is currently the most research-informed framework available to

child protection agencies and was developed after 20+ years of research between the Children's Research Center (CRC) and various child protection agencies. The CRC is a division of the National Council on Crime and Delinquency, a non-profit research agency in the United States that has spent over 20 years researching best practices for child welfare agencies.

- CSSD, in partnership with Waypoints and Key Assets, piloted projects with a focus to better support foster families and increase access to family-based care for children and youth with complex needs. Evaluations have demonstrated the pilot projects have been successful in achieving identified goals and the initiatives have been extended and expanded. The Waypoints Foster Family Support expansion pilot project included several communities outside the St. John's Metro region. Key Assets is a non-profit organization identified as a service provider for staffed residential care for children and youth, utilized by CSSD. Waypoints is a non-profit service provider that operates a number of programs that support children, youth and families including: residential programs (e.g. group care) for children and youth in care; employment and outreach services; family support programs; and professional intervention and support to Foster Parents.
- Continued work in collaboration with Indigenous governments and organizations to support the development of placement resources in Indigenous communities, including Level IV placement in Sheshatshiu and Natuashish, and collaboration with the Nunatsiavut Government (NG) in the development of a pilot program to increase foster home availability in Nunatsiavut. A Level IV placement is a staffed residential placement resource for children and youth with complex needs.
- Renewed a service agreement with the Nunatsiavut Government and Key Assets to increase placement capacity in Nunatsiavut through the development of Level IV Placement resources. This agreement continues to provide placements to Inuit children and youth in care when required.

- Partnered with the Human Resource Secretariat (HRS), Innu Nation and Nunatsiavut Government to establish a recruitment and retention committee to address the ongoing CSSD recruitment and retention issues in Labrador.
- Established a policy-working group with representatives of several Indigenous governments and organizations. The working group has created a forum to review and revise child protection and in care policies and programs delivered by the department to Indigenous children, youth and their families.

Accessibility and Inclusion

- The Action Plan for Inclusion* 2015-18 concluded its third and final year with all 43 commitments completed or continuing as ongoing actions. It was a successful collaboration of community experts, businesses, municipalities and government departments and agencies, resulting in all partners working together to advance inclusion. A social media campaign, “Everyday Power”, was launched by the Coalition of Persons with Disabilities – Newfoundland and Labrador, to shift public attitudes of people with disabilities by challenging negative stereotypes. The Coalition worked with the public to post videos of themselves in everyday situations, telling the story of the person, not the disability. There were 6.5 million appearances across Facebook and Twitter feeds, reaching 1.5 million people and 2 million posts. (*<http://www.cssd.gov.nl.ca/disabilities/isap.html>)
- As per the Minister’s mandate, CSSD began development of inclusion-based disability legislation. This included the completion of a jurisdictional scan on inclusion-based disability legislation; in-depth consultation with the Provincial Advisory Council for the Inclusion of Persons with Disabilities on engagement approaches and legislative recommendations; and collaboration with the Public Engagement Division and Service NL to coordinate an engagement process that may include targeted discussions with individuals and stakeholders on a new **Inclusion-Based Disabilities Act** (CSSD) and the review of the **Buildings Accessibility Act** (Service NL).

- Worked collaboratively with government departments, agencies and community partners to begin developing an Individualized Funding (IF) model. This model enhances the inclusion of all individuals who require supportive services in this province. IF is a model of service delivery that has a single point of access, provides flexibility, portability, eliminates barriers and gives choice to a person. Starting with the Community Supports Program within Health and Community Services (HCS), government is working with individuals receiving supportive services to develop their own support plans, provide feedback and co-design the guidelines.
- Awarded Inclusion Grants in the amount of \$100,000 to community-based organizations to enhance the inclusion of persons with disabilities and enable greater participation in community opportunities.
- Launched Accessible Communications and Inclusive Public Engagement policies to provide access to public government information and ensure public engagement sessions are accessible.
- Launched Accessible Communications and Inclusive Public Engagement policies to provide access to Provincial Government public information and ensure access to consultations.

Supports for Individuals

- Completed the implementation and midterm draft evaluation of the pilot project for the Age-Friendly Transportation Program.
- Invested \$300,000 to enhance and continue the Age-Friendly Transportation Program, benefiting older adults as well as people with mobility disabilities.

- Collaborated with multiple partners, including government departments, Regional Health Authorities (RHAs) and police, to review and finalize the recommendations of the **Adult Protection Act** midterm draft evaluation.
- Appointed the provinces first Seniors' Advocate, Dr. Suzanne Brake. The Office of the Seniors' Advocate will collaborate with seniors, their families, caregivers, policy makers and front-line service providers to identify and address systemic issues facing seniors in the province.
- Supported more than 100 poverty reduction initiatives with an investment of \$270 million in Budget 2017-18.
- As the Provincial/Territorial (PT) co-chair of the Poverty Advisory Committee to the Federal-PT Ministers Responsible for Social Services, worked with PT colleagues and the federal Department of Employment and Social Development Canada (ESDC) to provide input as the Federal Government works to ensure the Government of Canada's Poverty Reduction Strategy (expected to be released in 2018-19) aligns with provincial and territorial efforts. This included work to ensure the needs of Newfoundland and Labrador are understood as the Federal Strategy is developed.
- Along with HCS, announced focused efforts to support individuals with complex needs across a number of departments and agencies. These initiatives deliver on **The Way Forward** commitment to implement client-focused interventions to support individuals with complex needs, including mental health and addictions, housing, and access to basic necessities and other support services.

Healthy Living

- In 2016, Newfoundland and Labrador became the second province to launch the Carrot Rewards program. The province committed to increasing its baseline of 18,000 users by 10,000 new users by March 31, 2018, in **The Way Forward**. On

October 26, 2017, Premier Ball accompanied by the Minister of CSSD celebrated the achievement of this goal, four months ahead of schedule. As of March 31, 2018, there were 36,901 Carrot Reward users in Newfoundland and Labrador.

- Supported nearly 400 members of Team Newfoundland and Labrador, representing 16 sports, to participate in the 2017 Canada Summer Games.
- The 2018 Winter Games took place in the Town of Deer Lake. The games provide a competitive sport experience and support a pathway for athletes aspiring to represent the province at a national level. Approximately 1,600 athletes and coaches participated with athletes ranging in age from 11 to 18 years.
- Indigenous athletes competed for the first time as members of Team Indigenous in volleyball, badminton, table tennis and wrestling during the 2018 Newfoundland and Labrador Winter Games. CSSD worked with the Aboriginal Sport and Recreation Circle of Newfoundland and Labrador (ASRCNL) to support participation of Indigenous athletes, as members of Team Indigenous in volleyball, badminton, table tennis and wrestling during the 2018 Newfoundland and Labrador Winter Games.
- CSSD supported the ASRCNL by providing funding to assist with travel costs for Team Newfoundland and Labrador to participate in the 2017 North American Indigenous Games (NAIG). Team Newfoundland and Labrador had a contingent of close to 120 athletes, coaches, managers and mission staff participating and competed in the sports of athletics, badminton, swimming, rifle shooting, volleyball and wrestling. The Team won 34 medals, including three gold, six silver and 25 bronze placing them eighth in overall standings. Team Newfoundland and Labrador won 34 medals at the North American Indigenous

Games including three gold, six silver and 25 bronze, placing them eight in overall standings.

- Increased the opportunities for physical activity by supporting 141 schools to implement Active Schools. Active Schools is a program aimed to increase physical activity for children and youth in school. Its objective is to promote and provide an additional 80-100 minutes of physical activity per cycle for kindergarten to grade 6 students.
- During the 2017-18 school year, 35,981 students participated in School Sports Newfoundland and Labrador's Participation Nation. Participation Nation is a physical activity program aimed at increasing the physical activity levels and opportunities for students in a noncompetitive and inviting atmosphere.
- Provided funding to support Memorial University's School of Pharmacy research study to evaluate the efficacy of its Medication Therapy Services Clinic intensive smoking cessation program and to pilot and evaluate an abbreviated version as compared to usual care.

Report on Performance

In 2016, the Department of Child, Youth and Family Services joined with the Department of Seniors, Wellness and Social Development. This is the first annual report based upon the 2017-20 Strategic Plan and is reflective of the combined CSSD.

Strategic Issue 1: Safety and Well-being for Children and Youth

Throughout 2017-18, CSSD worked diligently to promote the safety and protection of children and youth. There were significant achievements during the 2017-18 reporting period that were reflective of the strategic direction of strengthened child, youth and family services. They included: enhanced policies and procedures for In Care and Child Protection; a review of the **Children and Youth Care and Protection (CYCP) Act** and a focus on enhancing and strengthening supports and services to children and families.

In 2017-18, CSSD continued to develop, implement, review and monitor new and existing programs, with a view to providing evidence-based services to children and youth receiving protective intervention or youth services, and to the children, youth and families involved with foster care and adoptions program. The review of the **CYCP Act** demonstrates Government's commitment to ensure the development of informed, outputs-driven policies and procedures that better serve the children, youth and families involved in these programs. CSSD is demonstrating government's commitment to the protection and care of vulnerable children and youth.

Three Year Goal Statement: By March 31, 2020, CSSD will have improved the performance of Child Protection Services.

Objective 1:

By March 31, 2018, CSSD will have identified actions required to address the issue of continued program growth in child protection and in care services.

Indicator	Report on Performance
<p>Completed a jurisdictional and literature review of best and promising practices in child protection.</p>	<ul style="list-style-type: none"> • Established four working groups with provincial and regional representation, focusing on: <ul style="list-style-type: none"> ○ Data Review ○ PIP (Protective Intervention Program) Supports ○ Placement Resources ○ Permanency Planning • Each committee worked on identified areas with work plans informed by collaboration with front line staff, review of current program data and trends, jurisdictional and literature review and, best practices in the following areas: <ul style="list-style-type: none"> ○ Family Preservation ○ Parent Support Programs ○ Permanency for Children and Youth
<p>Engaged with front line staff on factors contributing to program growth and improving performance.</p>	<ul style="list-style-type: none"> • Front line social workers across the province were engaged through an online survey in February 2018 and focus groups in March 2018. The online survey and focus groups included participation from front-line staff from all regions of the province. • This feedback was used to inform department processes regarding growth in the In Care program and improving the performance of Child Protection Services.
<p>Reviewed the Children and Youth Care and Protection Act.</p>	<ul style="list-style-type: none"> • In 2017, continued the review of the Children and Youth Care and Protection Act. In preparation of a draft of the Act, the following tasks were implemented: <ul style="list-style-type: none"> ○ A jurisdictional scan and literature review were completed. ○ The review focused on six key policy areas: <ul style="list-style-type: none"> ▪ Improving information sharing between CSSD and other stakeholders;

	<ul style="list-style-type: none"> ▪ Supporting prevention services for children in need of protection; ▪ Enabling CSSD to license and make regulations for out-of-home placements; ▪ Identifying options to improve permanency planning for children and youth; ▪ Improving services to youth in need of protection; and ▪ Strengthening services to Indigenous children and youth. <ul style="list-style-type: none"> ○ In April 2017, a “What We Heard” summary document of the consultations was posted online. ○ The final draft of the new Children, Youth and Families Act was completed in November 2017 and it is expected that the proposed Bill will be proclaimed in the House of Assembly in the spring of 2019. ○ Engaged Legislative Counsel to draft bill/amendments of the Children, Youth and Families Act.
<p>Reviewed the supports and services provided to families.</p>	<ul style="list-style-type: none"> • Continued to review supports and services provided to families. As a result of this review, Triple P was selected and implemented in April 2017. This is an evidence based education and support program for families and caregivers of children who are in need of protective intervention. • In January 2018, Triple P eligibility was expanded to include parents whose children were residing in kinship arrangements (where reunification was the plan). • An evaluation plan was developed in fall 2017 to review the Triple P Program.

<p>Reviewed the Youth Services Program</p>	<ul style="list-style-type: none"> The review of the Youth Services Program (YSP) is complete. A framework document is under development that provides an overview of the review process and outlines the pillars of the enhanced YSP program. Implementation of changes will follow the proclamation the new Children, Youth and Families Act.
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Summary:

- The objective that “By March 31, 2018, CSSD will have identified actions required to address the issue of continued program growth in child protection and in care services.” has been met. CSSD focused its efforts on reviewing best and promising practices in child protection; current legislation; and supports and services provided to families.

Objective 2:

By March 31, 2019, CSSD will have initiated action plans to address the issue of continued program growth in children’s protection and in care services.

Indicators:

- Initiated development of policies, programs, regulation and training to support the proclamation of the new **Children, Youth and Families Act**.
- Initiated development of a policy framework to support permanency planning for children and youth to ensure activities occur to help connect children and youth with a permanent family.

Strategic Issue 2: A Healthier and Inclusive Tomorrow

Throughout 2017-2018, CSSD continued their work and commitment to initiatives that focused on improving the health status, lifestyle behaviours and inclusion of all people throughout Newfoundland and Labrador. As identified in **The Way Forward**, CSSD took a lead role in the following action areas: 1) increasing awareness and engaging individuals to take action for healthy living; 2) creating communities that support healthy living; and 3) engaging schools to create settings that support healthy living and learning.

CSSD created coherent policies and sustainable cooperative actions for improving health and well-being. These initiatives included a wide range of approaches that are working toward shaping health-directed policies that focus on: improving community conditions, coordinating and promoting community-based healthy eating, physical activity, creating healthier food systems, creating supportive environments for seniors, and building partnerships to work for healthier environments.

Also in 2017-18, CSSD continued their work on an IF model and client focused interventions to support individuals who face complex systemic barriers. CSSD has also been working toward the development of an Inclusion-based Disabilities Act.

Goal: By March 31, 2020, CSSD will have led and supported the development and implementation of effective policies and practices that create environments that foster the health, well-being and inclusion of all people.

Objective 1: By March 31, 2018, CSSD will have begun implementing policies and actions to promote and support healthier and inclusive communities.

Indicator	Report on Performance
Developed a Healthy Active Living Action Plan.	<ul style="list-style-type: none"> • Developed the Healthy Active Living Action Plan, which is moving through the approval process and will be released in 2018. The draft action plan has been developed and informed by research, best practice and consultations with many government and non-government partners.
Implemented and/or monitored policies and practices to support healthy active living.	<ul style="list-style-type: none"> • Implemented Healthy Eating Policies in 14 municipalities and 21 Provincial Sport Organizations to increase access to healthy food and beverage choices in recreation, sport and community facilities, and at events across Newfoundland and Labrador. • Provided \$25,000 in funding to the Baby-Friendly Council of Newfoundland and Labrador to develop a toolkit to support municipalities in the development and implementation of policies and programs to support breastfeeding. • Provided \$35,000 in funding to the Building Healthy Communities Collaborative to support implementation of the Healthy Built Environment Linkages Toolkit. The toolkit is the first evidence-based and expert-informed resource that links planning principles to health outcomes. • Supported the Newfoundland and Labrador English School District to implement the Active Schools program in 141 schools. This program aims to promote and provide an additional 80 to 100 minutes of physical activity per cycle for kindergarten to grade 6 students. • Increased opportunities for physical activity during non-instructional school time through support to School Sports Newfoundland and Labrador to deliver both its Varsity and Participation Nation programs.

	<ul style="list-style-type: none"> • Implemented projects, programs and initiatives that supported healthy active living through the Community Healthy Living Fund. More than 260 community-based organizations received \$1,759,772 in funding. • Supported a policy change in the Newfoundland and Labrador Games Program, resulting in Indigenous athletes competing as members of Team Indigenous during the 2018 Newfoundland and Labrador Winter Games. • Supported nearly 400 members of Team Newfoundland and Labrador, representing a total of 16 sports, to participate in the 2017 Canada Summer Games. • Partnered with Sport Newfoundland and Labrador, Memorial University and the Provincial Advisory Council on the Status of Women to engage in a research project, which will provide policy recommendations targeting increased participation and enhanced physical activity and sport experiences for young women. • Provided funding to Food First NL to organize and host key stakeholder engagement across the province to assess the challenges and successes of the current School Food Guidelines. • On July 1, 2017, amendments to the Tobacco and Vapour Products Control Act (TVPCA) came into force. The TVPCA aims to prevent youth from starting to smoke by restricting youth access to tobacco, vapour and non-tobacco shisha products, and reducing the advertising and promotion of these products. The Act prohibits the following: <ul style="list-style-type: none"> ○ the sale of flavored tobacco including menthol cigarettes. ○ the sale of e-cigarettes and non-tobacco shisha in places currently prohibited from selling tobacco
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	<p>products, and place restrictions on the display and promotion of e-cigarettes and non-tobacco shisha in retail stores in the same manner as tobacco products are currently regulated.</p> <ul style="list-style-type: none"> • On July 1, 2017, an amendment to the Smoke-free Environment Act (SFEA) came into force prohibiting hookah/water pipe smoking in indoor public places and workplaces including any existing establishments. The SFEA aims to protect the public and employees from exposure to second-hand smoke. • Supported the Provincial Cancer Care Program with the implementation of an evidence-based Clinical Smoking Cessation and Relapse Prevention Pilot Program in the Ambulatory Oncology program. • In partnership with the Regional Health Authority (RHA), Family Resource Centers and the Alliance for the Control of Tobacco, supported the development of evidence-informed and standardized training and resources for Family Resource Centres and Healthy Baby Club staff to address tobacco use with pregnant and postpartum women and their families. • Continued to invest (\$220,000) annually in the NL Lung Association Smokers' Helpline. The Smokers' Helpline offers a range of programs and services to help support people to quit smoking, including telephone, text and web-based counselling. The Smokers' Helpline receives over one thousand calls each year. • Continued to provide annual funding (\$210,000) to support the Alliance for the Control of Tobacco (ACT) to implement its Tobacco Reduction Strategy: Every Action Counts.
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	<ul style="list-style-type: none"> • Provided funding (\$87,935) to support Memorial University School of Pharmacy research study to evaluate the efficacy of its Medication Therapy Services Clinic intensive smoking cessation program and to pilot and evaluate an abbreviated version as compared to usual care.
<p>Promoted awareness of healthy living initiatives.</p>	<p>In 2017-18, Healthy Living Sport and Recreation (HLSR) continued to promote awareness of healthy living initiatives through the following:</p> <ul style="list-style-type: none"> • In June 2016, Newfoundland and Labrador became the second province to launch the Carrot Rewards program. The province committed to increasing its baseline of 18,000 users by 10,000 new users by March 31, 2018 in The Way Forward. On October 26, 2017, Premier Ball accompanied by the Minister of CSSD celebrated the achievement of this goal, four months ahead of schedule. As of March 31, 2018, there were 36,901 Carrot Reward users in Newfoundland and Labrador. • Partnered with ParticipACTION, to develop three educational community-based physical activity toolkit resources and implemented a digital communications campaign to inspire children, youth and older adults to move more and sit less, more often. • Provided funding to support six Regional Wellness Coalitions promote healthy active living and improving the health and well-being of individuals and communities throughout Newfoundland and Labrador.

<p>Implemented select recommendations of the Age Friendly Transportation Project review.</p>	<ul style="list-style-type: none"> • Strengthened leadership within government for alternative transportation services by the following: <ul style="list-style-type: none"> ○ Seniors and Aging (SA) in collaboration with the Disability Policy Office (DPO), Poverty Reduction (PR) and HLSR to strengthen transportation program for the province. ○ SA reestablished an interdepartmental working group on aging and seniors to address transportation and other related issues. • Strengthened existing accessible transportation projects within communities by the following: <ul style="list-style-type: none"> ○ In 2017, project teams received the recommendations in order to assist with their planning and gaps analysis. Project teams are the community-based volunteer groups who operate these programs. Teams include municipal officials, and people from the health, social, and business sectors. The information was used to enhance their services and sustainability. ○ All projects have expanded their client base to include and offer transportation services to more than just seniors in their respective communities.
<p>Initiated development of an individualized support funding model.</p>	<p>In 2017, initiated development of an individualized support funding model (IF model) through the following:</p> <ul style="list-style-type: none"> • Representatives of CSSD and community organizations participated in a six-month web course hosted by Innoweave / MaRS on design thinking and innovation lab approach to policy design. The NL group’s learning project was to address systemic barriers in service delivery through development of an IF model.

	<ul style="list-style-type: none"> • Completed academic literature review of IF models operating in other jurisdictions (including Australia, United Kingdom and British Columbia), including an examination of efficiency, instruments and tools, cost analysis, effectiveness, and outcomes. • Established an oversight committee comprised of executives from Advanced Education, Skills and Labour (AESL), CSSD, HCS as well as Newfoundland and Labrador Housing Corporation (NLHC). • Established a design team with membership that includes community partners, RHA representatives and government. • Consultation held with departments/agencies including AESL, HCS, CSSD and NLHC to determine feasibility of programs and services that could be included in the IF model. • In December 2017, facilitated a one day IF Planning Session with the four RHAs, HCS, CSSD, NLACL, COD and the Cohort participants, to begin discussions regarding policy and programing for IF. Twenty people, from across the province volunteered to participate in the initial implementation of the IF model. • Further planning sessions were held with RHAs and HCS. Cohort participants were recruited to inform the development of an individualized funding model. • In March 2018, a Capacity Grant was awarded to NLACL to host a second cohort meeting in June 2018 regarding the individualized support plan development. • Consulted with the RHAs, community partners and cohorts to help inform the development of the policies and programs of the IF model.
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	<ul style="list-style-type: none"> Continued review of the implications that supported decision-making and shared responsibility have on development of IF. This ensures that individuals and their support teams continue to have meaningful input in the development and implementation of the IF model.
<p>Initiated development of an inclusion-based Disabilities Act.</p>	<ul style="list-style-type: none"> Completed initial jurisdictional scan in 2017. Scan reviewed accessibility legislation and inclusion strategies across Canada and leading practices of other countries. Continued participation in the Federal-Provincial-Territorial Open Forum on Accessibility through bi-monthly meetings by teleconference. This informs DPO's development process of the Act based on what is happening in other provincial and federal jurisdictions. Initial consultations with the Provincial Advisory Council for the Inclusion of Persons with Disabilities took place in spring 2017 and winter 2018. Feedback received from Council on potential focus areas to be addressed in legislation and engagement strategies. Collaborated with Public Engagement Division and Service NL to begin an engagement process that may include targeted discussions with individuals and stakeholders on an inclusion-based disabilities act (CSSD) and Buildings Accessibility Act (SNL). Information from the targeted discussions will help to inform the development of an Inclusion Symposium.
<p>Engaged community stakeholders on client-focused interventions to support individuals with complex needs.</p>	<ul style="list-style-type: none"> Established an interdepartmental steering committee, with representation from AESL, HCS, JPS, NLHC, Eastern Health, and Navigators and Networks (NAVNET), to identify issues facing individuals with complex needs. To inform the engagement process with community stakeholders, the steering committee reviewed past feedback

	<p>from public engagement processes regarding individuals with complex needs including: the Newfoundland and Labrador Housing Corporation (2017), Premier’s Task Force on Improving Educational Outcomes (2017), Violence Prevention Initiative Roundtable Discussions (2016), Provincial Housing First Forum (2016), Newfoundland and Labrador Housing Corporation Stakeholder Input Session (2016), Poverty Reduction (2015), All-Party Committee on Mental Health and Addictions (2015), OrgCode Consultations (2013), Residential Tenancies Act (2012). From the review the following actions took place:</p> <ul style="list-style-type: none"> ○ The steering committee identified 32 key issues related to improving supports to individuals with complex needs. Informal meetings were held with community and government service providers to discuss key issues and service gaps for individuals with complex needs. ○ The meetings informed Poverty Reduction’s development of an engagement plan regarding the next stage of the work. Further sessions are planned with community-based service providers, advocates and individuals with lived experience to collect feedback, to identify and refine key issues that will inform efforts to improve supports to individuals with complex needs.
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Summary

- The objective that “By March 31, 2018, CSSD will have begun implementing policies and actions to promote and support healthier and inclusive communities” has been met. CSSD focused efforts on healthy active living, inclusion and improved services.

Objective 2:

By March 31, 2019, CSSD will have continued to implement and advance policies and actions that support the health, well-being and inclusion of all people.

Indicators:

- Expanded programs under the IF model to other departments and agencies of government.
- Developed a formalized evaluation plan of the IF model.
- Implemented an engagement process, including targeted discussion sessions and on-line activities that informed the development of an inclusion-based Disabilities Act.
- Released **The Way Forward** on Healthy Active Living Action Plan.
- Implemented and/or monitored policies and actions to support healthy active living.
- In collaboration with identified partners, developed a seniors lens to be used in the creation of policies, programs and services throughout the Provincial Government.
- Continue to revise the Provincial Policy Manual for Adult Protection based on the midterm draft evaluation and experience of the Seniors and Aging division since the proclamation of the **Adult Protection Act** in 2014.
- Continuing to implement the recommendations of the draft Age-Friendly Communities program evaluation.

Opportunities and Challenges

In the 2017-20 plan, CSSD committed to “focusing on supporting individuals, families and communities in Newfoundland and Labrador to achieve better health and social well-being within a more inclusive society, continue with the review of the **Children and Youth Care and Protection Act** and improve the performance of child protection services. **The Way Forward** outlines strategies to improve the performance in children’s protection and in care services, achieve better health outcomes through healthy living initiatives and implement an IF model. Actions are currently ongoing to meet these commitments and present the following opportunities and challenges.

Opportunities

- With the recent review of the **Children and Youth Care and Protection Act** (CYCPA), it is anticipated the new **Act** will be proclaimed during the 2019 spring session of the House of Assembly. This will provide great opportunity for CSSD to develop policies and programs that not only support the Act, but also will serve to strengthen and improve the performance of child protection services and create a significant shift in relationships with Indigenous governments and organizations as we engage with our stakeholders throughout this development process.
- CSSD will continue to engage with front-line staff and conduct research to identify best and promising practices in child protection that address factors impacting program performance. This research and engagement will inform efforts to improve child protection services and are key initiatives toward the longer-term goal of improving outcomes for vulnerable children and youth in the province.
- CSSD will continue to collaborate with community groups and the business sector to embrace inclusion as an economic opportunity for the province through increased business and tourism activities.
- Given the province’s rapidly aging demographic and response to the Auditor General’s observation on government’s preparedness for changing demographics, CSSD is working with government and community partners to raise awareness on the impacts of ageism in areas such as labour/workforce requirements and health care demands.

- **The Way Forward** on Healthy Active Living in Newfoundland and Labrador is a vision for a vibrant healthy province, where all residents are engaged and active in their own health, and have opportunities to make healthy choices. Through the Healthy Active Living Action Plan, government will strive to improve the health outcomes of Newfoundlanders and Labradorians by focusing on achieving **The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador's** healthy active living targets.
- Government will focus on creating environments that are supportive of health and well-being through policies, programs, and practices that influence where people live, learn, work, and play. **The Way Forward** on Healthy Active Living in Newfoundland and Labrador uses a Health in All Policies approach to help achieve better health outcomes for Newfoundland and Labrador.
- The development of a comprehensive housing and homelessness plan in 2018-19, with the homelessness work being co-led by CSSD and the NLHC. This provides an opportunity to strengthen work and address homelessness and the housing needs of individuals living in low income.
- The Government of Canada's Poverty Reduction Strategy, due to be released in 2018-19, is an opportunity to strengthen work in partnership with the Federal Government to reduce poverty.

Challenges

- CSSD continues to work with community, government and agencies in the development of the IF model across departments. While it may present a challenge in this current fiscal climate, it also provides a unique opportunity to innovate and seek out new ways of working together to ensure that inclusion is truly reflected in the development and operationalization of the IF model.
- The new **Children, Youth and Families Act** will introduce significant changes to child welfare practice. This creates challenges with respect to the scope of work required to develop policies, programs and regulations that support the changes in the Act.
- Program growth continues to be a challenge. CSSD will continue to address the issue of program growth through strategies to achieve permanency for children and youth and reduce the use of Level IV staffed residential placements for children and youth in care.

Financial Information

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Fiscal Year Ended 31, March 2018.

	Actual (\$)	Estimates – Amended (\$)	Estimates – Original (\$)
Executive and Support Services	9,561,193	10,719,100	10,648,100
Child and Youth Services	128,762,178	132,413,500	132,484,500
Seniors and Social Development	15,795,282	15,841,000	15,841,000
Total (Department)	154,118,653	158,973,600	158,973,600