



Looking Forward to 2017
Strategic Plan
2014 - 2017


Newfoundland
Labrador

Child, Youth and Family Services

Message from the Minister

As Minister responsible for the Department of Child, Youth and Family Services, I am pleased to present our second strategic plan. This plan outlines the directions and priorities for Child, Youth and Family Services for the next three years.

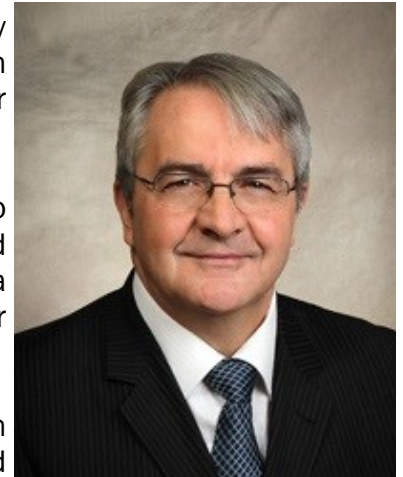
Never before has there been a provincial department dedicated solely to children, youth and their families. With the creation of Child, Youth and Family Services in 2009, government has taken the first step towards a major transformation and revitalization of programs and services for children, youth and their families.

Over the past four years, Child, Youth and Family Services has succeeded in continuing to lay a strong foundation to address the systemic issues in child protection services. This included completing the transition of all child, youth and family services' staff and programs from the four Regional Health Authorities and the Department of Health and Community Services, as well as redesigning and implementing a new provincial organizational model, incorporating a new Training Unit for all front line staff, and creating a new Quality Assurance Division to ensure greater accountability. The department also introduced progressive new legislation, the *Children and Youth Care and Protection Act (2011)* and the *Adoption Act, 2013* both of which focus on the best interests of children and youth; and implemented new policies, such as the Protection and In Care Policy and Procedures Manual and the Documentation Policy and Guidelines, which streamline how protection and in-care services are delivered across the province.

Child, Youth and Family Services also enhanced other lines of business. During the previous planning cycle, the department released its comprehensive 10-year child care strategy, *Caring For Our Future: Provincial Strategy for Quality, Sufficient and Affordable Child Care in Newfoundland and Labrador*. Implementation is well underway for our new Continuum of Care strategy which is continuing to drive positive change within the child protection system for children and youth in need of out-of-home care, including the extremely effective foster parent recruitment multi-media campaign, *Foster a Future... Foster a Child Today*.

During the next planning cycle, we will continue to concentrate on transformation of service delivery for children, youth and their families with an ultimate focus on ensuring the overall protection and healthy development of our province's most valuable resource – our children and youth. New adoption policies and procedures will be developed to support the new legislation, and the department will review the *Children and Youth Care and Protection Act (2011)*. The department will further implement, *Caring For Our Future*, and will introduce a new *Child Care Act* and corresponding regulations, standards and policies.

As a government department, Child, Youth and Family Services is a category one entity required under the *Transparency and Accountability Act* to table a strategic plan every three years and report on performance annually. This plan was prepared under my direction in accordance with the *Act*, and the strategic direction of government, applicable to the department, was carefully considered during the preparation of this planning document. This direction represents the desired outcomes government is pursuing in order to secure a prosperous and bright future for individuals, families and communities of Newfoundland and Labrador.



My plan clearly demonstrates government's ongoing commitment to ensure the safety and well-being of our most vulnerable children and youth, as well as to support important social programs and strengthen the communities in which we live. As Minister of Child, Youth and Family Services, I am accountable for the achievement of the goals and annual objectives contained herein. This plan provides me with the opportunity to outline my plans to further strengthen Child, Youth and Family Services throughout the province so as to better protect children and youth.

I look forward to implementing this strategic plan, as well as continuing to transform service delivery for children, youth and their families and creating a culture of accountability, excellence and consistency across all Child, Youth and Family Services programs.

A handwritten signature in blue ink that reads "Clyde Jackman". The signature is written in a cursive style with a light blue background behind the text.

Clyde Jackman
Minister of Child, Youth and Family Services

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Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

By 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

Goal 1:

By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.

Goal 2:

By March 31, 2017, the Department of Child, Youth and Family Services will have transformed child care and family services ensuring they are responsive to client needs.

"We have no greater obligation than to protect children from harm."

Policy Blue Book: New Energy, 2011



Departmental Overview

Announced in Budget 2009, the Department of Child, Youth and Family Services is a provincial department dedicated to the protection of children and youth from maltreatment by their parent(s), and to the promotion of healthy development of children and youth in Newfoundland and Labrador.

Previously, this mandate was overseen by two divisions within the Department of Health and Community Services and was delivered through the four Regional Health Authorities. The Provincial Government's decision to move these programs under the direct mandate of a single department reflects its overall commitment to the children and youth of this province and ensures targeted attention and consistent application of services in the following areas:

Child Protection and In-care

Provides protective intervention or out-of-home placement services to children and youth who are in need of protection from maltreatment by their parent(s).

Youth Services

Provides supportive, residential, financial, educational and rehabilitative services to youth 16 years of age and older who are (or are at risk of) being maltreated by their parent(s).

Community Youth Corrections

Supervises youth who are subject to supervision or open custody orders from the court or who are referred to an extra-judicial sanction program as an alternative to court.

Adoptions

Identifies permanent homes for children who are available for adoption and approves applications to adopt a child from other Canadian provinces and territories as well as other countries.

Child Care Services

Contributes to the development of young children by enhancing the quality, sufficiency, and affordability of child care services.

Family Resource Centres

Supports family resource centres located in communities throughout Newfoundland and Labrador which provide a variety of community-based activities and resources for children and families.

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Staff and Budget

As of April 1, 2014, the department has 812 permanent positions in 56 locations across the province including the Ministerial and Provincial Office in St. John's as well as regional and service delivery offices throughout the four regions – Metro, Central East, Western and Labrador. The gender breakdown of departmental staff is 89 per cent female and 11 per cent male.

The operating budget for fiscal year 2014-15 is \$190.6 million.



Structure

The department is organized into three branches. Each branch is led by an Assistant Deputy Minister who reports to the Deputy Minister. The Deputy Minister, in turn, reports to the Minister.

Policies and Programs

Service Delivery and Regional Operations

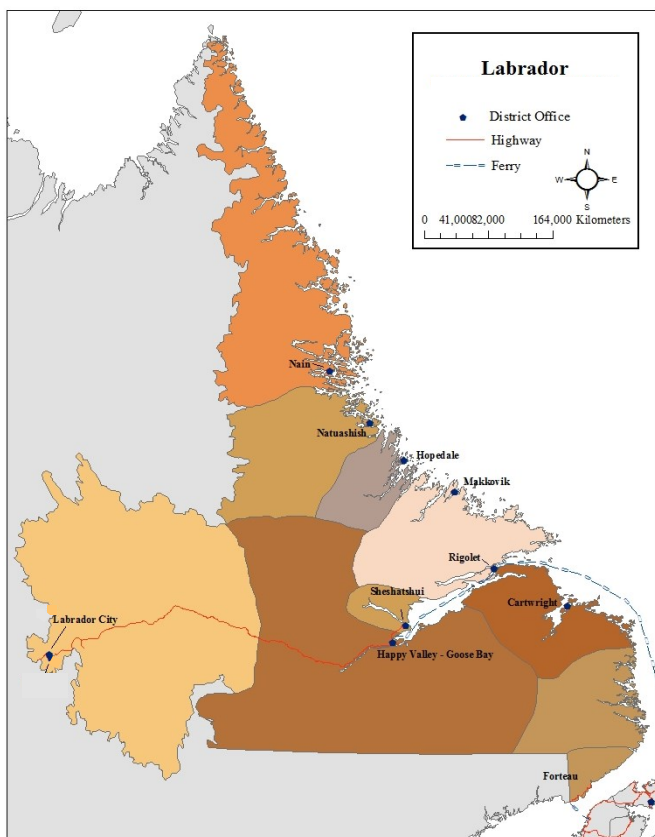
Corporate Services

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Geographic Overview

For efficient service delivery, the department has subdivided the province into four regions:



Western Region offices are located in the following communities: Baie Verte, Burgeo, Channel – Port aux Basques, Corner Brook, Deer Lake, Norris Point, Piccadilly, Port Saunders, Roddickton, Springdale, St. Anthony, Stephenville, Stephenville Crossing, and Woody Point.

There are 147 positions in this region.

Labrador Region offices are located in the following communities: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet and Sheshatshiu.

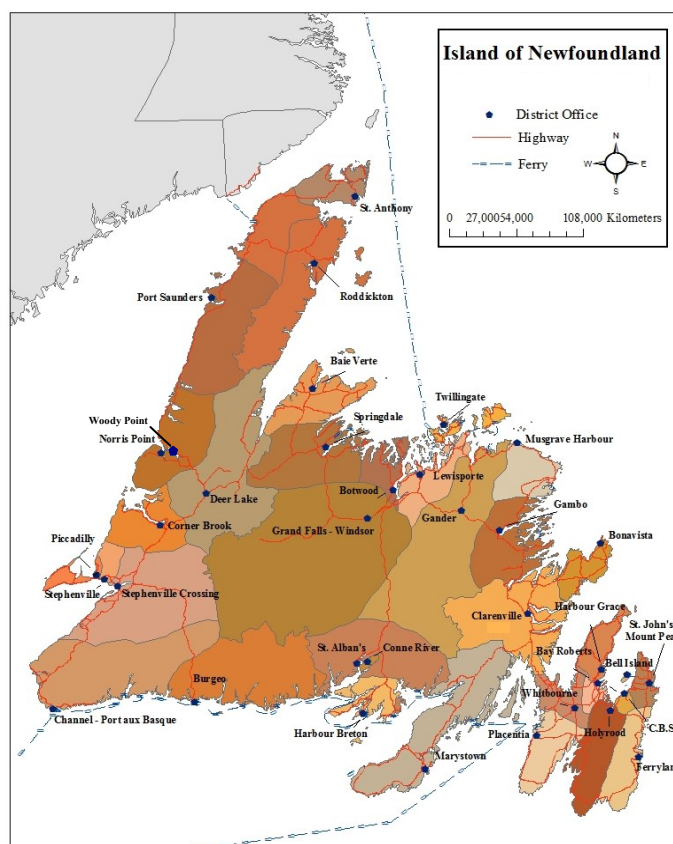
There are 106 positions in this region.

Metro Region offices are located in the following communities: Bell Island, Ferryland, Mount Pearl, and St. John's.

There are 354 positions in this region. A total of 274 are regional positions and 80 positions are located in Provincial Office.

Central East Region offices are located in the following communities: Bay Roberts, Bonavista, Botwood, Clarenville, Conception Bay South, Conne River, Gambo, Gander, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, St. Alban's, Twillingate, and Whitbourne.

There are 205 positions in this region.



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Mandate and Lines of Business

Mandate

The Department of Child, Youth and Family Services is responsible for protecting children and youth from maltreatment by parents, and supporting their well-being and healthy development in families and the community through the provision of services and programs.

Legislation

Legislative authority for the department's programs and services is provided by:

- *Children and Youth Care and Protection Act;*
- *Adoption Act;*
- *Child Care Services Act;*
- *Youth Criminal Justice Act;* and,
- *Young Person's Offences Act.*

Lines of Business

The Department of Child, Youth and Family Services is responsible for six lines of business:

1. Child Protection and In-care

All programs and services within Child Protection and In-care are designed to help ensure the safety and well-being of children and youth. When there is concern of maltreatment by a parent, social workers assess the safety and risk to the child(ren). All decisions to intervene with the family are based on the overriding principle of the *Children and Youth Care and Protection Act* which is in the **best interest of the child**. Where a child is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce the identified risk. This could involve providing supervision in the home and ensuring the parent avails of supports and intervention services that they require to adequately care for the child or youth. These services may be provided by departmental staff, other departments or agencies of government, or through service providers within the community.

- As of April 1, 2014:
- Approximately 6,685 children and youth in Newfoundland and Labrador were receiving services under the Child Protection and In-care Division.
 - Approximately 880 of these children and youth were in the care of a manager of the department.



When the health and safety of a child or youth cannot be maintained or assured in the family home for a period of time, the department provides the following options:

- entering into **Protective Care Agreements** with parents in situations where they are unable to care for their child or youth and need time to seek help or resolve issues in the family home that could place the child's or youth's safety, health or well-being at risk. In these situations, parents enter into a written agreement that allows them to transfer care and supervision of a child or youth to a manager of Child, Youth and Family Services. A Protective Care Agreement does not transfer custody of the child to a manager.
- providing **Kinship Services** to relatives or significant others who are willing and capable of providing care to a child who is in need of protective intervention and requires an out-of-home placement.
- transferring the care and custody of a child or youth to a Child, Youth and Family Services manager through an order from the court. Only the court can make a legal determination that a child or youth is in need of protective intervention and place the child or youth in the care and custody of a manager on a temporary or permanent basis. If custody is transferred to a Child, Youth and Family Services manager on a permanent basis this is known as **Continuous Custody** and this option is only pursued where it is in the best interest of the child or youth and all other options have been exhausted.



“The Provincial Government recognizes the vital role that foster parents play in our province’s child protection system. They offer a safe and supportive environment that nurtures the health and development of children and youth in-care. That is why, Mr. Speaker, we remain committed to supporting our province’s foster families, as well as further strengthening our close working relationship with the Newfoundland and Labrador Foster Families Association.”

- The Honourable Clyde Jackman Minister of Child, Youth and Family Services, May 29, 2014

2. Youth Services

The department assists young people age 16 to 17 years, during their transition to early adulthood. Youth may be supported up to the age of 19 if they are completing a high school program. Youth who were in care at 16 years of age and are enrolled in an educational and/or a rehabilitation program may also receive continued support until the age of 21.

Services include:

- Providing supportive services to young people living in their family home to address issues which could affect the safety, health and well-being of the youth in an effort to keep families together.
- Where youth are at risk of maltreatment in their family home, providing residential, financial, educational, and rehabilitative services to enable youth to reside outside the family home.
- All services under this program are provided through a voluntary Youth Services Agreement signed directly with the youth.

“Improving the lives of our vulnerable children remains among our highest priorities.”

*Speech from the Throne
March 2014*



As of April 1, 2014, there were approximately 210 youth receiving services through Voluntary Youth Services Agreements.

3. Community Youth Corrections

The department provides rehabilitative services to youth who come into conflict with the law between their 12th and 18th birthdays.

Services include:

- Supervising young offenders in the community while serving sentences such as probation, community service orders, and the community release portion of custody sentences.
- Supervising young offenders who are given open custody sentences by the court and are placed in approved open custody placements.
- Supporting community Youth Justice Committees throughout the province to operate restorative justice and extra-judicial sanction programs as alternatives to court proceedings.

The department works in partnership with other government departments, community groups and agencies to develop, provide and promote services for children, youth and families.



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4. Adoptions

The department provides adoption services to children available for adoption by finding them permanent homes. The department also provides services to birth parents placing a child for adoption and individuals and couples who wish to apply to adopt a child. Adoption is the legal process whereby a person or persons become a child's legal parent or parents. Children become available for adoption through a consent signed by a birth parent or because they are in the continuous custody of a manager of Child, Youth and Family Services who has approved a plan for adoption. Children available for adoption are matched with approved adoptive applicants.



The program also approves applicants who apply to adopt a child from another country and applicants who have been identified by another Canadian province to adopt a specific child in that province. Step-parent and relative (parent, grandparent, aunt, uncle or sibling of a child by birth or adoption) adoptions are able to be completed without the assistance of Child, Youth and Family Services, unless it is requested by the court.

“Our government recognizes the importance of finding permanent and stable homes for children who cannot be safely reunited with their families; therefore, we are proposing to replace the current Adoption Act with new adoption legislation. As we continue to build a stronger foundation for the Department of Child, Youth and Family Services, the review and implementation of the Adoption Act, 2013 is one key component of our government’s larger plan to transform all child, youth and family services and programs delivered throughout the province.”

- The Honourable Paul Davis, Former Minister of Child, Youth and Family Services, December 2013

Highlights of Adoption Act, 2013

- Expands the definition of relative to include parent, grandparent, sibling, aunt, uncle or first cousin of a birth parent or a child by birth or adoption.
- Allows a person who has permanent custody of a child and has had custody of that child under a permanent or temporary court order for at least two years to adopt in the same manner as a relative or step-parent.
- Removes the six month residency requirement for prospective adoptive parents. However, the prospective adoptive parent will still be required to be a resident of the province and the child must have lived with them for at least six months before the adoption order is granted.
- Provides for adult adoption, which refers to the ability to adopt a person 19 years of age or older.
- Enhances post adoption services by improving search and reunion services.

5. Child Care Services

The department monitors and licenses child care facilities throughout Newfoundland and Labrador. In this province, child care must be regulated if more than four children of mixed ages or three infants are being cared for in a child care centre, or in a residential home by a person who is not their legal guardian. All regulated child care must comply with provisions set out by the *Child Care Services Act* and meet the minimum required standards. Regional child care services staff visit child care facilities regularly to ensure the standards are met and to support licensees and providers.

To facilitate access to quality and affordable child care, the department provides a subsidy for child care services on behalf of eligible families. It also assists non-profit community groups in underserved areas to start or maintain a child care service. Financial support may also be provided to child care providers, as needed, to include children with diverse needs.

The department is committed to recruiting and retaining early childhood educators (ECEs) through the Early Learning and Child Care Supplement, student loan forgiveness, bursaries, and by facilitating professional development opportunities.

Did you know:

The Child Care Capacity Initiative is a key component of the 10-year child care strategy, *Caring For Our Future: Provincial Strategy for Quality, Sufficient and Affordable Child Care in Newfoundland and Labrador*. This initiative provides start-up and operating grants for non-profit community-based organizations to help create more regulated child care spaces throughout the province.

As of April 1, 2014, a total of 21 child care centres have been created representing 465 additional regulated child care spaces since the Child Care Capacity Initiative was introduced in 2006.

"Since the Provincial Government first introduced the Family Child Care Initiative in 2011, we have seen continuous growth in family child care – the number of regulated family child care homes has more than doubled."

*- Valerie Collins, Coordinator, Family and Child Care Connections
February 2014*



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6. Family Resource Centres

The department supports the operation and development of family resource centres in many locations across the province. These centres provide a variety of community-based activities and resources for children and families that emphasize early childhood development and parenting support. They provide a place for families to gather in a friendly and informal setting.

Programs offered through family resource centres reflect the needs of the families that are participating and the needs of the communities in which they are located. The types of programs offered include family support, parenting workshops and interactive parent-child programs. Some family resource centres include community kitchens and healthy lifestyle sessions.

Healthy Baby Clubs, which are nutrition support programs for eligible women who may need extra support during and after their pregnancy, are also delivered in family resource centres.

As of April 1, 2014, there are 30 Family Resource Centres that are delivering family resource programs through 158 satellite offices.

For more information on Family Resource Centres, please visit www.gov.nl.ca/cyfs/familyresource.html.



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The People We Serve

The Department of Child, Youth and Family Services has three primary client groups: children, youth and families. The programs and services delivered are aimed at:

- who are maltreated or at risk of maltreatment by their parent(s).
- who may need foster care or residential care services in the absence of a protective parent.
- who require adoptive homes for permanency and stability.
- who were adopted and have reached the age of majority and are seeking information about their birth families.
- who attend regulated child care centres or homes and family resource centres.

Children

- who are maltreated or at risk of maltreatment by their parent(s).
- who require supportive services including residential services in the absence of a protective parent.
- who are in the continuous custody of a manager under the *Children and Youth Care and Protection Act*.
- who are involved with community corrections.
- who, as young parents, avail of child care centres or homes and family resource centres.

Youth

- who require services and support to ensure the safety and well-being of their children and youth.
- who participate in child care services.
- who wish to adopt children, locally, nationally or internationally.
- who use the resources provided by family resource centres.
- who provide care to children and youth who require out-of-home placement in the absence of a protective parent.

Families

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Values

The Department of Child, Youth and Family Services strives to demonstrate a number of organizational values, it has chosen the following six key values as a priority for this planning cycle:

■ Child and Youth Centered

Each individual makes the safety and well-being of children and youth their highest priority.

■ Collaborative

Each individual works with families, service providers and community partners in reducing risk to children and youth, supporting their well-being and ensuring performance.

■ Responsive

Each individual works to match services to the identified safety and risk needs of children and youth.

■ Commitment

Each individual fulfills his or her roles and commitments in the delivery of quality client services.

■ Knowledgeable

Each individual makes decisions based on expertise and best practice while recognizing the importance of a healthy family experience and permanent relationships for children and youth.

■ Respectful

Each individual acts in a manner that demonstrates value for diversity and culture.



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Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

Over the next planning cycle, Child, Youth and Family Services will continue with the progress made in 2009 to 2014, by facilitating further change and improvements to the system while delivering professional programs and services. At the same time, the department will continue to focus on core programs and services and strive to educate the public and stakeholders about the department's primary mandate to **protect children and youth, as well as support healthy development**.

This is the first planning cycle wherein all programs and services have been **transferred** from the Regional Health Authorities, and the department remains focused on addressing historically systemic issues in program and service delivery. The work of **transforming** programs and services will continue in this planning cycle.

To ensure continued improvement in programs and service delivery, the department will further progress enhancements to policies and programs, such as the adoption program and advancements to child care through the 10-year child care strategy, *Caring For Our Future*. New adoption policies and procedures will be developed to support new legislation, and the department will implement a new voluntary operating grant program for regulated child care operators. In addition, the department will be introducing new child care legislation to further strengthen best practices in regulated child care settings.

Improvements to the child protection system were significant achievements in the last planning cycle through such accomplishments as the proclamation of a new *Children and Youth Care and Protection Act*, the launch and implementation of the new continuum of care strategy for out-of-home care, and the launch of the *Foster a Future* provincial foster parent recruitment campaign. Growth in this area will continue in the next planning cycle through a focus on continuing to enhance programs and services in the areas of protective intervention and in-care, youth services and adoptions.

Strong legislation and associated policies and procedures will help improve consistency and quality in the delivery of programs and services across all regions of the province. Continuing this focus over the next planning cycle will allow Child, Youth and Family Services to work towards achieving its mission of transforming the program and service delivery system to better protect children and youth while supporting their development.



Mission

By 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

For the detailed mission, including measure and indicators, please visit: http://www.gov.nl.ca/cyfs/publications/childcare/strategic_plan-07-15.pdf



Strategic Issues, Goals and Objectives

In consideration of the Provincial Government's strategic direction, applicable to the department, as well as the mandate and financial resources of the department, the following areas have been identified as key priorities of the Minister of Child, Youth and Family Services for the next three years. The goals identified for each issue reflect the results expected in the three-year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objectives to assist both the department and the public in monitoring and evaluating success. As the department progresses through this planning cycle, it will monitor and consider the impacts on children, youth and their families, as well as key stakeholder groups.

The goals and objectives in this plan will address two strategic issues:

- Safety and Well-being for Children and Youth
- Strengthened Child Care and Family Services

“The path forward is also about innovation – about finding new and more effective ways of achieving our goals... Some of the best new ideas will come from our own people, who have seen how things work and thought hard about ways of doing things better. We need to remain open to that – open to innovation; open to suggestions. New ideas are being reflected in our approaches to providing infant child care, home care, child protection, policing, career placement assistance, and business and regional support programming.”

- Speech from the Throne, March 25, 2013

Strategic Issue 1

Safety and Well-being for Children and Youth

Through the creation of the Department of Child, Youth and Family Services, government committed to focusing on the safety and protection of children and youth. Ensuring programs and services are aligned with best practices and current research and meeting the needs of clients will help to achieve this commitment.

The transformation of service delivery for children and youth remains a key priority for the Provincial Government. To continue to support government's commitment, it will be necessary to focus on strengthening programs and services in a number of key areas during the next three years. Specifically, during the 2014-17 planning cycle, the department will focus on improving programs and services offered through Protection and In-care, Adoptions and Community Youth Corrections Programs. Significant progress has been made in these areas to date and future work will focus on reviewing and revising programs and services as well as developing new policies, procedures and processes for these program areas.

The transformation of program development and service delivery began in the last planning cycle and will continue into the 2014-17 planning cycle. In the department's 2010 -14 Strategic Plan it was acknowledged that this work would span at least two planning cycles. Progress will continue to be monitored to ensure results are achieved. This work will support the Strategic Direction focus areas of enhanced policies and procedures for program areas and further implementation and review of the continuum of care strategy.



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

Goal 1: By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.

Measure: Enhanced programs and services.

Indicators

- Developed and implemented new policies and procedures for select program areas (e.g. Adoptions and Protection and In-care).
- Reviewed, revised and developed new programs and services for select program areas (e.g. Adoptions and Protection and In-care).
- Trained staff/key stakeholders on new policies and procedures.
- Completed a legislative review of the *Children and Youth Care and Protection Act (2011)*, including research and consultation with key stakeholders.
- Reviewed existing and developed new initiatives to address the unique challenges associated with service delivery in the Labrador Region.

Objective 1 By March 31, 2015, the Department of Child, Youth and Family Services will have advanced initiatives that aim to improve programs and services within the Adoptions, Protection and In-care, and Community Youth Corrections program areas.

Measure: Advanced initiatives.

Indicators

- Developed new policies and procedures.
- Implemented training for specialized foster parents.
- Implemented new Community Youth Corrections training for staff.
- Commenced development of a new structured approach to decision-making for Protection/In-care.
- Initiated reviews of select programs and services (e.g. Adoption Subsidy).
- Implemented a child-specific recruitment approach for children and youth profiled for adoption.
- Implemented a one-year mentoring initiative for social workers in Labrador.

Objective 2 By March 31, 2016, the Department of Child, Youth and Family Services will continue to review and revise policies, programs and services in the areas of Adoptions, Protection and In-care, and Community Youth Corrections to ensure they are responsive to client needs.

Objective 3 By March 31, 2017, the Department of Child, Youth and Family Services will continue to implement and monitor program changes to improve services.

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Strategic Issue 2 Strengthened Child Care and Family Services

The Government of Newfoundland and Labrador recognizes the need for a well-developed system of quality, sufficient and affordable regulated child care as well as strong family support programs to provide support to families in caring for their children such as those offered through family resource centres.

In 2012, Child, Youth and Family Services implemented a 10-year child care strategy, *Caring For Our Future*, which builds on three key pillars: quality, sufficiency and affordability. Each of these pillars contributes to a strong child care system, which will help to ensure that parents who choose regulated child care in Newfoundland and Labrador will have better access to high quality, affordable services. Furthermore, research indicates that there are improved developmental outcomes for children who take part in early learning opportunities.

Over the next planning cycle the department will continue implementing program changes in the areas of child care and family services to ensure that programs and services offered are responsive and are meeting the needs of children and families in Newfoundland and Labrador. With respect to the Strategic Direction, this work will support the focus areas of enhanced policies and procedures for program areas and progress on *Caring For Our Future*.

“One of the best things we can do for children is to ensure that child care is available for those who need it. Since 2003, our government has increased the number of regulated child care spaces by 70 per cent.”

- Budget 2014

Strategic Issue 2: Strengthened Child Care and Family Services

Goal 2: By March 31, 2017, the Department of Child, Youth and Family Services will have transformed child care and family services ensuring they are responsive to client needs.

Measure: Transformed child care and family services.

Indicators

- Developed new standards and policies for child care.
- Trained staff on new standards, policies and procedures.
- Reviewed, revised and implemented new child care programs and services.
- Reviewed existing and developed new policies for family services.
- Reviewed and revised select family services programs.

Objective 1	By March 31, 2015, the Department of Child, Youth and Family Services will have developed and implemented system changes focused on improving programs and services for clients.
	<p>Measure: Developed and implemented system changes.</p> <p>Indicators</p> <ul style="list-style-type: none"> • A new <i>Child Care Act</i> introduced. • Staff trained on the new <i>Child Care Act</i> and regulations. • Developed new standards and policies for the new <i>Child Care Act</i>. • Developed and commenced implementation of a new operating grant program for regulated child care operators. • Developed programs and policies for family and intervention services. • Revised Child Care Services Subsidy Program. • Initiated a review of select family services.
Objective 2	By March 31, 2016, the Department of Child, Youth and Family Services will have continued development and implementation of system changes to improve programs and services.
Objective 3	By March 31, 2017, the Department of Child, Youth and Family Services will complete implementation of system changes to identified child care and family programs and services.

How to Reach Us

Further information about the services offered by the
Department of Child, Youth and Family Services
may be obtained from the department's website at: www.gov.nl.ca/cyfs.

Provincial Office

Department of Child, Youth and Family Services

P. O. Box 8700

St. John's, NL A1B 4J6

Telephone: 1-709-729-0760

Strategic Direction

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through Throne and Budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments. The direction related to the Department of Child, Youth and Family Services is provided in the following page. The strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the following table, some have been addressed in this strategic plan while others are addressed in the operational or work planning processes of the department.

1. Strengthened Child, Youth and Family Services

Outcome: Improved programs and services for Child, Youth and Family Services that ensure the safety, health and well-being of children and youth.

Components of Strategic Direction	This Direction is Addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Enhanced policies and procedures for program areas	√		
Further implementation and review of continuum of care strategy	√		
Progress on the 10-year child care strategy	√		
Focus on permanency planning for children in-care and children available for adoption		√	
Enhanced youth services		√	
Increased accountability for service delivery			√
Infrastructure and Information Technology		√	
Collaborative relationships with Aboriginal partners and stakeholders		√	

