



# Report Card

1999-2000

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**We would like to extend our special thanks to all of those who helped in the development of this Report Card**

- ◆ Our staff, Children's Ministry staff, and contracted Agencies
- ◆ Calgary Regional Health Authority (CRHA)
- ◆ Calgary Board of Education
- ◆ The City of Calgary
- ◆ Calgary Police Service
- ◆ Alberta Treasury
- ◆ Statistics Canada
- ◆ The children of Calgary and Rocky View for their artistic inspirations!

**For more information, visit our Internet site:  
[www.gov.ab.ca/cs/calgaryrockyview](http://www.gov.ab.ca/cs/calgaryrockyview)**

## About the Report Card ...

In the past few years, Calgary Rocky View Child and Family Services Regional Authority has made major changes in the ways that Children's Services are provided and assessed. Our *Service Plan* – drafted with extensive community input – emphasizes that we should judge how well we are providing services based on real differences made to the lives of children, youth, and families. The community identified six key Outcomes that the Authority should be working towards.

When the Authority's *Service Plan* was written, a commitment was made to look not only at performance indicators relating specifically to our work, but also to report broader indicators for the community as a whole. While these community indicators may be affected by factors beyond our control as a Child and Family Services Authority, we believe that it is important to acknowledge them and work to make real differences at a broader community level. We strive to make these improvements by refining our services and working collaboratively with service partners who share our goal of ensuring that children are safe and healthy.

Last year we published our first "Report Card" with performance indicators for our Outcomes. This year we continued the development of this document by refining the indicators and adding new ones. The *Report Card* will evolve over time; its development will go hand-in-hand with the continued implementation and refinement of the service delivery model specified in the *Service Plan*. This process will be gradual because it requires philosophical and operational changes both for our staff, the Agencies who deliver direct services, and our partners in the community.

### The Outcomes we work towards ...

- ◆ *Children, youth, and families are safe in their communities*
- ◆ *Children, youth, and families are healthy*
- ◆ *Children, youth, and families live in supportive communities*
- ◆ *Aboriginal children, youth, and families receive culturally relevant services*
- ◆ *Children, youth, and families receive effective services*
- ◆ *Children, youth, and families with special needs are involved in planning, designing, and evaluating services*

The *Report Card* is one part of the Authority's new performance-based monitoring system. Much work is going on behind the scenes to develop this system.

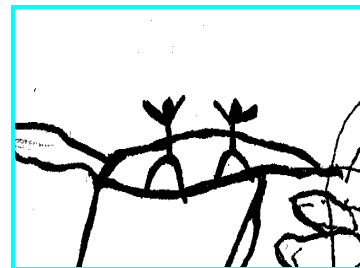
- The Authority and Agencies have been working together to develop a Performance Based Contracting (PBC) process for collecting information on outcomes for children and families that the Agencies serve.
  - Services have been divided into sectors primarily based on types of services.
  - Each sector has identified outcomes, indicators, and tools for measuring the health and safety of the children they serve.
  - Agencies are in a pilot phase of collecting and reporting three months of data.
- A pilot process has begun for identifying outcomes for services provided directly by the Authority (Child at Risk Response Team, Unmarried Parents Program, and PChIP service).
- The Children's Ministry has identified a potential list of Outcomes for assessing performance across the Province of Alberta. Refinement and pilot data collection for some of these indicators is anticipated in the coming fiscal year.
- In addition to working on these components, the Authority is working towards the coordination and integration of these processes into a comprehensive, efficient monitoring system.

*We believe in judging our success based on real differences made to the lives of children, youth, and families*

The following tables summarize the indicators that have been developed to date as well as contextual information to provide a reference point for comparison (e.g. population size). Details about these measures and their sources can be found on page 9. The 1999 projections referred to in the tables are short-term targets that were set at the start of last year.

## Our Community

Calgary Rocky View Child and Family Services Regional Authority provides services to the City of Calgary and the Municipality of Rocky View. Our geographical boundaries correspond to the Regional Health Authority Boundaries.



		1997	1998	1999	2000
<b>Calgary Rocky View Population</b>					
◆ Total Population	number	856,413	887,778	916,481	942,809
	annual growth	3.0%	3.7%	3.2%	2.9%
◆ Population 0-19 years of age	number	239,151	245,332	250,853	257,243
	annual growth	2.2%	2.6%	2.3%	2.6%

Source: Calgary Regional Health Authority

# Child Protection Activities

		1997	1998	1999		Projection for 2000
				Actual	Projected last year	
<b>Child Welfare Investigations</b>						
◆ Abuse	number	1050	1108	1216		
	annual change	20%	6%	10%	10%	7.5%
◆ Neglect	number	996	1298	1245		
	annual change	22%	30%	-4%	10%	3%
◆ Parent/youth conflict	number	630	673	683		
	annual change	4%	7%	1%	6%	5%
<b>Child Protection Cases</b>						
◆ Number of active cases	monthly avg.		3052	3140	New	
	annual change			3%		5%
◆ % in care			47%	47%	New	45%
<b>Adoption of Children under Permanent Guardianship Order</b>						
◆ % of young children under PGO adopted						Being Developed
<b>Kinship Care</b>						
◆ Children served	number	--	--	89	New	
	annual change					250%
◆ Children in Kinship Care homes	number	--	--	28	New	
	annual change					250%

- Child Protection activity statistics for 1999 fall within the values targeted at the start of the year.
- We anticipate that Child Protection activities will increase generally in the range of 5 % over the next year.
- With programs such as Kinship Care we hope to increase family and community involvement in the care of children in our custody.



# Provision of Accessible, Affordable, Quality Child Care

		1997	1998	1999		Projection for 2000
				Actual	Projected last year	
♦ Vacancy rate - Preschool Daycare	0-18 mths	46%	48%			New indicator being developed
	19 mth-6 yrs	26%	26%			
	average	36%	37%	Not avail.	41%	
♦ Vacancy rate - Preschool Dayhome	average	26%	21%	24%	22%	20%
♦ Quality Daycare (centres in compliance with critical standards)		89%	90%	93%	94%	95%
♦ Safe Dayhomes						
♦ Dayhomes in compliance with safety standards				93%	New	95%
♦ Dayhome incidents requiring medical treatment (6 month period: n per thousand children)						Being developed
♦ Fees - Preschool Daycare	0-18 mth	\$466	\$556	\$613		
	19 mth-6 yrs	\$410	\$467	\$505		
	average/mon	\$438	\$511	\$559		
	annual change	4%	17%	9%	6.5%	5%
♦ Fees - Preschool Dayhome	average/mon	\$388	\$393	\$412		
	annual change	0%	13%	5%	11%	5%
♦ Preschool Child Care Subsidy*	avg/child/mon	\$250	\$318	\$351		
	annual change	0%	27%	10%	9%	3%
♦ Children receiving preschool Child Care Subsidy	monthly avg. n	2849	3375	3362		
	annual change		18%	-.4%	New	3%
♦ Reference point for cost comparison (CPI)	inflation rate in Calgary	2.1	1.5	2.6	n/a	n/a

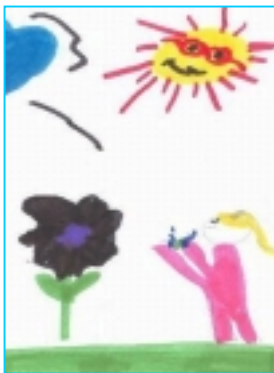
\* Daycare operating allowances were reduced in 1998 and eliminated in 1999 with funding shifted to subsidy



- Gains have been made in compliance with standards at daycare centres and dayhomes and we will strive for continued improvement in the coming year.
- In re-examining vacancy rates indicators for daycare centres and dayhomes, we realized that they have limitations. We suspect that they overestimate real vacancy. Work has begun on making improvements to the statistics for next year.
- Daycare centre fees are high, particularly for infants. One of the challenges for this industry will be to reconcile the conflicting pressures of providing child care that is affordable to families while addressing salary concerns of child care workers.

# Support for Children, Youth, and Families with Special Needs

		1998	1999		Projection for 2000
			Actual	Projected last year	
◆ Number of clients receiving funding	monthly avg. n annual change	2572	2752 7%	New	6%
◆ Average annual cost per case	annual change	3485	3879 11%	New	↑



- The number of funded clients has increased over the last year. The rate of growth seems to be slowing down compared to very high previous rates, however we expect that it will continue to be quite high at 6%.
- The cost per case has increased substantially. This is primarily due to the Intensive Behavioural Intervention (IBI) program – a program that applies to a relatively small number of clients but is expensive. We continue to experience pressures that will increase our costs per case: we are becoming a destination for families from outside of the province who are seeking IBI funding; within the province, there is pressure to fund other costly services which are not currently funded.

## Support for Women’s Shelters

		1998	1999		Projection for 2000
			Actual	Projected last year	
◆ Number of emergency beds funded by CRV	number annual change	81	81 0%	New	84 4%
◆ Number of 2 <sup>nd</sup> stage shelter apartments funded by CRV	number annual change	10	10 0%	New	10 0%
◆ Outreach work	number annual change			Being Developed	

- The number of beds that we fund will increase 4% in the next year and outreach services will continue to develop in the next year.



# Development of Community-Based Services

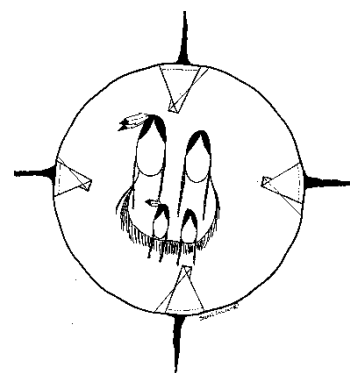
	1998	1999		Projection for 2000
		Actual	Projected last year	
<b>Families receiving services in their communities</b>				
◆ Clients using CRC, FRC services & programs	number annual change	--	≈5200*	New 15%
<b>Aboriginal people involved in delivery of service **</b>				
◆ Calgary Rock View Staff-% Aboriginal		8.2%	7.2%	8.7% 8.7%
◆ Contracted Agency Staff-% Aboriginal		8.5%	10.8%	9.0% 11.0%
<b>Clients have input into services</b>				
◆ Authority - see Achievements & Milestones				Being Developed
◆ Contracted Agencies - % who involve client in individual service planning	--	83%	New	88%
◆ Contracted Agencies - % with clients on governing or advisory group	--	38%	New	43%
◆ Contracted Agencies - % using client feedback forms or interviews	--	77%	New	82%
<b>Volunteer involvement with services for children</b>				
◆ CRC, FRC, & CCC volunteers	number annual change	--	≈300*	New 100%

CCC = Community Coordinating Council; CRC = Community Resource Centre; FRC = Family Resource Centre

\* Tracking processes are in an early developmental stage; consequently, these numbers are estimates based on a limited amount of data and likely under-represent the actual numbers

\*\* 1.86 of the Calgary population is Aboriginal (1996 Census)

- Community Resource Centres and Community Coordinating Councils are fundamental components of our service delivery model. This year's statistics, though requiring refinement, indicate that development is occurring and benefits are starting to be realized. We expect substantial growth as new centres and committees are developed over the next year.
- Aboriginal staffing proportions are, on average, in the range targeted for this year. As an Authority, we will continue to work towards increasing the proportion of Aboriginal staff.
- Obtaining client input and feedback is a priority and we will continue developing processes and vehicles for gathering information and encouraging client involvement.



## Community Indicators of Children's Health & Safety

		1997	1998	1999
◆ Violence at school	number	460	322	324
	annual change	-7%	-30%	1%
◆ Youth-related violent crime	number	1581	1254	1209
	annual change		-21%	-4%
◆ Domestic offences	number	Not avail.	4735	4893
	annual change			3%
◆ Reported juvenile runaway incidents	number	2167	2144	2465
	annual change	2%	-1%	15%
◆ Teen pregnancies (15-19yrs)	% of teens	4.95%	4.83%	Not avail.
◆ Low birthweight	% of births	6.8%	6.9%	Not avail.
◆ Children with emotional or behavioural problems (2-17yrs)	% of children	7%	Not avail.	9%
◆ Pre-school readiness			Being Developed	

- With the exception of reported juvenile runaways, these indicators show minor growth or decline. We expect that some of the changes we are making to service delivery (e.g. implementation of changes to Group Care to increase child stability) will decrease the number of children in our care who runaway.



## Examples of Achievements & Milestones

- ◆ **Major changes have been made in the ways that services are provided, particularly in improving integration of services and focussing on providing services at the community level.**
- ◆ **This integration was achieved internally by moving staff from a variety of programs into Multi Service Teams (MSTs)** (Child Welfare Services (investigations, case management), Child Care Services, Services to Children with Special Needs, Adoption, and Foster Care).
- ◆ **Three community-based MSTs are in operation** (Community of Service (COS) 5 - Inner City of Calgary; COS 2 – Hunterhorn; and Native MST) with continued development planned for the coming year.
- ◆ **Four Community Resource Centres (CRCs) are in place** (Aboriginal Resource Centre, North of McKnight Community Resource Centre, Family and Community Resource Centre in Cochrane, Marlborough Eastside Info-Link) **two Family Resource Centres (FRCs) are transitioning to CRCs** (Closer to Home Community Services Society, Centre for Family Resources in Huntington Hills), **and one FRC will remain as a funded FRC** (Millican Ogden Community Association (MOCA) FRC). The CRCs are a fundamental component of our service delivery model. They are the hub of community-based service, providing coordinated prevention, early intervention, and support services to children and families. CRCs provide an accessible pathway to service provision.
- ◆ **Three Community Coordinating Councils (CCCs) have been established** (North of McKnight, Western Rocky View, and North Rocky View) as grassroots advisory bodies for providing a community voice to the Regional Authority and directing the development and operations of the CRCs. They act as a bridge between the Authority and the community.
- ◆ **Developmental work is underway to add new CRCs** (North Rocky View, Inner City, South Properties, and COS 1) **and CCCs** (COS 1, North-Central Calgary, South Properties, Sunrise Communities, Inner City, COS 4, South East Rocky View, Children with Special Needs).
- ◆ **The community and clients are providing feedback and input into services provided directly and indirectly by the Authority.**
  - ◆ Children and families are actively involved in developing their child welfare service plans both with our staff and funded agencies.
  - ◆ New communication links to the community are being established via the CCCs.
  - ◆ A CCC for Children with Special Needs is being developed with 320 people recruited to date.
  - ◆ As community needs and assets are assessed, extensive community input is sought. For example, in an assessment currently underway in North Central Calgary, 755 community members provided input via a community survey.
  - ◆ An external review committee (Social Facilities Committee) conducts independent surveys of parents using child care centres. The feedback from this process is provided to us and used in monitoring centres.
  - ◆ Periodic studies of programs are conducted such as the Child Care Client Satisfaction Study which examined service needs and perceptions about existing services.
  - ◆ The Alberta Youth in Care and Custody Network surveyed children in care for the Group Care Sector Review. Their input contributed to recommended changes.
  - ◆ The Children's Ministry is currently piloting a province-wide client satisfaction survey. The plan is to phase in a client satisfaction survey process for all services provided by the Regional Authorities.



- ◆ **Two service sector reviews have been completed** (Volunteer, Counselling) **and two more are near completion** (Group Care, In-home). This process has resulted in recommendations for improving services.
- ◆ **A review of reinvesting administrative savings into direct services to children and families was completed** and recommendations reviewed.
- ◆ **Performance based contracting is being implemented** with service sectors identifying relevant outcomes for children and families that they serve. The Outcomes identified by the sectors relate to reducing children's risk behaviour and/or exposure to risk; improved functioning of the child or youth; improved relationships and connections with others and/or the community; increased knowledge; increased awareness and/or use of resources in the community.
- ◆ **Linkages are established with partners in the community** to integrate services. Joint initiatives are underway with CRHA, Alberta Mental Health, Ministry of Learning, and United Way.
  - ◆ Alberta Children's Initiative (Student Health, PChIP, Children's Mental Health, FAS/FAE)
  - ◆ United Way Children's Initiative
  - ◆ Preschool Readiness
- ◆ **The Kinship Care Program has been implemented.** It is expected to increase the number of extended families caring for children who are in need of care outside of their immediate family.
- ◆ **The Good Neighbour project is being piloted** in the greater Forest Lawn community with the objective of improving community support systems and connecting Aboriginal families to them.



## Indicator Definitions (by order of appearance in tables)

**Child Welfare Investigations** – Child welfare investigations that lead to open files have been classified into three broad causal categories: abuse, neglect and parent/youth conflict. In last year's report, the abuse and neglect numbers were combined into a single abuse statistic (calendar year).

**Child Protection Cases** – Average monthly number of open cases and the proportion of these children under the Director's care based on legal status (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**Kinship Care** – Kinship Care is a new program established in November 1999. Statistics represent fiscal year totals. Families served include families receiving home assessments, searches, screenings and placements. The children in Kinship Care homes indicator does not include families who proceeded with private guardianship (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**Vacancy Rates for Daycare Centres and Dayhomes** – These indicators are currently being reviewed and will likely be changed next year. Daycare data is not available for 1999 because calculations were made using data that are no longer available (operating allowance spaces). We suspect that earlier numbers may over-represent vacancy.

**Quality Daycare Centres** – Daycare centres are assigned a compliance rating based on regular inspections and knowledge of the centre's operation. The reported percent reflects the proportion of daycare centres that are regularly in compliance with standards.

**Safe Dayhomes** – Percent of registered dayhomes meeting safety standards (reported at the end of the CRV fiscal year: February after stated year).

**Fees for Preschool Daycare & Dayhomes** – Calculated based on rates reported by centres and homes.

**Preschool Child Care Subsidy** – Average monthly subsidy payments divided by the number of subsidized children. Subsidy rates are dependent on family income (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**Children Receiving Preschool Child Care Subsidy** – Number of children whose child care is subsidized (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**CPI** – Consumer Price Index for Calgary. Numbers are generated by Statistics Canada and provided by Alberta Treasury (calendar year).

**Support for Children, Youth, and Families with Special Needs** – Number of CRV clients receiving funding and the average annual cost per case including program and staff costs (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**Support for Women’s Shelters** – Number of beds and apartments funded by CRV (CRV fiscal year: April 1 of stated year to March 31 of subsequent year).

**Clients using Community Resource Centres (CRC) and Family Resource Centres (FRC) Services and Programs** – Refers to numbers tracked for both direct and indirect services and programs at three Centres. This indicator is at a developmental stage and the data is incomplete for this year.

**Aboriginal People Involved in the Delivery of Service** – Proportion of positions funded by CRC (internally and through contracts with Agencies) which are filled by individuals with Aboriginal origins (at CRV fiscal year-end following stated year).

**Clients Have Input into Services** – Agency data is based on a survey of Agencies (March 2000).

**Volunteer Involvement with Community Resource Centres, Family Resource Centres and Community Coordinating Councils** – Hours and numbers of volunteers involved in planning and program delivery associated with the centres and councils. This indicator is at a developmental stage and the data are incomplete for this year.

**Violence at School** – The number of student suspensions due to violence including theft, weapons, intimidation, assault, and harassment. The information was reported by the Calgary School Board which provides schooling for the majority of our population; comparable information is not currently available through the Catholic School Board or Rocky View School Board (academic year ending in the stated year).

**Youth-Related Violent Crime** – The number of youth-related violent crimes in Calgary (comparable data is not available for Rocky View). The reported indicator has changed from last year in order to be consistent with statistics reported elsewhere by Calgary Police Services. Information was provided by Calgary Police Services (calendar year).

**Domestic Offences** – The number of offences reported in Calgary by victims in which there is a victim/culprit relationship that is spousal, parental, child, sibling, or extended family (comparable data is not available for Rocky View). The reported indicator has changed from last year in order to be consistent with statistics reported elsewhere by Calgary Police Services. Information was provided by Calgary Police Services (calendar year).

**Reported Juvenile Runaway Incidents** – Number of incidents in which youth are reported as missing to Calgary City Police (comparable data is not available for Rocky View). Note that repeated incidents associated with one juvenile are multiply counted. Information is provided by Calgary Police Services (calendar year).

**Teen Pregnancies** – Information is reported by the CRHA and originates from Alberta Registry, Vital Statistics. The indicator reflects the number of pregnancies per 100 teens.

**Low Birthweight** – Percent of children weighing less than 2500g at birth. Information is reported by the CRHA.

**Children with Emotional or Behavioural Problems** – Percent of children experiencing these problems for at least three months as reported in a survey conducted every second year by the CRHA.