

WINDSONG CHILD & FAMILY SERVICES BUSINESS PLAN 2000 – 2003

Approved April 11, 2000 by Windsong C& F Services Board
Approved May 4, 2000 by Minister Evans

2nd Floor Provincial Building
High River, Alberta T1V 1M3
Phone 403/652-8360 Fax 403/652-8365

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BUSINESS PLAN OVERVIEW

STATEMENT OF ACCOUNTABILITY

This Business Plan for the three years commencing April 1, 2000, was prepared under our direction in accordance with the Government Accountability Act, the Child and Family Services Authorities Act and directions provided by the Minister of Children's Services. All material, economic and fiscal implications known as of January 7, 2000 have been considered in preparing the Plan.

The Windsong Child and Family Services' priorities outlined in the Business Plan were developed in the context of the business and fiscal plans of the Ministry of Family and Social Services. We are committed to achieving the planned results laid out in this Plan.

Signed by the Child and Family Services Co-Chairs
On behalf of Windsong Child and Family Services, Authority 3.

A handwritten signature in cursive script that reads "Dodie Gaudry".

Dodie Gaudry

MISSION STATEMENT

In Windsong Child & Family Services (Authority 3):

OUR MISSION STATEMENT

Windsong Child and Family Services will support the development of safe, healthy, responsible, strong children, families, individuals and communities, while protecting and assisting those in need.

Statement of Regional Visions

- 1) To assist children and families to achieve their fullest potential in a nurturing environment that includes, supports and empowers them.
- 2) To create an environment in which children and families feel safe and are protected from harm.
- 3) To provide children and families access to affordable, efficient and integrated community support.
- 4) To assist families and communities in being as responsible as they can for their children's well being.

TRENDS AND ISSUES

Strengths

The Authority has strong, competent, resourceful partners. Windsong has collaborated with, Alberta Mental Health, Headwaters Health Authority, local FCSS departments, Canadian Rockies School Division, Christ the Redeemer School Division, Foothills School Division, Livingstone Range School Division, Horizon School Division and Palliser Regional School Division, on a number of preventative projects which are improving the delivery of services to children and families within the Region. The Authority has a committed Board and staff whose diversity of experience and training are assets to the organization.

Developmental Areas

Windsong is a new Region and Authority. The majority of Authority staff were hired in August of 1999. The Region received its delegation of authority from the Minister of Children's Services October 1st, 1999. The newness of the Authority precipitates a plethora of genesis or start-up issues for the staff and board. Issues ranging from locating and renovating space, staff training needs, and the development of data collection systems. These issues have been, or are being addressed, by the Staff and Board. Recruiting staff members whose expertise in all areas of a generalist caseload has been challenging. In the upcoming year this presents the challenge of considerable training and mentoring for all staff within the Authority. These issues have necessitated constant problem solving and highly involved planning by management and Board to address.

Collaborative efforts with partners have resulted in the creation of Family Resource Centres, expansion of Family School Liaison programs; a Children's Mental Health team and the initiation of child welfare programs, early intervention and creation of service infrastructure. These initiatives have commenced within the last fiscal year. The sharing of expertise and resources between partners will improve the effectiveness and accessibility of services to children and families in Region.

Challenges

Our Region is experiencing demographic trends and issues which have impacted and continue to impact its planning.

Windsong Child & Family Services Region is a relatively sparsely populated rural area without an easily identifiable "centre". There are only five communities/municipalities with populations equal to or greater than 5,000, including: Banff, Canmore, High River, Okotoks, and the Municipal District of Foothills No. 31.

The growth within the Region from 1991 to 1996 was approximately 13% higher than that of Alberta as a whole. The population of Windsong Region has been strongly influenced by high rates of migration to the Region and increasing numbers of tourists, both of which contribute to high levels of growth and development in several areas of the Region.

During this same period there were seven (7) identifiable areas in which the growth rate exceeded 15%. During this business planning cycle (2000-2003) the total populations is expected to remain disproportionately high in these seven (7) pockets, thereby, exacerbating the problems described below.

This growth and uneven distribution of the population presents the Regional Authority with the challenge of balancing the needs of rapidly growing areas with others that are more stable.

Scarcity of population also poses the problem of transportation to remote areas of the Region and equity of access of service due to distance from the larger communities in the Region. The Regional Authority will need to allocate funds to evaluate various solutions to the transportation issue and identify those that work best in any given community.

Another factor that the Authority is encountering is the large number of parents who both work and commute to urban Calgary from Okotoks, High River and Canmore. With so many parents working, there is a challenge in that there are a number of latch key children in our Region.

The issue of poverty needs to be addressed in our strategies for services for children and families. In some communities/municipalities there is a significant gap between families earning a sufficient income and those experiencing low income and poverty issues. Many studies have linked poverty with risks to children. The Ministry's own funding model includes "low income" as a factor for regional allocation of the Children's Services budget. There needs to be sufficient programs, services and supports in place in the Region to enable parents to provide adequately for their children.

In 1996 there were 14 Hutterite colonies with a total population of approximately 1200 in the Region. The Regional Authority will need to develop ongoing linkages with these colonies. As well, there are approximately 2500 Aboriginals living in the communities of Eden Valley and Morley. The number of Metis in the Region is currently unknown. This presents a difficulty in providing culturally congruent services. The Authority is committed to addressing the needs of all community members in a culturally sensitive manner that is congruent with their belief systems.

All programs and services provided by the Regional Authority are available to all Metis, First Nations, and Non Status Aboriginal people off reserve. Aboriginal people in the Region primarily live in the communities of the Stoney First Nations at Morley and the Eden Valley communities. During the community consultation process with Aboriginal communities, they expressed the need to improve the delivery of children's services. The Regional Authority

of Windsong cannot provide services on the Stoney Reserves due to the lack of jurisdiction, as they are under a Tripartite Agreement with the Federal and Provincial governments. We recognize that Authority 3 and the First Nations Authority have a common purpose in caring for children and families.

Lack of regional infrastructure and specialized children's services are other issues that the Regional Authority needs to address. Windsong Authority had no Ministry operated child welfare facilities, family resource centres, or service centres as programs located in Calgary previously served this Region. In the past fiscal year the Authority has developed or contracted the development of family resources centres, a receiving and assessment continuum, and a mini-family violence shelter (to accommodate one family at a time). In addition, there are few private agencies in the communities/municipalities, as most have chosen in the past to work from Calgary. Recruitment and retention of agencies/programs as well as Child and Family Services Authority staff, are significant challenges for the Regional Authority.

Areas related to youth that require the Region's attention include: teenage pregnancy, illicit drug use, frequent use of alcohol, and teenage suicide. Teenage pregnancy and births are considered high risk for the mother and baby. The Headwaters Health Authority reports consistently high numbers of teen mother births at Morley, High River, Okotoks, and Claresholm. With respect to illicit drug use, many schools in our Region indicate concern with high levels of drug use among their student populations. Alcohol consumption is an issue as well since an Alberta survey of students 13 to 18 years, in 1992, revealed that a quarter of these students used alcohol once a week or more frequently. Suicide is one of the leading causes of deaths for youth's aged 15 to 24 years, and will need to be addressed.

Between June of 1998 to January 2000 there has been a 230% increase in our child protection caseload. The number of aboriginal children in the region served in out-of home placements is unacceptably high. Historically, aboriginal children have been placed in our Region due to specialized services located within our Region, such as Stampede Boy's Ranch, Next Step and Beulah Acres. Our Handicapped Children's Service caseload has experienced a similar growth. The implementation of the inter-regional protocols and the Ministry's data collection abilities have allowed Windsong and partnering Authorities to identify children who should be served by the Regional authority. Identifying these children is allowing this Authority to meet the Ministries commitment to serve children in their own communities. However, the increase in population and identified children creates the challenge of having to make highly effective use of limited resources.

AREAS FOR IMPROVEMENT

Community Based Services

- A local presence for services and supports must be built. Strategies must support children within their families and within the community in which they live.
- Given the distances between communities, access issues need to be addressed.
- Children and families need to be involved in all aspects of decision making.
- People need a feeling of belonging to their community. This must be facilitated, in part, through development of Family Resource Centres.
- Community volunteers need to be recruited and trained to provide emotional support, practical support, and advocacy to assist persons-in-need.
- Youth need to play an important role in the planning, implementation and evaluation of services.
- Efforts need to be made to have child welfare workers and other professional service providers become familiar faces in the communities to increase the public's perception of them being "helpers".
- Windsong will establish a link with each of the Hutterite Colonies within the Region.

Early Intervention

- Prevention and early intervention efforts must be increased. All programs supported by Windsong must include a focus on early intervention/prevention.
- There is a need for early identification of children and families at-risk, particularly in the 0 to 6 years age group.
- There is a need to reduce the negative perception that is associated with "child welfare" so that people will pursue help at an earlier stage.

Aboriginal Services

- Culturally congruent services need to be inherent in everything that Windsong does.
- Whether or not aboriginals within the Region have residency on the Stoney or Eden Valley communities or are "Status" or "Non Status" or "Metis", we need to safeguard against marginalization. It is therefore critical that the aboriginal pillar continues to receive a stronger emphasis. We will take a proactive approach in facilitating Aboriginal peoples' involvement in services for their children and families.

Culturally Congruent means that the services are received by the clients in a way that is acceptable to their values and traditions.

- To strengthen our Aboriginal Pillar the Board has appointed an Aboriginal Task Force. The Aboriginal Task Force has identified the following six objectives as strategies to strengthen the Aboriginal Pillar for the next year.
 - ❖ *The Aboriginal Task Force will work to develop the Board and staff of Windsong to enhance their level of understanding and commitment to Aboriginal values and culture*
 - ❖ *To establish a link between Windsong, the Aboriginal Support Team Co-ordinator and the Aboriginal Liaison Unit.*
 - ❖ *To establish a dialogue with Aboriginal partners in Region 3 and encourage their participation and guidance*
 - ❖ *To involve Aboriginal people in the design, monitoring and evaluation of services for Aboriginal programs.*
 - ❖ *To ensure there is proper training and cultural awareness among staff and Board members.*
 - ❖ *To Advocate with Aboriginal communities as far as funding proposals, etc, to help develop community capacity.*

Integration

- Windsong has developed and will continue to develop strategies with its partners to design services to meet the needs of individuals, children and families. These include: Health Authorities, School Boards, the Departments of Justice, Family and Social Services, Mental Health, First Nations, Persons with Developmental Disabilities Board, and local Family and Community Support Services.
- There needs to be a focus among Departments and agencies to support a team approach to case assessment and case management and the planning and delivery of services so children and families will not have to repeat their "story" many different times to many different people.
- Family School Liaison Worker programs, Interagency Committees in several communities/municipalities and the Fetal Alcohol Syndrome Regional Program Proposal are all positive examples of people working together, and they are also examples of our commitment to continue our efforts to integrate services.

STRATEGIC DIRECTION

STRATEGIES

A Multi Resource Mobile Unit is a staff member (or members as required) who is a knowledgeable individual trained to provide information/referrals on programs and services and who is capable of assisting community members with administrative tasks such as completing forms and assisting in the development of programs. The Multi Resource Mobile Unit would be available for immediate response to inquiries made at any Family Resource Centre.

Family Resource Centres, will be located in designated communities, and will be staffed on a scheduled basis. The Family Resource Centre will be information based and be located with another resource that is frequented by the local community e.g. FCSS Offices or a Senior's Drop In Centre. The community members will be able to go to the Family Resource Centre and acquire information about Windsong Child and Family Services and who to contact.

The **Home Office**, located in High River will function as the corporate location for the purposes of record keeping and business operations. At the Home Office children, families and individuals will be able to access all of the following: Information and/or referral with regard to all mandated programs and resources such as Handicapped Children's Services, Child Welfare and Early Intervention Programs.

The **Base Offices**, located in, Canmore and Claresholm will function as a permanent staffed office where children, families and individuals will be able to access all of the following: Information and/or referral with regard to all mandated programs and resources such as Handicapped Children's Services, Child Welfare and Early Intervention Programs. Currently, a request is pending to establish permanent office space in Black Diamond.

Early Intervention

Early Intervention programs such as: Family Resource Centres, Healthy Start programs and Home/Family visitor programs will be used to ensure that the authority is responding early to at-risk children and families. These early intervention programs will reduce the incidence of out of home placement for children and the Authority's need to respond in a more restrictive manner. The early intervention projects described above facilitate the integration of services for families, as they are based on partnerships with other ministries and departments.

ACTIVITIES

The Windsong Child and Family Services will deliver services and supports as close to our committees as possible.

Location	Multi Resource Mobile Unit	Family Resource Centre	Base Offices	Home Office
High River				
Banff				
Canmore				
Okotoks				
Vulcan				
Claresholm				
Lake Louise				
Millarville/Priddis				
Black Diamond			SHCQ	
Turner Valley				
Champion				
Nanton				
Lomond				
Blackie				
Vulcan County				
MD Foothills				
MD of Bighorn				
Portion of the MD of Willowcreek				
ID 5				
ID 9				

CORE BUSINESS DEFINED

Over the next three years, the Regional Authority will be implementing a new service delivery model. The Region 3 Child and Family Service Plan (March 11, 1998) calls for a fundamental change in the ways in which services for children, families, and individuals are planned, administered and evaluated. The Service Plan calls for organizational directions that add up to a "culture" of serving children and families by:

- Putting children first instead of putting the needs of the organization first;
- Using the resources of the community: e.g., empowering volunteers, engaging those people who have become skilled through life experiences and have a depth of human compassion which should not be wasted; integrating the scattered community resources into a more unified and efficient system which works better for all participants;
- Respecting children, families and communities by honouring their input; seeking collaborative decision making; and suiting programs to individuals instead of trying to fit the person into the program.

The Regional Authority will also incorporate the four pillars into the service delivery model: community-based, integrated services, improved services for aboriginal people and early intervention.

Early intervention will be a component of every service offered. We define early and preventative as support offered at the earliest possible age in a person's life, or at any stage of a problem. We are moving from one end of the helping continuum - crisis management - towards the other end of the continuum - getting help to children and families before crisis occurs. This shift allows us to reach children and families at the first opportunity. Windsong services must be community-based and must focus on the responsibility of parents, family, and community to our children. All early intervention/prevention programs will be delivered locally.

From governance to early intervention, integration and aboriginal services to specific programs and services, the theme of community pervades every aspect of service delivery and is embodied in every strategy.

The new service delivery system will be an integrated one that embraces children and families so they will, effectively, enter one smooth service delivery system, rather than several separate ones.

The concept of integration, then, assumes service delivery systems are in place for children, families and individuals. Children and families are the most important players in any service delivery scenario.

Services will be delivered in a culturally congruent manner that is respectful and includes the peoples' involvement.

PEOPLE TO BE SERVED

Children, families and individuals who live within the boundaries of Windsong Child and Family Services Authority. The following is a list of services that will be provided by the Authority.

Windsong Child & Family Support Services (Community Development)

Child Welfare Services

Child Protective Services	Facilitate services as required by the Child Welfare Act Screening Investigation Multi-Resource Mobile Unit In- Home Support Guides
Support Services	Facilitate services as required by the Social Care Facilities Licensing Act Foster Care <ul style="list-style-type: none">- Information- Training- Support- Education Treatment Foster Care Residential Resources i.e. Contracting Adoption <ul style="list-style-type: none">- Placement- Education- Support- Post adoption support
Handicapped Children's Services (HCS)	Facilitate services as required by the Child Welfare Act Integration with partners Central Registry Resources Respite Care Resources Early Intervention and Identification Transition to Adult services
Child Care Services	Facilitate services as required by the Day Care Regulation Day Homes, Day Care Centres, Day Care Specialists Licensing Subsidy Training – proactive training provided in partnership such as Child Development training
Family Violence	Facilitate services as required by the proposed new legislation Education Outreach Contract Referral
Children-in-Need	Facilitate services as required by the Social Development Act
Prevention and Early Intervention	Family School Liaison Family Resource Centre
Child Prostitution	Facilitate services as required by the new legislation Community Initiatives Community Awareness

PROGRESS OF THE BUSINESS PLAN FROM APRIL 1999 – MAY 31, 2001

- ✓ The Regional Authority was fully operational by October 1, 1999.
- ✓ Authority staff were recruited and in place in the Claresholm and Canmore Base offices. Currently, a request is pending to establish permanent office space in Black Diamond. As well, staff were recruited for the Home Office in High River.
- ✓ In accordance with the Inter-authority Protocol Document and Transition to Protocols Plan, the transfer of responsibilities for children receiving services for all identified children occurred by October 1, 1999.
- ✓ As of October 1st, 1999 supervisors, managers and the CEO have been on standby response to after hour's emergencies. Calgary Rockyview, through Social Services Response Team (SSRT), has been contracted to provide 24 hours response to Windsong families until March 31, 2000. A 1 800 number is in place to provide after hours response. A staffing plan is in place to have social workers on standby to respond to after hour's emergencies effective April 1, 2000.
- ✓ The Authority is working in partnership with stakeholders, including, Health, Mental Health, Education and Family and Community Support Services on a variety of initiatives such as: Family School Liaison programs, Children's Mental Health Team
- ✓ A FAS co-ordinator is providing education and direct service in the region as a result of a partnership between the Authority, community stakeholders and the partners listed above.
- ✓ Family Resource Centres are operational in Claresholm, Canmore, Vulcan, and Nanton as a result of partnerships between the Authority, FCSS, and community stakeholders.
- ✓ Stakeholders and partners have been working on the development of plans for Family Resource Centres in other communities throughout the Region.
- ✓ The service infrastructure has been enhanced through the contracting of Eagle Receiving and Assessment Services, a continuum of child protection receiving services and family violence prevention services. This continuum will include services such as family shelter rooms, group home beds, semi-independent living services, treatment foster care and family support services. Renovations on the facility were completed and the project became operational April 1, 2000.
- ✓ A Family Violence room has been contracted in the Bow Corridor.
- ✓ The Authority, supported by the Ministry, undertook a study of the teen prostitution in the region.
- ✓ A Healthy Start program has begun operating in the Foothills MD. Methods to improve the identification and referral of high-risk children are being jointly developed by Windsong, Headwaters Health Authority and community stakeholders.
- ✓ In addition to working out of the Authority offices staff are deployed, and have visiting space, in communities where the regional authority does not have a Base or Home office.
- ✓ Authority staff are working with parents and advocate groups for children and special needs to develop supports which are flexible, effective, cost efficient and consumer oriented.
- ✓ The staffing plan and technology are operational for the deployment of Multi Resource Mobile Units.

GOALS AND PERFORMANCE MEASURES

The Windsong Child and Family Services Business Plan for 1999-2000 identified a number of fundamental concepts that are the basis of actualizing the regional service plan. These concepts are: accessibility, flexibility, team approach, advocacy, resource development and developing service continuums. Further; the Region identified four (4) strategic directions (see page 9 and10) to act as a foundation for the development and evaluation of our services. The following identify the results that Windsong is committed to achieving and how these results will be evaluated, measured and the dates for implementing these measures.

EXPECTED SERVICE RESULTS

PERFORMANCE MEASURES

Goal	Performance Measures And Targets ¹	Implementation Year
<p>1. Intervene when children and families and communities are unsafe.</p>	<ul style="list-style-type: none"> ▪ Ratio of domestic violence (opened files) to reports of spousal or individual abuse ▪ The % of domestic violence convictions will increase relative to the # of charges laid 	2000-2001
	<ul style="list-style-type: none"> ▪ Ratio of domestic violence charges laid to opened files ▪ The % of opened files for domestic violence will increase relative to the # of reports of spousal or individual abuse 	2000-2001
	<ul style="list-style-type: none"> ▪ Ratio of domestic violence convictions to charges laid ▪ # of domestic violence charges laid will increase in proportion to the population growth. The number of screenings transitioning to investigation will decrease 10%/year from baseline figures. The number of screenings referred to Early Intervention programs will increase by 10% per year from baseline figures 	2000-2001
	<ul style="list-style-type: none"> ▪ Ratio of investigations to reports of children being abused or neglected 	2000-2001
	<ul style="list-style-type: none"> ▪ Ratio of founded cases to reports of children being abused or neglected ▪ # of malicious reports will decrease relative to the # of cases progressing to investigations 	2000-2001
	<ul style="list-style-type: none"> ▪ Ratio of founded cases to investigation of children abused or neglected ▪ The number of screenings will increase by 15% from baseline 1999 figures. The number of investigations will increase proportional to the regional population growth. The numbers of cases in which the authority pursues a PGO or TGO will decrease as a percentage of the number of screening and investigations. 	2000-2001
<p>2. Encourage communities in Windsong (Authority 3) to be intolerant of activities that may harm children and families</p>	<ul style="list-style-type: none"> ▪ # of Public Education programs provided regarding abuse intolerance. ▪ The Authority will provide or partner 43 public education sessions on average to various targeted groups per year. 	2001-2005
<p>3. The Regional Authority will assist in identifying and reducing barriers to maximize children's and families' fullest potential.</p>	<ul style="list-style-type: none"> ▪ # of times a client explains his/her circumstance to get assistance. ▪ 80% of clients will report that they explained their situation fewer than two times before being offered assistance. 	2002-2005
	<ul style="list-style-type: none"> ▪ # of people not served, on waiting lists, or unable to access interventions. ▪ 95% of children will receive placement within 30 days of referral to service or appropriate service 	2002-2005
<p>4. The Regional Authority respects families and seeks to develop their capacity to make decisions affecting the safety and security of the lives of children</p>	<ul style="list-style-type: none"> ▪ % of families surveyed that indicate their case management team included them as a part of the team ▪ 100% of families surveyed will report that their case management team included them as part of the team 	2002-2005

¹ Data will be collected to establish baseline data until a level of reliable data collection is established. Targets will be reviewed as baseline data is acquired for feasibility and accuracy.

Goal	Performance Measures And Targets ¹	Implementation Year
5. Children growing up to be healthy (positive) contributors to their community	<ul style="list-style-type: none"> ▪ ratio of those entering grade 8 to the number of children who complete high school (at age 19) ▪ percentage of high school graduates relative to the grade eight (8) population of the same cohort will increase by an average of 1% per year. The number of grade 12 graduates amongst children who are cared for by the authority will increase (PGO or TGO) 	2002-2005
	<ul style="list-style-type: none"> ▪ Incidence of juvenile crime ▪ The incidence of juvenile crime will decrease in relation to the size of the population of youth aged 12 – 18. 	2002-2005
6. Partnering Authorities within the Region responding to the needs of children and families in a flexible and integrated manner.	<ul style="list-style-type: none"> ▪ # of times a client explains his/her circumstance to get assistance. 	2002-2005
7. The Regional Authority will provide services within the community whenever possible	<ul style="list-style-type: none"> ▪ # of service users who report they were supported in their community. ▪ 80-% of service users surveyed will report that they do not need to leave the Region to receive services . 	2002-2005
	<ul style="list-style-type: none"> ▪ # of hours required for clients to travel to access services in Windsong Region. ▪ Service users surveyed will report a 50% decrease in the amount of time required to travel to access services (as compared to 1999 baseline data) 	2002-2005
	<ul style="list-style-type: none"> ▪ Ratio of services provided within the bounds of Windsong Region to total services provided. ▪ Service users surveyed will report a 50% decrease in the amount of time required to travel to access services (as compared to 1999 baseline data) 	2002-2005
8. Provide services that are culturally congruent	<ul style="list-style-type: none"> ▪ Ratio of service workers trained to work with diverse cultures. ▪ 100% of staff will receive cultural diversity training 	2002-2005
	<ul style="list-style-type: none"> ▪ # of families report that services provided to them have been culturally sensitive. ▪ 100% of families will report that services have been delivered in a culturally sensitive manner. 	2002-2005
	<ul style="list-style-type: none"> ▪ # of culturally specific social services available in a particular community -(baseline to be determined) 	2002-2005
9. Barriers coming down and attitudes shifting among providers	<ul style="list-style-type: none"> ▪ # of providers who report reduction in barriers ▪ % of providers surveyed using consumer evaluated questionnaires from 1999 – 2000 baselines 	2002-2005
10. Children's opinions being considered; advocacy of children and families	<ul style="list-style-type: none"> ▪ # of children and families reporting that they were advocated for. 100% of children and families will report that they were advocated for, taught how to advocate for themselves or have the skills to advocate for themselves 	2002-2005

Goal	Performance Measures And Targets ¹	Implementation Year
11. Regional Authority will help to develop the capacity of the community to be a supportive environment for children and families	<ul style="list-style-type: none"> ▪ # of communities who develop capacity (volunteer system, family resource centre, and referral system.) ▪ # will increase above 1999 baseline 	2002-2005
	<ul style="list-style-type: none"> ▪ # of service users who report they were supported in their community ▪ # will increase above 1999 baseline 	2002-2005
12. The Regional Authority will help to develop the capacity of community to provide a supportive environment for off-reserve aboriginal communities children and families	<ul style="list-style-type: none"> ▪ # of communities who develop capacity (volunteer system, family resource centre, and referral system.) ▪ each town council will report knowledge of a: volunteer system and a family resource centre 	2002-2005
	<ul style="list-style-type: none"> ▪ # of families report that services provided to them have been culturally sensitive ▪ 100% of staff will receive cultural diversity training 	2002-2005
	<ul style="list-style-type: none"> ▪ # of service users who report they were supported in their community. ▪ # will increase above 1999 baseline 	2002-2005
	<ul style="list-style-type: none"> ▪ # of culturally diverse social service workers ▪ the authority will maintain a staff group which will have cultural diversity training 	2002-2005
13. To empowers children and their families to find responsible solutions	<ul style="list-style-type: none"> ▪ # of families reporting that they were part of the decision making ▪ 100% of the community social workers will report giving the opportunity to families to be part of decision making 	2002-2005
	<ul style="list-style-type: none"> ▪ # of families surveyed that indicate their case management team included them as a part of the team ▪ 90% of families surveyed will report that they are part of the decision making. 	2002-2005

MINIMUM SERVICE STANDARDS

The Provincial Standards and the following legislation will govern Windsong Child & Family Services:

- Child and Family Services Authorities Act
- Child Welfare Act and Regulations
- Social Care Facilities Licensing Act, including Day Care Regulations
- Financial Administration Act
- Government Accountability Act
- Freedom of Information and Protection of Privacy Act
- Human Rights, Citizenship and Multiculturalism Act
- Public Records Act
- Government Organization Act
- Auditor General Act, and
- Other legislation pertaining to safety and employment.

For more detailed information refer to the *Provincial Standards for Services for Children and Families*, Alberta Family & Social Services, April 1998.

PROJECTED SERVICE LEVEL

The Service projection for Windsong Child & Family Services is based on information regarding present services provided by three different Child Welfare Offices: Calgary (Region 4), Canmore Region 3, and Claresholm Region 1.

The changing demographics will increase the demand for service in Windsong Region. The following table provides the population projection for Authority 3.

Projected Population for Authority 3

Year	1999	2000	2001	2002	2003	2006	2011	2016
Population	73,450	75,236	76,883	78,505	80,125	85,070	93,485	101,958

Credit: Headwaters Health Authority; Strategies, Communications & Research Office 1998

ACTIVITIES

Prevention and Early Intervention

General Description of Services	Clients	Activities
To assist children and families to develop and maintain strong , healthy, well-adjusted lifestyles	Prevention activities will target all children and families. Early Intervention activities will target at-risk children and families	Education and awareness activities to increase public knowledge of social issues and healthy family life. Family/school liaison programs that provide preventive education, short term one on one counselling and referral for children and families. Early childhood intervention activities to provide early identification through screening, early intervention and stimulation of early development for children with identified needs. Support and education to parent/guardian in building more positive parenting skills. Support through public awareness of Youth Justice Committees and intervention activities with youth at-risk of becoming involved or already involved in criminal activity. FAS/FAE The Regional Authority will assist in public awareness, such as promoting a safer community, and the development of other Youth Justice Committees in the various geographic areas within the Region.

Safety and Protection of Children

General Description of Services	Clients	Activities
To provide information, education and counselling to families at-risk.	Children at-risk of neglect or abuse. Children who are at-risk to others or themselves.	Investigation of reports of child abuse Mobile resource unit Integrated crisis response.

Support Services

General Description of Services	Clients	Activities
To provide in home and out of home resources to children and families at-risk of abuse	Children and families determined to be at-risk	In home support services. Contracted services Foster Care and Treatment resources

Adoption Support Services

General Description of Services	Clients	Activities
To provide information, support, education, counselling for adoptive parents	Unmarried parents Birth mothers Adoptive families	Provide placement counselling and information to unmarried parents and adoptive families Provide post adoption support

Special Needs Support (HCS)

General Description of Services	Clients	Activities
To provide co-ordination, information, advocacy, community development and support for children with special needs and their families	Children with developmental and behavioural needs and their families/guardians.	Financial support to assist families in accessing supports. Information, advocacy, support or families in accessing services Support services such as relief care, parenting support, aides, counselling, and therapy/therapy consultation.

Child Care

General Description of Services	Clients	Activities
To support the provision of child care in local communities and to ensure social care facilities meet acceptable standards of care	<p>For Child-care – children and their families from birth to 12 years of age. (Pre-school and School Age children).</p> <p>For social Facilities Licensing – children, individuals and families accessing social care facilities.</p> <p>For integrated Day care – children with special needs and their families.</p>	<p>Licensing and monitoring of day care centres, day homes, group homes for children, nursery schools, and foster homes.</p> <p>Supporting the provision of quality child care in local communities through standardized licensing, consultations with child care providers.</p> <p>Provide low-income parents with subsidies to help cover child care expenses.</p> <p>Provide support to child care facilities providing services to children with special needs.</p>

Child Prostitution

General Description of Services	Clients	Activities
To provide counselling, support, shelter, for at-risk teenagers.	Children involved in prostitution.	Provide access to safe homes, counselling and support for children and families.
To provide education to the general public about the issue of Child Prostitution	Community	Community Awareness of Child Prostitution

Community Supports

General Description of Services	Clients	Activities
To provide support to families through education, counselling and various support services to assist them in raising healthy children.	Children and families experiencing transitions in their lives e.g. adoption; life transition.	Education and awareness and support to children and families impacted by adoption. Financial support in the form of "post-adoption supports" for those families who will experience financial hardship as a result of the adoption of a special needs child. Facilitating collaborative approaches to the provision of mental health services for children and families. Supports to families to assist them in developing and maintaining positive parenting skills such as workshops, self-help initiatives, parent aides and respite care. Co-ordination of comprehensive family counselling services that includes outreach and walk-in, short term and longer term focused child and family counselling. Mediation for families experiencing separation, child custody and access disputes.
To provide general awareness to the community as a whole	Community at Large	Community Awareness

FAE/S

General Description of Services	Clients	Activities
To provide information and support to families and communities.	Children identified at-risk	Community initiatives supported by the Province, such as workshops, <i>Fetal Alcohol Syndrome/ Alcohol Related Effects</i> .

Family Violence Prevention

General Description of Services	Clients	Activities
To provide support to individuals, children and families experiencing family violence	Individuals, children and families experiencing violence in their home or at-risk of violence in the home	Safe, short term access to accommodation for victims of family violence. Support services for adults and children dealing with family violence issues, safe accommodation, advocacy, counselling, treatment for perpetrators, supports to children who remain in a violent situation.
To provide community members information on the issue of Family Violence	Community	Prevention, education and awareness for the community at large.

Children-in-Need

General Description of Services	Clients	Activities
To provide financial support to dependent children under the age of 18.	Children whose parents are unable or unwilling to properly care for their child.	Facilitate required services under the Social Development Act

SERVICE COSTS

Budget

\$ 000's

Programs	97/98 Funding Baseline (adjusted Third Quarter 97/98)	1999/00 Target	2000/01 Target
Child Welfare	2,464	3,968	4,662
Handicapped Children's Services	516	588	607
Early Intervention Programs	356	356	356
Day Care	457	530	530
Mediation and Court Services	N/A	20	0
Prevention of Family Violence	136	152	224
Children Involved in Prostitution	Funding through Ministry allocation to Windsong		
Children In Need	Program is in the process of being assigned to Children's Services Ministry. Funding Allocation to be determined.		
Board Governance & Core Management (small rural Authority)	226	360	360
TOTAL	4,155	5,974	6,376

NOTES:

Total budget for the year is comprised of the following:
Allocation of 6,474
Resource Equalization Funds of \$61
Mediation Services is no longer under our mandate.

REPORTING REQUIREMENTS

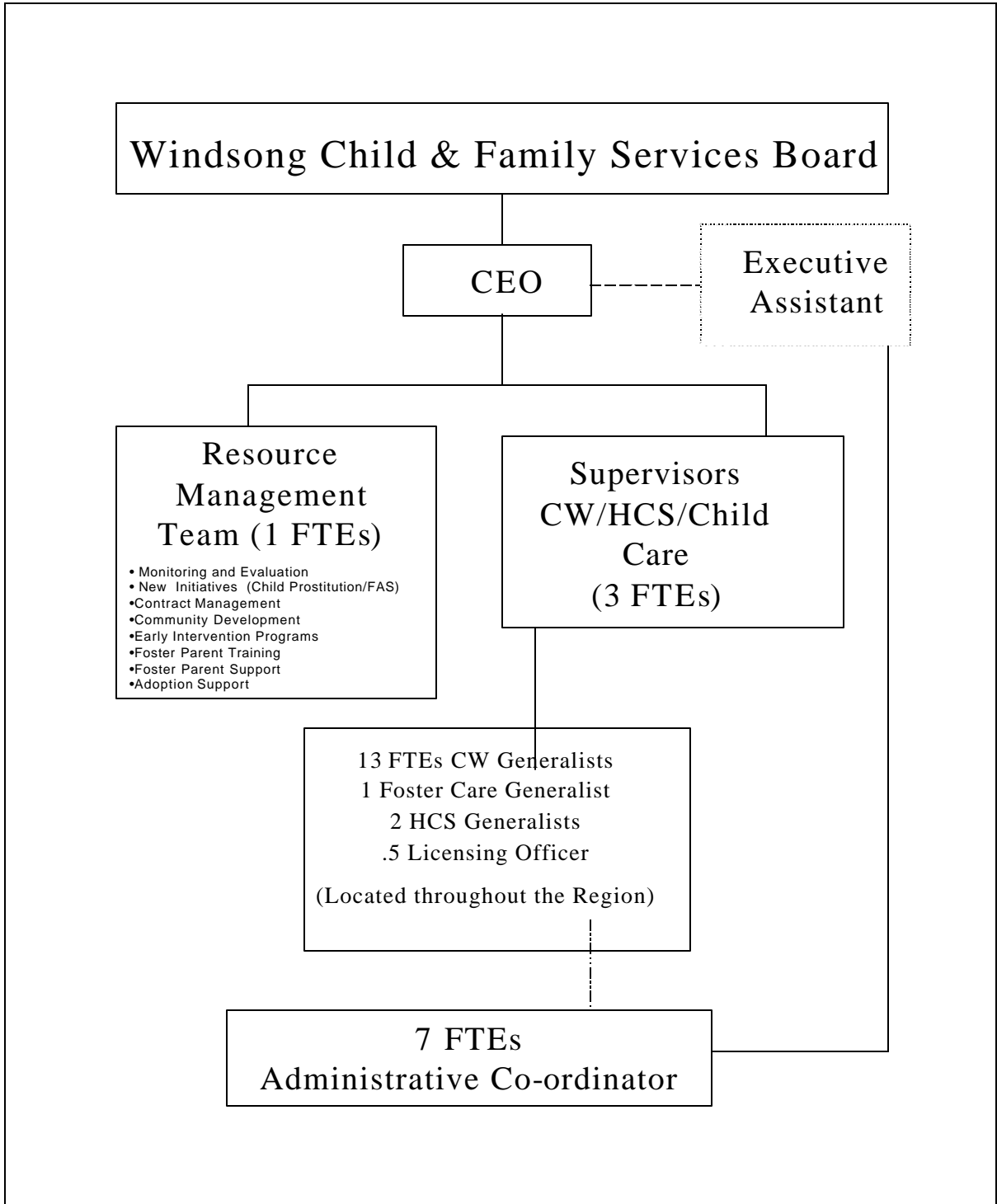
The Authority will be subject to the reporting requirements under the Government Accountability Act and will:

- Incorporate changes as the Ministry develops a framework for Contract Management.
- Continue the commitment to the Alberta Association for Service for Children and Families (AASCF) Standards and certification/accreditation during the 1999/2000 fiscal year.
- Continue to work in co-operation with the Ministry.
- Continue to work in co-operation with the Children's Advocate and the Child Welfare Appeal Panel.

Windsong Child and Family Services is committed to use the Calgary Shared Support Service Centre for fifteen months. Windsong's Financial Statement will be part of the Ministry Statement. Authority 3 will use the Auditor General or his representative as Windsong's auditor.

ORGANIZATIONAL CHART

A Chief Executive Officer heads up the administration. The organization will be structured such that the number of reporting levels in the organization will not exceed four and for the most part will only have three levels.



A smaller structure is more adaptable and responsive to change when necessary. The following organizational chart illustrates this model.

POLICY FRAMEWORK

Financial administration required by the Financial Accountability Act

The following protocols will be adhered to:

- The *Interprovincial/Territorial Protocol on Children Moving between Provinces*, Alberta Family & Social Services
- *Protocol and Guidelines for Child Welfare Workers and School Personnel*, Alberta Education and Alberta Family & Social Services.
- *Protocol relating to Section 643.1 of the Criminal Code*, Attorney General, Alberta Family & Social Services, RCMP.
- *Young Offender Protocol*, Alberta Justice, Family & Social Services.
- *Protocol Relating to the Transportation of Children by RCMP*, Alberta Family & Social Services (Child Welfare) and RCMP

Policies found within the following will be adhered to:

- Windsong Child and Family Services Policies
- Windsong Child and Family Services Bylaws
- Child Welfare Handbook
- Casework Supports Manual
- Program Management Manual
- Provincial Standards for Services for Children and Families
- Child and Family Services Authorities: Approved Interim Financial, Administrative & Information Technology Policies
- Master Agreement between Government of Alberta and AUPE and any Subsidiary Agreements
- Management Services Agreement between AFSS and the Children and Families Regional Authorities.

The Regional Authority will have a mechanism to provide input into all policy, agreements and protocols that impact on the delivery of child and family services in Windsong Region.

MEASURING PERFORMANCE

PROCESS FOR MONITORING AND EVALUATION

How will success be determined? Windsong Child and Family Services will follow the format in *Monitoring and Evaluating Services to Children and Families*. The prescribed course of action will involve:

1. Monthly Reporting – per legislation requirements
2. Regional Self-assessment
3. Regional Progress Review
4. Ongoing review of Board function
5. Ongoing review of CEO.

All monitoring and evaluation in Windsong Child and Family Services will be a reflection of child-focused principles. Evaluation is structured with developing skills and learning in mind. Ongoing communication with communities is integral to our monitoring and evaluation and community consultations will be ongoing. Outcomes are monitored by client and community satisfaction.

PLANNING TO ACHIEVE THE PROVINCIAL EXPECTED RESULTS

Windsong Child and Family Services Authority will provide an annual performance report to the Minister of Alberta Family and Social Services.