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2015 - 2016



12TH ANNUAL REPORT

The First Nation Agencies of Northern Manitoba



Awasis Agency of Northern Manitoba
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Thompson, MB R8N 2A2

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Cree Nation Child & Family Caring
Agency Box 10130
Opaskwayak, MB R0B 2J0

Fran Sinclair-Dick, Executive Director



Island Lake First Nations Family Services
General Delivery
Garden Hill, MB R0B 0T0

Brenda Wood, Executive Director



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Felix Walker, Chief Executive Officer



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PO Box 10550
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Ron Ranville, Executive Director



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Cross Lake, MB R0B 0J0

George Muswaggon, Executive Director



Mission Statement

Supporting and empowering First Nation child and family services agencies in northern Manitoba to enhance and enrich family life

Vision Statement

First Nation Elders, parents and extended family members in northern Manitoba are restoring their traditional and inherent roles and honouring their sacred responsibilities to all children

“Children are not things to be modeled, but are people to be unfolded.”

~ Jess Lair, Author ~



Table of Contents

Message from the Administrator	1
Message from the A/Chief Executive Officer.....	3
Northern Authority Staff	5
Executive Report	7
Human Resources Report.....	9
Quality Assurance Report.....	11
Standards Report	15
Special Projects Report.....	26
Finance Report.....	28
APPENDIX A: Audited Financial Statements	33





Message from the Administrator

We are now in the second year since I have been appointed Administrator of the Northern Authority. As I have previously stated, it remains my priority to see the Northern Authority returned to the governance of its Board. By way of update, the province and the Northern Authority have proposed a draft *Framework Agreement* which was presented to Manitoba Keewatinowik Okimakanak (MKO). The draft *Framework Agreement* outlines a process for addressing matters that gave rise to the Order of Administration. The objectives of this *Framework Agreement* are to:

- Establish a respectful relationship between MKO, the Northern Authority and Manitoba in keeping with the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) while adhering to the requirements outlined under legislation, regulations and standards.
- Identify the necessary conditions for the Minister to lift the Administration Order and return governance of the Northern Authority to a fully functioning Board.

With respect to CFSIS, as a result of ongoing dialogue with the agencies and training, progress has been made towards compliance with the Minister's February 3, 2014 Directive.

With respect to the agency financial reporting requirements, as per the terms and conditions of each agency's contribution agreement with the Northern Authority, significant improvement in compliance has been achieved as a result of the good work by agency and Northern Authority staff.

With respect to an agency that was in difficult circumstances from a governance and financial perspective, INAC, the province, and the Northern Authority, co-developed a Management Action Plan which was presented to the agency and implemented by all parties in good faith such that this agency is now in substantial compliance with both federal and provincial requirements in these important areas.

I am pleased to advise that over the course of the past year both the agencies and the Northern Authority are in the process of developing culturally appropriate standards. A working group has been struck and it is my understanding that they are busy with this initiative. Also, the Northern Authority is consulting with several agencies towards implementing Traditional Customary Care Pilot Projects which respects family relationships and embraces historic concepts of caring and nurturing of Indigenous children within their communities.

It goes without saying that Indigenous children are overrepresented in Manitoba's child welfare system. This is the case on both a local and national level and in my respectful opinion has reached epidemic proportions. Having said that there appears to be some momentum towards change. A number of recent and upcoming events are expected to contribute to both a national and local discussion with a view to addressing this pressing issue. This includes the findings contained in the Truth and Reconciliation Commission Report, the ruling of the Canadian Human Rights Tribunal, as well as the basis for the decision to hold a National Inquiry into Missing and Murdered Indigenous Women and Girls (an inquiry which has now formally commenced).



In the last year I have been impressed with the strong leadership shown by the Northern Authority with respect to programs delivered to the communities in partnership with its mandated agencies. The agencies themselves are engaged in many exciting and new initiatives which are also supported by the Northern Authority.

In closing, as has been the case in the past, I would like to acknowledge the management and staff at the Northern Authority for their hard work, dedication and commitment to what is obviously a difficult and at times impossible task of ensuring the health, safety and wellbeing of children and families.

Respectfully,

Irvin D. (Issie) Frost
Administrator

*“Let us put our minds together and see what life we can make
for our children.”
~ Sitting Bull, Author ~*



Message from AVChief Executive Officer

On behalf of the First Nations of Northern Manitoba Child and Family Services Authority (Northern Authority), I am pleased and honoured to present our 12th Annual Report.

2015-2016 has been a very busy and productive year as we continue to take positive steps towards realizing our vision as set out by our Elders and past board members – a vision that continues to be fully embraced and supported by the Administrator.

Key highlights from 2015-2016 include:

- In partnership with the seven northern CFS agencies, convened the 3rd annual Northern Agency Gathering “Keeping Our Children Home” (November 25-27, 2015).
- Co-coordinated/participated in the 5th annual North-South Gathering as part of the Regional Advisory Committee (RAC).
- Collaboration with the other authorities and senior provincial representatives as part of the process of enhancing the provincial child maintenance system.
- Collaboration with the other authorities and senior provincial representatives as part of the process of developing an authority funding model.
- Continued work on the implementation of the recommendations of the Hughes’ report (i.e. “*The Legacy of Phoenix Sinclair: Achieving the Best for All Our Children*”).
- Collaboration with the other authorities and senior provincial representatives in the historic introduction of *customary care* within the provincial CFS system (formal recognition in legislation remains the goal).
- Accessed special project funding from Indigenous and Northern Affairs Canada (INAC) to support further investment in information technology throughout our region.
- Further investment in the area of “resource development” to support costs around licencing related to home studies.

For all those that work in the CFS system, it is well known that the challenges inherent in this system requires ongoing effective collaboration and communication between organizations (e.g. government offices, authorities, mandated CFS service agencies, non-mandated CFS service agencies, and many other types of organizations) in order to function in a cohesive manner. To enable and support this, many inter-agency committees, working groups and forums have been established over the years (and many more continue to be established). In terms of day-to-day functions related to the Chief Executive Officer position, discussions at committees such as Standing Committee, Authority CEO Table, Collaborative Working Group (CWG), Agency Relations, Regional Advisory Committee (RAC) are valuable forums to share information which help us achieve common goals.

While we were disappointed with Bill 15 not proceeding (i.e. *The Child and Family Services Amendment Act* which would have embedded traditional concepts of customary care in legislation), we are optimistic that we will one day soon see customary care formally recognized as the law in this province. Notwithstanding this, the Northern Authority, in partnership with the seven agencies, remains committed to continuing this important work.



In the past year we have seen changes in government at both the federal and provincial levels. Such change always creates new challenges as well as new opportunities. The Northern Authority looks forward to meeting these challenges and capitalizing on these opportunities and will always advocate for system changes wherever there is the potential to better meet the needs of the children, families and communities that we serve.

I would like to convey our appreciation to the Southern First Nations Network of Care, the General Authority and the Métis Authority, as well as the provincial department of Manitoba Families and INAC, for joining us in a renewed and strengthened commitment to work together in the interests of keeping children safe and families strong. I would also like to thank the staff, management and board of each of the seven agencies for all the good work that they do in the thankless job of delivering CFS services each day. And finally, I would like to thank the Northern Authority staff, management and the Administrator for their support, dedication and ongoing commitment in the important work that we do. Ekosani.

Sincerely,

Bryan Hart, MBA, CPA, CGA

A/Chief Executive Officer



First Nations of Northern Manitoba Child & Family Services Authority Staff

Executive Unit

Ron Monias
Cindy Ramsay
Cathy Cook

Chief Executive Officer
Executive Assistant
Seconded to Province

Standards Unit

Charity Martin
Theresa Henderson
Linda Dettanikkeaze-Patterson
Candace Donaldson
Mary Werba
Dolores Highway
Deborah Chornoby-Sabourin
Karen McKay

Acting Standards Manager
Case Management Specialist
Case Management Specialist
Foster Care Recruitment Coordinator
FASD/Resource Specialist
Intake Coordinator
CART/Resource Specialist
Administrative Assistant

Quality Assurance Unit

Shirlene Asham
Terri Sinclair
Alfred Muswagon
Amanda Hamelin

Quality Assurance Manager
Quality Assurance Coordinator
Quality Assurance Coordinator
Administrative Assistant

Finance Unit

Bryan Hart
Bethany Ettawacappo
Darlene Courchene
Heather Mowatt

Chief Financial Officer
Financial Controller
Special Rates Coordinator
Finance/Administrative Clerk

Human Resources Unit

Ginette Bisson
Bonnie Mayham

Human Resource Manager
Receptionist

Special Projects Unit

Bruce Unfried
Ron Fidler
Brenda Watt
Alice Bignell
Colleen Robinson
John Mekanak
Isyla Harper

Special Projects Manager
Community Relations Specialist
Culturally Appropriate Standards Coordinator
Special Projects Policy Analyst
Education and Training Coordinator
Customary Care Advisor
Administrative Assistant

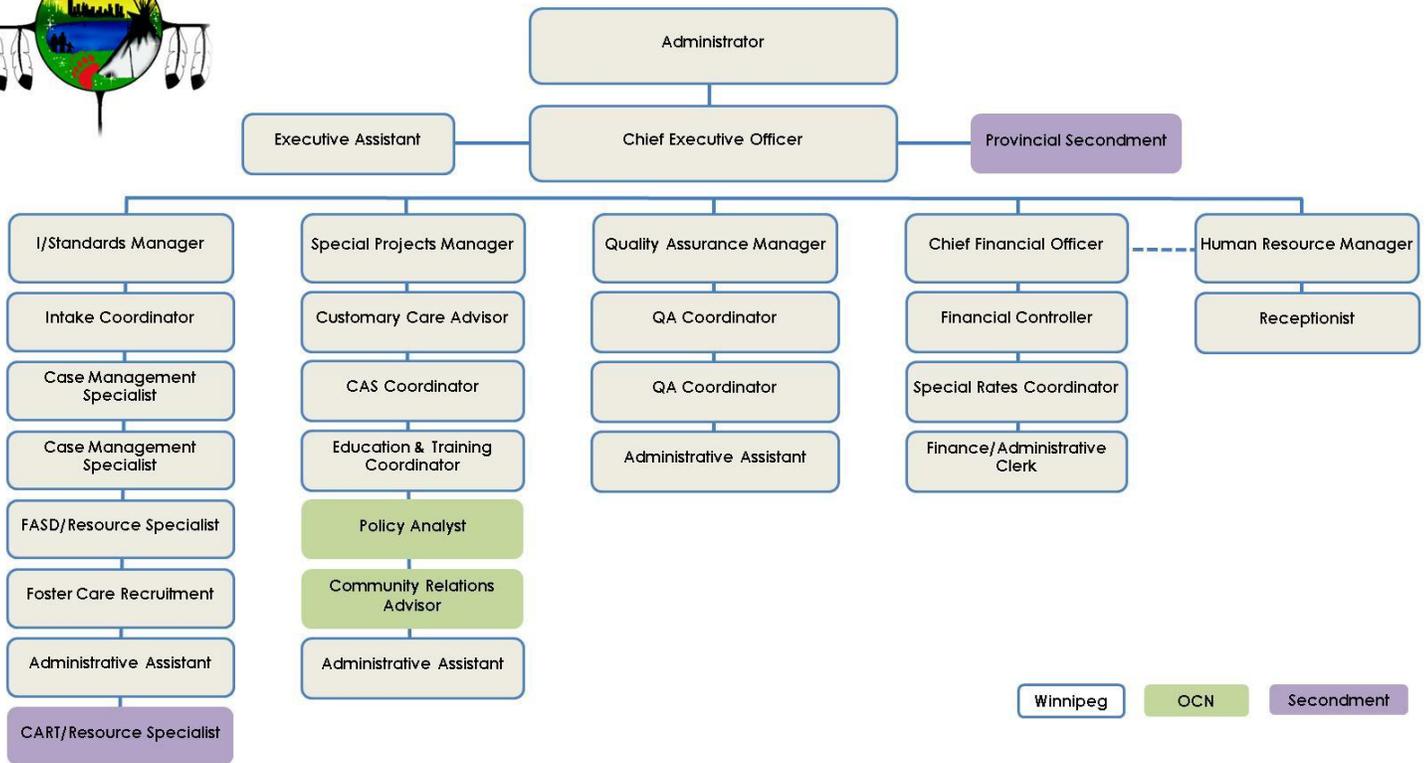
The Northern Authority would like to acknowledge the following individuals who were employed at the Northern Authority for part of 2015-2016 fiscal year:

Lorraine Desmarais (Human Resource Manager)
Ruby Lathlin (Administrative Assistant)
Elaine Paisley (Receptionist)
Jennifer Merry (Receptionist)

Peggy Simpkins (CFSIS Trainer)
Nelson Mayer (Case Management Specialist)
Destanee Ducharme (Administrative Assistant)



First Nations of Northern Manitoba Child and Family Services Authority



“In the eyes of a child, you will see the world as it should be.”
 ~ Unknown, Author ~



Executive Report

OVERVIEW

The Executive Unit consists of the following two positions:

- *Chief Executive Officer* (Ron Monias): responsible for overseeing the day-to-day operations of the Northern Authority and ensuring the delivery of statutory services established by legislation and for related voluntary services established by government policy and has the primary responsibility for carrying out strategic plans and policies as established by the Board of Directors/Administrator.
- *Executive Assistant* (Cindy Ramsay): responsible for providing administrative support to the Chief Executive Officer and Board of Directors/Administrator, coordinates meetings/schedules, records discussions at meetings, prepares minutes/meeting notes, and manages files.

PROGRAM UPDATE

The CEO chairs and/or participates in a number of committees that meet on a regular basis which include the following:

- CEO Table
- Standing Committee
- Agency Relations Committee
- Collaborative Working Group (CWG)
- Regional Advisory Committee (RAC)
- ANCR Joint Management Group (JMG)
- Board/Governance
- Senior Management Committee

Details of four of these committees are provided as follows:

CEO Table	
<i>Meetings take place in the 2nd week of every month (½ day meetings)</i>	
Members	Dates of Meetings (8 meetings)
<ul style="list-style-type: none"> - Métis Authority Chief Executive Officer - General Authority Chief Executive Officer - Northern Authority Chief Executive Officer (and/or Administrator) - Southern Authority Chief Executive Officer 	<ul style="list-style-type: none"> - April 14, 2015 - May 19, 2015 - June 16, 2015 - August 18, 2015 - September 8, 2015 - November 10, 2015 - December 8, 2015 - March 8, 2016



Standing Committee	
<i>Meetings take place in the 3rd week of every month (1 ½ days of meetings)</i>	
Members	Dates of Meetings (10 meetings)
<ul style="list-style-type: none"> - Métis Authority Chief Executive Officer - General Authority Chief Executive Officer - Northern Authority Chief Executive Officer (and/or Administrator) - Southern Authority Chief Executive Officer - Manitoba Families Assistant Deputy Minister 	<ul style="list-style-type: none"> - April 22, 2015 - May 20, 2015 - June 17, 2015 - August 19, 2015 - September 16, 2015 - October 21, 2015 - November 18, 2015 - December 16, 2015 - January 12, 2016 - March 24, 2016

Agency Relations Committee	
<i>Meetings take place on the last Friday of every month (full day)</i>	
Members	Dates of Meetings (9 meetings)
<ul style="list-style-type: none"> - Northern Authority Chief Executive Officer - Awasis Executive Director - CNCFCA Executive Director - ILFNFS Executive Director - KSMA Executive Director - Nikan Awasisak Agency Executive Director - NCNFCWC Executive Director - OCNCFCS Executive Director 	<ul style="list-style-type: none"> - April 24, 2015 - June 26, 2015 - July 31, 2015 - August 27, 2015 - September 25, 2015 - November 24, 2015 - January 29, 2016 - February 25, 2016 - March 31, 2016

Collaborative Working Group (CWG)	
<i>Meetings take place in the 2nd or 3rd week of every month (approximately 2.5 hours/meeting)</i>	
Members	Dates of Meetings (8 meetings)
<ul style="list-style-type: none"> - Northern Authority Administrator - Northern Authority Chief Executive Officer - Northern Authority Chief Financial Officer - Manitoba Families Assistant Deputy Minister - Executive Director, CFS Division - INAC Social Development Operational Specialist 	<ul style="list-style-type: none"> - May 5, 2015 - July 24, 2015 - September 2, 2015 - September 22, 2015 - November 3, 2015 - November 12, 2015 - January 21, 2016 - February 16, 2016



Human Resources Report

BACKGROUND

The Human Resources Unit was established as a separate program within the Northern Authority in August 2009. Previously the Northern Authority had maintained a designated human resource position to support human resource activities of the Northern Authority. As the Northern Authority grew in staff complement and program responsibility, a greater need was identified and the Board of Directors committed to establishing a Human Resources unit intended to support both the Northern Authority and the seven First Nations agencies of northern Manitoba.

OVERVIEW

The previous Human Resources Manager resigned in January and the Chief Financial Officer (CFO) acted in the Human Resources Manager role until the new Human Resources Manager was hired in February 2016. The Human Resources Manager has supervisory responsibilities for the Receptionist.

The HR Manager is responsible for overseeing and managing all functions relating to human resources activities within the Northern Authority including:

- Staffing, classifications and employee relations
- Human resource planning, training and development
- Performance management
- Develop, implement and evaluate human resource policies and procedures in accordance with applicable legislation and standards

- Provides professional HR advice to management and staff of the Northern Authority
- Provides ongoing coordination, expertise, leadership and mentorship in the area of human resources to the HR professionals within the seven mandated agencies

The Human Resources Manager is an active participant on the Northern Authority's Executive Management Team, Co-Chair of the Northern Authority's Workplace Health & Safety Committee, Employee Benefits Committee and the Northern Authority's Agency Human Resources Representatives Committee. In order to support the ongoing development of human resources, the Human Resources Manager is also an active member of the Human Resources Management Association of Manitoba (HRMAM) and attends the Canadian Aboriginal Human Resource Management Association's (CAHRMA) annual conference. At the annual CAHRMA conference in April 2016, the Human Resources Manager gave a presentation on performance management to conference attendees.

UPDATE

Recruitment efforts in 2015-2016 included two permanent positions; Receptionist and Human Resources Manager. Seven term positions were either extended or hired. The term positions included a part time HR Assistant; Receptionist; Administrative Assistant; CFSIS Support Worker; Special Projects Coordinator; Culturally Appropriate Standards Coordinator and a Customary Care Advisor.

Recruitment is advertised on the Amik and Northern Authority websites along with distribution to our agencies and other collaterals.



The HR Manager works collaboratively with finance to address and authorize appropriate action to payroll and benefits administration concerns with employees. These include those returning to work after extended leaves paid by a third party, employees with no available leave credits, negotiating salary with new hires, requests for salary increase and employment ending.

A staff development day was held for employees and consisted of outdoor activities followed by a lunch cooked by the CEO. There was also a two-day management retreat at Buffalo Point (July 7-8, 2015).

The Employee Assistance Program (EAP) was made available this year to all temporary and term employees.

Providing employees with regular performance reviews and feedback is important to the Northern Authority. A consultant was hired to begin work on revising the existing performance review form. The work began in March and will continue into the 2016-2017 fiscal year.

An employee advisory group was formed in January to update the existing HR policy manual. They worked with the Human Resources Manager and a consultant to provide recommendations on new and existing policies. The policy manual is expected to be approved in the 2016-2017 fiscal year.

The Workplace Health & Safety Committee met formally and informally throughout the year. Employees were given updates regarding environmental sensitivities in the workplace and fire drills were completed. Two committee members attended *Injury Prevention Training* hosted by SafeWork Manitoba.

The Human Resources Manager reviewed policies and procedures with staff. Coaching

and counselling was provided to employees in response to work and personal matters that impact work.

Guidance is provided to senior managers in regards to employee performance management consistent with the HR Policy Manual.

Agency HR meetings were held in May and September and topics included the following:

- Training items with Colleen Robinson (Northern Authority's Education and Training Coordinator)
- Disability Management by Blue Cross and a presentation by the Human Rights Commission regarding the impact of human rights legislation in our work as HR professionals
- Workforce qualifications
- Harassment Investigation Level I and II training was completed for the agency HR representatives

Throughout the year, the HR Manager provided guidance to the agency human resource representatives on job classifications, job descriptions and recruitment processes. The HR quality assurance interviews were also completed with an agency.





Quality Assurance Report

PURPOSE

The Northern Authority is responsible for ensuring its agencies provide quality child and family services and follow the practices and procedures in accordance with current legislation, regulations and standards.

The Northern Authority ensures that the delivery of child and family services programs to First Nations people must occur in a manner which respects their unique status, as well as their cultural and linguistic heritage.

STAFF

Quality Assurance Manager
- Shirlene Asham

Quality Assurance Coordinator (x2)
- Terri Sinclair, Alfred Muswagon

Administrative Assistant
- Amanda Hamelin

REVIEWS

The Quality Assurance Unit undertakes the following types of reviews:

Agency-Specific Quality Assurance Review

Comprehensive reviews of the programs and operations within an agency which focuses on four areas (governance, finance, human resources and case management).

Program-Specific Quality Assurance Review

The Northern Authority, in collaboration with the seven Quality Assurance Coordinators from agencies, developed a new model of conducting quality assurance reviews for service delivery. This working group

developed new indicator tools to conduct program reviews starting with a pilot project for reviewing family service files. This new method of conducting reviews in service delivery incorporates training and development for further development of quality assurance at the agency level. The working group takes into consideration developing quality assurance tools that is culturally sensitive and supportive of traditional child caring practices in northern Manitoba First Nations.

Internal Agency Review (IAR)

Review of the services provided by a CFS agency to a child who has died while in care of an agency or if the child was in care of an agency within one year of death. The QA Unit developed an IAR template and a guideline to assist the seven agencies to use or an agency can develop their own specific document incorporating the requirements. The completion of IAR provides agencies:

- Opportunity to conduct and complete a review of their programs and/or services
- Opportunity to include traditional/cultural community caring practices when supporting families when there is a loss of a child
- Development of quality improvement activities and/or agency initiatives
- Development of agency's own findings and/or recommendations

In 2015-2016, the Northern Authority had received 11 IAR reports from agencies. Agencies had made their own IAR recommendations resulting from their independent review that address areas for improvement and/or further development in the agency programs and/or services to children and families.



Mandate Review

The Northern Authority has the authority to grant, vary, or withdraw a mandate from a CFS agency.

Special Investigation Reports (SIR)

Under subsection 8.2.3(1) of *The Child and Family Services Act*, the Office of the Children's Advocate (OCA) is required to review and conduct the Special Investigation Reviews (SIR) into the services provided by the mandated agencies and any circumstances surrounding the death that relate to the standards or quality of the care and services.

Review of child deaths occur when a child has died while in the care of an agency and in situations where a family had received services from an agency within one year prior to the death. Under Standards 8.2.3(2), the purpose of the review is to identify ways in which the programs and services under review may be improved to enhance the safety and well-being of children/youth and to reduce the likelihood of a death in similar circumstances.

According to the "Protocol for the Review of Draft SIR Reports Jointly by the OCA and the Authorities", the Northern Authority and its Agency involved, and the OCA can meet prior to the final version of a Special Investigation report.

This allows the Authority to discuss and/or provide further information on the content, findings and any draft SIR recommendations with its Agencies. Further, the Northern Authority and its Agencies can address areas where recommendations would be helpful in improving the quality of services to children and families.

The OCA completes the Special Investigation draft report and shares the draft report with

findings and/or recommendations to the child and family services (CFS) Northern Agency involved and the Northern Authority. The final version of the SIR report is provided to the Northern Authority and its Agency involved, the Minister of Child and Family Services and the Office of the Ombudsman.

The QA Unit of the Northern Authority continues to follow up on the recommendation(s) that arise from the SIR reports that are directed to its Agencies and/or the Authority. The QA Unit reviews the agency responses that are received to ensure that the responses demonstrate that the recommendation(s) have been successfully implemented.

A written formal response is then provided to the Manitoba Ombudsman as required for their review and input on the progress of the implementation of the special investigation recommendations. Copies of these formal responses are provided to the OCA and CFS Division.

The Northern Authority not only receives SIR reports with findings and/or recommendations, but also receives completed Special Investigation Reviews with no recommendations from the OCA. In 2011, the OCA began conducting reviews of cases that involved child deaths as a result of prematurity, birth complications or medically fragile.

SIR statistics for 2015/16 are as follows:

Total Individual Special Investigation Reports	Total Recommendations from the SIR Reports
8	18

The Northern Authority received ten special investigation reports with no recommendations made by the OCA.



PROGRAM ACTIVITIES 2015–2016

The Northern Authority QA Unit continues to be involved in the following opportunities:

- Quality assurance review of agencies
- Work on the Phoenix Sinclair recommendations
- Development of an indicator tool for conducting individual child and family services program reviews starting with a tool for agency family services programs (completed in collaboration with the seven agencies)
- Implementing the quality assurance review of family services files (pilot project)
- Development of an indicator tool for conducting case management program reviews. This work is done in collaboration with the seven agency Quality Assurance Coordinators
- Continued development of a Case Management Manual and Flow Chart for Case Management in collaboration with the seven agency Quality Assurance Coordinators
- OCA Special Investigations Reports (SIR) recommendations
- Section 4 file review
- Governance review
- Finance review
- Development and monitoring of Internal Agency Review (IAR) recommendations
- Continued monitoring of Special Investigation (SIR) recommendations
- Development of database to track family assessment recommendations

In order to accomplish these activities, QA staff regularly attended various committee meetings, travelled to agency's community locations, attended internal and external meetings with collaterals, and attended the meetings at Standing Committee.

*“Children are not a distraction from more important work.
They are the most important work.”
~ John Trainer, M.D., Author ~*



COMMITTEES

Multiple Working Group (MWG)

The Multiples Working Group (MWG) was established by Standing Committee for the purposes of sharing and responding to child death recommendations. The Northern Authority receives and follows up on child death recommendations from Section 4 reports and SIR reports by the OCA that are directed to more than one Agency and/or Authority. These types of recommendations are referred to as “multiples” or “multiple recommendations”.

MWG membership includes representatives from each of the four authorities as well as the CFS Division. The MWG work together to address the multiple recommendations for a formal response to the Manitoba Ombudsman, OCA, and CFS Division (in case of an SIR) or to the Authority or Director who called the review (Section 4).

The MWG can also receive recommendations if it has applicability to the child and family services (CFS) system as a whole. Additionally for recommendations where it is warranted, each Authority could be providing an individual response to its actions or progress toward the completion of the recommendation.

Phoenix Sinclair Inquiry (PSI) Working Committee

The inquiry, which began in March 2011, was tasked with examining the circumstances surrounding the death of Phoenix Sinclair and in particular to inquire into:

- The child-welfare services provided or not provided to Phoenix Sinclair and her family under The Child and Family Services Act
- any other circumstances, apart from the delivery of child-welfare services, directly related to the death of Phoenix Sinclair
- why the death remained undiscovered for several months

The inquiry report made 62 recommendations. The government subsequently contracted the services of AMR Planning and Consulting which issued their own report outlining 31 options for action. In total there are 93 recommendations to implement.

The PSI Working Committee is comprised of the Child and Family Services Minister Office representative, the Manitoba Family Services Division, and one representative from each of the four authorities. The PSI Working Committee is tasked with reviewing and developing action plans to respond to 25 of the 93 recommendations for the authorities.

*“A person’s a person, not matter how small.”
~ Dr. Seuss, Author ~*



Standards Report

BACKGROUND

The Standards Unit is the core program that is responsible for all intakes, referrals, case management, foster care, resource development, FASD, age of majority and other projects initiated by the Northern Authority. The core programs are deliverable in accordance to provincial standards, *The Child and Family Services Act* and *The Child and Family Services Authorities Act*.

STANDARDS MANAGER

Charity Martin is the status of Acting Standards Manager. The role of the Standards Manager is to supervise and oversee the daily function and operation of the core program and ensures concerns, complaints, or other issues forwarded by external referrals are addressed. The Standards Manager works closely with the seven mandated agencies, Authorities, Office of the Children's Advocate, and the CFS Division. The Standards Manager is also part of the executive management team and other committees/working groups that are specifically related to her position

INTAKE COORDINATOR

Dolores Highway is the Intake Coordinator for the Northern Authority. The role of Intake is an integral part of the Northern Authority and is the first point of contact. The Intake Coordinator provides consultation and expert advice, assists in identifying outstanding child risks and concerns and ensures intakes are followed up in a timely manner.

CASE MANAGEMENT SPECIALISTS

Theresa Henderson & Linda Dettanikkeaze-Patterson are the Case Management Specialists. They are each assigned agencies to oversee the case management core component. Theresa works with Awasis, KSMA, OCNCFCS and Nikan Awasisak. While Linda works with CNCFCA, ILFNFS & NCNFCWC. The Case Management Specialists provide expert support and assistance to agencies regarding issues related to case management: complaints, inquiries, notice of maternity and live births, OCA closing letters, abuse investigations, transfer of guardianship on temporary orders and permanent orders and interprovincial transfers which involves the transfers of youth and families moving between provinces and territories (a revised protocol came into effect as of April 1, 2016). Linda covers ADP transfers and Change of Authority requests. Theresa covers Child Death Notifications and follows up with agencies for Critical Incident Reports on child death and serious injury. She also requests Internal Agency Review (IAR) reports from agencies.

FOSTER CARE RECRUITMENT COORDINATOR

Candace Donaldson is responsible for reviewing and following up on Section 50(2) Support Beyond Termination Requests prior to final approval by management, responding to issues related to foster care including: inquiries, complaints and recruitment. Her additional responsibilities include: coordinating Youth in Care Tuition Waiver applications with participating colleges and universities who offer current and former youth in care tuition waivers, and is the Authority Keith Cooper Scholarship Committee and Alternative Care Subcommittee representative.



FASD/RESOURCE DEVELOPMENT SPECIALIST

Mary Werba is tasked with creating collaborative work plans with each of the seven agencies toward the development of regionally and culturally relevant FASD and placement resources. This work is supported through participation in various provincial committees and working groups as well as the tracking of agency based statistics and placement issues.

COLLABORATIVE AUTHORITY RESOURCE TEAM (CART)

CART, formerly known as HRT (Hotel Reduction Team) which was established in June 2014 is comprised of one staff member from each CFS authority and a CFS Division representative. This position was held by Deborah Chornoby-Sabourin. CART focused on monitoring and reducing the use of Emergency Placement Resources (EPR) by working collaboratively with agencies to help agencies secure placement plans for children and youth in EPR. CART representatives work collaboratively with agencies, authorities, EPR, government and external service providers to develop shared emergency and long term placement resources to help meet the placement resource needs of children and youth.

CART representatives continue to work on the creation of a long-term resource development plans to address the continuum of care needs of child and family service agencies across the province.

CART representatives attended Family Finders training in February 2016. It is an initiative that is being brought to the Province of Manitoba to help address the need for expanding our search for alternative placements and involving families and extended family members. This model is an extension of what northern agencies already do for families to ensure a "family first" approach to finding placements.

ADMINISTRATIVE ASSISTANT

Karen McKay is responsible for providing administrative support for the Standards Unit. She also covers reception and assists all Northern Authority management and staff when requested. Karen participates in the planning of conferences, summits and any other Northern Authority events.

*"Play is the highest form of research."
~ Albert Einstein, Author ~*



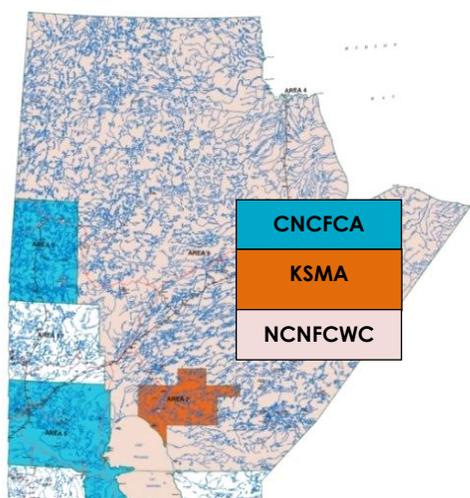
PROGRAM UPDATE

Designated Intake Agencies (DIA)

The Northern Authority oversees three DIAs:

1. Cree Nation Child and Family Caring Agency (CNCFCA)
2. Nisichawayasihk Cree Nation (NCNFCWC)
3. Kinosao Sipi Minisowin Agency (KSMA)

The DIA's provide 24/7 intake services to their respective geographic regions.



Intake Process

The first point of contact is the intake system at the Northern Authority. The intakes/referrals are received via email, phone calls, faxes or walk-ins. All complaints, concerns, information and inquiries are recorded and assessed, opened and assigned to the appropriate departments for follow up. The intake system tracks and monitors communications from sources of referrals, CFS agencies, CFS Division, and other external collaterals. Monthly intake reviews are scheduled by the Standards Manager to ensure follow up has occurred.

AGENCY	# of Intakes
Awasis	336
CNCFCA	276
ILFNFS	231
KSMA	216
Collaterals	262
NCNFCWC	171
Nikan	94
OCNCFS	116
TOTAL	1702

Statistics: Nature of Intakes

NATURE OF INTAKE – April 2015- March 2016	# of Intakes
Administration	117
Authority Determination Protocol	21
Case Management	456
Child Death (attached to agencies)	21
Change of Authority	9
Critical Incident – Child Death	12
Critical Incident – Serious Injury	23
Education & Training	31
Extension of Care	313
Finance	31
Foster Home Appeal	11
Foster Home Issue	33
General Info & Inquiry	149
Hotel Request	14
Human Resources	21
Maintenance	140
Notice of Maternity/Live Birth	52
Quality Assurance	83
Repatriation/Adoption	1
Resource	96
Statistics	68
TOTAL	1702



Case Management

Agencies provide a wide range of services in accordance to *The Child and Family Services Act* and *The Child and Family Services Authorities Act*.

Child Death Notifications received from the agencies are followed up by Case Management Specialists. Serious Injury to a Child applies to both children in care and non-care.

Child Deaths – April 2015-March 2016	
Awasis	6
CNCFCA	4
ILFNFS	4
KSMA	0
NCNFCWC	4
Nikan	2
OCNCFS	1
No Agency Involvement	12
	33

Cause of Child Deaths April 2015 - March 2016	
Accident	1
Died at Birth	2
Drowning	2
Drug Overdose	1
Homicide	1
Medical/Illness	8
Premature	3
SIDS	3
Suicide	10
Unknown	2
	33

Authority Determination Protocol (ADP) and Authority of Service (AOS) transfer requests received from agencies are followed up by Case Management Specialists.

Transfer of Guardianship/Permanent Ward as per provincial standards and may include internal/external agency or external authority transfers.

Abuse investigations are intakes received at the Northern Authority for agency follow up. The safety of the child or children is paramount and the Northern Authority ensures the agencies respond to any child safety concerns.

Child Abuse Committee - role, function, membership, abuse registry and regulations are outlined in *The Child and Family Services Act* fall under the Standards Unit.

Repatriation is a process where the community re-connects the bond between the children, family and the community. The Northern Authority assists agencies who are involved with family reunifications. The Northern Authority received three requests for financial assistance in the fiscal year.

Services to Families

The goal is to strengthen, preserve and support the family unit with different streams of services:

1. Protection Family Service - families identified as high risk and intervention is required to ensure child safety.
2. Voluntary Place Agreements or Voluntary Family Service - families who require family support and assistance from the agency on a voluntary basis.
3. Expectant parent service - young, unmarried expectant mothers under the age of eighteen years who require support and assistance from the agency.
4. Family Enhancement (FE) - early preventative/intervention non-intrusive



model that originates from the Differential Response Model. Agencies work with families to prevent their children from coming into care. Each northern agency has developed their own family enhancement unit that include an FE Coordinator and FE workers.

Services to Children in Care

The goal is to provide the best service to children in care and their families who are involved with child and family services on a voluntary, short or long term basis.

Children in Care with special needs require appropriate referrals to various outside resources and or specialized services and may require further extension of care beyond age of majority until 21 years old. Referrals to adult services are necessary to continue receiving ongoing supports through Community Living disability Services (CLdS), FASD Life's Journey or the

provincial special needs program. Case Management Specialists work in collaboration with agencies by attending systems meetings with different collaterals or facilities. The Northern Authority ensures that follow up is completed by agencies when a child is reported to be potentially at risk.

Children In Care As at March 31, 2016			
Agency	Federal	Provincial	Total
Awasis	426	322	748
CNCFCA	183	419	602
ILFNFS	256	323	579
KSMA	147	250	397
Nikan	80	87	167
NCNFCWC	140	187	327
OCNCFS	62	81	143
Total	1294	1669	2963

“When you love someone, you are supposed to tell them.”
 ~ Jaden Young (age 5), Author ~



Children In Care 2010-2016 (federal and provincial responsibility)						
Agency	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Awasis	718	637	724	710	748	748
Percentage +/- from Previous Year	14%	-11%	14%	-2%	5%	0%
CNCFCA	659	577	634	674	643	602
Percentage +/- from Previous Year	3%	-12%	10%	6%	-5%	-6%
ILFNFS	370	447	521	598	572	579
Percentage +/- from Previous Year	4%	21%	17%	15%	-4%	1%
KSMA	357	369	392	404	383	397
Percentage +/- from Previous Year	22%	3%	6%	3%	5%	4%
Nikan (Note 1)	N/A	131	130	149	152	167
Percentage +/- from Previous Year	N/A	N/A	-1%	15%	2%	10%
NCNFCWC	376	392	417	342	277	327
Percentage +/- from Previous Year	-9%	4%	6%	-18%	-19%	18%
OCNCFCS	124	111	132	142	145	143
Percentage +/- from Previous Year	6%	-10%	19%	8%	-2%	1%
Total - All Northern Authority Agencies	2604	2664	2950	3019	2920	2963

Note 1: Nikan Awasisak Agency Inc. received its mandate on October 1, 2011



Foster Care

Foster care is part of the Standards Unit; duties include advising agencies on provincial standards relating to foster care including but not limited to: resource development and management, licensing and licensing appeals, foster home placements, the removal of foster children, responding to foster parent complaints and foster home licence variance requests.

Foster Parent Appeals

Under provincial legislation, the Northern Authority is responsible for reviewing its mandated CFS agencies decisions to remove a child from a foster home when a Foster Home Appeal is filed. During the 2015/2016 fiscal year, the Northern Authority responded to a total of 11 Foster Home Appeals.

Age of Majority – Support Beyond Termination of Guardianship (Extension of Care)

The Northern Authority, as per Section 50(2) of *The Child and Family Services Act*, is responsible for the review and approval of an extension of care request from an agency mandated by the Northern Authority. The purpose of the extension of care is to ensure that the youth has an opportunity to successfully transition out of agency care to

an appropriate adult services program, complete his/her educational diploma or degree and/or complete the process of developing independent living skills. To be eligible for a support beyond termination of guardianship, the youth must be an agreement to the extension of care and must be a permanent ward before he/she has reached the age of majority. A permanent ward is any individual who was in care under a Permanent Order (PO) or a Voluntary Surrender of Guardianship (VSG). Youth who are in care under any other legal status are not eligible to receive an extension of care.

In 2015-2016 there were 313 extension of care requests that were received to the Northern Authority, 198 (or 63.3%) of them were for young adults who were provincially funded, the remaining 155 (or 36.7%) were federally funded. Extensions of care were approved for a maximum term of six months, exceptions were made for young adults that were furthering their education beyond secondary schooling, in these cases the extensions were approved for 12 months. Of the 313 extensions 133 (or 42.5%) were new requests and 180 (or 57.5%) were requests to further extend beyond the initial six months.

*“The littlest feet make the biggest footprints in our hearts.”
~ Unknown, Author ~*



Extension of Care Requests in 2015-2016			
Both New and Renewals	New Requests	Renewal Requests	Total
Awasis	36	43	79
CNCFCA	40	20	60
ILFNFS	6	21	27
KSMA	20	29	49
NCNFCWC	17	31	48
Nikan	3	9	12
OCNCFS	11	27	38
Total	133	180	313
Both Prov and Fed	Provincially Funded	Federally Funded	Total
Awasis	47	32	79
CNCFCA	40	20	60
ILFNFS	14	13	27
KSMA	34	15	49
NCNFCWC	31	17	48
Nikan	4	8	12
OCNCFS	28	10	38
Total	198	115	313

Keith Cooper Scholarship

The Keith Cooper Scholarship fund was created in 2002 to commemorate the late Keith Cooper, educator and former Chief Executive Officer of Winnipeg Child and Family Services. Funds (up to \$7500.00) are drawn from the Gilroy/Acheson account with the Winnipeg Foundation. The review panel consists of one representative from each of the four CFS authorities and a member from VOICES: Manitoba's Youth in Care Network. The responsibility for chairing the Keith Cooper Scholarship committee is shared, on a rotational basis, between the four CFS authorities. To be eligible for the scholarship

the individual must currently be in the care of a Manitoba CFS agency or must have formally been in care for more than one year.

Youth in Care Tuition Waivers

There are seven post-secondary institutions throughout Manitoba who are providing current and former youth in care an opportunity to further their education by providing a tuition waiver, bursary or tuition grant. Currently, the University of Winnipeg, Red River College, Brandon University, Assiniboine Community College, Manitoba Institute of Trades and Technology, the Université de Saint-Boniface and the



University of Manitoba all provide an opportunity to break down the barriers for those youth and former youth in care who strive to achieve a post-secondary education. In March 2015, the University of Manitoba hosted an information session which was attended by approximately 150 people. The event was coordinated by representatives from each of the four CFS authorities and a representative from each of the above listed post-secondary institutions. Northern Authority agencies are encouraged to explore this opportunity on behalf of the youth who are currently in the care of their agency. In 2015-2016 four students successfully applied and were provided a tuition waiver (two students were from Awasis, one was from ONCCFS and the other was from Nikan Awasisik). Each student, as part of the Youth in Care Tuition Waiver was provided books and supplies and a laptop as part of the program.

CFSIS Compliance

CFSIS compliance remains a work in progress. In 2015-2016, the Northern Authority engaged a compliance support specialist to travel to agencies and provide CFSIS training and is currently in the process of finalizing a CFSIS User Manual for agencies. Considerable effort continues in tracking/monitoring ongoing CFSIS compliance. The Northern Authority chairs a regional working group that meets monthly to track the following 10 compliance items for both federal and provincial files:

1. # of open CICs entered
2. CICs names are being entered into CFSIS
3. Information entered showing that ADPs are being offered to families
4. Legal status of the CIC is entered
5. Placement information of where the CIC is currently placed is recorded
6. Whether the child is provincially or federally funded is entered

7. CIC's assigned case manager and supervisor is entered
8. Last of recording (I.e., case notes) have been attached/entered into CFSIS
9. Last face to face contact has been recorded within last 90 days
10. Current digital photo (within the last year) has been added

The following two tables provide a progress report from November 27th 2014 to October 13th 2016 with respect to the above 10 items within each of the seven agencies.

Note: to be considered compliant, an agency needs to show 80% compliance for each item.

Federal CICs (# of Items where Agency is Deemed Compliant)

Date	Awasis	CNCFCA	ILFNFS	KSMA	Nikan	NCNFCWC	OCNCF5
Nov 2014	4	4	4	1	0	0	4
Oct 2016	3	8	4	6	0	0	7

Provincial CICs (# of Items where Agency is Deemed Compliant)

Date	Awasis	CNCFCA	ILFNFS	KSMA	Nikan	NCNFCWC	OCNCF5
Nov 2014	4	5	5	5	4	3	5
Oct 2016	6	7	5	8	5	5	6

Cúram Project

Cúram is an electronic case management tool that was selected to replace the current Child and Family Services Information System (CFSIS) and Intake Module. Cúram is a world class, commercial software package built for social service case management and was selected during the 2008 Information Matters project as the best match for Manitoba's child and family services system.



UPDATE

The Scoping phase of the Cúram project took place from October 2014 to May 2015. A project team made up of representatives from the four CFS authorities and from Manitoba Family Services and Business Transformation and Technology worked to define the size of the Cúram for Child Welfare project and how it will meet the needs of Manitoba's child and family services system.

Scoping included looking at current and future casework, supervision, management, financial, quality assurance and other practices and procedures and compares them to the capabilities of Cúram. The objective of the project team is to understand the work necessary to adapt Cúram to Manitoba, to identify processes that could be changed to improve service delivery and create the best possible fit and match with the capabilities of Cúram. The scoping phase was an opportunity for CFS staff across the province to raise questions and concerns and to provide input.

MNP Consulting was selected to conduct change management activities and officially began on April 20, 2015. They have met with the Cúram project team on several occasions and have presented a work plan to the team. They have sent out a survey and have begun focus group meetings with authorities and agencies.

Reports had been submitted to the Steering Committee for review and consideration for continuing onto the next stage of the project (i.e. Design Phase). Upon Review of the report, additional information was requested from the Cúram team to reduce costs and to complete another market scan of what was available out there for case management tracking system. A submission was made to the Treasury Board in December 2015 for additional scoping activities which was declined. A new submission was made to the Treasury Board at the beginning of March 2015. The Cúram project was put on hold in April 2015.

*"I alone cannot change the world, but I can cast a stone
across the waters to create many ripples."
~ Mother Teresa, Author ~*



Current Committee and Working Groups for the Standards Unit

Standards Unit is involved with different working groups and committees:

- 1) Provincial Advisory Committee on Child Abuse (PACCA)
- 2) Child Abuse Committee (CAC) Working Group
- 3) CFSIS Working Group
- 4) Inter-Authority Standards Working Group (IASWG)
- 5) Alternative Care Sub-Committee (ACS)
- 6) CART - EPR Working Group
- 7) Resource Development Working Group
- 8) Complex Needs Placement Protocol
- 9) Manitoba Coalition on Alcohol & Pregnancy
- 10) ADP Sub-Committee
- 11) Child Health Women' Health Child & Family Services working group
- 12) Tuition Waivers, Keith Cooper Scholarship
- 13) Children's Intake Committee
- 14) UTLC/Family finders Advisory Committee
- 15) Healthy Child Manitoba (HCMO) & CFS FASD Working Group
- 16) Manitoba FASD Regional Coalition of Chairs
- 17) Complex Needs Protocol Working Group
- 18) NA Foster Care Appeal Committee
- 19) Northern Alternative Care Network (NACN)
- 20) High Fidelity Wraparound Implementation Team
- 21) Street reach/Child Sexual Exploitation Unit
- 22) HCMO – COACH Working Group 1 & 2
- 23) Disabilities Intake Committee
- 24) Building Futures Steering Committee
- 25) Voices Working Group
- 26) Jordan's Principle Working Group
- 27) Education Protocol-CFS/Seven Oaks School Division
- 28) Block by Block Thunder Wing Committee
- 29) Children's Hospital/PY1 & CFS sub-group
- 30) CFSA Working Group
- 31) CFS Assessment & Discharge Protocol Northern Region
- 32) Permanent Ward Transfer Policy Working Group
- 33) Interprovincial Transfer Protocol IPPA
- 34) Women's Shelter Protocol and CFS Working Group



Special Projects Report

OVERVIEW

The Northern Authority established a Special Projects Unit in May 2015 and consists of: Special Projects Manager, Culturally Appropriate Standards Coordinator, Customary Care Advisor, Policy Analyst, Community Relations Specialist, Education and Training Coordinator and an Administrative Assistant.

The positions of the Policy Analyst and the Community Relations Specialist are located at the Northern Authority's Head Office in Opaskwayak Cree Nation.

The Special Projects Manager is a member of the Northern Authority's management team and the Special Projects Unit members maintain regular consultation and collaborative sessions with all staff. There have also been linkages established with the seven agencies to seek out agency advice, input and feedback.

The various work activities assigned to the Special Projects Unit have provided opportunities for increased collaboration with a wide range of services providers and community personnel. The Special Projects Unit will continue to build on these partnerships.

PROGRAM ACTIVITIES

Since April 2016, the Special Projects Unit has been involved in a series of work assignments. These tasks have included:

- A project proposal was prepared and submitted to secure funding (\$250,000) from INAC. The proposal was focused on designing and implementing a series of

training modules for integrated services at the community. The proposal was deferred in December 2015 and has been re-submitted for the current fiscal year.

- A plan to implement community-based projects to assist age of majority/aging out of care youth. The focus of the funds was to encourage transitioning youth to access training and to build on their talent and skills. Three projects were accepted for funding and the funds were allocated to two agencies. The Special Projects Unit continues to monitor the progress of these projects.
- There were requests received from three agencies to provide administrative support to management and staff including mentoring and training.
- The Special Projects Unit provided assistance in a community emergency.
- Continued consultations have been maintained with agency Executive Directors with the goal of conducting needs surveys to construct facilities in the communities. The planning document has been updated on a regular basis. There has been a renewed commitment by agencies and communities to develop alternative placement resources in the community.
- The Special Projects Unit has continued to monitor and track family enhancement activities being practiced by the agencies. The Policy Analyst has facilitated regular meetings and established a planning committee to set an agenda for the 1st Annual Family Enhancement Conference which was held in June 2016.
- There were requests for information on Board training received from agencies. An outline for Board training was developed and the material is available upon request.
- In September, the province announced plans to introduce Customary Care legislation. The Special Projects Unit was assigned the lead role in the discussion



and planning phases of the legislation. Staff was involved in a series of meetings and was involved in the drafting of the regulations for the placement of children in Customary Care homes. A Customary Care Advisor was hired in January 2016. The proposed legislation was not passed in March and with the change in government the status of the legislation remains a work in progress.

- Time and effort was expended by staff to devise a strategy to seek out corporate funding. Correspondence was prepared and requests were sent out to companies and suppliers requesting donations to assist with summer camps and related sporting activities. Funds received were distributed to agencies for summer events.
- There was considerable interest among staff at the Northern Authority and agencies to review and revise the current training modules being offered to staff across the system. A working group was established within the Northern Authority to develop a process to revamp the training activities. Particular emphasis was placed on supervisory training. A supervisory training document was completed in draft form and circulated to agency staff. Consultations were also held with the management/staff from the Southern First Nations Network of Care. The next steps will focus on setting a roll out date for this training initiative.
- There has been an ongoing commitment to explore the viability of utilizing the Manitoba Telehealth Network. Staff has been involved in ongoing meetings and has been involved in a test run of the system.
- Special Projects staff has been actively involved in the planning committees for the key events of the Northern Authority such as the annual Northern Agency Gathering as well as the annual North-South Gathering.

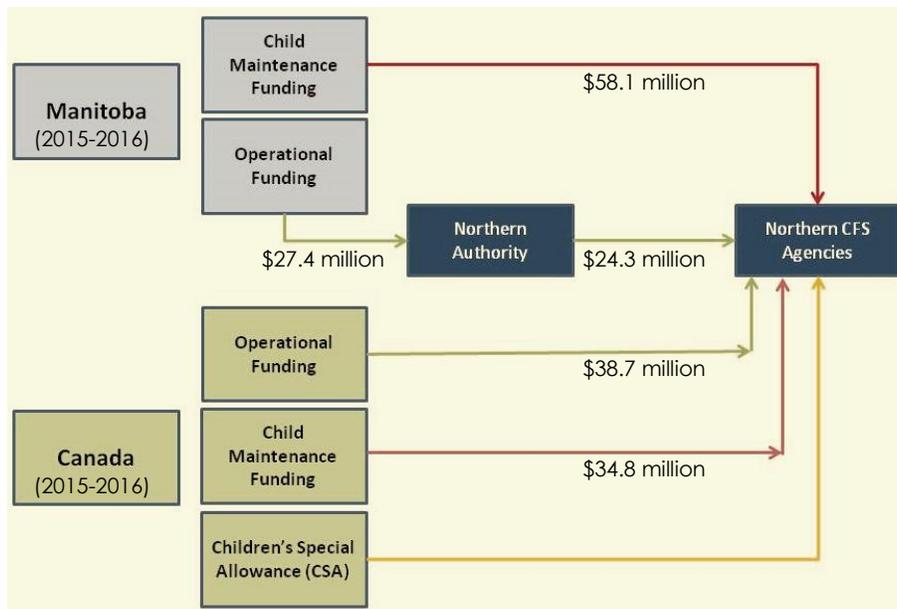
- PwC was engaged by Manitoba Family Services to conduct a quality assurance review of the Northern Authority. A final report was completed in November 2015. The Special Projects Unit was called upon to provide a variety of documents and related information to assist in the Review process. The Special Projects Manager was also involved in a series of follow up meetings with PwC to provide input on the recommendations.
- The communications policy file has been active and the following goals have been met:
 - A communication policy has been completed and vetted through senior management;
 - Press releases have been completed (e.g. response to Canadian Human Rights Tribunal ruling); and
 - A communications consultant has been hired on a part time basis.
- The Education and Training Coordinator position was transferred to the Special Projects Unit in February 2016. The current scope of the assigned activities has been reviewed and the position description has been revised. The changes will be explored further in the ensuing months. The Administrative Assistant has taken on some of the administrative duties related to scheduling of training activities and monitoring the attendance of the participants.



Finance Report

BACKGROUND

Funding for First Nation CFS services in Manitoba continues to be a shared responsibility between the federal and provincial governments. Northern First Nation CFS agencies receive provincial and federal funding each year as follows:



In 2015-2016, the seven northern CFS agencies received a total of \$63 million in operating funds from its two core funding sources as follows:

Funder	Amount	%
Northern Authority	\$24.3 million	38.5%
INAC	\$38.7 million	61.5%

In contrast to the seven CFS agencies, the Northern Authority receives all of its operational funding from the province.



PROGRAM UPDATE

Overview of the Northern Authority Finance Unit

The Finance Unit is responsible for ensuring efficient allocation and accountability of resources within the organization as well as throughout the northern First Nation CFS region. In addition to core financial management functions, the Finance Unit also oversees the Northern Authority's office leases and information technology systems and initiatives. The Finance Unit is also responsible for reviewing special rate requests related to child maintenance for each of the seven agencies.

The Finance Unit consists of the following four positions:

- *Chief Financial Officer* (Bryan Hart): responsible for the overall financial management of the organization including overseeing the organization's accounting system, budget process, internal reporting, annual external audit process as well as overseeing financial arrangements with agencies.
- *Financial Controller* (Bethany Ettawacappo): responsible for the day to day administration of the organization's accounting system in addition to the group benefits program and pension plan.
- *Finance/Administrative Clerk* (Heather Mowatt): responsible for accounts payable, payroll and general office administrative duties.
- *Special Rates Coordinator* (Darlene Courchene): responsible for reviewing agency child maintenance special rate requests, providing special rates training and mentorship to agencies, and responding to concerns related to special rates and non-payment issues.

KEY HIGHLIGHTS

Key highlights for 2015-2016 included the following:

- Accessed \$250,000 in special project funding from Indigenous and Northern Affairs Canada (INAC) to support agencies in purchasing information technology hardware/software
- Provided a total of \$336,600 in general "IT Support" funding and \$70,805 in "IT Residual" funding to support agency operations
- Collaborated with the other three CFS authorities and Manitoba Families in the process to develop an authority funding model
- Collaborated with the other three CFS authorities, agencies and Manitoba Families in the process of reforming the provincial child maintenance billing system (included meetings with finance staff from all authorities and agencies in February and March 2016)
- Collaborated with the other three CFS authorities in advocating for improvements to Manitoba Families proposed contribution agreement template as well as proposed new financial reporting requirements
- Participated in quarterly meetings of the Manitoba First Nations CFS Regional Advisory Committee (RAC) including the annual North-South Gathering
- Completed Phase 1 of the SharePoint Integration Project which includes enhanced systems for managing special rate requests, intakes, as well as all incoming and outgoing files.



Specific highlights related to special rates included the following:

- Received and reviewed a total of 2,249 agency special rate requests in 2015-2016 as follows:

Agency	2012-2013	2013-2014	2014-2015	2015-2016
Awasis	94	513	224	253
CNCFCA	7	729	577	286
ILFNFS	361	503	291	282
KSMA	99	414	757	1,040
Nikan	60	179	127	127
NCNFCWC	31	180	109	216
OCNCFS	180	75	57	45
Total	832	2593	2,142	2,249

- Special Rates Coordinator facilitated seven 2-day special rates training sessions in 2015-2016 involving five agencies (219 participants in total) as follows:

Agency	2012-2013	2013-2014	2014-2015	2015-2016
Awasis	12	0	11	0
CNCFCA	1	15	20	32
ILFNFS	6	17	40	89
KSMA	5	34	33	37
Nikan	7	52	0	40
NCNFCWC	16	0	34	0
OCNCFS	5	0	0	21
Total	52	118	138	219

- Coordinated seven one-day orientation sessions in relation to the new *Child and Family Services Funding Guidelines for Child Maintenance* in 2015-2016 involving all seven agencies (174 participants in total) as follows:

2015-2016 Number of Participants

Awasis	CNCFCA	ILFNFS	KSMA	Nikan	NCNFCWC	OCNCFS	Total
22	36	47	23	11	8	27	174



- Special Rates Coordinator provided numerous one-on-one mentorship/training to agency finance staff on an ad hoc basis as needed/requested
- Special Rates Coordinator resolved numerous foster parent complaints related to child maintenance as received by the Northern Authority through the organization's formal intake system
- Manitoba Family Services announced in March 2016 that they were adopting, throughout the entire system, the Northern Authority's September 28th, 2013 *Directive* which stated that "agencies shall no longer be required to include expiry dates in any new special rates approval letters excluding Level V and emergency placements" (as part of the overall goal of reducing unnecessary paperwork in the system)
- Continued efforts to enhance communication between CFS agencies, third party service providers and other stakeholders in relation to resolving issues related to payment of services
- Continued efforts in advocating for "parity" with respect to the province's move towards a standardized rate structure (i.e. the need to ensure that rates recognize the true costs related to northern and remote locations).

Agency Financial Reporting

Pursuant to the terms and conditions of contribution agreements entered into between the Northern Authority and each of the seven agencies, agencies are required to provide a total of 12 separate financial reports. The following table provides a comparison of compliance results for 2014-2015 and 2015-2016:

Number of Reports Submitted by Agencies

Fiscal year	Awasis	CNCFCA	ILFNFS	KSMA	Nikan	NCNFCWC	OCNCFS
2014-2015	12	4	6	11	5	5	6
2015-2016	12	10	12	11	7	12	10

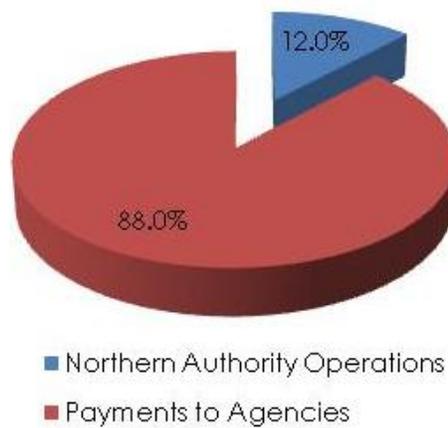




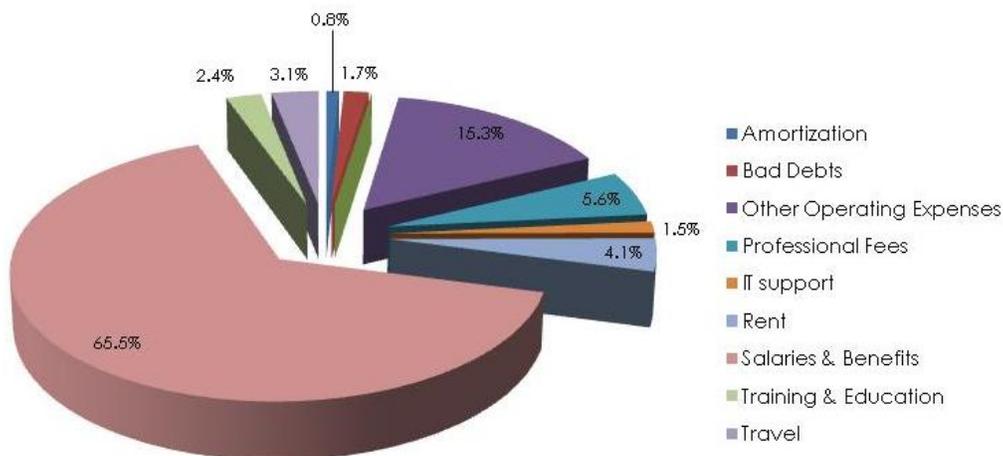
2015/2016 FINANCIAL SUMMARY

In 2015-2016, the Northern Authority recorded total revenue of \$27.7 million of which \$27.4 million was received from the Province of Manitoba of which \$24.3 million was transferred to agencies. In addition, the Northern Authority received \$250,000 in special project funding from INAC and transferred all of these funds directly to agencies. The Northern Authority spent \$3.3 million to support its own internal operations and incurred a year-end surplus of \$97,471. The following pie chart provides a summary of expenditures.

Authority/Agencies Expense Allocation (2015-2016)



Northern Authority Operating Expenses (2015-2016)





Appendix A

Audited Financial Statements

First Nations of Northern Manitoba Child and Family Services Authority
Financial Statements
March 31, 2016

Management's Responsibility

To the Members of First Nations of Northern Manitoba Child and Family Services Authority:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the financial statements. This responsibility includes selecting appropriate accounting policies and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed of an Administrator who is neither a member of management nor an employee of the Authority. The Administrator is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Administrator fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Administrator is also responsible for recommending the appointment of the Authority's external auditors.

MNP LLP is appointed by the Administrator on behalf of the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Administrator and management to discuss their audit findings.

July 19, 2016

Chief Financial Officer

Independent Auditors' Report

To the Members of First Nations of Northern Manitoba Child and Family Services Authority:

We have audited the accompanying financial statements of First Nations of Northern Manitoba Child and Family Services Authority which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of First Nations of Northern Manitoba Child and Family Services Authority as at March 31, 2016 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, Manitoba

July 19, 2016

MNP LLP

Chartered Professional Accountants

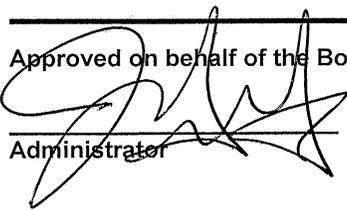
First Nations of Northern Manitoba Child and Family Services Authority
Statement of Financial Position

As at March 31, 2016

	2016	2015
Assets		
Current		
Cash	1,274,501	943,054
Marketable securities (Note 3)	689,886	689,886
Accounts receivable (Note 4)	2,310,467	838,380
Prepaid expenses and deposits	48,463	36,979
Working capital receivable from agencies (Note 5)	3,038,724	3,038,724
	7,362,041	5,547,023
Capital assets (Note 6)	52,910	49,808
	7,414,951	5,596,831
Liabilities		
Current		
Accounts payable and accruals (Note 7)	2,847,842	1,419,019
Deferred contributions (Note 8)	514,924	223,098
Working capital payable to Province of Manitoba (Note 9)	3,038,724	3,038,724
	6,401,490	4,680,841
Contingency (Note 10)		
Net Assets		
Unrestricted	308,497	183,742
Internally restricted (Note 11)	652,054	682,440
Invested in capital assets	52,910	49,808
	1,013,461	915,990
	7,414,951	5,596,831

Approved on behalf of the Board

Administrator



The accompanying notes are an integral part of these financial statements

First Nations of Northern Manitoba Child and Family Services Authority

Statement of Operations

For the year ended March 31, 2016

	2016	2015
Revenue		
Province of Manitoba: agency operating grants	23,357,292	21,667,640
Province of Manitoba: Authority operating grants	3,294,257	2,774,059
Province of Manitoba: additional grants	786,519	818,272
Other	286,325	126,222
Indigenous and Northern Affairs Canada	250,000	250,000
Interest	23,089	7,264
Revenue deferred in previous year (Note 8)	223,098	-
Revenue deferred to subsequent year (Note 8)	(514,924)	(223,098)
	27,705,656	25,420,359
Expenses		
Agency operating grants	23,357,291	21,667,640
Agency additional supports	951,390	885,908
Amortization	27,846	42,330
Annual general meeting	15,915	17,751
Audit	13,899	12,995
Bad debts	55,101	71,562
Bank and service fees	2,466	2,756
Board and committee meetings	1,265	6,444
Board honorariums	-	28,609
Information technology support	48,127	44,881
Insurance	27,945	25,692
Janitorial	14,733	14,503
Meetings and conferences	17,651	13,329
Membership fees	1,996	702
Miscellaneous	11,752	12,479
Office supplies	43,080	34,766
Payroll processing	5,725	5,250
Postage	3,170	3,647
Printing and stationary	2,661	3,142
Professional development	20,190	7,993
Professional fees	184,620	66,797
Property tax	-	8,846
Recruitment costs	394	131
Rent	136,905	184,976
Repairs and maintenance	94	828
Salaries and benefits	2,159,993	1,871,031
Special projects	291,002	136,976
Supplies	1,342	-
Telephone	29,487	35,892
Training and education	78,471	43,092
Travel	103,420	151,242
Website development	254	3,332
	27,608,185	25,405,522
Excess of revenue over expenses	97,471	14,837

The accompanying notes are an integral part of these financial statements

First Nations of Northern Manitoba Child and Family Services Authority

Statement of Changes in Net Assets

For the year ended March 31, 2016

	<i>Unrestricted</i>	<i>Internally restricted</i>	<i>Invested in capital assets</i>	2016	2015
Net assets, beginning of year	183,742	682,440	49,808	915,990	901,153
Excess of revenue over expenses	97,471	-	-	97,471	14,837
Amortization of capital assets	27,846	-	(27,846)	-	-
Purchases of capital assets	(30,948)	-	30,948	-	-
Use of internally restricted net assets	130,386	(130,386)	-	-	-
Internal restrictions	(100,000)	100,000	-	-	-
Net assets, end of year	308,497	652,054	52,910	1,013,461	915,990

The accompanying notes are an integral part of these financial statements

First Nations of Northern Manitoba Child and Family Services Authority
Statement of Cash Flows
For the year ended March 31, 2016

	2016	2015
Cash provided by (used for) the following activities		
Operating		
Excess of revenue over expenses	97,471	14,837
Amortization	27,846	42,330
	125,317	57,167
Changes in working capital accounts		
Accounts receivable	(1,472,087)	49,977
Prepaid expenses and deposits	(11,484)	336,337
Accounts payable and accruals	1,428,823	(1,538,848)
Change in deferred contributions	291,826	223,098
	362,395	(872,269)
Investing		
Purchase of capital assets	(30,948)	(31,229)
Increase (decrease) in cash resources	331,447	(903,498)
Cash resources, beginning of year	943,054	1,846,552
Cash resources, end of year	1,274,501	943,054

The accompanying notes are an integral part of these financial statements

First Nations of Northern Manitoba Child and Family Services Authority

Notes to the Financial Statements

For the year ended March 31, 2016

1. Incorporation and nature of the organization

The First Nations of Northern Manitoba Child and Family Services Authority ("the Authority") has been incorporated under the Child and Family Services Authority Act, which was proclaimed by the Province of Manitoba on November 24, 2003.

The mandate of the Authority is to administer and provide for the delivery of child and family services in Manitoba to people who are members of the northern First Nations, people who identify with those northern First Nations and others as determined in accordance with protocols established in the regulations which form part of the Child and Family Services Authority Act. The Authority is exempt from income taxes under Section 149(1)(1) of the Income Tax Act.

On June 10, 2002 legislation to create the First Nations of Northern Manitoba Child and Family Services Authority was introduced in the Legislative Assembly. Royal Assent was received on August 9, 2002. The Child and Family Services Act came into force upon proclamation on November 30, 2003. All assets and liabilities of 4601149 Manitoba Association Inc. as of November 30, 2003 were transferred to the First Nations of Northern Manitoba Child and Family Services Authority on December 1, 2003.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

Financial instruments

The Authority recognizes its financial instruments when the Authority becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with CPA 3840 Related Party Transactions.

At initial recognition, the Authority may irrevocably elect to subsequently measure any financial instrument at fair value. The Authority has not made such an election during the year.

The Authority subsequently measures investments in equity instruments quoted in an active market and all derivative instruments at fair value. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the statement of operations for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

Cash and cash equivalents

Cash and cash equivalents include cash and marketable securities with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Revenue recognition

The Authority follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Other revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

First Nations of Northern Manitoba Child and Family Services Authority

Notes to the Financial Statements

For the year ended March 31, 2016

2. Significant accounting policies (Continued from previous page)

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the straight-line method at the following rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment	3 years
Computer software	5 years
Office equipment	5 years
Furniture and equipment	5 years
Leasehold improvements	5 years

In the year of acquisition, amortization is taken at one half of the above rates.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in the statement of operations in the periods in which they become known.

Long-lived assets

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Authority performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when undiscounted future cash flows from its use and disposal are less than the asset's carrying amount. Impairment is measured as the amount by which the asset's carrying value exceeds its fair value. Any impairment is included in the statement of operations for the year.

3. Marketable securities

	2016	2015
Guaranteed investment certificate, bearing interest at 0.65%, maturing January 2017	689,886	689,886

First Nations of Northern Manitoba Child and Family Services Authority

Notes to the Financial Statements

For the year ended March 31, 2016

4. Accounts receivable

	2016	2015
GST receivable	25,411	50,521
Province of Manitoba	2,229,496	604,201
Indigenous and Northern Affairs Canada	211,618	250,000
Other	23,973	113,689
	2,490,498	1,018,411
Allowance for doubtful accounts	(180,031)	(180,031)
	2,310,467	838,380

5. Working capital receivable from agencies

The working capital receivable from agencies represents amounts advanced to agencies to provide required cash flow for operations to support the administration of payments related to the maintenance of children in care. The amounts are non-interest bearing and are due on demand at the end of each annual contribution agreement with each agency until such time that a new contribution agreement with each agency has been entered into.

6. Capital assets

	Cost	Accumulated amortization	2016 Net book value
Computer equipment	204,123	167,568	36,555
Computer software	31,316	29,343	1,973
Office equipment	50,839	50,839	-
Furniture and equipment	141,183	128,057	13,126
Leasehold improvements	11,514	10,258	1,256
	438,975	386,065	52,910

	Cost	Accumulated amortization	2015 Net book value
Computer equipment	319,220	291,841	27,379
Computer software	29,343	28,505	838
Office equipment	50,839	50,839	-
Furniture and equipment	161,675	142,671	19,004
Leasehold improvements	11,514	8,927	2,587
	572,591	522,783	49,808

First Nations of Northern Manitoba Child and Family Services Authority

Notes to the Financial Statements

For the year ended March 31, 2016

7. Accounts payable and accruals

	2016	2015
Accounts payable to suppliers	158,676	21,938
Accruals	227,502	189,542
Accounts payable to agencies	2,461,664	1,207,539
	2,847,842	1,419,019

8. Deferred contributions

	2016	2015
Unspent portion of Transition Grant Funding received from the Province of Manitoba, to be used for the Aboriginal Justice Inquiry - Child Welfare Initiative one-time transition activities connected to the establishment of the Authority and to assist Family Service Agencies in extending their operations.	136,480	136,480
Unspent portion of project funding received from Indigenous and Northern Affairs Canada to be used for the research and development of culturally appropriate services, practices and procedures for child and family services.	45,614	86,618
Unspent portion of grants from the Province of Manitoba, to be used by the Authority towards various projects as outlined in the funding agreements.	329,480	-
Other	3,350	-
	514,924	223,098

9. Working capital payable to Province of Manitoba

The working capital payable to the Province of Manitoba represents amounts advanced to the Authority in order for the Authority to provide cash flow advances to the various agencies which deliver the services administered by the Authority. The amounts are non-interest bearing and are due on demand.

10. Contingency

The Authority expects to be named as one of the defendants in a lawsuit on behalf of a former employee of one of the agencies administered by the Authority, who is seeking to recover damages allegedly sustained by them as a result of unjust dismissal. As litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of this pending lawsuit or to estimate the loss, if any, which may result.

First Nations of Northern Manitoba Child and Family Services Authority

Notes to the Financial Statements

For the year ended March 31, 2016

11. Internally restricted net assets

	2016	2015
Capital assets	150,000	50,000
Unfunded positions	75,000	75,000
Information technology	354,094	408,240
Aging out initiative	47,960	124,200
Educational outcomes	25,000	25,000
	652,054	682,440

12. Financial instruments

The Authority, as part of its operations, carries a number of financial instruments. It is management's opinion that the Authority is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Credit concentration

Financial instruments that potentially subject the Authority to concentrations of credit risk consist primarily of accounts receivable. Included in accounts receivable at year-end are balances owing from the Province of Manitoba which make up 88% (2015 - 51%) of the balance. Due to the nature of the Authority's establishment by the Child and Family Services Act, these amounts are considered to be collectible in full.

13. Economic dependence

The Authority receives its primary source of revenue pursuant to a funding agreement with the Province of Manitoba. The volume of financial activity undertaken by the Authority with the Province of Manitoba is of sufficient magnitude that the discontinuance of this funding would endanger the ability of the Authority to maintain operations at its current level.

14. Commitments

The Authority has entered into operating lease agreements for office space and equipment. These agreements result in commitments over the next 3 years as follows:

2017	100,014
2018	6,018
2019	6,018



First Nations of Northern Manitoba Child & Family Services Authority

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