

**Children, Seniors
and Social Development**

Annual Report

2016-17





MESSAGE FROM THE MINISTER

As Minister responsible for the Department of Children, Seniors and Social Development (CSSD), I am pleased to present the department's Annual Report for 2016-17, as well as reporting on the 2014-17 Strategic Plan.

The Department of CSSD was created in August 2016 by combining the former Departments of Child, Youth and Family Services, and Seniors, Wellness and Social Development. The department was created to be responsive to the needs of all residents, and places a strong focus on the well-being of individuals. Through the creation of this new department, people in the province will benefit from access to a wide range of services from a family-focused department, which concentrates on nurturing strong, healthy communities and supporting individuals and families throughout their lives.

The 2016-17 Annual Report is the first in bringing together the two former Departments along with their unique goals, objectives and indicators. This report will demonstrate how the Department met its planned actions in 2016-17, and is submitted in accordance with the Transparency and Accountability Act. As Minister, my signature below demonstrates my accountability for the preparation of this report and the achievements reported herein.

A handwritten signature in black ink, reading "Lisa Dempster". The signature is stylized with a large, flowing "L" and "D".

Honourable Lisa Dempster
Minister of Children, Seniors and Social Development

Departmental Overview

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

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

Staff and Budget

As of March 31, 2017, the Department had 702 permanent, 26 temporary and four contractual positions. The Provincial Office has 93 positions located at Confederation Building in St. John's which carry out work in all of the identified lines of business. For efficient delivery of child and youth services, the department is structured as follows:

- Central-West Region – 283 positions (with offices located in: Baie Verte, Bay Roberts, Bonavista, Botwood, Channel-Port aux Basques, Clarenville, Conception Bay South, Conne River, Corner Brook, Deer Lake, Gander, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte,

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

- Labrador Region – 117 positions (with offices located in: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet and Sheshatshiu).
- Metro Region – 235 positions (with offices located in Bell Island, Ferryland and St. John's).

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

As of March 31, the Department had 824 total staff and had total expenditures of \$154,118,653. Additional financial information is included in the Financial Information section, page 35.

Highlights and Partnerships

In recognition of the importance of providing enhanced service delivery to Newfoundlanders and Labradorians through all stages of life, the Government of Newfoundland and Labrador formed the new Department of Children, Seniors and Social Development in August 2016. The new department, made up of the former Departments of Child, Youth and Family Services, and Seniors, Wellness and Social Development, is responsive to the needs of all residents and places a strong focus on the well-being of individuals.

On November 9, 2016, the Government of Newfoundland Labrador released **The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador** based on input received from stakeholders and residents. This document includes actions for which CSSD is responsible, as well as horizontal partnerships with other departments. In the first six months (November 9, 2016 to May 9, 2017), Government proceeded with initial priorities, focusing on a variety of actions aimed at reducing spending and supporting economic growth. The progress on these initiatives is outlined in the sections below. **The Way Forward: Realizing Our Potential** was launched on March 27, 2017, and will be reported on in CSSD's 2017-18 annual report.

The Department of CSSD has had many highlights during 2016-17, including:

- Working with Legislative Counsel to create the Office of the Seniors' Advocate. The **Seniors' Advocate Act** was passed in 2016, and the Advocate will: identify, review and analyze systemic issues; work collaboratively with seniors' organizations, service delivery groups and others to identify and address systemic issues; and make recommendations to government to improve services to and for seniors.
- Passing a bill to amend the **Smoke-Free Environment Act, 2005** and the **Tobacco Control Act** in June 2016. These amendments aim to further protect the public, in particular children and youth, from the harms of flavoured tobacco products (including menthol) and hookah smoking, and the potential harms of e-cigarettes.

- Providing \$736,263 to 108 community-based organizations through the latest round of applications approved under the Community Healthy Living Fund (CHLF), supporting communities, community-based groups, recreation committees and organizations to provide opportunities for people to pursue a healthy, active lifestyle.
- The Disability Policy office collaborating with Empower NL - The Disability Resource Centre to support a three-day summit entitled, "Inclusive Communities: Sharing Experiences and Exploring Opportunities", held in April 2016. The summit featured speakers from across the province and other parts of Canada on best practices and innovative approaches to inclusion. Topics included inclusive employment, education, recreation, legislation, mental health and Universal Design.
- The Disability Policy Office (DPO) being awarded the Canadian Hard of Hearing Association - Newfoundland and Labrador's (CHHA-NL) Community Accessibility Award for its Provincial Fire Alert Program. This program increased awareness of visual fire alarms that alert people of potential fire through light or vibration instead of sound and was completed in collaboration with CHHA-NL. The program provided 68 visual alarms in homes of people who are Deaf or hard of hearing
- The 2016 Newfoundland and Labrador Summer Games taking place in Conception Bay South from August 13-21, 2016. More than 1,500 participants from eight regions in the province and three Indigenous teams (Team Innu, Team Nunatsiavut and Team Mi'Kmaq) participated in the games. While Indigenous athletes have competed in previous Newfoundland and Labrador Games as members of regional teams, this marked the first time that Indigenous teams competed. The initiative was a pilot program supported by CSSD, the Aboriginal Sport and Recreation Circle, Sport Newfoundland and Labrador and provincial sport organizations. The pilot will continue during the 2018 Newfoundland and Labrador Winter Games.
- The Poverty Reduction Division supporting government departments and community partners in work to end homelessness, including moving toward a housing first philosophy and a trauma-informed approach to program and policy development.
- Through its role on the Steering Committee for the Review of Newfoundland and Labrador Housing Corporation (NLHC), CSSD participated in overseeing the review, with a report anticipated by fall 2017.

- Participating, along with the Department of Health and Community Services (HCS), on implementing a Health-in-all-Policies approach. This action will build health impact considerations into policy decisions and will enable Government to make decisions in a way that strengthens focus on measurable improvements in health status.
- Partnering with Key Assets NL to launch the Key Assets Family-Based Care Pilot in October 2015, providing family-based placements for children/youth in care, and decreasing the need for staffed residential placements. In February 2017, CSSD completed an evaluation of the family-based care pilot's first year of operations, which concluded that the Pilot is meeting the identified goals, resulting in children/youth being matched and placed in family-based placements and receiving wraparound supports consistent with their identified needs.
- Co-chairing the Federal / Provincial / Territorial (FPT) Ministers Responsible for Seniors Forum (Minister, DM, Officials and Working groups) in anticipation of meeting to be held in St. John's, NL on September 13-14, 2017.
- The Poverty Reduction Division being actively engaged in the FPT work in support of ensuring the Government of Canada's Poverty Reduction Strategy aligns with Newfoundland and Labrador's efforts. The Director of the Poverty Reduction Division is the Provincial/Territorial (PT) Co-Chair for the FPT Provincial Advisory Committee of the Ministers Responsible for Social Services and chairs the PT group.
- The Disability Policy Office continuing to be part of a network of provincial, territorial and federal representatives that share research, best practices and innovative solutions for inclusion. The Director of the Disability Policy Office co-chairs the national network across the country.
- Research into evidence-informed parenting programs and the selection of Triple P Parenting Program for delivery to support children and families involved with the Child Protection Program.
- Collaborative Training for the Investigation of Child Abuse – CSSD continuing its partnership with the RNC and RCMP through updated curriculum and training to ensure collaboration between social workers and police through joint training and investigation of child abuse.

CSSD recognizes that ongoing partnerships and collaboration with Indigenous governments/organizations are necessary to enhancing services and ensuring the safety and protection of Indigenous children/youth. In 2016-17, CSSD partnered with Indigenous governments/organizations on a number of key priorities to enhance services, including:

- CSSD continued its partnership with the Nunatsiavut Government and Key Assets NL to build capacity and create staffed residential placements in Nunatsiavut communities. The expansion of placement resources in Nunatsiavut means fewer children/youth are moved outside of their communities away from their families and culture; and
- CSSD continued to partner with the Innu Round Table Secretariat, Sheshatshiu Innu First Nation, Mushuau Innu First Nation and the federal department of Indigenous and Northern Affairs Canada to enhance capacity and create additional placement resources for children/youth in Natuashish and Sheshatshiu. Additionally, CSSD continues to partner in the coordination of services to Innu children, youth and families, and strongly supports the communities' efforts to complement CSSD services with community-driven, culturally-appropriate prevention activities.

Report on Performance

Both the Department of Child, Youth and Family Services, and the Department of Seniors, Wellness and Social Development established separate Strategic Plans 2014-2017; therefore, goal, objective and indicator reporting in this document are presented separately to accurately reflect those of the former departments. Reporting will indicate the Department of CSSD.

Part One- Former Child, Youth and Family Services

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

Throughout 2016-17, the Department of Children, Seniors and Social Development worked diligently to promote the safety and protection of children and youth. Significant achievements during the 2014-17 reporting period towards the strategic direction of strengthened child, youth and family services included enhanced policies and procedures for program areas including In Care and Child Protection, and a focus on permanency planning for children and youth.

In 2014-17, CSSD continued to develop, implement, review and monitor new and existing programs, with a view to providing evidence-based services to children and youth receiving protective intervention or youth services, and to the children, youth and families involved with foster care and adoptions program. The information gathered from program review and monitoring leads to the development of informed, outputs-driven policies and procedures, to better serve the children, youth and families involved in these programs. CSSD is demonstrating government's commitment to the protection and care of vulnerable children and youth.

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

2016-17 Reporting

Objective 2016-17: By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement and monitor program changes to improve services.

Indicator	Report on Performance
Implemented revised policies and procedures for Community Youth Corrections.	Implemented the revised Policies and Procedures Manual as of December 1, 2016. Information sessions were conducted with all regional staff to provide an overview and highlights of the revisions.
Enhanced monitoring of residential placements.	Implemented new standardized monitoring processes in 2015-16 for Level 4 homes (monthly and annual reviews). These reviews are ongoing throughout 2016-17.
Initiated a statutory review of the Children and Youth Care and Protection (CYCP) Act .	Initiated a review of the CYCP Act on June 30, 2016 including a public consultation process July 1- December 31, 2016. Over 30 organizations participated through either in-person and virtual dialogue sessions, focus groups, or written submissions. Over 173 surveys were received from children, youth, families and CSSD staff.
Continued to monitor and report on output indicators on the safety and protection of children and youth.	Continued to monitor and report on output indicators to ensure the safety and protection of children and youth in 2016-17. This included monitoring the completion of the following outputs: youth services screening assessment tools; youth services agreements; foster home reviews; and visits with foster homes and children/youth in care.

Three Year Goal Reporting

Indicators:

Indicator	Report on Performance (3 Year)
Developed and implemented new policies and procedures for select program areas	- Continued development of the new Structured Decision Making Model for the Child Protection program. - Updated policies, procedures and forms for the Protective Intervention, In Care, Kinship and Community Youth Corrections program to reflect the new Integrated Service management project. - New policy and delegation of authority were developed and approved for services to families including childcare, day camp, respite care, behavioral aides, infant safety, transportation and other supports. - Implemented new standardized monitoring processes for Level 4 homes (monthly and annual reviews). - Developed and implemented policies regarding Out of Province Placements for children and youth in care. - Based on ongoing review of policy and discussion with staff and key stakeholders, developed a new policy to support high risk expectant parents in service navigation and planning for identified services before the child is born. - Developed a new policy to provide financial or other required supports to relatives or significant others when children are unable to remain home during the investigation process. This is part of the Safety Planning process in the risk management decision-making model.
Reviewed, revised and developed new programs and services for select	- The Youth Services Program (YSP) review commenced to ensure it is responsive to the needs of vulnerable youth. A public consultation process was initiated in 2016-17. - Reviewed and updated the policy manual for open custody (a

Indicator	Report on Performance (3 Year)
program areas	custodial sentence available under the Youth Criminal Justice Act), to ensure consistency with residential policies in other CSSD programs. • Reviewed and revised the Community Youth Corrections Policy and Procedure manual. • Reviewed and updated the policy manual for open custody (a custodial sentence available under the Youth Criminal Justice Act), to ensure consistency with residential policies in other CSSD programs (2015-16). • Evaluated the Supporting Youth with Transitions Pilot Program (2014-15); program further evaluated October 2016. • Reviewed and made enhancements to the Youth Services policy on post - secondary support to expand eligibility to youth who were not in care prior to 16th birthday up to age 21. • Updated the Memorandum of Understanding on Information Sharing with the RNC and RCMP (2015) to renew the commitment to share information to protect children from abuse and neglect and to conduct joint investigations and joint training. Information sessions were conducted with all staff on the updates in July 2015. • Enhancements made to the Observing and Interviewing Children policy in June 2015 to provide additional clinical considerations in the investigation and ongoing assessment of safety and risk to children. Staff information sessions were conducted in June 2015. • The Provincial Family-based Care Pilot Program with Key Assets commenced in October 2015 to provide placements for children and youth with complex needs and large sibling groups in family-based placements when no placements were

Indicator	Report on Performance (3 Year)
	available in the foster care program. • The Family-based Care Pilot Program was formally evaluated in February 2017 and has been extended until March 31, 2018. • The Waypoints Supporting Foster Parents Pilot, developed in partnership with the Newfoundland and Labrador Foster Families Association (NLFFA), commenced in fall 2015 providing additional support and training to foster parents in the Metro region. This pilot was formally evaluated in 2016-17 and has been extended for another year with an expanded service area. • Began the transition of Level 4 of the Continuum of Care model (placement within staffed residential placements) to a program model. • Implemented the policies and procedures for levels 3 and 4 of the Continuum of Care Strategy.
Trained staff/key stakeholders on new policies and procedures.	• Worked with the Children's Research Centre to finalize the Structured Decision Making training curriculum. Developed a training plan in 2015-16. Developed and implemented Community Youth Corrections staff training. This training is Module 8 in the Core training that is offered to all staff through the CSSD training unit. • Provided one-week training on Triple P Program curriculum to all Intervention Services staff in November 2016, Accreditation training in March 2017 and policy/procedures training in March 2017 to prepare for delivery of Triple P in 2017-18. • Conducted staff information sessions to provide an overview of the Triple P policies and procedures. • Provided Specialized Foster Parent training in 2016-17.

Indicator	Report on Performance (3 Year)
	- Completed information sessions with staff regarding new Level 4 monitoring processes. - Conducted staff information sessions on the Family-based Care Pilot.
Completed a legislative review of the Children and Youth Care and Protection (CYCP) Act (2011), including research and consultation with key stakeholders.	As outlined above in the 2016-17 indicator reporting, CSSD finalized the legislative review of the CYCP Act by March 31, 2017. The review was initiated on June 30, 2016. Public consultation process held from July 1 to December 31, 2016. Over 30 organizations participated, and over 173 surveys were received from children, youth, families and CSSD staff. Amendments to the legislation are expected by fall 2017.
Reviewed existing and developed new initiatives to address the unique challenges associated with service delivery in the Labrador Region.	CSSD works collaboratively with local Indigenous partners to address service delivery challenges in the Labrador Region and promote the well-being of children, youth and families. Initiatives undertaken during the planning cycle include: - In September 2015, CSSD, Sheshatshiu Innu First Nation (SIFN), Mushuau Innu First Nation (MIFN), and the Innu Round Table signed a Working Relationship Agreement to further improve coordination of services and to enhance information sharing in both communities. The agreement also provided for the creation of a collaborative Out-of-Community Review of children and youth currently placed outside of their home community and to reduce the need for such placements. - In October 2015, CSSD signed a service agreement with the Labrador Group Home in Happy Valley-Goose Bay. This home provides five group home placements, and introduces

Indicator	Report on Performance (3 Year)
	the service standards of care for staffed residential placements to the Labrador Group Home. • In June 2015, CSSD signed a service agreement with the Nunatsiavut Government and Key Assets NL. This agreement provides for the development of staffed residential placements in Inuit communities to reduce the need of having children and youth placed outside of their community and culture. • In June 2016, CSSD formally launched a review of the Children and Youth Care and Protection Act, one of the focuses of the review is on improving services to Indigenous children, youth and families. CSSD invited feedback and met with representatives from Indigenous organizations and governments in Labrador to ensure their feedback was incorporated into draft legislation.

The goal that “By March 31, 2017 the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth” has been met. CSSD focused its efforts on reviewing and revising programs, and creating new policies and procedures for the Community Youth Corrections, Protective Intervention and In-Care services.

Strategic Issue 2: Improved Family Services.

CSSD recognizes that the safety and protection of children and youth cannot be accomplished without strong and supportive families. The Department has introduced new policies and programs to assist families including a new Adoptions Policy and Procedures Manual, new targeted program to enhance child-specific recruitment for children and youth eligible for adoption. A review of supports provided to children and families receiving Intervention Services, and a review of the Family Visitation program, ensure that the most evidence-informed interventions are considered in program development for the Protective Intervention program to support children and families.

Three Year Goal Statement: By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families.

2016-17 Reporting:

Objective 2016-17: By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement system changes and monitor policies, programs and services for families.

Indicators:

Indicator	Report on Performance
Reviewed services to support children within their family home.	- Continued to monitor policies and procedures developed to support children, youth and families. - The following services to families were reviewed: child care, day camp, respite care, behavioral aides, infant safety, transportation and other supports for children and families. - Conducted ongoing research to ensure the most evidence informed interventions are considered in program development for the Protective Intervention program to support children within their family home(s). - Selected the Triple P Parent Program as the parent training program for CSSD. Developed and approved policies and procedures in March 2017. Staff information sessions were conducted and the program will be implemented in 2017-18.
Transformed the Intervention Services program.	- Non-Violent Crisis Intervention® (NVCI) was established as the crisis management model for CSSD. - Several Behavior Management Specialist (BMS) staff in every region were trained as NVCI instructors, BMS staff train CSSD staff, parents, caregivers and support staff in NVCI. - Policies and Procedures implemented in May 2016

Indicator	Report on Performance
	transformed the program in several ways because they: (1) streamlined the service as it pertained to the referral process, screening/prioritization of referrals, assessment process, termination of service, and file maintenance and documentation; (2) established contact standards for BMS staff, for example, Central/Western staff now report to their own Regional Manager, previous to 2015-16, Central/Western BMS staff reported to Zone Managers. Currently all BMS staff report to one of two Regional Managers of Intervention Services, this creates a more streamlined service. • Triple P was introduced as a new service offered to CSSD Protective Intervention Program clients by BMS staff. • Conducted ongoing research to ensure the most evidence-informed interventions are considered in program development for the Intervention Services program to support children and families. • Added the Triple P Parent Program to the Intervention Services program to provide additional options for families involved with the Protective Intervention Program at CSSD.
Developed and implemented a Foster Parent Exit Strategy.	• Implemented the Foster Parent Exit Survey Policy in July 2016 to gain a better understanding of the experiences of foster parents who have chosen to discontinue fostering. The survey gathers detailed feedback on their experience with fostering, the challenges and benefits of fostering, as well as the reason they decided to discontinue fostering. • When a foster parent chooses to no longer foster, CSSD assesses whether administering a survey is appropriate and contacts the family accordingly. Forty-six foster homes closed in 2016-17 and were eligible to complete the survey.

Indicator	Report on Performance
Continued to monitor and report on output indicators on services for families.	Continued to monitor and report on output indicators on services to families in the Protective Intervention Program in 2016-17: • Monitored the completion of the following outputs: safety assessments; referral verifications; assessment investigative summaries; transfer of files to protective intervention; risk assessment instruments; and family centered action plans. • As of April 2017, the proportion of safety assessments completed in each region increased by an average of 15 per cent above baseline data, and the proportion of family-centered action plans completed in each region increased by an average of 32 per cent above baseline data.

Three Year Goal Reporting

Indicators:

Indicator	Report on Performance (3 Year)
Developed and implemented new policies and procedures for Adoptions.	• The new Adoption Act, 2013, proclaimed in 2014, resulted in the development of a new Adoption Policy and Procedures Manual (2014-15). • Policies, procedures and forms for the Adoption program were reviewed and revised to support the incoming Integrated Service Management (ISM) System (2015-16). • Policy to support Interprovincial Adoptions was developed and implemented. • Developed a new child-specific recruitment approach for children and youth profiled for adoption in partnership with the Dave Thomas Foundation for Adoption (Canada) (2014-15). • Reviewed and updated adoption subsidy policies to include post-secondary education supports (2016).
Developed and implemented new policies and procedures for the Family Visitation Program.	• Prior to developing new policies and procedures for the Family Visitation program, CSSD reviewed existing resources to determine implications for service delivery methods. This review was finalized in 2016-17. • VARIANCE: Through The Way Forward, direction shifted to addressing the issue of continued program growth in children's protection and in care services. CSSD will revisit the Family Visitation Program once an analysis of supports and services provided to families to mitigate the risk for children and prevent removal, research on why children come into care, a review of permanency planning for children in care are conducted and consideration is given to how we support foster families.

Indicator	Report on Performance (3 Year)
Reviewed and revised select family service programs.	- Reviewed supports and services provided to children and families involved with the Protective Intervention Program. - New policy and delegation of authority were developed and approved for services to families including child care, day camp, respite care, behavioral aides, infant safety, transportation and other supports. - Selected Triple P Parent Program as the parent training program for CSSD. Policies and procedures were developed and approved in March 2017.
Trained staff/key stakeholders on new policies and procedures.	- Staff were trained in June, 2014 on the new Adoptions Policy and Procedures Manual. - Staff information sessions were conducted on the Triple P Parenting Program, and the program will be implemented in 2017-18. - Staff who support families in the Protective Intervention Program have been trained on new guidelines regarding approval levels and funding amounts for family services such as child care, day camp, respite care, behavioral aides, infant safety, transportation and other supports so they can put into place the most relevant services.

The three-year Goal that “By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families” has been met. The new Adoptions legislation, and related policies, procedures and forms, support families eligible to adopt as well as supporting permanency planning for children and youth in continuous custody who are eligible for adoption. Staff who support families in the Protective Intervention Program have been trained on new guidelines regarding family supports so they can put into place the most relevant services. Output indicators for families in receipt of Intervention Services are monitored to ensure that the proper safety assessments, referral verifications, assessment investigative summaries, risk

assessment instruments and family-centered actions plans are completed appropriately and in a timely manner. This ensures that families receive the supports they need and children and youth are safe and protected.

Part Two- Former Seniors, Wellness and Social Development

Strategic Issue 1: Living respectfully in an inclusive, equitable society for all.

Everyone in the province has the right to achieve their full potential, regardless of individual circumstances. The Department takes a lead role in informing and guiding government to ensure a respectful, inclusive and equitable society for all. The Department worked to remove barriers and create access for individuals who otherwise may not have such access. The Department addressed these issues through the Poverty Reduction Division, the Disability Policy Office (DPO), Healthy Living, Sport and Recreation, and the Office for Seniors and Aging.

Goal Statement: By March 31, 2017, the Department of Seniors, Wellness and Social Development will have removed barriers and supported inclusion for all.

2016-17 Reporting

Objective 2016-17: By March 31, 2017, the Department of Seniors, Wellness and Social Development will have further supported and assessed the implementation of horizontal policies and supports for people to have access to, and participate in, our province's society and economy.

Indicators:

Indicator	Report on Performance
Program and service delivery improvements further implemented.	Further implemented program and service delivery improvements in 2016-17. Examples of such activities include: • Implemented Year Two of a three-year plan with 43 actions to advance the inclusion of persons with a disability. • Held a second American Sign Language consultation on Health, Community and Social Development resulting in a working group to advise on access health and community services. This group is comprised of representatives of the Newfoundland and Labrador Association for the Deaf, the Department of Health and Community Services and the DPO. The DPO partnered with international speaker, Susan Scott-Parker, to deliver sessions on enhancing Disability Confidence in employing persons with disabilities. These sessions were delivered to executives and human resource professionals within the Provincial Government, and the public sector. • Implemented Year Two of the three-year action plan to support Recreation and Sport for Persons with a disability. • The DPO collaborated with the Coalition of Persons with Disabilities to support the design and launch of an interactive web-based tool on Universal Design educating the construction and homebuilder industry on universal design principles. • Created an Inclusive Recreation and Parasport Tour in partnership with Recreation NL to create awareness and promote opportunities for inclusive recreation and parasport development. The Tour visited five sites in 2016-17. • Held the second annual key stakeholder consultation on Recreation and Sport for persons with a disability.

Indicator	Report on Performance
	• Awarded funding to 14 organizations from the Disability Funding Program for Recreation and Sport. • Nine teams travelled to national competitions or training camps with the help of the disability funding support program. • The Adult Protection Act Documentation Standards Committee was formed, and “Reporting in Long Term Care Guidelines” were released, enhancing staff ability to carry out and enforce the act and implement policies more accurately.
Supportive, inclusive programming for individuals over the life course further implemented.	Supportive, inclusive programming for individuals over the life course was further implemented in 2016-17, including: • Transitioned the After-School Physical Activity pilot program to Participation Nation, an after school non-competitive sport and physical activity program for school-aged children, which provides support to remove barriers for students with disabilities to participate in recreation and sport programs. • Held stakeholder consultations for Recreation and Sport for Persons with a Disability, and partnered with Recreation NL on an Inclusive Recreation and Parasport Tour. • Continued support for the participation of persons with disabilities in sport and recreational activities, including four community awareness events across the province. • Launched Government Wide Accessible Communications and Inclusive Public Engagement policies, which remove the barriers to accessing government public engagement activities, government information and documents. • Continued to support the Age-Friendly Communities Program, including funding for additional communities.
Progress on horizontal	CSSD has multiple horizontal strategies and supports which continued to progress. This progress was monitored and

Indicator	Report on Performance
strategies monitored and supports assessed.	assessed throughout 2016-17 in such programs as: • Initiatives supportive of poverty reduction, in addition to participating in on-going internal policy and program review processes to mitigate or reduce any unintended impacts for people vulnerable to poverty. • The Action Plan 2015-18 for the Inclusion of Persons with Disabilities underwent an annual review in 2016, for the 2015-16 fiscal year. An additional review will be undertaken in 2017 for 2016-17. These reviews ensure that the progress of this horizontal initiative is continually monitored and assessed.
Policy and program effectiveness demonstrated.	The Department of CSSD had a year of change in 2016-17, including the creation of the Department, as well as many successes in its policy and program areas. These help to demonstrate program and policy effectiveness, and include: • The Action Plan for Inclusion continued to support the work within public and private sector employers to encourage hiring of persons with disabilities to fill labour market needs. • The DPO delivered grants that improved accessibility of facilities and events for six community-based organizations in the province through the Inclusion grants program, which supports accessibility features (i.e. ramps, accessible washrooms, visual alarms, and provision of American Sign Language and captioning). • The DPO delivered funding for 18 individuals to acquire or retrofit personal vehicles for accessibility through the Accessible Vehicle Funding program. As well, DPO provided funding through the Accessible Taxi Program for two accessible taxis in service on the west coast. • The Adult Protection Midterm Evaluation Report was drafted.

Three Year Goal Reporting

Indicators:

Indicator	Report on Performance (3 Year)
Cross-government strategies that address the key issues of poverty reduction and inclusion implemented.	During the three years, CSSD undertook several cross-government initiatives to address poverty reduction and inclusion. Such initiatives included: • Poverty Reduction Interdepartmental Working Group met regularly throughout the three years to discuss and develop solutions for issues that cross department mandates. • Ad hoc working groups were established to address vulnerable youth and vulnerable mothers. • An updated Poverty Reduction Progress Report was released in June 2014 which highlighted Government's work to date. • The Action Plan for Inclusion supported horizontal research on the implications of universal design and accessibility features in government buildings; and horizontal research conducting a comparative analysis of codes and standards to inform government building projects. • The DPO collaborated with government departments and community organizations to hold consultations with key stakeholders in accessibility to gain feedback on current design standards. • Continued implementation of the Provincial Healthy Aging Policy Framework (2007). • Supported introduction of the Income Supplement and the Enhanced Seniors Benefit. • The DPO collaborated with the Coalition of Persons with disabilities to conduct research on inclusive procurement to

Indicator	Report on Performance (3 Year)
	inform guidelines that support inclusive practices for government. Implemented the Adult Protection Act (Act, Regulations, Policy Manual, Training, Evaluation, and Public Awareness).
Horizontal policies that remove and prevent barriers developed.	Horizontal policies that helped to remove and prevent barriers developed during the last three years included: - The Poverty Reduction Division participated in the Health and Community Services Primary Healthcare Framework and working groups, and on the committee of the Downtown Healthcare Collaborative. - The Poverty Reduction Division ensured a broad poverty reduction perspective is included in recommendations for funding through the Newfoundland and Labrador Housing Corporation's Supportive Living Program. It also continues to work closely with its partners to ensure the impacts on those in low income are considered. - Launched Government-wide Accessible Communications and Inclusive Public Engagement policies, which removes barriers to access government public engagement activities, information and documents. - Implemented the Age-friendly Transportation Pilot project. - In partnership with Women's Policy Office, designed the Respect Aging program to educate audiences in recognition, prevention and intervention of violence against older persons.
Program and service delivery improvements to increase access to	Program and service delivery improvements to increase access to opportunities and services in the province have been implemented, including: Advanced Poverty Reduction-related budget initiatives: three-

Indicator	Report on Performance (3 Year)
opportunities and services in the province implemented.	year extension to the Home Modification program, enhancements to the medical transportation program, increases to the low income seniors benefit, six new front line positions in Labrador to enhance child protection, and implementation of full-day kindergarten. - Established a working group with representatives from the Newfoundland and Labrador Association of the Deaf, HCS, and CSSD to address access to health/community services. - The DPO partnered with the Coalition of Persons with Disabilities – NL to share information and promote universal design with private and community stakeholders. A Task Force was convened to increase awareness and knowledge of benefits of inclusion and universal design. A Universal Design website and interactive tool was launched to support homebuilders and home owners who benefited from exposure to Universal Design principles. - The DPO partnered with the Office of Employment Equity for Persons with Disabilities (OEEPD), of the Human Resource Secretariat and Empower to increase disability confidence in the private and public sector through lectures by internationally renowned speaker Susan Scott-Parker. - Continued work on the partnership of the Canadian Hard of Hearing Association (CHHA) and industry stakeholders to explore options regarding installation of visual alarms/alerts for all residential and commercial construction. - The Action Plan for Inclusion supported the promotion of The Service Animal Act through tourism community partners, Hospitality NL, and Tourism Quality Assurance Access Advisor Program for tourism operators. - The Action Plan for Inclusion supported the horizontal work

Indicator	Report on Performance (3 Year)
	within government to incorporate accessibility features within select government-owned buildings: accessible washrooms installed in the viewing area at the Gander pool; automatic door openers were installed on various doors throughout the Confederation Complex; and an accessible ramp, automatic door openers and accessible washroom were commenced at the White Hills Transportation Depot. • Provided support to Recreation NL for a coordinated and focused approach in providing supports for physical activity, recreation and sport opportunities for persons with a disability. Twenty-five organizations and 300 individuals have been engaged and supported since the program began. • Created the Recreation and Sport for Persons with a Disability Funding program, increases support, removes barriers, and develops actions to support individuals who wish to participate in recreation and sport activities. • Implemented Age-Friendly Transportation Pilot Project and evaluated in draft to inform best approaches going forward. • Continued the Age-friendly Communities Program. • Clear Language: Seniors' and Literacy Lens. The Seniors and Aging Division developed and facilitated (in-person and via webinar) "Writing Clearly" workshops for the Centre for Learning and Development.
Supportive programming for individuals over the life course implemented.	CSSD works to support individuals over the life course. This includes supportive programming, such as: • Poverty Reduction budget initiatives and work considered needs throughout the life cycle. Examples of this work include the implementation of the Newfoundland and Labrador income supplement, as well as increasing low income seniors benefit.

Indicator	Report on Performance (3 Year)
	• The DPO is collaborating with the Coalition of Persons with Disabilities-NL and government departments in their ongoing work to develop an audit tool to assist with the review of existing accessibility and best practices for the Province's key parks. • The Action Plan for Inclusion includes the horizontal initiative of the Department of Health and Community Services in the completion of an evaluation of the Paid Family Caregiver Pilot Project by the Newfoundland and Labrador Centre for Health Information. This review is giving consideration to the paid family caregiving option provided as a permanent part of the service delivery continuum for home support services. • The Action Plan for Inclusion includes the horizontal initiative of the Department of Health and Community services in the establishment of an advisory committee with internal and external stakeholders, to guide the implementation of the 25 improvement opportunities in the home support review. • Increased support to SeniorsNL (formerly Seniors Resource Centre) to complete an evaluation and to support core operations, focusing on Information and Referral services. • Continued partnership with the NL Centre for Applied Health Research on the Healthy Aging Research Program. • Provided a seniors' lens in the implementation of the Community Healthy Living Fund.
Progress on horizontal strategies monitored and assessed.	The Department of CSSD is actively monitoring the progress on horizontal strategies, to ensure that the approaches taken are appropriate to meet the needs of the public. Some examples of this monitoring include: • Poverty Reduction progress report, released June 2014,

Indicator	Report on Performance (3 Year)
	which highlights the ongoing work within Government. • Updated the Newfoundland and Labrador Market Basket Measure data and releasing annually on Community Accounts, allowing for analysis of different areas of the province (400 communities) and different sub-populations (such as age groups, family types), and a gender analysis. • Ongoing evaluation of the Inclusive Education Initiative with data being analyzed upon completion of implementation. • Annual review of the Action Plan 2015-18 for the Inclusion of Persons with Disabilities undertaken for the year 2015-16. • Released the Provincial Healthy Aging Policy Framework Status Report (2015) • Implemented Adult Protection Act Evaluation Framework including a comprehensive data collection process. • Age-friendly Transportation Pilot draft evaluation completed. • Age-friendly Communities Program Evaluation completed.

By March 31, 2017, the Department was to have further supported and assessed the implementation of horizontal policies and supports for people to have access to, and participate in, our province's society and economy. Through its many activities as outlined above, the Department of CSSD is confident in stating that it has met this goal. Barriers to access are being removed through improved accessibility in buildings and in transportation, as well as through the outlined actions to reduce poverty.

Strategic Issue 2: Living well as our way of life in Newfoundland and Labrador.

It is not a secret that Newfoundland and Labrador is facing challenges to the wellness of its people, with more than 67 per cent of the population classified as overweight or obese.¹ In its 2014-17 Strategic Plan, CSSD committed to advancing an integrated

¹ <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/health82b-eng.htm>

approach to improving wellness across government and sectors, which would help to promote and support healthy behaviours.

Goal Statement: By March 31, 2017, the Department of Seniors, Wellness and Social Development will have advanced an integrated approach to wellness across government and sectors.

2016-17 Reporting

Objective 2016-17: By March 31, 2017, the Department of Seniors, Wellness and Social Development will have continued to implement and monitor selected integrated actions for wellness.

Indicators:

Indicator	Report on Performance
Updated horizontal provincial frameworks and strategies with key population outcomes developed.	The Department updated selected horizontal frameworks and strategies with key population outcomes during 2016-17: • The Province amended the Smoke-Free Environment Act, 2005 to further protect the public, specifically children and youth. This was a horizontal undertaking with multiple departments involved. • Work is underway on the development of a Healthy Active Living Action Plan, as directed by The Way Forward. Additional frameworks and strategies will then be updated. • Variance: Through The Way Forward, direction has shifted and the development of the new Healthy Active Living Action Plan will guide the updating of additional frameworks and strategies.
Priority policy and program areas identified, aligned and strengthened.	In 2016-17, CSSD identified, aligned and strengthened priority policy and program areas. Some of these actions included: • The Provincial Government amended the Smoke-Free Environment Act, 2005 and the Tobacco and Vapour

Indicator	Report on Performance
	Products Control Act to further protect the public, in particular children and youth, from the harms of flavoured tobacco products (including menthol) and hookah smoking, and the potential harms of electronic cigarettes (e-cigarettes). • Strengthened and aligned guidelines and funding criteria for Community Healthy Living Fund. This work was done in 2016-17 to align the funding priorities with priorities stated in The Way Forward.
Selected integrated actions for health promotion and healthy living implemented.	Selected integrated actions for health promotion and healthy living were implemented, including: • Invested \$200,000 in Carrot Rewards, an innovative mobile application developed by Carrot Insights Inc. in partnership with the Public Health Agency of Canada and others. Users gain points from loyalty reward programs by taking health quizzes and tracking steps. This is an example of seeking new ways through innovative partnerships and technologies to support healthy, active living. • Invested \$42,589 to support the Provincial Cancer Care Program to implement a pilot project (Integration of Smoking Cessation and Relapse Prevention in the Ambulatory Oncology Program) to support cancer patients in quitting smoking and improving treatment outcomes. • Completed a Provincial Assessment of the Utilization of Helping Women Quit Resources by Family Resource Centers and their Training and Resource Needs to address Tobacco use among pregnant and post-partum women. • Renewed the Memorandum of Agreement (MOA) between Health Canada and the provinces for the 1-800 number on tobacco packaging initiative to extend funding to support the delivery of quitline services for an additional 24 months.

Indicator	Report on Performance
	- Invested \$100,000 for NL Lung Association Provincial Smokers' Helpline to enhance in service delivery. - Invested \$60,000 in 2016-17 to support the expansion of the Eastern Health veggie and fruit campaign, which promotes fresh, frozen and canned vegetables and fruit as healthy options for families, as well as the inclusion of vegetables and fruit at every meal and snack.
Capacities to address health promotion and healthy living strengthened.	The Department has strengthened the capacities to address health promotion and healthy living, including actions such as: - Funding provided to 285 not-for-profit and community based groups through the Community Healthy Living Fund, to support healthy living initiatives, which helped to strengthen capacity in their communities. - Continued partnership with the Newfoundland and Labrador English School District to deliver Active Schools, which is a \$200,000 investment designed to increase opportunities for physical activity through activities delivered in the classroom. - Partnered with the Newfoundland and Labrador English School District (\$150,000) to support 73 schools to action initiatives identified through the Healthy School Planner Tool.
Evaluation frameworks implemented.	An Evaluation framework has been implemented through a year one assessment (2014-2015) of the Provincial Smoking Cessation Program for Individuals with Low Income, with HCS. Under this program, eligible adults under Newfoundland and Labrador Prescription Drug Program's Access, Foundation or 65Plus Plans, can access two smoking cessation medications
Policy and program effectiveness demonstrated.	The following evaluations were undertaken in 2016-17 to demonstrate policy and program effectiveness: Year One assessment, in partnership with HCS, of the

Indicator	Report on Performance
	Provincial Smoking Cessation Program for Individuals with Low Income. • Draft evaluation of Age-friendly Transportation Pilot project and evaluation of the Age Friendly Communities Program.

In 2014, it was committed that by March 31, 2017, the Department of Seniors, Wellness and Social Development will have continued to implement and monitor selected integrated actions for wellness. As outlined above, selected actions have been implemented, and monitoring is ongoing through CSSD.

Three Year Goal Reporting

Indicators:

Indicator	Report on Performance (3 Year)
New provincial wellness plan developed.	• Variance: As a result of new priorities identified in The Way Forward: A Vision For Sustainability and Growth in Newfoundland and Labrador, CSSD will develop a Healthy Active Living Action Plan, focusing on the healthy eating, smoking cessation, and physical activity and breastfeeding targets outlined in The Way Forward. This represents a shift from the original plan.
Engagement, leadership and partnerships concerning wellness undertaken.	• Undertaken engagement, leadership and partnerships relating to wellness, including having partnered with 41 community based organizations by providing annual operating funding to these groups whose work supports the mandate of CSSD.
Policies and actions to advance wellness identified and initiated.	• As a result of the new priorities identified in The Way Forward, CSSD is developing a Healthy Active Living Action Plan focusing on healthy eating, smoking cessation and

Indicator	Report on Performance (3 Year)
	physical activity, obesity and breastfeeding targets, as outlined in The Way Forward .
Improved integration of policies and actions to improve wellness.	Improved integration of policies and actions to improve wellness has been ongoing, including: • Continuing support to Eat Great and Participate to increase the number of facilities and policies supporting healthy eating. • Supporting the implementation of healthy eating policies in 10 municipalities and by 15 provincial sport organizations.
Capacities to address wellness strengthened.	Capacities to address wellness have been strengthened: • Creation of a new Division of Healthy Living, Sport and Recreation which focuses on creating policies, programs, and partnerships to improve health and physical activity outcomes. • Someone from 113 schools, including 12 from Labrador, trained in Active Schools. Participating schools are provided support, resources, equipment, and training to assist them in delivering lesson plans and curricular activities to students.
Wellness outcomes identified and monitored.	Variance: Through The Way Forward, direction has shifted and the development of the new Healthy Active Living Action Plan will establish specific wellness outcomes to be monitored, as well as determining the methods to achieve this monitoring.

Opportunities and Challenges

In the 2014-17 plan, CSSD committed to “continued to implement and monitor selected integrated actions for wellness.” While CSSD has had substantial success, the goal has not yet been completely met. **The Way Forward** outlines a path for the Department to follow in the development a Healthy Active Living Action Plan, and actions are currently ongoing to meet this commitment.

Opportunities:

The creation of CSSD from the former Departments of Child, Youth and Family Services and Seniors, Wellness and Social Development provides a tremendous opportunity to expand on synergies between these two former stand-alone departments. CSSD responds to the needs of all people – at all stages of life – by providing programs and services that focus on well-being and social inclusion. By supporting healthy living, through providing sport and recreation opportunities, and working closely with our community partners to improve the health outcomes of the people in the province, support inclusion, and reduce poverty, CSSD enhances the social development of at-risk members of society. This includes children, youth and families in receipt of CSSD services as well as many adults and seniors in need of support or protection. Other opportunities in moving forward include:

- With the anticipated release of the Canadian Poverty Reduction Strategy in early 2018 by the Government of Canada, opportunities to leverage and influence the priorities of this initiative will help reduce poverty in Newfoundland and Labrador.
- As part of **The Way Forward**, a commitment was made to review the Newfoundland and Labrador Housing Corporation (NLHC). The Department will work with the NLHC with an aim to ensure its mandate reflects current priorities and to realize efficiencies, improve services and streamline the organization with no negative impact on clients.
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- **The Way Forward** has provided many commitments that will further support poverty reduction, including: adopting a Health-in-All-Policies approach; proceeding with the Premier's Task Force on Improving Educational Outcomes; providing increased educational support to disengaged and at-risk students and youth; increasing the number of social enterprises in Newfoundland and Labrador; implementing an individualized funding model; implementing the recommendations of the All-Party Committee on Mental Health and Addictions; one window, multi-year community grants; improving the performance of child protection services; and implementing client-focused interventions to support individuals with complex needs.
- Responding to the Auditor General's findings on Government's Preparedness for Changing Demographics.

Challenges:

- The Department will continue to address the issue of program growth through strategies targeted at permanency for children. The Department works to make sure that every child in care has a timely plan in place to ensure the child's ongoing safety, health and well-being. Supporting permanency planning for children in care is a high priority for the department. Further, approximately 33 per cent of children in care in Newfoundland and Labrador are Indigenous, despite only seven per cent of the population of NL identifying as Indigenous, according to Statistics Canada's 2011 survey. Complex issues related to child protection in Indigenous communities are of prominent importance nationally as well as in NL. Issues related to Indigenous child welfare such as the importance of unique culture and language in child welfare practices, the placement of children in their communities, the sharing of information between CSSD and Indigenous communities and processes to ensure that children retain cultural and community connections are vitally important to the success of CSSD child and family services for Indigenous clients in Newfoundland and Labrador.
- Developing cost-effective social programs and policies to reverse negative socio-economic indicators with fewer resources. Developing and delivering social programs and policies that support poverty reduction and social development often

require short-term investment for long-term gain. This can be challenging given the province's fiscal situation. Conversely, this challenge does provide an impetus to innovate and seek out new ways of working together with shared goals of efficiency and better outcomes.

Financial Information

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2017.

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