

**Ombudsman Systemic Review Update**  
**MINISTRY RESPONSE/ACTION PLAN and PROGRESS STATUS UPDATE**  
**April 28, 2016**

Recommendation	Ministry Response/Action Plan	Status of Recommendation
1. The Ministry of Social Services continues in its effort to identify and track the level of disabilities in its child-in-care population and the information is shared between Child and Family Services and the Community Living Service Delivery Programs.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Ministry has developed and implemented a shared Child and Family Programs (CFP) and Community Living Service Delivery (CLSD) database that identifies and tracks child-in-care populations with disabilities, including the level of disability.</li> </ul>	Complete
2. The Child and Family Services program and Community Living Service Delivery program jointly create and provide training to case managers and supervisors of both programs about issues affecting children and youth in care with suspected or confirmed intellectual and developmental disabilities.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>CFP and CLSD will collaboratively develop training on the relevant programs, policies and procedures and jointly deliver this training to CFP and CLSD supervisors and staff.</li> </ul>	<p>Complete</p> <ul style="list-style-type: none"> <li>The policy titled <i>Transition Planning for Youth in Care of the Minister to Community Living Service Delivery</i> was implemented in April 2015. Joint policy orientation training sessions were delivered in the fall of 2015. The training strategy for ongoing provision for new staff under development.</li> </ul>
3. The Ministry of Social Services develop and implement one uniform tracking system, shared and jointly managed between the Child and Family Services program and the Community Living Service Delivery program, that tracks all identified children and youth who may require the services of the Community Living Service Delivery program as adults.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Ministry has developed and implemented a shared CFS and CLSD database that identifies and tracks all children and youth who may require the services of CLSD as adults.</li> </ul>	Complete
4. The Ministry of Social Services consider the development of integrated services between the Child and Family Services program and the Community Living Service Delivery program to support children and youth with intellectual and developmental disabilities in care. Such an approach would see the Community Living Service Delivery program in the regions act as consultants to staff of the Child and Family Services program in the identification, assessment, and ongoing case management of children and youth in care with suspected intellectual and developmental disabilities regardless of whether eligibility for the Community Living Service Delivery program has been	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>In January 1999 a policy document for transition planning for children in care of the Minister was implemented. The purpose of this policy was to provide a framework of standards that promote an integrated delivery of service for children in care of the Minister who are moving from youth to adult services. This policy has been updated in 2014 to include more intentional transition planning policies reflecting current best practice for youth with intellectual disabilities.</li> </ul>	Complete

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determined.	<ul style="list-style-type: none"> <li>• The shared <i>Transition</i> Policy and training will assist frontline staff in earlier identification of service need, and will provide a collaborative framework for joint planning.</li> <li>• It is recognized that effective and integrated service provision ensures that children and youth receive the best possible services and least amount of disruption.</li> <li>• One joint initiative being undertaken by both programs is the dedication of behavioural supports to children and youth in care with intellectual disabilities whose needs are significant and complex. The delivery of this service will be managed by CFP with clinical oversight provided by CLSD.</li> </ul>	<ul style="list-style-type: none"> <li>• CFP/CLSD Behavioural Support Initiative continues to provide supports to children with complex behavioral support needs.</li> </ul>
<p>5. The Ministry of Social Services consider the development of supports and services to young people between the ages of 18 and 25 who have aged out of care, but who require support and services to live independently in the community.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• The Ministry of Social Services is currently undertaking a review of <i>The Child and Family Services Act</i>. Supporting youth transitions for youth in care to the age of 24 is being examined as part of this review.</li> </ul>	In Progress
<p>6. The Ministry of Social Services develop shared policies and procedures for transition planning for youth and young adults with intellectual and developmental disabilities leaving or aging out of the Child and Family Services program and crossing over to the Community Living Service Delivery and Saskatchewan Assured Income for Disability programs. Shared policies and procedures should support and reflect the best practices as outlined in this report.</p> <p>The shared policies and procedures should link the young person, their family and caregivers, the CFS, CLSD and SAID programs, and other interested stakeholders in one planning process that at a minimum:</p>	<p><b>ACCEPTED:</b></p> <p>The shared Transition Policy:</p> <ul style="list-style-type: none"> <li>• outlines the requirement for identification of need beginning at age 13, and describes a process for ensuring applications for services to CLSD are made by the time a youth turns 15;</li> <li>• views the youth or young adult as central to the development of any plan that affects them (person-centered);</li> <li>• allows for sharing of relevant information between the two programs;</li> <li>• includes a process for earlier identification of future</li> </ul>	Complete

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<ul style="list-style-type: none"> <li>• Requires transition planning begin when the young person is age 14.</li> <li>• Is respectful of the imposed age thresholds of <i>The Child and Family Services Act</i>, but allows planning to accommodate the provision of after care services to individuals up to the age of 25.</li> <li>• Recognizes and accommodates the need for comprehensive and collaborative planning between the young person, their family and caregivers, Ministry staff in the CFS and CLSD programs, and all other involved stakeholders. This includes the development of transition teams and the appointment of system navigators.</li> <li>• Supports person-centred planning that is individually driven, strengths-based and addresses all aspects of the individual's life.</li> <li>• Supports open communication and accommodates information sharing among the members of the transition team.</li> <li>• Allows for the development and commissioning of any needed adult services.</li> <li>• Ensures the transition plan is regularly reviewed, its progress is monitored, and it is adjusted when needed to meet the ongoing needs of the individual young person.</li> </ul>	<ul style="list-style-type: none"> <li>• supports required (forecasting); and</li> <li>• defines joint case planning standards including a process for transitioning files from CFP to CLSD.</li> </ul>	

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<p>7. Within any new policies directing the transitioning of youth in care with intellectual and developmental disabilities, the Ministry of Social Services ensure the definitions describing intellectual disability and youth are adequately inclusive to promote transition planning regardless of the young person's ability to meet the eligibility requirements for the Community Living Service Delivery program or other adult services.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>Over the past few years CFP has implemented processes, such as Structured Decision Making, which includes assessment tools such as the Child Strength and Needs Assessment (CSNA). The CSNA helps better identify a youth's developmental needs and supports required to address them. Other new initiatives include the currently piloted Wraparound Project that will inform better practice in meeting the needs of youth, particularly those with higher needs.</li> <li>The Disability Strategy may provide further direction for a Ministry response.</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>The Wraparound Pilot will conclude March 6, 2016. The pilot highlighted important information regarding good outcomes for children and youth while they are in residential treatment; as well as identifying the services and supports required at the time of transition. Child and Family Programs will continue to focus on applying those learnings to the work of the ministry and to our work with our residential services provider agencies.</li> <li>The Disability Strategy includes a sub-recommendation to "establish clear roles and responsibilities to support smooth and timely transitions across Government and between third-parties as people move in and out of disability programs and services." As the Strategy is implemented, this recommendation will help guide actions that will lead to improvements in transitions for people with disabilities. The recent response to the Strategy includes an initial action focusing on improving service coordination and navigation of services for people experiencing disability that will also help to improve transition services.</li> </ul>
<p>8. As part of the new transition policies, the Ministry of Social Services develops one province-wide process that directs:</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Transition Policy is province-wide and will be included in the Children's Services Manual and CLSD</li> </ul>	<p>Complete</p> <ul style="list-style-type: none"> <li>The policy titled <i>Transition Planning for Youth in Care of the Minister to Community Living Service Delivery</i></li> </ul>

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<ul style="list-style-type: none"> <li>When a young person is referred by the Child and Family Services program to the Community Living Service Delivery program.</li> <li>The method of notification.</li> <li>The assessment information needed by the Community living Service Delivery program.</li> <li>The established timelines within which the Community Living Service Delivery program must inform the Child and Family Services program whether the young person is eligible and the method of communication. The Ministry of Social Services ensures this process is widely known and understood by staff of the Child and Family Services program and the Community Living Service Delivery program.</li> </ul>	<p>Worker Manual as part of established CFP and CLSD policies and procedures.</p> <ul style="list-style-type: none"> <li>Application procedures include identification of information required, how results are communicated (including timeline).</li> <li>The established CLSD eligibility criteria is included as an appendix of the Transition Policy.</li> </ul>	was implemented in the April 2015.
9. Within any new policies directing the transitioning of youth in care with intellectual and developmental disabilities, the Ministry of Social Services develops common planning tools to be used in the planning process.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Transition Policy includes common planning processes as well as tools to be used. Training on implementing the policy will include joint planning processes as well as person-centered planning.</li> </ul>	Complete
10. The Ministry of Social Services review the use of the Daily Living Support Assessment in the transition process (in particular the practice of the Community Living Service Delivery program to re-administer the tool post-transition) in order to ensure the tool is being used solely for its intended purpose. The Ministry then develop practice guidelines that outline when, under what circumstances, and who should administer the Daily Living Support Assessment both pre- and post-transition.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Ministry will develop joint training on the DLSA to ensure consistency between the programs.</li> <li>The new Transition Policy will more clearly define the caseworker's role and responsibility in administering the DLSA and the circumstances, requirements and process for completion.</li> </ul>	<p>Complete</p> <ul style="list-style-type: none"> <li>The transition policy outlines roles and responsibilities including timelines related to the administration of the DLSA during transitions. Joint DLSA training is provided periodically as needed. Ongoing analysis of the training sessions will inform improvements for the curriculum content.</li> </ul>
11. The Ministry of Social Services develop information sharing protocols that support the need for and sharing of relevant	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>Current legislation allows for the sharing of</li> </ul>	Complete

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information pertaining to the young person and the process itself among the transition team members.	<p>information regarding long-term and permanent wards by CFP.</p> <ul style="list-style-type: none"> <li>Jointly delivered policy training will address sharing of relevant information in support of transition planning.</li> </ul>	
12. Once developed, the Ministry of Social Services ensure that the new transition policies, procedures and planning processes are made widely known to and understood by the staff of the Child and Family Services program and the Community Living Service Delivery program. If required, the Ministry of Social Services should provide joint training about the new transition policies, procedures, and processes to staff of the Child and Family Services program and the Community Living Service Delivery program.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>CFP and CLSD will collaboratively develop training on the relevant programs, policies and procedures and jointly deliver this training to CFP and CLSD supervisors and staff.</li> </ul>	<p>Complete</p> <ul style="list-style-type: none"> <li>The policy titled <i>Transition Planning for Youth in Care of the Minister to Community Living Service Delivery</i> was implemented April 2015. Joint policy orientation training sessions were delivered fall 2015. A training strategy for ongoing provision for new staff is under development.</li> </ul>
13. Once developed, the Ministry of Social Services place on its website (on both the Child and Family Services and the Community Living Service Delivery program pages) the new transition policies and procedures.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The updated version of the Transition Policy will be added to the Children's Services Manual (CFP), which is available online.</li> <li>The Ministry intends to publish the Transition Policy on its website. Ministry staff will be instructed to notify clients of the policy and how to access.</li> </ul>	<p>Complete</p> <ul style="list-style-type: none"> <li>The transition policy was added to the Children's Services Manual (CFP) which is accessible from the Government of Saskatchewan's web-site and has been added as a standalone policy on the Ministry web-site.</li> <li>CFP sent out a communication to CFP stakeholders in September 2015 announcing the revised policy.</li> <li>In fall 2015 CLSD provided an overview of the policy to the Partnership Committee and at the CLSD CBO Forum.</li> </ul>
14. The Ministry of Social Services review the current eligibility criteria of the Community Living Service Delivery program, specifically the use of a prescribed IQ score, to ensure their continued relevancy. If there is an issue with the relevancy of the eligibility criteria, then the Ministry of Social Services must change the criteria to meet current best practices.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>A review and update of CLSD eligibility criteria is currently underway. The results of the review will be communicated to relevant stakeholders.</li> <li>The Disability Strategy may provide additional direction for a review of CLSD eligibility criteria.</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>The Disability Strategy identifies shifting away from the medical model (diagnosis) of disability to an understanding of disability based on its impact on the</li> </ul>

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		individual. The Strategy includes a sub-recommendation to "Transition from medical- to impact-of-disability-based eligibility criteria for disability programs and services."
<p>15. The Ministry of Social Services ensure that the eligibility criteria are clearly communicated and known to all staff of the Child and Family Services program and the Community Living Service Delivery program, all related service providers, and the general public.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• CLSD eligibility criteria are included as an appendix to the Transition Policy.</li> <li>• Joint training for CFP and CLSD will include an overview of the eligibility criteria and the information necessary to meet the eligibility requirements.</li> <li>•</li> </ul>	Complete
<p>16. The Ministry of Social Services set a process into place to monitor the use of section 56 agreements on an ongoing basis in order to ensure the necessity of the agreements and to ensure that the agreements are used in accordance with the governing legislation.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• The Quality Assurance Unit of Child (QAU) and Family Programs will monitor the use of Section 56 agreements as part of the yearly file review audit, to assess for the necessity of the agreements and their use in accordance with the governing legislation.</li> </ul>	<p>Complete- ongoing</p> <ul style="list-style-type: none"> <li>• In 2015, the QAU began monitoring Section 56 files through random samples of all child care files. The QAU will continue to monitor Section 56 files in the annual Program File Reviews for the three Ministry Service Areas and the 17 First Nation Child and Family Services Agencies.</li> </ul>
<p>17. The Ministry of Social Services articulate within the policies of the Child and Family Services program and the Community Living Service Delivery program, the purpose and intent of section 56 agreements as a tool used to support transition planning for young adults with intellectual and developmental disabilities transitioning between the programs. Such policies should outline a collaborative decision making process between the young adult entering into the agreement and their family or caregivers, the Child and Family Services program staff, the Community Living Service Delivery program staff, and other involved stakeholders. Each section 56 agreement should allow for the joint case management of the agreement by the Child and Family Services program and the Community Living Service Delivery program and</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• CFP acknowledges historical discrepancies in policies of specific service areas regarding when a long-term or permanent ward could be eligible for adult services through CLSD.</li> <li>• The updated Transition Policy attempts to clarify that a youth or young adult may be eligible for adult services anytime between ages 18-21 based on factors such as availability of resources.</li> <li>• The Transition Policy includes considerations for using an Extension of Supports Agreement (Section 56) as part of the transition process for long-term or</li> </ul>	Complete

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<p>be accompanied by a detailed plan outlining goals and objectives, service providers roles and responsibilities, resources and funding, and accompanying timelines and review processes.</p>	<p>permanent wards. This may provide additional time for planning to occur; to ensure the most appropriate resources are available; and ensure the transition process occurs respectfully and mitigates risk of stress for the youth or young adult.</p> <ul style="list-style-type: none"> <li>• Training on implementation of the Transition Policy will include information about the purpose and intent of Section 56 agreements.</li> </ul>	
<p>18. In situations where the Ministry of Social Services is contemplating extending services under section 56 of <i>The Child and Family Services Act</i> to a young person who does not possess the legal capacity to enter into an Agreement, and where there is no family member or significant other who is prepared to act as a substitute decision maker or personal guardian, the Ministry should consult with the Public Guardian and Trustee. The purpose of the consultation is to address the absence of a substitute decision maker or personal guardian who can make decisions and act in the best interests of the young person.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• Section 56(4) of <i>The Child and Family Services Act</i> dispenses with the need for an agreement where the young person lacks capacity. Social Services may then simply pay expenses and provide services to the young person without an agreement.</li> <li>• The process of joint planning as well as “person-centred planning” includes the youth as well as individuals who have the best interests of the youth in mind. Through this process, the planning team makes decisions considered to be in the best interests of the youth. The Transition Policy will guide how decisions under a Section 56 are considered. Planning team members could include caregivers, family, Elders, First Nations Child and Family Services (FNCFS) agency members, personnel from other ministries who are involved, other professionals and advocates, including Saskatchewan Association for Community Living or the Advocate for Children and Youth.</li> <li>• The Public Guardian and Trustee would consider acting as personal guardian only in very limited circumstances, including an urgent need that cannot be addressed in any other way.</li> </ul>	Complete

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<p>19. The Ministry of Social Services consider including provisions within The Child and Family Services Act that will:</p> <ul style="list-style-type: none"> <li>• Require the development and implementation of transition plans for all youth aging out of care. Such provisions should outline when transition planning should begin, outline the responsibilities of staff of the Ministry of Social Services during the planning process, and allow for the involvement of the young person, their family, caregivers, and appropriate service providers in the development and implementation of the plan.</li> <li>• Speak to the need to share information between the Child and Family Services program, the young person, their support networks and service providers involved in transition planning, and provide Child and Family Services workers the authority needed to allow for the sharing of relevant information.</li> <li>• Allow the Ministry of Social Services to develop after-care services for those youth ages 18 to 25 years who require support once they age out of care.</li> <li>• Where appropriate, allow the Ministry of Social Services to provide financial supports or financial supplements for youth involved in after-care services.</li> </ul>	<p><b>ACCEPTED:</b>  The updated Transition Policy outlines standards related to:</p> <ul style="list-style-type: none"> <li>• Early identification of children who may require adult services;</li> <li>• Joint case planning standards between CFP and CLSD;</li> <li>• Sharing of necessary information to aid in the development of a person-centred transition plan; and</li> <li>• Identification and arrangement of required resources upon transition</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>• Further to recommendation #5 the Ministry is currently undertaking a review of <i>The Child and Family Services Act</i>. Raising the age for the extension of support services for all youth in care from 21 to 24 is being examined as part of this review.</li> <li>• The policies related to Youth Transitions are located in the Children's Services Manual (Sections 3.8 and 11.15) and these provide the framework for case planning development with the youth, family and their supports as they transition to adulthood.</li> </ul>
<p>20. The Ministry of Social Services review the funding available in the Child and Family Services program to youth with intellectual and developmental disabilities who may be eligible for services under the Community Living Service Delivery program and the funding available in the Community Living Service Delivery program and the Saskatchewan Assured Income for Disability program once the young person transitions. The review should include a range of funding scenarios that:</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• The Ministry will be undertaking a review of the funding levels for the full array of residential services available to support CLSD and CFP clients.</li> </ul>	<p>In Progress</p>

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<ul style="list-style-type: none"> <li>○ Consider all direct and indirect care costs associated with the range of familial, residential, and independent living arrangements in both the Child and Family Services and Community Living Service Delivery programs.</li> <li>○ Consider the range of possible support needs a young person may present as assessed by the Daily Living Support Assessment prior to and after transition.</li> <li>○ Consider any funding associated with available supplementary supports provided by other provincial or federal government programs (such as Health and Education) or community based organizations.</li> <li>○ Consider and include complex and exceptional case funding scenarios.</li> </ul>		
<p>21. In consultation with the APSH Inc. (the provincial association representing Approved Private Service Home operators throughout the province), the Ministry of Social Services review the levels of remuneration and support provided to Approved Private Service Home operators in relation to respite, mileage, meals and special diets. The Ministry of Social Services should work towards parity between what is provided to Approved Private Service Home operators and foster parents. The outcome of the review should not be to freeze or reduce what is now available to foster parents in order to allow the Approved Private Service Home operators to catch up, but to focus on bringing parity between the two groups.</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• The Ministry will be undertaking a review of the funding levels for the full array of residential services available to support CLSD and CFP clients.</li> </ul>	In Progress
<p>22. The Ministry of Social Services review its funding models related to funding provided to young people with intellectual and developmental disabilities in the Child and Family Services program, the Community Living Service Delivery program, and the Saskatchewan Assured Income for Disability program. The review should support a continuity of funding for the young person as they transition between the Child and Family</p>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>• The Ministry will be undertaking a review of the funding levels for the full array of residential services available to support CLSD and CFP clients.</li> <li>• The Transition Policy requires planning begin once youth are identified to ensure resources have been identified and are in place upon transition.</li> </ul>	In Progress

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Services program and the Community living Service Delivery program, as well as an integration of services for the young person.		
23. The Ministry of Social Services introduce a review process for all reviewable decisions made by staff of the Ministry of Social Services involved in transition planning and the transition of young people with intellectual and developmental disabilities between the Child and Family Services program and the Community Living Service Delivery program.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The updated Transition Policy includes a process which allows eligibility decisions made by CLSD to be reviewed.</li> </ul>	Complete
24. The Ministry of Social Services introduce a dispute resolution process for any disputes arising during planning a transition for a young person with intellectual and developmental disabilities between the Child and Family Services program and the Community Living Service Delivery program.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>Dispute resolution processes are being considered as part of the CFP's legislative review.</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>Options to resolve a dispute through various mechanisms are being considered as part of the review of the <i>CFSA</i>.</li> <li>With respect to the transition policy, an official process for reviewing decisions, including steps to request a review and use of a review panel, was incorporated.</li> </ul>
25. In developing its best practice approach, the Ministry of Social Services should consult with Aboriginal communities, stakeholders and partners.	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Ministry of Social Services has contractual obligations with 17 First Nations Child and Family Service (FNCFS) agencies, including an obligation to engage and notify the First Nations of any proposed changes to policy, program and/or legislation.</li> <li>The Ministry of Social Services has committed to working differently with First Nations and Métis to improve the child welfare system. This was confirmed with the signing of Letter of Understandings with the Federation of Saskatchewan Indian Nations and Métis Nations-Saskatchewan in August 2011.</li> <li>The Ministry provides funding to the Saskatchewan First Nation Family and Community Institute to build capacity and improve case management practices at</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>This Ministry funding provides the institute with two SDM consultant positions. These consultants provide onsite SDM training as well as ensuring through case readings application accuracy of the tool. The SDM</li> </ul>

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	<p>FNCFS agencies.</p> <ul style="list-style-type: none"> <li>In October 2009, the Ministry underwent a re-organization which created an improved alignment of resources to support FNCFS agencies. The First Nations and Métis Services Unit was strengthened to five staff who are dedicated to work with the agencies to more effectively monitor the delegation agreements. The unit also supports the agencies in their delivery of child welfare services on-reserve by providing on-site training, including the review and application of policies and procedures.</li> </ul>	<p>consultants also have a FN supervisors working group to support each other with the tool.</p> <ul style="list-style-type: none"> <li>The first Nations and Metis Services unit also negotiates the delegation agreements with the agencies/chief and council on behalf of the Minister; staff are responsible to influence change in government processes to reflect the needs of FN children and families both on and off reserve including: meetings with policy, finance, Indian Affairs, education and other Ministry officials; they are responsible for monitoring the family finders and case management contracts; and they take a lead role in Emergency Social Services.</li> <li>The Program and Service Design Division of CFP has started quarterly meetings with the FNCFS Agencies where consultation regarding Quality Assurance, Policy and training initiatives with the FNCFS Executive Directors or designates occur.</li> </ul>
<p>26. The Ministry of Social Services consider establishing an internal Fair Practices Office. This office would act as an organizational ombudsman operating in an arm's length capacity from the Ministry's administrative structure, but responding directly to the Deputy Minister. The function and scope of a Fair Practices Office could either be program specific, such as having an office only for income assistance programs, or be Ministry-wide. No matter the function or scope, the primary purpose of a Fair Practices Office, at minimum, should be to allow the office to:</p> <ul style="list-style-type: none"> <li>Promote fairness and foster stated organizational values of the Ministry.</li> <li>Receive, investigate and resolve complaints about the policies and</li> </ul>	<p><b>ACCEPTED:</b></p> <ul style="list-style-type: none"> <li>The Ministry will explore the concept of an internal Fair Practices Office including potential alternate options and solutions.</li> </ul>	<p>In Progress</p> <ul style="list-style-type: none"> <li>The Ministry's Strategic Management Branch is completing research/analysis on the concept of an internal Fair Practice Office</li> </ul>

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<p>practices of the Ministry that have not been resolved through existing internal dispute resolution mechanisms.</p> <ul style="list-style-type: none"><li>• Identify complaint trends and systemic issues and make recommendations for improvement.</li><li>• Work with and act as a liaison between the Ministry and community based organizations and advocacy groups to improve Ministry services.</li></ul>		