

**A SPECIAL CASE REVIEW IN REGARD TO
THE DEATH OF PHOENIX SINCLAIR**

by
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RECOMMENDATIONS

A. SPECIFIC RECOMMENDATIONS IN REGARD TO WCFS

STAFFING LEVELS

- RW1** That Winnipeg Child and Family Services will work towards ensuring that staffing levels for social workers and supervisors meet CWLA standards.
- RW2** That Winnipeg Child and Family Services be provided with the financial resources to expand the "Float Social Worker Program" as outlined in the 2005 and 2006 Draft Documents at Winnipeg Child and Family
- RW3** That the concerns expressed by Winnipeg CFS regarding the implications for increased caseloads within their agency be addressed prior to the full institution of the Joint intake and Response Unit (JIRU) as an independent body.

THE PROTECTION ROLE

- RW4** That Winnipeg Child and Family Services will ensure that it will reinforce a more structured approach to family work with an enhanced emphasis on assessment, diagnosis, and goal planning in order to decrease the present role of intervention at a crisis management level.
- RW5** Winnipeg Child and Family Services will consider eliminating the present practice of one worker having both the family file and the child file from those families when the children come into care.
- RW6** Staff should be reinforced that it is important to provide social work counseling and intervention at the case management level with children and with families

CHILD WELFARE/STRENGTH BASED ASSESSMENT AND RISK ASSESSMENT

- RW7** That Winnipeg Child and Family Services will ensure that there are full strength based assessments and risk assessments on all families where a child is found to be in need of protective services.

RECORD KEEPING (INCLUDING ALL RECORDING FORMS, CASE NOTES AND CASE CONFERENCE FORMS)

RW8 That Winnipeg Child and Family Services will reinforce with their social workers and supervisors that it is important to maintain detailed recording.

RW9 That Winnipeg Child and Family Services will improve its case note system on protection files.

INTERNAL POLICIES AND PROCEDURES MANUALS

RW10 That Winnipeg Child and Family Services will combine all internal procedures into one policy manual once the new Authority Standards are finalized.

AGENCY TRAINING

RW11 That Winnipeg Child and Family Services will ensure that Intra Agency training has been provided to all front line and supervisory staff.

CHILD PLANNING CONFERENCES

RW12 That Winnipeg Child and Family Services will ensure that case reviews (conferences) are completed as per the Standards on all children in care and recorded in both the family and the child's files.

FOSTER CARE

RW13 That Winnipeg Child and Family Services will ensure that there are Procedures outlining safe guards for children in out-of-care-alternative-care Arrangements.

RW14 That Winnipeg Child and Family Services will ensure that all open foster home files have completed detailed home studies.

COMPUTERIZED INFORMATION SYSTEM

RW15 That funds be made available to Winnipeg Child and Family Services to ensure that the computerized information system provides timely and coordinated information on children at risk and their families

GOVERNANCE AND ACCOUNTABILITY

RW16 That an Advisory Council be established to provide guidance and Accountability and Resolution of Internal Issues for the Winnipeg Child and Family Services. This should be instituted within six months of this report.

BROADER SYSTEM RECOMMENDATIONS FOR MANITOBA

- RS1** That the Provincial Government work collaboratively with the Authorities to determine sufficient funding to adequately resource the child protection system in Manitoba to address workload, training, and necessary case-support services for front line workers and supervisors.

PROVINCIAL CASELOAD LIMITS

- RS2** That the Child Protection Branch work with the Authorities towards meeting the CWLA standards of workload, for the various classifications of social workers and their supervisors
- RS3** That the Child Protection Branch work with the Authorities to maintain these standards once they have been reached

PRESENT PROVINCIAL STANDARDS AND PROCEDURES

- RS4** That the Child Protection Branch will work in partnership with the Authorities to develop a set of Provincial Standards which will apply to all mandated child welfare agencies
- RS5** That the Child Protection Branch, in partnership with the various Authorities ensure that all Child Welfare Agencies follow these Provincially approved Standards unless specific written permission to modify or be exempt is granted in writing to them through the designated Authority by the Child Protection Branch
- RS6** That in the development of the provincial Standards, the Child Protection Branch and the Authorities will consider Best Practice in Child Welfare: Definition, Application and the Context of Child Welfare in Manitoba, by A. Wright as a guiding resource when finalizing best practice standards in Manitoba within the various Authorities.

ENHANCING EDUCATIONAL OPPORTUNITIES FOR CHILD WELFARE STAFF

- RS7** That all workers acting in all front line positions in Manitoba's child welfare agencies be provided with essential core training in abuse, CFSA, assessments, risk assessment, counseling, breaking through resistance, and relationship building with difficult clients.
- RS8** That this training be delivered in a manner which is appropriate to the learning needs of new, and experienced workers and supervisors.
- RS8** That this training be offered in a "refresher" format to experienced workers and supervisors as required.

PROTOCOLS BETWEEN CHILD WELFARE AGENCIES AND COMMUNITY AGENCIES

- RS9** That the Department of Health and the Child Protection Branch will ensure that local protocols between Child Welfare Authorities and all Manitoba health professionals allow for the health professionals to share information when there is a request during a child protection investigation.
- RS10** That the Income Support Program ensure that there are protocols between themselves and the Child Welfare Authorities to allow for sharing of information when there is such a request during a child protection investigation.

CONFLICT OF INTEREST POLICY AND PROCEDURES

- RS11** That the Child Protection Branch encourage each Authority to institute a comprehensive conflict of interest policy for staff dealing with high risk situations involving relatives

KINSHIP CARE/COMMUNITY PLACEMENTS OF CHILDREN AT RISK

- RS12** That the Child Protection Branch will ensure that provincial standards and procedures are in place to guide workers in determining whether kinship homes are to be used for children, who would otherwise be in need of protection.
- RS13** That the Child Protection Branch will release a position paper that clearly delineates when a placement is “a place of safety” and when a child in care is sent on an “extended family visit” in terms of whether a child is still considered to be in care and under what limitations.

THE ROLE OF THE OFFICE OF THE CHILDREN’S ADVOCATE

- RCA1** That as an independent body, the Office of the Children’s Advocate be provided a role in the auditing of children’s case files (compliance).
- RCA2** That the Child Protection Branch consider the Office of the Children’s Advocate to have a partnering role in the provisions of Child Welfare Accreditation once it is established in Manitoba.
- RCA3** That the Child Protection Branch provide a detailed report to the Office of the Children’s Advocate indicating the status of the recommendations listed in this report. This should be submitted within nine months after the completion of this case review.