

## **CASE PRACTICE AUDIT REPORT**

### **Ktunaxa/Kinbasket Child & Family Services Society Child Service & Kinship Care (Resources) (IAB, IAC, IAD)**

Fieldwork completed August 12 – 30, 2013

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Report completed by Darlene Thoen

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## **CASE PRACTICE AUDIT REPORT**

### **KTUNAXA KINBASKET CHILD & FAMILY SERVICES (IAB, IAC & IAD)**

#### **1. PURPOSE**

The purpose of the audit is to improve and support child service, guardianship and family service. Through a review of a sample of cases, the audit is expected to provide a baseline measure of the current level of practice, confirm good practice, and identify areas where practice requires strengthening. This is the third audit for Ktunaxa Kinbasket Child & Family Services Society (KKCFSS). The last audit of the agency was conducted in June 2010.

The specific purposes of the audit are:

- to confirm good practice and further the development of practice;
- to assess and evaluate practice in relation to existing legislation and the Aboriginal Operational and Practice Standards and Indicators (AOPSI);
- to determine the current level of practice across a sample of cases;
- to identify barriers to providing an adequate level of service;
- to assist in identifying training needs;
- to provide information for use in updating and/or amending practice standards or policy.

The Office of the Provincial Director of Child Welfare, Quality Assurance is conducting the audit using the Aboriginal Case Practice Audit Tool. Audits of delegated agencies providing child protection, guardianship, family services and resources for children in care are conducted according to a three-year cycle.

#### **2. METHODOLOGY**

This was a practice audit of the agency. There was one quality assurance analyst from MCFD Office of the Provincial Director of Child Welfare, Quality Assurance who conducted the practice audit. This audit concentrated on the Kinship Care (resource) and Child Service files registered to the agency. An audit of the agency's Child Safety work is scheduled to be completed in October 2013.

The quality assurance analyst conducted field work from August 12 - 16, 2013. Additional time was required to complete the audit of the child service cases and the files were audited remotely from August 19 - 30, 2013. The computerized Aboriginal Case Practice Audit Tool (ACPAT) was used to collect the data and generate office summary compliance reports and a compliance report for each file audited

A representative sample of child welfare records (files) within the agency was prepared for the audit using the simple random sampling technique.

Representative random samples were drawn and then audited from two populations: (1) Resource Files and (2) Child Service Files.

Given that not every single child welfare record within each SDA and DAA is audited, the results obtained from an audit will depend on the particular set of child welfare records that happened to be selected for auditing and the results from the audit would change had a different set of child welfare records (files) been randomly selected for auditing.

At the time of the audit, there were a total of 29 open resource records and 59 open and closed child service records. A sample size of 15 resource records and 26 child service records were audited.

For this audit the number of child welfare records to be audited ensure (at the 90% confidence level) that the results from an audit are within plus or minus 15% percentage points (the margin of sampling error) from the results that would be obtained if the ministry audited every child welfare record within the agency.

More specifically, the 90% confidence level and 15% margin of sampling error means that if the ministry conducted 100 audits in the same SDA or DAA using the same sampling procedure it currently uses then in 90 of the 100 audits the results obtained from the audit would be within plus or minus 15% percentage points from the results that would be obtained if the ministry audited every child welfare records within an SDA or DAA.

However it is important to note that some of the critical measures that are audited are only applicable to a subset (or reduced number) of the records that have been selected and so the results obtained for these critical measures may differ by more than plus or minus 15% percentage points from the results that would be obtained if the ministry audited every child welfare records within the agency.

The scope of the practice audit was three years for child service and resource files.

Upon arrival at the Cranbrook office, the quality assurance analyst met with the Executive Director to review the audit purpose and process.

At the completion of the audit, the analyst met with the Executive Director, to discuss the preliminary findings of the audit. The majority of the interviews with the delegated social workers and Coordinators occurred by phone after the fieldwork was completed.

### **3. AGENCY OVERVIEW**

#### **a) Delegation**

Ktunaxa Kinbasket Child and Family Services is currently delegated at C6 Child Protection. This level of delegation enables the Agency to provide the following services:

- Child Protection;
- Temporary custody of children;
- Guardianship of children in continuing custody;
- Support services to families;
- Voluntary care agreements;
- Special needs agreements; and
- Establishing Residential Resources.

In 2009, a Delegation Confirmation Agreement was signed enabling the Agency to provide services to the communities of Akisqnuq First Nation, Lower Kootenay Band, St. Mary's Band, Shuswap band, Tobacco Plains Band and the Kootenay Region Métis Governance Council. The current Delegation Confirmation agreement expires April 2014.

#### **b) Demographics**

Ktunaxa Kinbasket Child and Family Services has been providing C6 Child Protection services since June 2004. The agency has three offices located in Cranbrook, Invermere and Creston which serve the five communities of the Ktunaxa Nation – Lower Kootenay, Shuswap, St. Mary's, Akisqnuq and Tobacco Plains – and the Métis and Urban Aboriginal people in the Ktunaxa Territory. The Cranbrook office is the main office of the agency and it is located on St. Mary's Band land. The communities and the corresponding catchment areas are in close proximity to their respective office and minimum travel time is required to visit these areas.

There are approximately 1129 registered on reserve band members for four of the five communities (the population for Tobacco Plains was unavailable) ([www.aandc.ca](http://www.aandc.ca)). The population numbers for the Urban Aboriginal and Métis families was not available.

In addition to the range of services provided through their C6 Child Protection delegation, Ktunaxa/Kinbasket Child and Family Services also provides the following services:

- Infant & Early Childhood services;
- Early Years;
- Reconnection services;
- Family Support services;
- Strengthening Families Program;
- FASD Support services;
- Health Services;
- Cultural Connections services;
- Justice Advocacy services; and
- Sacred Family Circle services.

### **c) Professional Staff Complement**

The delegated staff of the agency consists of an Executive Director, a Manager of Prevention Services, four Coordinators and twelve social workers. The agency's service delivery model is based on six multi-disciplinary teams, four of which are responsible for the delivery of the delegated services. Three of the teams are responsible for intake, family service and child service while the fourth team is responsible for the Kinship Care program. The fifth team is responsible for the provision of non-delegated Prevention Services and the sixth team is responsible for the management and support of Ktuanxa House, a staffed group home. Placed amongst three of the four teams providing delegated services are family support workers, Sacred Family Circle workers, a Justice worker and a reconnection worker. The benefit of this approach is that the social workers work closely with the other members of their team in providing services to their families. The social workers reported they know who they are referring the family to for support or other services and the referral process is more efficient and collaborative. Each team also has dedicated administrative support.

Delegated services teams are based in Cranbrook, Invermere and Creston. In 2012, all of the Prevention Services and Ktunaxa staff moved from the St. Mary's office location to an office in downtown Cranbrook.

All of delegated staff have completed their Aboriginal Social Work delegation training and locally professional development opportunities are supported as employees of the agency. All agency staff are required to complete annual Signs of Safety training. Further, staff have access to the MCFD mandatory trainings offered throughout the region.

#### **d) Supervision and Consultation**

The Coordinators meet with their team members on a weekly or bi-weekly basis for case consultation, Signs of Safety Mapping and Appreciative Inquiry as needed. Individual case supervision is scheduled every two to three weeks to review specific cases. As well, all of the Coordinators have an open door policy and staff interviewed stated that they have open access to supervision as and when needed from their team Coordinator. The Coordinators are also available to assist with the supervision needs for the other teams if needed.

The agency is in the process of reviewing its supervision model as it further develops its Signs of safety practice and incorporates the agency developed Case Management Model into all aspects of their service delivery.

#### **4. STRENGTHS OF THE AGENCY**

Staff interviewed reported that the agency's continued use of Signs of Safety as their practice framework has benefitted both staff and clients as it provides a truly client-centered approach as well as staff use it to address personnel/team issues.

The Executive Director was identified by staff interviewed as a source of strength, is seen as calm and collected and a person who stands up for aboriginal rights. Amongst his many duties, the Executive Director is leading the agency's current Exception to SDM project in their Child Safety practice as well as the restructuring of the teams and supervision model in order to improve their

service delivery to the Ktunaxa Nation, Métis and Urban Aboriginal community members. The auditor observed evidence in the case practice to support this. As an update to the last audit, the ED was the Social Programs Manager and was very involved in the case practice. Now as the ED, he is less involved in the day to day case practice and has passed many of the practice duties for the Coordinators to manage.

## **5. CHALLENGES FACING THE AGENCY**

The main challenge identified by staff interviewed is a lack of clarity and consistency in the delivery of the training on the agency's new Case Management model. Staff reported that although they understand that they are expected to use the KKCFSS Case Management model, they have not dedicated a great deal of time learning the model or implementing it in their practice. The agency management is aware that the training of the new Case Management model needs to be strengthened.

## **6. DISCUSSION OF THE PROGRAMS AUDITED**

The audit reflects the work done by the staff in the agency's Child Service and Kinship Care delegated programs over the past three years.

### **a) Resource files**

As previously stated, 15 out of 29 open resource files were audited. This program area showed a decline in compliance from the previous audit with low compliance to two specific standards having the most impact on the overall compliance. The auditor was unable to identify what factors impacted compliance to the resource standards.. Thirteen of the files were registered to IAB and two of the files were registered to IAC however it was agreed that all files would be entered as IAB for the audit.

Resource files achieved higher compliance with the following standards:

- St. 28 Supervisory approval required for approval for family care home services;
- St.29 Family Care Home – Applications and Orientation;
- St. 30 Home Study;
- St.31 Training of Caregivers; and
- St. 32 Signed Agreements with Caregivers.

Resource files achieved lower compliance with the following standards:

- St 33 Monitoring and Reviewing the Family Care Home; and
- St 34 Investigation of Alleged Abuse or Neglect in a Family Care Home.

#### **b) Child Service files**

As already stated, 23 out of 59 open and closed child service files were audited. Each office showed a decline in compliance from the previous audit.

Factors impacting compliance to the child service standards included:

- Lack of documentation or clarity in the overall documentation found on the files affected compliance. There was often a lack of depth in the details in the contact notes. Within the mapping and child safety plans, there were inconsistent approaches as to how the information gathered in the meetings was documented including whether network participants signed off the document.
- The caseloads at IAB are larger than the other two offices and this may have impacted compliance to some of the standards and documentation, particularly completion of the Comprehensive Plan of Care, reviewing rights of children in care and the social worker's contact with the child/youth in care.
- Compliance to St. 2 Development of a CPOC and St. 3 Monitoring and Reviewing the child's CPOC was affected by the agency's use of at least four different styles of CPOCs – from the previous MCFD CPOC, to a hybrid version of a SOS and MCFD CPOC to an agency developed SOS based CPOC. Each of these was completed in a different manner and some of them did not contain all of the necessary domains found in the previous MCFD CPOC or the new MCFD Care Plan. It is important to note that the delegated staff of the agency have been invited to participate in the new Care Plan training offered by MCFD however a decision has not been made by the agency whether the staff will be using the new Care Plan format therefore no staff have taken the training.

Child Service files achieved higher compliance with the following standards:

### **IAB**

- St. 1 Preserving the identity if the child in care and providing culturally appropriate services;
- St. 4 Supervisory approval required for guardianship services;
- St. 6 Deciding where to place the child;
- St. 7 Meeting the child's needs for stability and continuity of relationships;
- St. 10 Providing initial and ongoing medical and dental care for a child in care;
- St. 11 Planning a move for a child in care;
- St. 12 Reportable Circumstances;
- St. 16 Closing Continuing Care files;
- St. 19 Interviewing the child about the care experience;
- St. 20 Preparation for Independence;
- St. 21 Responsibilities of the Public Guardian and Trustee; and
- St. 24 Guardianship agency protocols.

### **IAC**

- St. 1 Preserving the identity if the child in care and providing culturally appropriate services;
- St. 2 Development of a Comprehensive Plan of Care;
- St. 3 Monitoring and reviewing the child's comprehensive plan of care;
- St. 4 Supervisory approval required for guardianship services;
- St. 5 Rights of Children in Care;
- St. 6 Deciding where to place the child;
- St. 7 Meeting the child's needs for stability and continuity of relationships;
- St. 10 Providing initial and ongoing medical and dental care for a child in care;
- St. 11 Planning a move for a child in care;
- St. 19 Interviewing the child about the care experience;
- St. 20 Preparation for Independence; and
- St. 24 Guardianship agency protocols.

### **IAD**

- St. 1 Preserving the identity if the child in care and providing culturally appropriate services;
- St. 4 Supervisory approval required for guardianship services;

- St. 6 Deciding where to place the child;
- St. 7 Meeting the child's needs for stability and continuity of relationships;
- St. 10 Providing initial and ongoing medical and dental care for a child in care;
- St. 11 Planning a move for a child in care;
- St. 12 Reportable Circumstances;
- St. 13 When a Child or Youth is Missing, Lost or Run Away;
- St. 16 Closing Continuing Care files;
- St. 19 Interviewing the child about the care experience;
- St. 20 Preparation for Independence;
- St. 21 Responsibilities of the Public Guardian and Trustee;
- St. 22 Investigation of Alleged Abuse or Neglect in a Family Care Home; and
- St. 24 Guardianship agency protocols.

Child Service files achieved lower compliance with the following standards:

#### **IAB**

- St. 5 Rights of Children in Care;
- St. 8 Social Worker's Relationship and Contact with the child in care; and
- St. 9 Providing the caregiver with information and reviewing appropriate discipline standards.

#### **IAC**

- St 3 Monitoring and reviewing the Child's Comprehensive Plan of Care;
- St. 9 Providing the caregiver with information and reviewing appropriate discipline standards. And
- St 14 Case Documentation for Guardianship Services.

#### **IAD**

- St 3 Monitoring and reviewing the Child's Comprehensive Plan of Care.

## **7. COMPLIANCE TO PROGRAMS AUDITED**

One analyst audited the resource, family service and child service files at Ktunaxa Kinbasket Child & Family Services Society. The 'not applicable' scores were not included in the total.

### **a) Compliance to Resource File Practice**

The files were audited for compliance to the Aboriginal Operational and Practice Standards and Indicators, C4 Guardianship resources including:

- Application and orientation of caregiver;
- Home study of caregiver;
- Training of caregiver;
- Signed Agreements with caregiver;
- Providing caregiver with written information regarding child; and,
- Monitoring and reviewing homes.

**IAB** – Fifteen (15) open resource files were audited. Overall compliance to the resource standards was **80%**.

The following provides a breakdown of the compliance ratings:

<b>AOPSI</b>	<b>IAB</b>
Standard 28 Supervisory Approval Required for Family Care Home Services	15 files (100%) compliant
Standard 29 Family Care Homes – Application and Orientation	3 files compliant 1 file non-compliant 11 files not applicable
Standard 30 Home Study	4 files (100%) compliant 11 files not applicable
Standard 31 Training of Caregivers	15 files (100%) compliant
Standard 32 Signed Agreement with Caregivers	15 file (100%)s compliant
Standard 33 Monitoring and Reviewing the Family Care Home	3 files compliant 12 files non-compliant
Standard 34 Investigation of Alleged Abuse or Neglect in a Family Care Home	1 file non-compliant
Standard 35 Quality of Care Review	No files applicable
Standard 36 Closure of the Family Care Home	No files applicable

### **b) Compliance to Child Service Practice**

The files were audited for compliance to the Aboriginal Operational and Practice Standards and Indicators, C4 Guardianship child service including:

- The quality and adequacy of the plan of care;

- The frequency and adequacy of the care plan review;
- The level of contact with the child;
- Placement stability and deciding when and where to move a child;
- The degree of stability and continuity provided to the child while in care;
- Informing the child and caregiver of the rights of children in care;
- Informing the child and caregiver of appropriate discipline policy; and,
- The level of file documentation.

**IAB** - Fourteen (14) open and closed child service files were audited. The overall compliance to the child service standards was **70%**.

**IAC** – Five (5) open and closed child service files were audited. The overall compliance to the child service standards was **73%**.

**IAD** – Four (4) open and closed child service files were audited. The overall compliance to the child service standards was **80%**.

The overall agency compliance to the child service standards was **72%**.

The following provides a breakdown of the compliance ratings:

<b>AOPSI – Guardianship and Voluntary Services (VS) Standards</b>	<b>IAB</b>	<b>IAC</b>	<b>IAD</b>
Standard 1 Preserving the Identity of the Child in Care and Providing Culturally Appropriate Services (VS 11)	11 files compliant 3 files non-compliant	5 files (100%) compliant	4 files (100%) compliant
Standard 2 Development of a Comprehensive Plan of Care (VS 12)	No files applicable	1 file (100%) compliant 4 files not applicable	No files applicable
Standard 3 Monitoring and Reviewing the Child’s Comprehensive Plan of Care (VS 13)	7 files compliant 5 files non-compliant 2 files not applicable	4 files (100%) non-compliant	1 file compliant 3 files non-compliant
Standard 4 Supervisory Approval Required for Guardianship Services (Guardianship 4)	14 files (100%) compliant	5 files (100%) compliant	4 files (100%) compliant
Standard 5 Rights of Children in Care (VS 14)	5 files compliant 8 files non-compliant 1 file not applicable	3 files compliant 2 files non-compliant	2 files compliant 2 files non-compliant
Standard 6 Deciding Where to Place the Child (VS 15)	14 files (100%) compliant	5 files (100%) compliant	3 files (100%) compliant 1 file not applicable

Standard 7 Meeting the Child's Need for Stability and continuity of Relationships (VS 16)	14 files (100%) compliant	5 files (100%) compliant	4 files (100%) compliant
Standard 8 Social Worker's Relationship & contact with a Child in Care (VS 17)	1 file compliant 13 files non-compliant	1 file compliant 1 file non-compliant with factors 3 files non-compliant	2 files compliant 2 files non-compliant
Standard 9 Providing the Caregiver with Information and Reviewing Appropriate Discipline Standards (VS 18)	12 files (100%) non-compliant 2 files not applicable	3 files non-compliant 2 files not applicable	2 files compliant 2 files non-compliant
Standard 10 Providing Initial and ongoing Medical and Dental Care for a Child in Care (VS 19)	13 files compliant 1 file non-compliant	5 files (100%) compliant	4 files (100%) compliant
Standard 11 Planning a Move for a Child in Care (VS 20)	4 files (100%) compliant 10 files not applicable	4 files (100%) compliant 1 file not applicable	2 files (100%) compliant 2 files not applicable
Standard 12 Reportable Circumstances (VS 21)	1 file (100%) compliant 13 files not applicable	No files applicable	2 files compliant 1 file non-compliant 1 file not applicable
Standard 13 When a Child or Youth is Missing, Lost or Runaway (VS 22)	No files applicable	No files applicable	2 files (100%) compliant 2 files not applicable
Standard 14 Case Documentation (Guardianship 14)	7 files compliant 7 files non-compliant	1 file compliant 4 files non-compliant	2 files compliant 2 files non-compliant

Standard 15 Transferring Continuing Care Files (Guardianship 15)	No files applicable	No files applicable	No files applicable
Standard 16 Closing Continuing Care Files (Guardianship 16)	2 files (100%) compliant 12 files not applicable	No files applicable	1 file (100%) compliant 3 files not applicable
Standard 17 Rescinding a Continuing Custody Order (Guardianship 17)	No files applicable	No files applicable	No files applicable
Standard 19 Interviewing the Child about the Care Experience (Guardianship 19)	3 files compliant 1 file non compliant 10 files not applicable	2 files (100%) compliant 3 files not applicable	2 files (100%) compliant 2 files not applicable
Standard 20 Preparation for Independence (Guardianship 20)	4 files (100%) compliant 10 files not applicable	3 files (100%) compliant 2 files not applicable	3 files (100%) compliant 1 file not applicable
Standard 21 Responsibilities of the Public Guardian and Trustee (Guardianship 21)	No files applicable	No files applicable	3 files (100%) compliant 1 file not applicable
Standard 22 Investigation of Alleged Abuse or Neglect in a Family Care Home	No files applicable	No files applicable	2 files (100%) compliant 2 files not applicable
Standard 24 Guardianship Agency Protocols (Guardianship 24)	14 files (100%) compliant	5 files (100%) compliant	4 files (100%) compliant

**8. ACTION PLAN:**

On May 8, 2014, the following action plan was developed in collaboration between Ktunaxa Kinbasket Child & Family Services and MCFD Office of the Provincial Director of Child Welfare & Aboriginal Services:

**Actions taken to date:**

**Practice/Training:**

1. KKCFS Management and Supervisors will ensure that all staff are (a) familiar with and (b) utilizing the KKCFS Case Management Model/Manual in their Practice. Specifically the decision making process for reviewing, transferring, or ending child protection services will be reviewed.

**This action was completed March 3, 2014 in a Social Worker meeting and March 31, 2014 in a Support Worker meeting. Additionally the Director reviewed the information with all Supervisors.**

**\*\*ACTION PLAN :**

<b>Ktunaxa Kinbasket Child and Family Services Resources &amp; Guardianship Audit Action Plan</b>		
<b>Actions</b>	<b>Person/Organ ization Responsible</b>	<b>Action Taken/ Completion Date</b>
<p><b><u>A – Practice/Training:</u></b></p> <p>1. .KKCFS will use the MCFD Care Plan template (electronic form) for its Guardianship Work. MCFD Aboriginal Services will provide training and support on this Plan of Care.</p>	<p>Heather Harper, Director of Practice, MCFD Aboriginal Services Branch</p>	<p>December 31, 2014</p>

<b><u>B - Administration/File Management:</u></b>		
1. KKCFS will develop a policy/[procedure that will ensure all electronic records are printed and filed in the client file. This policy/procedure will be included in the KKCFS Case Management Manual and reviewed with all staff.	Connie Santos, Executive Director, KKCFS	September 30, 2014
2. KKCFS will ensure that the Case Management Model/Manual clearly identifies the requirements for creating and entering contacts in the Best Practices system.	Connie Santos, Executive Director, KKCFS	September 30, 2014
3. KKCFS will ensure existing tracking systems for review dates (i.e. annual caregiver reviews, plans of care, agreement with parents, etc.) are being utilized by staff. The agency will ensure each Supervisor has a tracking system and it is being used by staff.	Connie Santos, Executive Director, KKCFS	September 30, 2014

**\*\* See 2013 KKCFS FS & Child Safety Audit report for related audit & action plan details.**

**PRACTICE AUDIT SIGNATURE PAGE: KTUNAXA KINBASKET CHILD & FAMILY SERVICES**



Alex Scheiber  
Deputy Director of Child Welfare, MCFD

Date: May 14, 2014