

---

Please find the attached message from Lesley du Toit, Deputy Minister of Children and Family Development for your information.

---

# **TRANSFORMATION PROGRESS**

## **Ministry for Children and Family Development (MCFD)**

**Message from the Deputy Minister to all partners, contracted  
services, and interested groups.**

**July 4, 2006**

Dear Colleagues

I'm writing to you on behalf of the MCFD leadership team to update you on our progress so far with regard to transformation first steps.

We are committed to ensuring that information is shared clearly and frequently. We will try whenever possible to communicate directly with all stakeholders so that we maximise the possibility that everyone receives information. If you learn of an organisation or individual not on our mailing list who should receive information, please do let us know. You should feel free to pass this information on to individuals and groups who are related to our work in this sector.

We have established a [generic e-mail address](#) located in my office which you may use to pass along suggestions, or make comments. This e-mail address is [MCF.DeputyMinistersOffice@gov.bc.ca](mailto:MCF.DeputyMinistersOffice@gov.bc.ca). You may feel free at any time to contribute ideas, comment on documents from workshops and meetings, respond to my messages, or raise questions and concerns. I would just ask that we all try to be constructive, respectful and solution-orientated even when you need to give information that may be critical.

I would like to thank all those who have participated in planning workshops since I arrived or have kindly invited me to visit your organisations or hold discussions with you. I have unfortunately been unable to fit in everything or respond positively to every invitation. Once I am back from South Africa in August I will be able to hold more discussions and visit programs. If you want my involvement then please feel free to contact Karen at [Karen.MacMillan@gov.bc.ca](mailto:Karen.MacMillan@gov.bc.ca) and we will do our best with the calendar. I will always do my best to accommodate you even if it takes a while.

In addition, you will all have a continued opportunity to participate in transformation discussions and processes as we move forward. In order to accommodate as many people as possible we will set up various forums at both provincial and regional level which will meet regularly over the next 4 years. Because there are so many people involved including more than 4000 ministry staff your organisation may have to participate through representatives rather than the majority of staff and boards.

We understand that many people feel that this is just another change which may result in nothing. I want to assure you that the government, the Minister, the leadership team and I, are going to be steadfast in (a) building on everything that you have already achieved, (b) completing this transformation within the next 4-5 years (and much quicker where possible), and (c) ensuring that there is sufficient strength in the leadership, ministry as a whole, and the care and protection system, so that things do not reverse themselves and you do not find yourselves starting yet again in years to come.

## **Information:**

The information from the various workshops has been collated as a draft and is attached to this e-mail. It remains a work in progress for the time-being until more people have had a chance to participate.

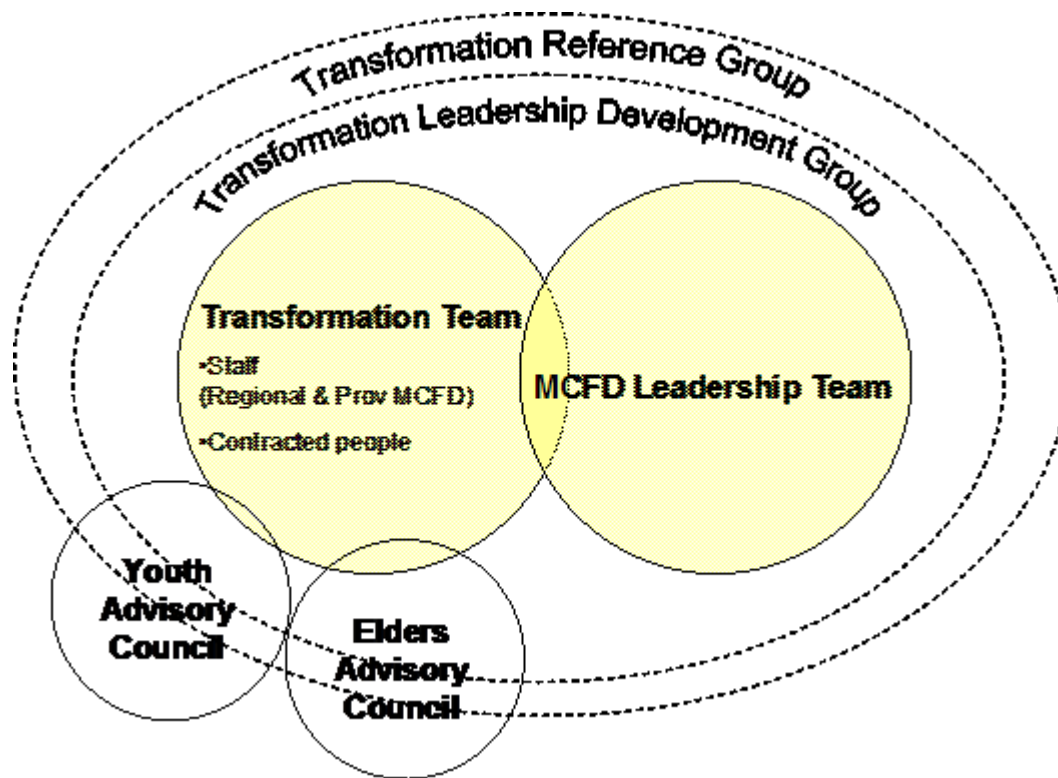
There will be more opportunities for workshop participation at provincial and regional level as well as continuous feedback through the communication mechanisms mentioned above.

### **Transformation Goals:**

There has been some confusion about what it is we are trying to achieve through transformation and so we have formulated goals which we hope will give people clarity. These goals are based on directions from the Premier, the governments 5 great goals, the New Relationship, the comments made in planning workshops, and the various external Reviews. The goals are not in any order of importance.

1. To establish a value/principle-centred ministry that is respected and trusted by the public, service providers, and those whom the ministry serves.
2. To ensure a confident, professional, empowered staff of MCFD
3. To ensure a system which is responsive to the needs of children, youth, families and communities, not driven by compliance to rules
4. To prevent the use of unnecessary red-tape, processes, procedures and rules which slow down transferral of resource and effective service delivery.
5. To devolve service delivery to regions and communities together with the required resources
6. To ensure that Aboriginal services are governed by and delivered to Aboriginal people by Aboriginal people
7. To have greater focus on prevention and early intervention services.
8. To ensure that importance is given to the full array of multi-disciplinary services to children youth and families
9. To ensure effective, innovative, and integrated service delivery to children, youth, families and communities.
10. To ensure sufficient human and financial recourses for all services
11. To sustain partnerships of trust and respect.
12. To provide effective management and resourcing of day-to-day service delivery during transformation, ensuring the continued protection and well-being of children and youth.
13. To meet the basic needs of families and communities as a priority.
14. To ensure community engagement and the shifting/sharing of power with communities and families with regard to decision-making and service delivery.

### **Transformation processes and forums**



The diagram above shows how our transformation work will be structured for the foreseeable future. A transformation task team, set aside to do only transformation work, will ensure that MCFD staff in general are not trying to do both transformation and their daily work all at once. As time goes on, transformational components will be rolled into their work on an incremental basis together with the appropriate resources. The same applies to agencies.

1. We will have a *transformation team* which is comprised of the ministry leadership and the transformation task team. This group is selected and appointed by myself.
2. *The transformation task team* are people appointed by myself and comprise staff within the ministry at a provincial and regional level and organisations or individuals with whom we are contracting for specific support.
3. We will identify a *Transformation leadership development group* of about 40 people who will be involved in **training and innovation** together every 3-4 months for at least the next 2-3 years. This group will be expected to continue leading beyond the transformation and thus sustain an effective system. Participants will be identified from MCFD, other social sector ministries, the aboriginal forum and agencies, contracted agencies, and various other partners.

4. A *youth advisory council* is to be set up under the guidance of an older youth who will be employed on our transformation task team. A group of 25-30 young people from the age of 15 through to 25 will be involved in this council and will ensure that the voice of young people is clearly heard as we progress with transformation and the day to day work of the ministry.
5. An *Elders advisory Council* will be set up to advise us on aboriginal programs and process linked to transformation and the work of MCFD.
6. A **Transformation reference group** will be set up in August. This group will be a larger group of about 60 stakeholder representatives who will meet every 3-4 months and who can receive feedback on transformation, share ideas, evaluate progress and generally keep the whole sector informed.

You will be contacted in the near future with regard to participation in the reference group meeting in the fall, so please do start to consider who you might like to represent your organisation at a provincial and/or regional level. Nikki McCallum is the Director of Transformation Operations in my office. Send names and organisational details to her at [Nikki.McCallum@gov.bc.ca](mailto:Nikki.McCallum@gov.bc.ca).

### “Regionalisation”

We know that there is a lot of confusion at the moment about regionalization and so some information is obviously needed. Here are some of the details at the moment:

1. Services to children, youth, families and communities will be ‘regionalized’ over the next 4 years.
2. In the context of transformation, we will be re-conceptualizing what we mean by “regionalization”. The process is going ahead. The form that the end state of regionalization will take is not decided at present and is one of the key processes under development within transformation. *The primary principle is to do what is in the best interests of children, youth, families and communities. In addition, the goal is to have community engagement; and devolution of power, decision-making and resources.*
3. There is an additional and separate principle with regard to aboriginal people (which does not apply to other services) and that is that they have the right to govern and deliver services to their own communities and children. Thus, whatever we mean by ‘regionalization’ with regard to aboriginal services, this includes some form of self governance. Governance and service delivery for CYCFC with regard to aboriginal peoples is in the hands of the aboriginal forum. Whether this is finally called regionalization and results in 5 authorities remains to be seen as it emerges. No templates or formula from MCFD are being applied from now on. Legislation for the emerging regional governance structures/authorities will be developed during 2006 by aboriginal people with the support of MCFD. MCFD is a partner in the process, with Deb Foxcroft leading the partnership from our side. [The forum includes the leaders, the delegated agencies, the boards, the regional coordinators, communities, chiefs and elders, various urban service organizations, plus anyone that the group sees fit to include.]
4. At this point MCFD regional office components on aboriginal services will remain as they are but are required to work with the aboriginal transition teams. At some time in the future this work in MCFD at a regional level may change, but we will wait to see how this evolves according to the aboriginal agenda.
5. With regard to non-aboriginal services; We will do everything we can to build on previous plans and work done on regionalization where this work supports the transformation vision and goals. At this stage there should be no assumption that this will include some form of governance such as authorities; neither should there be an assumption that we will have a specific number of structures, if indeed we have separate structures to MCFD. We need to have discussions in the context of transformation in order to decide together what form devolution should take.
6. There will be extensive consultation as we move forward with regionalization in the context of

transformation, including with the non-aboriginal advisory committee, service providers, contracted agencies, ministry staff, academics, other ministries etc.

I will be in South Africa from the 9<sup>th</sup> July until the 6<sup>th</sup> August. I am going home to pack up my belongings, sort out personal matters, and say goodbye to friends, colleagues, communities and families around the country with whom I worked, and my family, before coming back to BC for 4 years.

Kind regards  
Lesley du Toit  
Deputy Minister

## Leadership Team - Draft Vision and Values for Discussion

### Vision:

Children and youth are strong, safe and respected and are supported by healthy families and inclusive communities.

### Values:

- Respect - diversity, inclusive
- Ethical - honesty, integrity, fairness, transparency
- Innovative - flexible, continuous learning, learning organization
- Courageous Leadership
- Value Strengths
- Accountable

## Draft Summary of Transformation Workshops

Transformation Workshops			
Aboriginal Planning Session – June 2/3, Richmond	June 5, Sidney	June 7, Richmond	June 16, Victoria
<b>Vision</b>	<b>Vision</b>	<b>Vision</b>	<b>Vision</b>
As Aboriginal people, fully exercising our inherent title and rights through self-determination, we have strong and healthy children, youth and families.	<ul style="list-style-type: none"> <li>- Respect and dignity</li> <li>- Culturally appropriate and competent</li> <li>- Community-based and child centred with youth and elder representation</li> <li>- Provide services which are: Strength-based; integrated; (w) holistic; prevention-focused; and affordable/sustainable</li> <li>- A healthy ministry that is proactive, highlights accomplishments and develops true partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>- Healthy children</li> <li>- Value children and families</li> <li>- Reflective of community need</li> <li>- Integrated services in communities</li> <li>- Client-driven</li> <li>- Input from front line, creativity</li> <li>- Approachable, not focus on enforcement</li> <li>- Equality of service</li> <li>- Based on goals, principles</li> <li>- Sustainable vision</li> <li>- Aboriginal children, youth, family, community comfortable with services, feel valued</li> <li>- Respectful, integrated</li> <li>- Stable but not stagnant</li> <li>- Responsive not reactive</li> <li>- Parenting support</li> <li>- Involve schools, other community voices</li> <li>- Negotiation, facilitation</li> </ul>	Child, Youth, Families and Communities are: <ul style="list-style-type: none"> <li>● Valued, safe and healthy</li> <li>● Communities will have capacity to support CYF</li> <li>● Partners not clients</li> <li>● Dealt with in a respectful and strength-based way</li> </ul>
<b>Values</b>	<b>Values</b>	<b>Values</b>	<b>Values</b>

<p>The relationship between Aboriginal peoples and the Crown in the area of children, youth and families will be based on, but not limited to, the following values:</p> <ul style="list-style-type: none"> <li>• Respect for Aboriginal peoples' traditions, cultures and beliefs including governance structures and existing authorities</li> <li>• Integrity</li> <li>• Fairness and equity</li> <li>• Transparency and accountability</li> </ul> <p>Consistency</p>	<ul style="list-style-type: none"> <li>- Child-centred, community-based</li> <li>- Mutual decision-making</li> <li>- Honesty and integrity</li> <li>- Respectful and empathetic of all cultures, diversity</li> <li>- Flexible and proactive and transparent</li> <li>- Sustainable and affordable</li> <li>- Holistic</li> <li>- Integrated</li> <li>- Adaptable (continuous learning)</li> <li>- Courageous leadership</li> <li>- Innovative</li> <li>- Focused on the safety and well-being of children</li> <li>- Service-oriented</li> </ul>	<ul style="list-style-type: none"> <li>- Embracing diversity, sensitivity to racism</li> <li>- Community-based services, non-intrusive</li> <li>- Promote wellness in staff, ministry</li> <li>- Equity, consistency</li> <li>- Child and family centred</li> <li>- Respect, integrity, trust</li> <li>- Integrated, inclusive</li> <li>- Stable</li> <li>- Accountable, transparent</li> <li>- Continuous learning, active listening</li> <li>- Value what is working</li> <li>- Prevention focus</li> <li>- Research-based</li> <li>- Partnership, communication</li> <li>- Take time to map a strong direction, avoid new for sake of newness</li> <li>- Courage, leadership, open to listen and learn</li> <li>- Strength-based</li> </ul>	<ul style="list-style-type: none"> <li>- Service-oriented</li> <li>- Integrity and transparency in decision-making</li> <li>- Ethical culture</li> <li>- Risk tolerant</li> <li>- Evidence-based practice</li> <li>- Child focused</li> <li>- Partnership, respect and inclusiveness</li> <li>- Respect for others (cultures, families, professionals)</li> <li>- Help people help themselves</li> <li>- Integrity</li> <li>- Honesty, caring</li> <li>- Solution focused</li> <li>- Less shame and blame</li> <li>- Kindness and patience; empathy</li> <li>- Strength in humour</li> <li>- Respect for all forms of family</li> <li>- Respect for families of staff</li> <li>- Optimism</li> <li>- Flexible</li> <li>- Fairness</li> <li>- Behaviours that reflect values</li> <li>- Positive focus</li> <li>- Embrace new ideas</li> <li>- Non-judgemental</li> <li>- HQ and regions to work with a healthy friction</li> <li>- Self-determination</li> <li>- Trust, openness</li> <li>- Innovative</li> </ul>
<p><b>Service Delivery Principles</b></p>	<p><b>Service Delivery Principles</b></p>	<p><b>Service Delivery Principles</b></p>	<p><b>Service Delivery Principles</b></p>
<ul style="list-style-type: none"> <li>- Aboriginal peoples will drive and implement their own process</li> <li>- Commitment to: <ul style="list-style-type: none"> <li>- cultural identity, language and diversity,</li> <li>- inclusivity</li> <li>- including ongoing dialogue with elders and youth</li> </ul> </li> <li>- Ensure dual accountability at all levels of government and in the provision of services.</li> <li>- We will provide the setting in which our children, youth and families can develop the fundamental attitudes and values which have an honoured place in Aboriginal tradition and culture.</li> </ul>	<ul style="list-style-type: none"> <li>- Child-centred, community-based</li> <li>- Choices for recipients, flexibility</li> <li>- Integrated community-based services</li> <li>- Accessible (flexible hours, locations) equal service delivery regardless of geography</li> <li>- Competence (adequate training, resources and quality assurance)</li> <li>- Culturally appropriate and respectful</li> <li>- Proactive and prevention focused</li> <li>- Flexible and responsive to change</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated services</li> <li>- Informed by past experience</li> <li>- Emphasis on early-intervention, prevention</li> <li>- Services reflects community/focus on where families live, children gather</li> <li>- Focus on parenting as a priority</li> <li>- Shift from crisis driven – prevention</li> <li>- Well-resourced/flexible funding</li> <li>- Integrated with other community/ministry services/among ministry programs</li> <li>- Meaningful partnerships</li> <li>- Address contributing factors:</li> </ul>	<ul style="list-style-type: none"> <li>- Constructive, expedient, responsive</li> <li>- Evidence-based and best practice</li> <li>- Use experts in system to utilize what works</li> <li>- Client-centred</li> <li>- Create ownership of the work with those who do the work</li> <li>- Family-oriented</li> <li>- Improvements based on client feedback</li> <li>- Room for advocacy at all levels</li> <li>- Outcome focused not income driven</li> <li>- Empower people to see themselves as survivors not victims</li> </ul>

<ul style="list-style-type: none"> <li>- Child-centred, family-focused services, legislation and jurisdiction</li> <li>- Recognition of Aboriginal people exercising our inherent right and responsibility in caring for our children and ensuring their safety and wellbeing</li> <li>- Establish a mutually positive, respectful working relationship to enhance the safety and wellbeing of children</li> <li>- All of our actions will be done in a timely, effective and responsive manner</li> <li>- Committed to a learning cycle for continuous improvement based on action, reflection and renewed action.</li> <li>- Existing policy and bureaucratic processes cannot be considered a rationale for not supporting the planning and delivery of services to Aboriginal children, youth and families in a manner determined by Aboriginal people.</li> </ul>	<ul style="list-style-type: none"> <li>- Accountable and consistent</li> <li>- Guided by the wisdom of elders and advice of youth</li> <li>- Collaborative, true partnership development</li> <li>- Trusting and trustworthy</li> <li>- Clear and understandable</li> <li>- Cost-effective</li> <li>- Ethical</li> <li>- Research-based and innovative</li> <li>- Addressing health and poverty "closing the gap"</li> </ul>	<ul style="list-style-type: none"> <li>health, poverty; housing; disabilities; income stability</li> <li>- Inclusion of youth</li> <li>- Involving natural community support system</li> <li>- Flexibility/depth of options</li> <li>- One window/co-location of services</li> </ul>	<ul style="list-style-type: none"> <li>- More training for staff</li> <li>- Strengthen partnerships with community</li> <li>- Model inclusive services, less doors</li> <li>- Help you be successful without judgement</li> <li>- Safety</li> <li>- Celebrate difference</li> <li>- Long-term strategic plan</li> <li>- "not willing to listen, not ready to lead"</li> <li>- Long-term outcomes considered</li> <li>- Better communication internally and externally</li> <li>- Evaluate services</li> <li>- All services accessible across the province</li> <li>- Continuous improvement</li> <li>- Policy reflects needs-based service delivery</li> </ul>
Strategic Goals	Continuum of Services	Continuum of Services	Continuum of Services
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• To ensure the recognition and /or development of Aboriginal governance structures and services that are responsive, accountable and relevant.</li> </ul> <p><b>Legislation</b></p> <ul style="list-style-type: none"> <li>• To develop and implement legislation for control and delivery of child and family services by Aboriginal people for Aboriginal people.</li> </ul> <p><b>Strategic Partnerships/Alliances</b></p> <ul style="list-style-type: none"> <li>• To establish strategic linkages within provincial and federal ministries to develop a coordinated, coherent, and cohesive strategy to address the multiple needs of Aboriginal children and families.</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• To secure the human, monetary and capital resources that is based upon expressed prevention, protection and community development needs</li> </ul>	<ul style="list-style-type: none"> <li>- Development of a continuum of services – no silos</li> <li>- Co-location of services</li> <li>- Integrated service delivery</li> <li>- Take systemic issues into consideration i.e. poverty, underemployment, housing</li> <li>- Strength-based, solution-focused</li> <li>- Revisit existing policies to reflect both Aboriginal and non-Aboriginal values and beliefs</li> <li>- Cultural shift within MCFD needed first, framework second</li> </ul>	<ul style="list-style-type: none"> <li>- Prevention/ early intervention dedicated budget item</li> <li>- Allow for regional creativity in funding allocation</li> <li>- Coordinate programs with other ministries; co-locate services (schools, health clinics, ECD services)</li> <li>- Provide universal programs, not just for vulnerable families</li> <li>- Provide services where families live</li> <li>- Child care enhancement</li> <li>- School meal programs</li> <li>- Affordable housing</li> <li>- Staff dedicated to prevention, not side of desk activities</li> <li>- Integrate services</li> </ul>	<ul style="list-style-type: none"> <li>- Before we make changes, learn from other organizations</li> <li>- Continuums within continuums</li> <li>- Strong relationships so people do not fall through the cracks</li> <li>- Advertise services in a way that connects with people</li> <li>- Eliminate barriers</li> <li>- Well funded services</li> <li>- Non-traditional approaches</li> <li>- No quick fixes</li> <li>- Seamless, don't have a variety of entry points</li> <li>- Shift services to prevention and offer more choices</li> <li>- Work cross-ministry, MCFD can't do it alone</li> <li>- Gap in service: developmental assessments</li> <li>- Continuum based on social justice – start with fundamental human needs</li> <li>- Individualized to family</li> <li>- One stop shopping; join specialized services in inclusive delivery model</li> <li>- Destigmatize services</li> <li>- Coordination with other</li> </ul>

**Evaluation**

- To develop and implement culturally-appropriate evaluation mechanisms to strengthen existing services and inform emerging services

**Inclusivity**

- To actively participate in all aspects of the development and implementation of Aboriginal child, youth and family services

- community services (schools, public health etc.)
- Long-term focus
- Flexible resourcing
- Address source of problems
- Evidence-based, accountable
- Focus on helping children be better parents
- Family centred, community supported
- Educate staff to shift focus
- Change management and community development
- Respect volunteers, grandparents as resource
- Treat family as a unit
- Generous spirit
- Provide healthy environments
- Optimistic and realistic
- Mentoring for parents
- Build community capacity
- Strengthen early childhood education
- Increased federal/provincial discussion
- Focus on core business
- Choice in services