

# SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE INC.

2011 ANNUAL REPORT

**SEPTEMBER 6, 2011** 

# SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE INC.

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# **PREAMBLE**

The Terms of Reference for the Saskatchewan First Nations Family and Community Institute were ratified by Resolution of the Legislative Assembly of the Federation of Saskatchewan Indian Nations on February 28, 2007. The Terms of Reference are foundational and an important reference as the Institute continues to develop. The Vision, Mission, Goal, Guiding Principles, Functions, Governance, Financing and Initial Operational Priorities are outlined in the Terms of Reference.

The Institute is a non-profit organization, incorporated under the Saskatchewan Non-Profit Corporations Act. The Institute has two classes of members: regular (voting) members and associate (non-voting) members. Currently, seventeen of the eighteen First Nations child and family services agencies in Saskatchewan are regular members. Associate membership has been extended to the Federation of Saskatchewan Indian Nations, the Saskatchewan Ministry of Social Services, and to Indian and Northern Affairs Canada, Saskatchewan Region. A nine member Board of Directors is responsible for Institute governance. An Elder sits with the Board in an ex-officio capacity.

The Institute's Board of Directors is committed to developing and delivering high quality research and professional support services for the benefit of the First Nations child and family service agencies in Saskatchewan. It is also the Board's stated intent that Institute operations will be conducted in a manner that establishes a benchmark for professional practice in the delivery of First Nations child and family services.

# **BOARD OF DIRECTORS**

Directors elected to the Board at the Annual General Meeting on August 12, 2010 were:

- o Anita Ahenakew
- o Eleanor Brazeau
- Joan Constant
- Dwayne Gaudry
- o Dexter Kinequon
- o Janet Okemow
- o Vera Sayese
- o Raymond Shingoose
- Yvonne Wolverine

The Directors subsequently elected an Executive Committee consisting of Dexter Kinequon as Chairperson; Vera Sayese as Vice Chairperson; and, Dwayne Gaudry as Secretary Treasurer.

Alma Kytwayhat continued to serve as the Elder on the Board of Directors during 2010 – 2011. Mary Lee provided Elder support when Alma was unable to attend meetings.

# STAFF

Executive Assistant/Finance Officer

Karen Chamakese (March 2008 – present)

**Executive Director** 

Gail Hartsook (April 12, 2010 – present)

Project Manager

o Winnie Eagle (July 11, 2011 to present)

# CHAIRPERSON'S REPORT

Elders, Institute Members, Institute Board of Directors, Executive Directors, Guests and Staff.

It has been my privilege to serve as the Chairperson of the Board of Directors in 2010-2011.

I am pleased to report that the Institute experienced stability and renewal during this fiscal year. The Institute demonstrated the ability to deliver on its commitments and as a result our credibility was restored. The Board of Directors established a renewed relationship with the federal and provincial governments, resulting in an increase in core administration and project funding for 2011-2012. The Institute's capacity to provide services to the First Nations child and family services agencies increased with the establishment of the Project Manager position and hiring of Winnie Eagle in July 2011.

The accomplishments of the 2010-2011 fiscal year are highlighted in "The Year in Review" section of Annual Report

The Board of Directors and staff of the Institute engaged in a strategic and operational planning workshop in August 2011. The resulting 2011-2016 Business Plan will, when approved by the Board of Directors, guide the work of the Institute in future years.

The Business Plan identifies the following strategic priorities: build credibility and expertise in research, training, governance, standards, policies, program design, evaluation and service delivery practices appropriate for First Nations; secure new and sustainable financial resources to expand our capacity to provide additional services for our members; participate in the Saskatchewan Child and Youth Agenda particularly in relation to child welfare; and, assist our First Nations agencies to develop service outcomes, performance measures, databases, information technology and management information systems.

A summary description of the projects that the Institute is engaging in during 2011-2012 was recently distributed to the Executive Directors of the First Nations child and family services agencies. It is significant work. Highlights include advanced training for our Boards of Directors; certified training of trainers in Therapeutic Crisis Intervention for our group homes; a custom adoption research project; a project to support agencies to determine whether they wish to pursue accreditation and the related costs should they engage in the process; the development of a strategy for an integrated regional First Nations continuum of care for children and youth who cannot reside with their families; support to the First Nations Child and Family Services Supervisors Forum and to the Staffed Out of Home Care Managers Network; the development of First Nations child and family services operational

standards project that develop financial and human resource standards; and, the development of a multi-year training plan.

The Institute recently renewed its commitment to partner with the Ministry of Social Services and the Federation of Saskatchewan Indian Nations to advance the work that is required to respond to the recommendations of the Saskatchewan Child Welfare Review. A protocol agreement between the Institute and the Federation of Saskatchewan Indian Nations is required and, when completed, will clarify our respective roles and responsibilities during this work.

Thank you to Alma Kytwayhat for providing guidance to us as the Board Elder in 2011-2012. Thank you, also, to Mary Lee who supported us when Alma was not available.

Thank you to each member of the Board of Directors for your time and the dedication you brought to the governance of the Institute.

Thank you to the staff of the Institute, Gail Hartsook, Karen Chamakese and Winnie Eagle; and to the contractors who worked with us during the year, Glenda Cooney, Ron Pollock, Gloria Lee and Shelley Thomas Prokop.

In 2011-2012 you will see a continued emphasis on communication with the members of the Institute. Member participation in planning and projects is critical to the Institute's ability to meet the needs of your agencies.

In closing, I would like to encourage you to continue to support and to engage with the Institute. The potential for the Institute to continue to develop in response to the needs of our First Nations agencies, children, families and communities is enormous.

Respectfully submitted,

Dexter Kinequon, Chairperson, Board of Directors Saskatchewan First Nations Family and Community Institute Inc.

# **EXECUTIVE DIRECTOR'S REPORT**

Elders, Institute Members, Institute Board of Directors, Executive Directors, Guests and Staff.

I am pleased to provide my second report to the Annual General Meeting of the Saskatchewan First Nations Family and Community Institute. It has been an interesting and challenging year as we worked to deliver the programs and services that the Institute had committed to. Our capacity to achieve all we had hoped in the year was soon identified as an issue and our focus became the funded services to support agencies while activities to support the Institute's organizational development were deferred.

The Institute achieved its funded deliverables and met its reporting requirements for 2010-2011.

A significant investment of time by the Board of Directors resulted in a solid plan for the work to be done in support of the child and family services agencies in 2011-2012. Planning was informed by information gathered from agencies during past meetings such as the May 31, 2010 Executive Directors Gathering and, from the "Training Needs Analysis and Environmental Scan Report" of May 2010. During the planning process, we appreciated the contributions of Mark Ziolkowski from Aboriginal Affairs and Northern Development Canada and, Marlene Bugler and Wayne Phaneuf from the Ministry of Social Services.

We have a very ambitious work plan for 2011-2012 but with the addition of the Project Manager and contracts with consultants who have expertise in a range of areas, I am confident that we will be able to complete the 2011-2012 projects on time as well as to continue with the Institute's own organizational development.

Thank you to the Board of Directors, the Elders and the agency Executive Directors for your support and guidance during this past year. Thank you to Karen Chamakese and Winnie Eagle for your work and your support.

Respectfully submitted,

Gail Hartsook, Executive Director
Saskatchewan First Nations Family and Community Institute Inc.

# THE YEAR IN REVIEW

### Introduction

The focus of the Institute's work in 2010-2011 was on: training; standards, policy and procedures development; support to First Nations group homes managers, to First Nations child and family services supervisors and, to prevention program staff; and on research.

# **Training**

First Nations Child and Family Services (FNCFS) Board of Directors Training

118 participants from 17 FNCFS agencies participated in 2-2 day training workshops held in June and October 2011. The workshops were presented by Glenda Cooney and Ron Pollock with guest presentations by Jocelyn Wasacase-Merasty and Kay Lerat from the National Centre for First Nations Governance and Charmaine Panko, Legal Counsel.

FNCFS Board of Directors Training Manual

The "First Nations Child and Family Services Board of Directors Training Manual, June 2010", developed for the Institute by Pollock/Cooney Consulting, was provided to all agencies and to all participants at the Board of Directors Training.

Outcome-based Performance Measures and Evaluation Training for FNCFS Prevention Programs

A total of 53 participants from 17 FNCFS agencies participated in 2-3 day training workshops. The training was provided by Dr. William Wong assisted by Don Westlake. Feedback was positive.

In follow up to the training, the Institute is coordinating a "Project to Develop Performance Measures for First Nations Child and Family Service Agencies". Phase One, a 3 day working session with representatives from 6 FNCFS agencies was held in May 2011. Phase Two, involving all agencies, is scheduled in September 2011.

# Standards, Policy and Procedures

"Customary Standards of Care for First Nations First Nations Group Home, Assessment and Stabilization, February 16, 2011"

The Customary Standards of Care were approved by the Legislative Assembly of the Federation of Saskatchewan Indian Nations (FSIN) on February 16, 2011. When the Institute began operations, it assumed responsibility for the coordination of the developmental work. Acceptance by the Legislative Assembly was the culmination of significant work by group homes, agencies, the Institute and the contracted coordinator and writer, Shelley Thomas Prokop and Andy Field.

Customary Standards of Care Local Policies and Procedures Project – Phase One and Two

The Institute facilitated a three day working session with the First Nations group home managers to determine the work that would be required for them to develop or update their local policies and procures to bring them in line with the Customary Standards of Care for First Nations Group Home, Stabilization and Assessment, Therapeutic and Treatment Programs." Based on the report from this work, the Institute secured funding for Phase Two which commenced in April 2011. The Institute is contracting with a consultant to provide writing assistance to the group homes who requested it.

CARF Canada Accreditation Workshops: Accreditation 101 and Advanced Standards Outcome Training

A one day information workshop for First Nations group homes and agencies was held in October 2010. The Staffed Out of Home Care Managers' Support Network had opportunity to meet with Dan Stavert of Carf Canada for an additional ½ to further discuss the accreditation process.

As a result, funding was secured to hold CARF Advanced Standards Outcomes training in March 2011. The three day training session was attended by 28 people from 12 First Nations group homes that are operated by 7 organizations, either FNCFS agencies or a separately incorporated Board of Directors. 3 participants from the Ministry of Social Services also attended.

One First Nations group home has now started the CARF accreditation process. The Institute is coordinating a project in 2011-2012 to assist individual agencies and group homes to determine what would be required to prepare for accreditation and to identify the associated costs.

Support to First Nations Group Home Managers, First Nations Child and Family Services Supervisors and Prevention Workers

Staffed Out of Home Care Managers' Support Network

The Staffed Out of Home Care Manager's Support Network meets quarterly. William Pinacie Sr., Executive Director of 4 Directions Child and Family Services Stabilization and Assessment Centre chairs the Network. Shelley Thomas-Prokop, under contract with the Institute, coordinates the meetings.

In 2010-2011 the Network provided guidance to planning for the CARF workshops

and the Customary Standards of Care Local Policies and Procedures project. They prioritized common group home training and orientation needs. The Institute is addressing three of the identified areas in 2011-2012: "Train the Trainer for Therapeutic Crisis Intervention"; development of orientation materials for the Customary Standards of Care manual; and, training in behaviour management, case management processes and documentation and, critical incident reporting and report writing.

# **Prevention Workers Gathering**

The Institute coordinated a prevention workers gathering, requested by Indian and Northern Affairs Canada, in June 2011. A total of 57 participants from 17 FNCFS agencies attended. A significant part of the agenda was the opportunity for participants to share information about their prevention programs. Participant feedback from the gathering was very positive.

First Nations Child and Family Services Supervisors Forum

The first meeting of this forum was held on May 31, 2011. It was attended by 35 participants from 15 FNCFS agencies. The agenda included opportunity to share information about strengths, successes and promising practices in their work and at their agencies. They also discussed challenges and shared solutions. The supervisors identified skill development for designing and conducting in-house case file reviews as priority for their next meeting. The Forum will meet quarterly in 2011-2012 and, to advance their partnership, will invite Ministry of Social Services supervisors to join them for the last meeting of the year.

## Research

Standardized Child Care File Costing Project

The Standardized Child Care File Costing Project was completed. The final report will be tabled with the Board of Directors this fall.

## Conclusion

Thank you to the First Nations child and family services agencies, the First Nations group homes, the Institute staff, the contracted consultants and, to our colleagues from the Ministry of Social Services and Aboriginal Affairs and Northern Development Canada for your participation and support. It is critical to the success of the work.

# **APPENDIX A**

# SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE INC.

# FINANCIAL STATEMENTS

MARCH 31, 2011

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Financial Statements March 31, 2011

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PricewaterhouseCoopers LLP Chartered Accountants The Princeton Tower 123 2nd Avenue South, Suite 200 Saskatoon, Saskatchewan Canada S7K 7E6 Telephone +1 (306) 668 5900 Facsimile +1 (306) 652 1315

June 20, 2011

# **Independent Auditor's Report**

To the Members of Saskatchewan First Nations Family and Community Institute Inc.

We have audited the accompanying financial statements of Saskatchewan First Nations Family and Community Institute Inc., which comprise the statement of financial position as at March 31, 2011 and the statements of operations, changes in net assets and cash flows for the year then ended, and the related notes including a summary of significant accounting policies.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

# PRICEWATERHOUSE COOPERS @

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan First Nations Family and Community Institute Inc. as at March 31, 2011 and the results of operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

**Chartered Accountants** 

Pricewaterhouse Coopers LLP

Statement of Financial Position

As at March 31, 2011

	<b>2011</b> \$	2010 \$
Assets		
Current assets Cash Grants and accounts receivable (note 3) Prepaid expense and deposits	75,083 160,109 15,933	221,208 44,131 15,432
	251,125	280,771
Tangible capital assets (note 4)	144,731	147,761
	395,856	428,532
Liabilities and Net Assets		
Current liabilities Accounts payable and accrued liabilities Deferred grants (note 5)	23,422 353,693	26,463 375,214
	377,115	401,677
Long-term liabilities (note 6)	18,741	26,855
	395,856	428,532
Net assets Invested in tangible capital assets Unrestricted net assets	144,731 (144,731)	147,761 (147,761)
		-
	395,856	428,532

Approved by the Board of Directors

Director

Director

Statement of Changes in Net Assets For the year ended March 31, 2011

	2011 \$	2010 \$
Unrestricted Net Assets		
Balance – Beginning of year	(147,761)	(143,766)
Amortization of tangible capital assets Purchase of tangible capital assets	35,420 (32,390)	14,499 (18,494)
Balance – End of year	(144,731)	(147,761)
Invested in Tangible Capital Assets		
Balance – Beginning of year	147,761	143,766
Purchase of tangible capital assets Amortization of tangible capital assets	32,390 (35,420)	18,494 (14,499)
Balance – End of year	144,731	147,761

# Saskatchewan First Nations Family and Community Institute Inc. Statement of Operations For the year ended March 31, 2011

	2011	2010
	\$	\$
70		
Revenue Indian and Northern Affairs Canada	235,000	200,000
Saskatchewan Government	234,803	100,000
Deferred grants (note 7)	21,521	109,042
Canadian Incidence Study	1,612	22,550
Other revenue	1,909	
	494,845	431,592
Expenses	120 (08	112 600
Salaries and benefits	139,628	112,690 110,572
Projects (schedule)	157,067 45,955	43,149
Rent and occupancy	36,806	44,082
Board Amortization	35,420	14,499
Professional fees	21,796	33,172
Caregivers conference	10,000	,
Office supplies	8,681	10,603
Janitorial	6,306	6,000
Telephone and cellular	6,258	7,040
Indian and Northern Affairs Canada adhoc meeting	5,386	<u>-</u>
Technical support	4,441	613
Meals and travel	3,332	7,232
Vehicle	2,403	2,199
Professional development	2,158	3,976
Regional table	2,102	4,513
Interest and bank charges	1,905	3,142 14,041
Canadian Incidence Study salary and expenses	1,747 1,637	14,041 819
Insurance	954	5,800
Elders	863	2,000
Memberships Institute events	-	7,450
	494,845	431,592
Excess of revenue over expenses		-
EXCESS Of teletime of or expenses		

Statement of Cash Flows For the year ended March 31, 2011

	<b>2011</b> \$	2010 \$
Cash provided by (used in)		
Operating activities Excess of revenue over expenses Item not affecting cash	<del>.</del>	<u></u>
Amortization	35,420	14,499
	35,420	14,499
Net changes in non-cash working capital items  Decrease (increase) in grants and accounts receivable Increase in prepaid expenses and deposits Decrease in accounts payable and accrued liabilities	(115,978) (501) (3,041)	220,986 (264) (98,473)
Decrease in deferred grants	(21,521)	(109,042)
	(141,041)	13,207
	(105,621)	27,706
Investing activities		
Purchase of tangible capital assets	(32,390)	(18,494)
Increase (decrease) in long-term liabilities	(8,114)	26,855
	(40,504)	8,361
Increase (decrease) in cash	(146,125)	36,067
Cash – Beginning of year	221,208	185,141
Cash – End of year	75,083	221,208
Supplemental disclosure of cash flow information		
Cash paid during the year Interest	1,213	2,719

Notes to Financial Statements

March 31, 2011

# 1 Incorporation and operations

Saskatchewan First Nations Family and Community Institute Inc. (the "organization") was incorporated on June 7, 2007 under the Non-profit Corporation Act, 1995, of Saskatchewan. The organization was established to receive government funding in order to provide services to the various Child and Family Services Agencies in Saskatchewan.

# 2 Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant account policies.

# Tangible capital assets

Tangible capital assets are initially recorded at cost. Amortization is provided using the following declining balance or straight-line methods at rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment Furniture and equipment Vehicle Leasehold improvements 30% declining balance 20% declining balance 30% declining balance 50% straight-line

### Revenue recognition

The organization uses the deferral method of accounting for grants and related expenses. Grants are recognized in the period in which they are due. Interest revenue is recognized in the period earned.

#### Income taxes

As a non-profit organization, the organization is exempt from income taxes under Paragraph 149 (1)(l) of the Income Tax Act.

## Financial instruments

Financial assets and financial liabilities are classified as available-for-sale and are initially recognized at fair value. Available-for-sale financial assets are non-derivative financial assets that are not classified as loans and receivables, held-to maturity investments, or held-for-trading investments. Available-for-sale financial assets are carried at fair value with unrealized gains and losses included in net assets until realized when the cumulative gain or loss is transferred to investment income.

Notes to Financial Statements March 31, 2011

### Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Amortization is based on the estimated useful lives of tangible capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the period in which they become known.

### 3 Grants and accounts receivable

Grants and accounts receivable includes \$144,803 (2010 – nil) grant receivable from the Government of Saskatchewan and \$11,800 (2010 – \$39,280) receivable from Indian and Northern Affairs Canada.

# 4 Tangible capital assets

	,		2011	2010
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Computer equipment	14,542	4,978	9,564	2,417
Furniture and equipment	76,053	24,841	51,212	37,996
Vehicle	28,931	19,752	9,179	13,112
Leasehold improvements	98,305	23,529	74,776	94,236
	217,831	73,100	144,731	147,761

# 5 Deferred grants

Deferred grants consist of unexpended funding received or receivable from the Government of Saskatchewan and Indian and Northern Affairs Canada.

Notes to Financial Statements

March 31, 2011

# 6 Long-term liabilities

	2011 \$	2010 \$
Amount due to English River Enterprise Inc., at 7% interest, repayable in blended monthly payment of \$873; due February 1, 2014	27,567	35,100
Less: Current portion	8,826	8,245
	18,741	26,855

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Principal payments required under the above arrangements are as follows:

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2012	8,826
2013	9,465
2014	9,276

# 7 Commitments

The annual minimum payments required under operating lease obligations are approximately \$131,200 for the office building. The future minimum lease payments under operating leases for three succeeding years are as follow:

	\$
2012	46,300
2013	46,300
2014	38,600

# 8 Financial instruments

The organization as part of its operations carries financial instruments. It is management's opinion that the organization is not exposed to significant interest, currency, or credit risks arising from these financial instruments except as otherwise disclosed.

# 9 Comparative figures

Certain comparative figures have been reclassified to conform with the current year's financial statement presentation.

Saskatchewan First Nations Family and Community Institute Inc.

Schedule of Projects

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Subtotal \$	588	26,000	103	1,050	850	36,506	4,111	69,208
Customary standards of care – local policies & procedures project	438	26,000		ŧ	200	3,875	1,020	31,833
Training needs analysis & E scan	89	•		829	•	009'6	-	10,497
Standardized child care file costing project \$	82	•	103	1	•	16,306	1,876	18,367
Operational standards project	1	i	1	ŧ	1	2,900	-	2,900
Customary standards of care (Manual)		,	1	221	350	3,825	1,215	5,611
	Expenses Meals and catering	Frogram, policies and procedures	Conrerence calls	Office supplies	Kentals	Contractors	Iravel	

Saskatchewan First Nations Family and Community Institute Inc.

Schedule of Projects (continued)
For the year ended March 31, 2011

Total \$	21,865	26,000	103	1.050	7.348	73,214	19,277	3,437	1.023	2,500	1,250	157.067
CARF Outcomes Training	2,390	•	•	r	1,482	5,058	10.852		•	1	•	19,782
Outcome Based Performance Evaluation Training	9,983	r	1	•	2,756	15,000	4,314	909	1	•	1,250	33,909
Board Training Workshop \$	7,242	•	•	•	1,710	10,350	1	2,831	1,023		1	23,156
First Nations Child and Family Services Staff training	ı	1	•	•	•	•	•	1	•	2,500	•	2,500
Staffed out of homecare managers support Network	1,662	í	•	I	550	6,300	•	,	•	ŧ	1	8,512
Subtotal from previous page	588	26,000	103	1,050	850	36,506	4,111	•	Ī	1	_	69,208
	Expenses Meals and catering Program, policies and	procedures	Conference calls	Office supplies	Rentals	Contractors	Travel	Office supplies	Technical support	Training	Elders	



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Supporting the First Nations Child and Family Service Agencies of Saskatchewan