

Shifting The Paradigm for Governance and Accountability in Child Welfare : A Case in Point

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Child Welfare Secretariat
Ministry of Children and Youth Services

The Journey is Endless

- Governance and Accountability Framework (revised 2003)
- Governance and Accountability : Framework for Transfer Payments to Community Agencies (2003)
- "Consider This" - A Resource for Boards of Directors of Ministry-Funded Community Agencies (2004)
- Accountability Discussion Paper: *Finding The Right Balance* (2004)
- Accountability Discussion Paper: *Achieving a Better Balance* (2005)

What We Heard

- Resource manual for Boards of Directors of CASs (2002)
- Agencies and Boards are being regulated into a corner
- 16 separate accountability mechanisms
- Accountability is a shared responsibility
- Simplify planning and reporting - do it once
- Integrate community planning mechanisms
- Support quality assurance
- Service System Management lacking

Other Jurisdictions and Emerging Better Practices

- Track and Report Client Outcomes
- Agency driven quality assurance
- Focus on "ends" and less on "means"
- Review / audit on an exceptional basis
- Client rights upheld, feedback sought
- 3rd party accreditation, transparency through public reporting
- Performance measures through contracts

Guiding Principles for Child Welfare Transformation

- Outcomes Focused
- Research Based
- Balanced Service Approach
- Sustainable
- Flexible
- Government and Governance structures and process will be more transparent, increasingly focused on ends and supported through more integrated efforts both within and across service sectors

The Board as Collaborator / Community Bridge Builder

■ Some Ingredients for Success

- Recruitment - Orientation - Diversity - Representation
- A culture of openness - grounded and engaged in the work
- Focus on Results - Critical Success Factors
- Community connected - risk-taking and innovation

The Board as Collaborator / Community Bridge Builder

■ Some Barriers to Success

- Government policy and expectations unclear or counterproductive
- Executive Directors control and lack of staff support
- A culture of fear - liability and the insurance industry
- Time

"Random" Solutions

- Increasing the Likelihood that Boards will collaborate
 - The Government through corporate policy and local regional presence needs to take the lead and step up its efforts to manage the service system
 - Choose the music and pick up the baton
 - Baseline of community based collaboration established and targets set for agencies and boards
 - Funding contingent upon reaching targets and meeting new expectations; delivering on integrated solutions
 - Develop a single community planning mechanism to which all agencies and boards will be held accountable to participate

"Random" Solutions cont'd

- Increasing the Likelihood that Boards will collaborate (cont'd)
 - A governance council to support and direct the community planning process; Board leaders together
 - Provide incentive for shared service back-room integration
 - Integration / amalgamation key aspects of many planning, reporting mechanisms within and amongst agencies and boards
 - You can only take it so far - pass the baton
 - Public report cards - systemic and client outcomes