



KIDS CAN'T KEEP WAITING

**SUMMARY ASSESSMENT OF GOVERNMENT
COMPLIANCE WITH RECOMMENDATIONS MADE UNDER
THE ADVOCATE FOR CHILDREN AND YOUTH ACT**

A SPECIAL REPORT BY THE MANITOBA ADVOCATE FOR CHILDREN AND YOUTH, 2021

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Printed in Canada.
ISBN (online): **978-1-989934-16-6**
ISBN (paperback): **978-1-989934-15-9**

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Suggested Citation

Manitoba Advocate for Children and Youth. (2021). *Kids can't keep waiting: Summary assessment of government compliance with recommendations made under The Advocate for Children and Youth Act*. Winnipeg, MB

About Our Office

The Manitoba Advocate for Children and Youth is an independent, non-partisan office of the Manitoba Legislative Assembly. We represent the rights, interests, and viewpoints of children, youth, and young adults throughout Manitoba who are receiving, or should be receiving, provincial public services. We do this by providing direct advocacy support to young people and their families, by reviewing public service delivery after the death of a child, and by conducting child-centred research regarding the effectiveness of public services in Manitoba. The Manitoba Advocate is empowered by legislation to make recommendations to improve the effectiveness and responsiveness of services provided to children, youth, and young adults. We are mandated through *The Advocate for Children and Youth Act*, guided by the *United Nations Convention on the Rights of the Child* (UNCRC), and we act according to the best interests of children and youth.

Our Vision

A safe and healthy society that hears, includes, values, and protects all children, youth, and young adults.

Our Mission

We amplify the voices and champion the rights of children, youth, and young adults.

Our Values

Child-Centredness; Equity; Respect; Accountability; Independence

OUR COMMITMENT TO RECONCILIATION

The mandate of our office extends throughout the province of Manitoba and we therefore travel and work on a number of Treaty areas. Our offices in southern Manitoba are on Treaty 1 land, and our northern office is on Treaty 5 land. The services we provide to children, youth, young adults, and their families extend throughout the province and throughout Treaty areas 1, 2, 3, 4, 5, 6, and 10, which are the traditional territories of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk. We acknowledge part of Manitoba is located on the beautiful homeland of the Red River Métis.

As an organization, we are committed to the principles of decolonization and reconciliation and we strive to contribute in meaningful ways to improve the lives of all children, youth, and young adults, but especially to the lives of First Nations, Metis, and Inuit young people, who continue to be under-served and over-represented in many of the systems which fall under our mandate for advocacy, investigation, research, and review.

With a commitment to social justice and through a rights-based lens, as an office, we integrate the United Nations Convention on the Rights of the Child, the United Nations Declaration on the Rights of Indigenous Peoples, the national Truth and Reconciliation Commission's Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry's Calls for Justice into our practice. Our hope is that the scope of our work on behalf of children, youth, young adults, and their families contributes to amplifying these voices and results in tangible improvements to their lives and experiences.

To view our ReconciliAction Framework, which describes the measures and activities we are taking as an office towards reconciliation, please visit: <https://manitobaadvocate.ca/wp-content/uploads/MACY-ReconciliACTION-Framework-Final.pdf>

ACKNOWLEDGEMENTS

We would first like to recognize that the recommendations analyzed here are the result of investigations and special reports into the lives of children, youth, and young adults who were injured, who died, or who suffered injustices in Manitoba. We honour and remember them by first telling their stories, and then by monitoring compliance with recommendations their stories inspired in order to improve safety and reduce deaths for other children facing similar circumstances.

We also acknowledge the work and commitment of service providers who serve Manitobans and who have cooperated fully with the compliance process.



“My team and I are committed to transparency and public accountability, so all citizens can understand how the provincial government is acting to improve services for children, youth, young adults, and families.”

Ainsley Krone,
Acting Manitoba Advocate
for Children and Youth

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MESSAGE FROM THE ADVOCATE

Children, youth, and young adults have rights, and governments have the obligation to act in their best interests. This responsibility to act in the best interests of young people exists at all times when decisions being made will affect the lives of young people. As part of a formal structure of accountability, my office is empowered to monitor and report on the actions of government in order to promote that accountability for children, youth, and young adults.

Part of my mandate is to uphold children's rights by recommending and monitoring improvements to services for children, youth, young adults, and families in Manitoba. This special report provides Manitobans with an annual update on the Manitoba government's progress with recommendations made under *The Advocate for Children and Youth Act*. Today's report details actions taken in response to 51 formal recommendations issued by the Manitoba Advocate between 2018 and 2020. Provincial departments responding to recommendations this year include: Manitoba Families, Manitoba Justice, Manitoba Education, and Manitoba Health and Seniors Care.

I am pleased to report that two recommendations, issued to the Minister of Education, have been fully implemented and will be closed. This year, the Department of Education has demonstrated enhancements in the promotion of resources to address bullying and mental health promotion in schools. These recommendations are based on the findings of a special report and investigation into the services provided to Matthew, a boy who died by suicide in 2017. I commend the Department of Education for its work.

Many of the recommendations issued by the Manitoba Advocate require systemic and sometimes transformational change. This change can be time and resource intensive.



AINSLEY KRONE, A/MANITOBA ADVOCATE FOR CHILDREN AND YOUTH

The COVID-19 pandemic response throughout 2020 and 2021 has naturally shifted priorities and resulted in the reallocation of essential staff, particularly in the health sector, towards emergency responses to safeguard Manitobans.

I recognize this unprecedented context and the impact on public services, however, overall compliance with recommendations remains low, which adversely affects Manitoba children, youth, young adults, and families. **Only 8% (4/51) of recommendations for service improvements have been implemented fully, and the provincial government has demonstrated substantive actions towards implementation in less than half (43%) of recommendations.** This suggests that the government is relying on Manitoba children to wait until the pandemic is behind us before it undertakes necessary changes in other service systems. But, of course, when it comes to infant safety, access to education, disability care, mental health supports, substance use treatment, and more, those needs cannot wait any longer to be addressed. The needs of children and youth must become a higher priority in our province.

My team and I are committed to transparency

and public accountability so all citizens can understand how the government is acting to improve services for children, youth, and young adults across our province. There are important differences in compliance to note by department. In summary:

Manitoba Education is the department with the highest compliance levels. At an overall compliance rate of 75% compared with 42% last year, Manitoba Education has made significant progress in its implementation of recommendations. Many of its outstanding recommendations are near completion as well, with expected completion dates into 2022.

Manitoba Justice has an average compliance rate of 45%. Last year, actions reported by the Department of Justice resulted in the full implementation of two recommendations. Since then, however, determinations have not progressed on the issues of segregation and solitary confinement in youth custody facilities. With the establishment of the Youth Justice Division and work beginning on the Youth Justice Review, which was announced in 2019, we see this as a positive signal and opportunity to move towards the implementation of all outstanding recommendations.

Manitoba Families has a low compliance rate with recommendations, but has improved from last year. Now at a 43% compliance rate compared with 35% last year, Manitoba Families was able to make significant progress on recommendations. This was as a result of its work to modernize standards and pilot new training initiatives for child welfare staff, as well as significant progress to develop a protocol for missing children in care.

Manitoba Health and Seniors Care continues to have the lowest average compliance rating at 25%. This low compliance rating is associated with the lack of action reported towards addressing recommendations to prevent sleep-related infant deaths. Constraints related to COVID-19 responses and internal reorganization

of departmental staff, divisions, branches, and units have slowed implementation. In addition, the department reported that compliance with recommendations to improve mental health and substance use treatment services has been paused while a National Needs-Based Framework is developed. Of note, recent investments in five new youth hubs in Manitoba are significant steps towards increasing access and coordination to mental health supports.

Child death reviews and investigations, as well as the advocacy services program at my office continue to identify significant gaps for children and youth living with mental health and substance use disorders in Manitoba. During our province-wide consultation throughout 2020, youth in Manitoba told us that substance use and mental health issues are their top concerns. We see the establishment of the Mental Health, Wellness and Recovery Department as a move in the right direction towards prioritizing these important issues.

Following analysis of the government's actions taken to implement recommendations, I have identified three opportunities to further the implementation of recommendations which, if addressed, can greatly improve compliance and, ultimately, services for children, youth, young adults, and families. **I urge the Government of Manitoba to:**

- 1. Prioritize action to address preventable sleep-related infant deaths, an important public health and children's rights issue.**
- 2. Enhance collaboration and coordination across government departments towards recommendation implementation.**
- 3. Publicly release and act on reviews into child-serving systems, with particular attention to reviews and strategies that address child and youth mental health and substance use treatment.**

I want to acknowledge the hard work, dedication, and cooperation of service providers and civil servants with whom we work throughout this process. My team and I are grateful for the working relationships that centre the best interests of children and youth in the province.

Recommendations issued and monitored by my office are the culmination of thorough investigations, extensive analysis of evidence, interviews with families, and research into children's rights issues, with the vast majority of recommendations emerging from reviews and investigations into child deaths. The focus of recommendations, as described in *The Advocate for Children and Youth Act* is to improve the effectiveness and responsiveness of services or to inform improvements to public policies. When provincial departments implement recommendations, this demonstrates a commitment to address service gaps and their commitment to the lives of children and their families.



Ainsley Krone, MA PC-IIC, RSW
A/Manitoba Advocate for Children and Youth

MESSAGE DE LA PROTECTRICE

Les enfants, les adolescents et les jeunes adultes possèdent des droits et les gouvernements sont tenus d'agir dans leur plus grand intérêt. Cette responsabilité d'agir dans l'intérêt supérieur des jeunes est toujours présente lorsque des décisions sont prises et qu'elles ont une incidence sur la vie des jeunes. Dans le cadre d'une structure officielle de responsabilisation, mon bureau est habilité à surveiller les actions du gouvernement, et à en faire rapport, pour favoriser cette responsabilisation à l'égard des enfants, des adolescents et des jeunes adultes.

Une partie de mon mandat consiste à faire respecter les droits des enfants en recommandant et en faisant le suivi des améliorations aux services destinés aux enfants, aux adolescents, aux jeunes adultes et aux familles du Manitoba. Ce rapport spécial fournit à la population de la province une mise à jour annuelle sur les progrès du gouvernement du Manitoba à l'égard des recommandations formulées en vertu de la Loi sur le protecteur des enfants et des jeunes. Le rapport d'aujourd'hui explique en détail les mesures prises en réponse aux 51 recommandations officielles que nous avons formulées entre 2018 et 2020. Les ministères provinciaux donnant suite aux recommandations cette année sont notamment les suivants : Familles, Justice, Éducation et Santé et Soins aux personnes âgées.

J'ai le plaisir de signaler que deux recommandations adressées au ministre de l'Éducation ont été entièrement mises en œuvre et qu'elles seront classées. Cette année, le ministère de l'Éducation a fait preuve d'améliorations en prévoyant des ressources destinées à remédier à l'intimidation et à faire la promotion de la santé mentale dans les écoles. Ces



AINSLEY KRONE, Protectrice des enfants et de jeunes du Manitoba

recommandations découlent des conclusions d'un rapport spécial et d'une enquête sur les services fournis à Matthew, un garçon qui est mort par suicide en 2017. Je félicite le ministère de l'Éducation pour son travail.

Un grand nombre des recommandations que nous formulons nécessitent un changement systémique et parfois transformationnel. COVID-19 tout au long de 2020 et 2021 a naturellement modifié les priorités et s'est traduite par la réaffectation du personnel essentiel, en particulier dans le secteur de la santé, aux mesures d'urgence pour protéger la population de la province.

Je comprends ce contexte inédit et l'impact qu'il a eu sur les services publics, toutefois, l'observation globale des recommandations reste faible, ce qui nuit aux enfants, aux adolescents, aux jeunes adultes et aux familles du Manitoba. **Seulement 8% (4 sur 51) des recommandations d'amélioration de services ont été entièrement mises en œuvre et le gouvernement provincial n'a pris d'importantes mesures à cet égard que pour moins de la moitié (43 %) des recommandations.** Cela laisse à penser que

le gouvernement attend des enfants du Manitoba qu'ils patientent jusqu'à la fin de la pandémie avant d'apporter les changements nécessaires à d'autres systèmes de services. Mais, bien évidemment, quand il s'agit de la sécurité des nourrissons, de l'accès à l'éducation, des soins des personnes en situation de handicap, des mesures de soutien en matière de santé mentale, du traitement des toxicomanes et de bien d'autres domaines, les besoins ne peuvent plus attendre pour être satisfaits. Il faut que les besoins des enfants et des jeunes soit une plus grande priorité dans notre province.

Mon équipe et moi-même sommes engagés à l'égard de la transparence et de la reddition de comptes au public pour que l'ensemble des citoyens comprenne ce que le gouvernement fait pour améliorer les services destinés aux enfants, aux adolescents et aux jeunes adultes de toute la province. Il existe des différences importantes parmi les ministères dans le degré d'observation des recommandations. En résumé :

Éducation Manitoba est le ministère qui enregistre le taux d'observation le plus élevé. Avec un taux global de 75 % par rapport à 42 % l'an dernier, le ministère a fait d'importants progrès dans la mise en œuvre des recommandations. Beaucoup des recommandations en cours de mise en œuvre sont également sur le point d'être menées à bien et on s'attend à ce qu'elles le soient en 2022.

Justice Manitoba enregistre un taux moyen de 45 %. L'an dernier, les mesures prises par le ministère se sont traduites par la mise en œuvre complète de deux recommandations. Depuis, toutefois, les décisions n'ont pas progressé sur les questions de la séparation et de l'isolement dans les centres de détention pour jeunes. Nous considérons la création de la division de la justice pour adolescents et les débuts

de l'étude sur la justice pour adolescents, qui a été annoncée en 2019, comme un signe positif et une occasion de mettre en œuvre toutes les recommandations auxquelles il n'a pas été donné suite.

Le taux d'observation de Familles Manitoba est faible mais il s'est amélioré par rapport à l'an dernier. Avec un taux actuel de 43 % par rapport à 35 % l'an dernier, le ministère a été en mesure d'accomplir d'importants progrès à l'égard des recommandations. Cela a été le résultat de ses efforts visant à moderniser les normes et à mettre à l'essai de nouvelles initiatives pour la formation du personnel des services de protection de l'enfance, ainsi que de progrès significatifs quant à l'établissement d'un protocole pour les enfants pris en charge qui sont portés disparus.

Santé et Soins aux personnes âgées Manitoba continue d'enregistrer le taux d'observation moyen le plus faible, soit 25 %. Ce faible taux est lié au manque de mesures prises pour donner suite aux recommandations visant à prévenir les décès de nourrissons liés au sommeil. Les restrictions dues à la lutte contre la COVID-19 et la réorganisation interne du personnel, des divisions, des directions et des unités du ministère ont ralenti les travaux de mise en œuvre. De plus, le ministère a indiqué que le suivi des recommandations visant à améliorer les services de santé mentale et de lutte contre la toxicomanie a été suspendu pendant l'élaboration d'un cadre national axé sur les besoins. Il convient de remarquer que de récents investissements dans les cinq nouveaux espaces jeunesse partout à Manitoba sont importants pour améliorer l'accessibilité et la coordination des services de soutien en santé mentale.

Les examens et enquêtes portant sur les décès d'enfants, ainsi que nos services de défense des droits continuent de faire état de lacunes importantes pour les

enfants et les jeunes aux prises avec des problèmes de santé mentale et de toxicomanie au Manitoba. Au cours de la consultation que nous avons entreprise dans toute la province durant l'année 2020, les jeunes nous ont fait savoir que les questions de toxicomanie et de santé mentale étaient leurs principales préoccupations. Nous considérons la création du ministère de la Santé mentale, du Mieux-être et du Rétablissement comme un pas dans la bonne direction pour ce qui est de prioriser ces questions importantes.

Après l'analyse des mesures prises par le gouvernement pour mettre en œuvre les recommandations, j'ai décelé trois possibilités pour accélérer la mise en œuvre des recommandations qui, si on y donne suite, peuvent énormément améliorer le taux d'observation et, en fin de compte, les services destinés aux enfants, aux adolescents, aux jeunes adultes et aux familles. **J'exhorte donc le gouvernement du Manitoba à :**

1. Prioriser les mesures visant à résoudre le problème des décès évitables des nourrissons liés au sommeil, ce qui est une question importante de santé publique et de droits des enfants.

2. Renforcer la collaboration et la coordination de tous les ministères pour la mise en œuvre des recommandations.

3. Publier les conclusions des examens entrepris sur les systèmes œuvrant pour les enfants, et y donner suite, en prêtant une attention particulière aux examens et stratégies qui s'attaquent à la question du traitement des enfants et des jeunes en matière de santé mentale et de toxicomanie.

Je tiens à saluer le travail acharné, le dévouement et la coopération des fournisseurs de services et des fonctionnaires avec qui nous travaillons tout au long de ce processus. Mon équipe et moi-même sommes très reconnaissantes des relations de travail qui accordent la priorité aux intérêts supérieurs des enfants et des jeunes de la province.

Les recommandations que notre bureau formule et surveille découlent d'enquêtes approfondies, d'analyses poussées des éléments de preuve, d'entrevues avec les familles et de travaux de recherche sur les questions des droits des enfants, la grande majorité de ces recommandations provenant d'examens et d'enquêtes portant sur les décès d'enfants. Comme le prévoit la Loi sur le protecteur des enfants et des jeunes, les recommandations visent à améliorer l'efficacité des services et des interventions qui en découlent, ou à cerner les améliorations à apporter aux politiques publiques. Quand les ministères provinciaux mettent en œuvre les recommandations, cela montre une volonté de remédier aux lacunes dans les services et un engagement à l'égard des enfants et de leurs familles.



Ainsley Krone, MA PC-IIC, RSW
Protectrice des enfants et des jeunes du Manitoba, par intérim

COMPLIANCE HIGHLIGHTS: 2021



In 2021, MACY assessed
28 new recommendations
from 2020.



Two more MACY recommendations have been deemed **fully compliant**.



Matthew Rec. 1

Highlight and promote provincial learning objectives focusing on mental health literacy and well-being coping skills.

Matthew Rec. 3

Continue promoting the *Safe and Caring Schools: A Whole School Approach to Planning for Safety and Belonging* in school divisions, so all schools in Manitoba are implementing the optional tools.



8% (4)
of 51 MACY recommendations have been fully implemented

To improve progress, MACY recommends...



Prioritizing
action to address sleep-related infant deaths



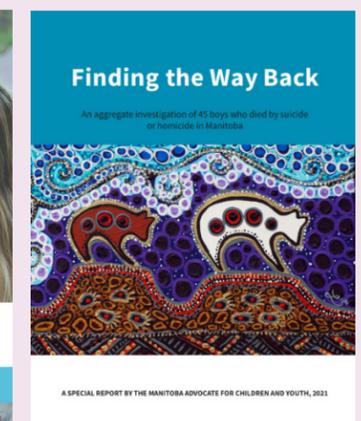
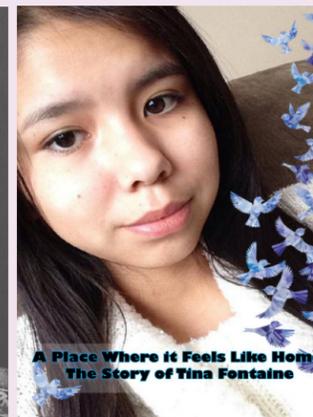
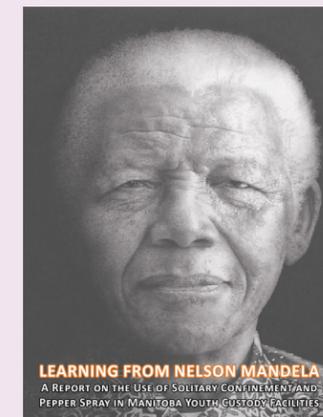
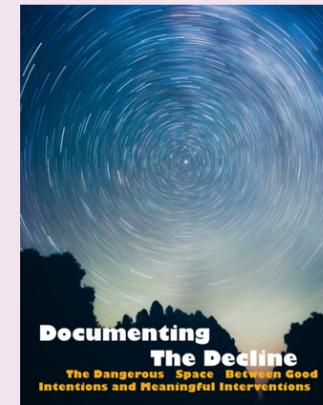
Enhancing
collaboration between gov't. departments



Releasing and acting
on reviews into child-serving systems, such as mental health

MACY tracks progress and compliance on all of the Advocate's recommendations. For individual recommendation compliance assessments, visit ManitobaAdvocate.ca/recommendation-tracking/

Source: Data from 2018-2021 Manitoba Advocate for Children and Youth



SECTION 1

Introduction

Photos: Covers of the special reports released by the Manitoba Advocate for Children and Youth between 2018 and 2021.



INTRODUCTION

The Manitoba Advocate for Children and Youth (MACY) strives to increase the effectiveness and responsiveness of public services to children, youth, young adults, and their families across the province through the development of special reports that issue recommendations for improvements.

The Manitoba Advocate has a mandate to monitor the implementation of recommendations included in serious injury or child death investigations and special reports, as per sections 11(1) (d), 30(4), and 31(2)(c) of *The Advocate for Children and Youth Act* (ACYA). This is a process that ensures accountability and transparency of public services.

Since the ACYA was proclaimed in 2018, the Manitoba Advocate has released 10 special reports that issued public recommendations. In total, 69 public recommendations have been issued to address pressing issues for children, youth, young adults, and their families in Manitoba (Table 1).

Below: Photo of the Manitoba Advocate's office at 346 Portage Ave. in Winnipeg.



Table 1. Special Reports Released and Number of Recommendations

Date	Report Title	# of Recs
October 2018	Documenting the Decline: The Dangerous Space Between Good Intentions and Meaningful Interventions (Circling Star)	6
December 2018	In Need of Protection: Angel's Story (Angel's Story)	6
February 2019	Learning from Nelson Mandela: Special Report on the Use of Segregation, Solitary Confinement, and Pepper Spray in Manitoba Youth Custody Facilities (Nelson Mandela)	6
March 2019	A Place Where It Feels Like Home: The Story of Tina Fontaine (Tina Fontaine)	5
February 2020	The Slow Disappearance of Matthew: A Family's Fight for Youth Mental Health Care in the Wake of Bullying and Mental Illness (Matthew)	8
March 2020	Safe and Sound: A Special Report on the Unexpected Sleep-related Deaths of 145 Manitoba Infants (Safe Sleep)	13
May 2020	"Stop Giving Me a Number and Start Giving Me a Person": How 22 Girls Illuminate the Cracks in the Manitoba Youth Mental Health and Addiction System (Suicide Aggregate)	7
March 2021	Still Waiting: Investigating Child Maltreatment after the Phoenix Sinclair Inquiry (Maltreatment)*	5
March 2021	Bridging the Gaps: Achieving Substantive Equality for Children with Disabilities in Manitoba (Disabilities)*	9
November 2021	Finding the Way Back: An Aggregate Investigation of 45 Boys who Died by Suicide or Homicide in Manitoba (Boys Report)*	4

*Compliance tracking on the recommendations from the 2021 reports will be released next year.

REPORT SCOPE AND METHODS

This special report summarizes the compliance assessments of 51 recommendations from seven special reports including: Circling Star, Angel's Story, Nelson Mandela, Tina Fontaine, Matthew, Safe Sleep, and the Suicide Aggregate.

Recommendations issued in 2021 have not been included in this special report because less than six months have passed since those recommendations have been issued to the beginning of our assessment process in May 2021. The report includes analysis of recommendations made to the Government of Manitoba and two recommendations issued to the Government of Canada.

First, this report summarizes compliance assessments on multiple variables, including by compliance level, special report, primary issue, and department. Second, this special report presents key opportunities for the Manitoba government to enhance departmental compliance with recommendations made to improve services for children, youth, young adults, and families.

Methods

Public bodies provided the Manitoba Advocate with updates on activities on the 51 outstanding recommendations between May and July of 2021.

The information provided was reviewed and a preliminary assessment was conducted by three policy analysts and the program manager for the Advocate's Research and Quality Assurance Program. A peer review process was conducted to ensure internal consistency of assessment and final dispositions were presented to the Acting Manitoba Advocate for review.

Recommendations with low compliance determinations were shared with public bodies, providing an additional opportunity for government departments to submit information for consideration. Supporting documentation was accepted up to and including November 8, 2021. In some cases, recommendations were re-assessed.

Preliminary findings were presented by the Acting Manitoba Advocate to Deputy Ministers and senior representatives from the departments of Families, Justice, Education, Health and Seniors Care, and Mental Health, Wellness and Recovery in November 2021.

THE 7 COMPLIANCE LEVELS

Figure 1. Compliance Levels and Colour Codes



SECTION 2

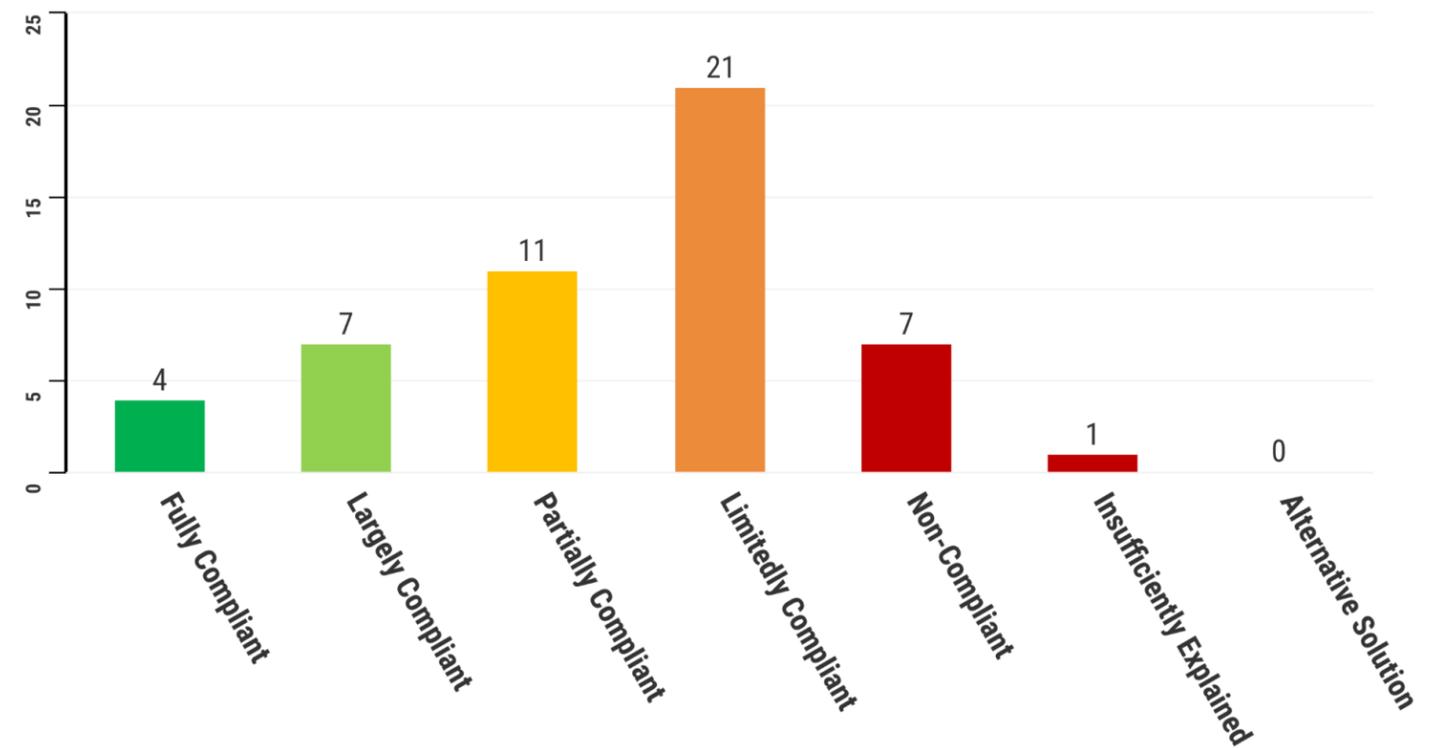
Summary of Compliance

SUMMARY OF COMPLIANCE

The following section presents a summary of compliance determinations with recommendations by different categories. Categories assess implementation progress on multiple levels, such as by special report, systemic issue, and government department.

Compliance with recommendations is relatively low. As with last year, only 43% of recommendations have demonstrated actions that met at least some requirements for implementation, which includes an assessment of partially compliant and above (Figure 2). Four recommendations are fully compliant: two in 2020 and two in 2021.

Figure 2. Recommendations by Compliance Level

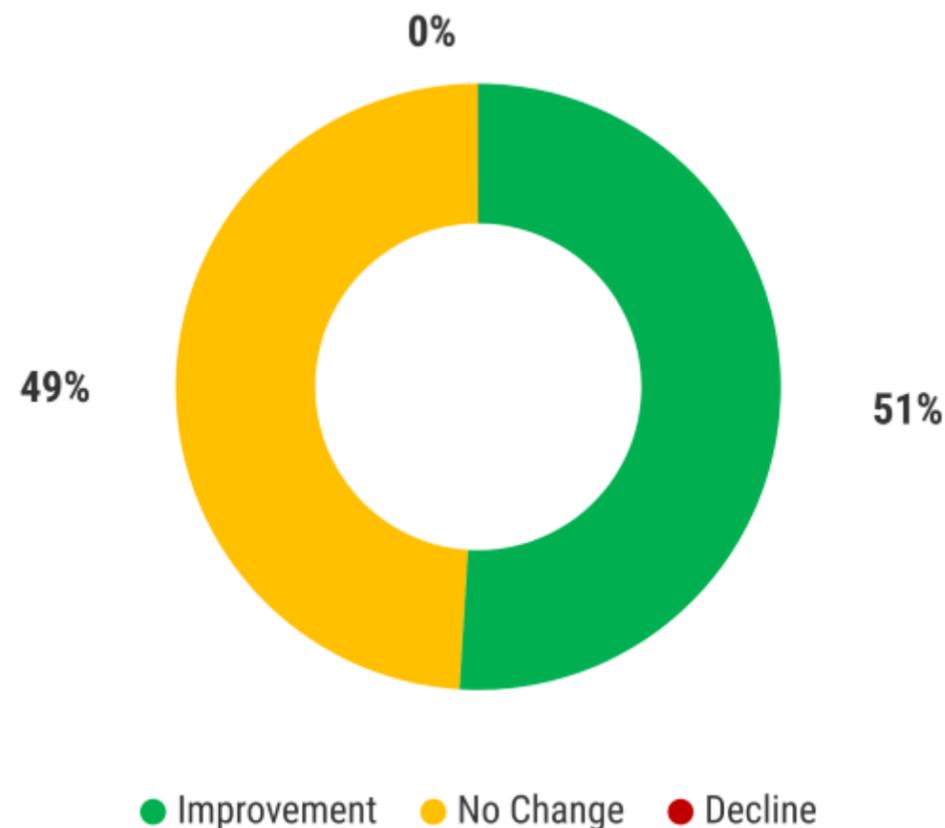


PROGRESS WITH RECOMMENDATION COMPLIANCE

Compliance progress was measured by comparing assessments from year to year, specifically progress between June 2020 and following responses received this past May 2021, and then coding them into three categories: improvement or no change, or a decline in change.

Of the 51 recommendations issued, two were deemed fully compliant in 2020 and 49 remained outstanding during this assessment period (Figure 3). Of them, 25 showed improvements (51%) while 24 (49%) recommendations did not progress since issuance or last assessment. None (0%) showed a decline. This indicates that progress on a nearly half of recommendations has stalled. Multiple departments reported that resources have been reallocated to the COVID-19 pandemic response and cited this as a reason for their department's slow progress, or no progress.

Figure 3. Progress with Recommendation Compliance



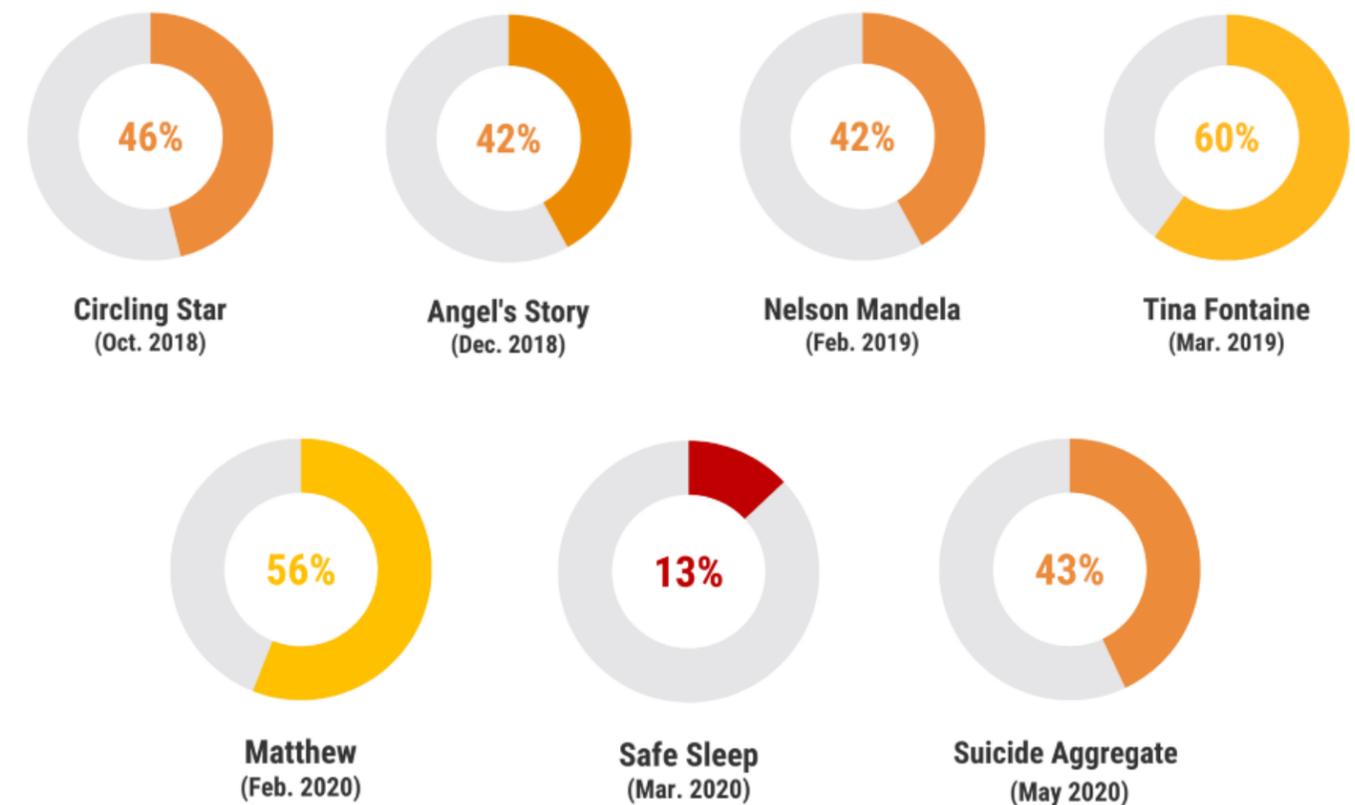
COMPLIANCE BY SPECIAL REPORT

There are differences in the degree of recommendation implementation and compliance between each special report. Reports written in 2018 and February 2019, such as Circling Star (Manitoba Advocate, 2018a), Angel's Story (Manitoba Advocate, 2018b), and Nelson Mandela (Manitoba Advocate, 2019a), as well as the Suicide Aggregate (Manitoba Advocate, 2020c), have low compliance averages at 46%, 42%, 42%, and 43%, respectively (Figure 4).

Slightly more than half of the recommendations in the reports into the deaths of Tina Fontaine (Manitoba Advocate, 2019b) and Matthew (Manitoba Advocate, 2020a) have been implemented, resulting in the highest compliance levels, at 60% and 56%, respectively.

The Safe Sleep report (Manitoba Advocate, 2020b) reviewing the deaths of 145 Manitoba infants, released in March 2020, has the lowest assessed compliance average at 13%.

Figure 4. Compliance by Special Report



COMPLIANCE BY SYSTEMIC ISSUE

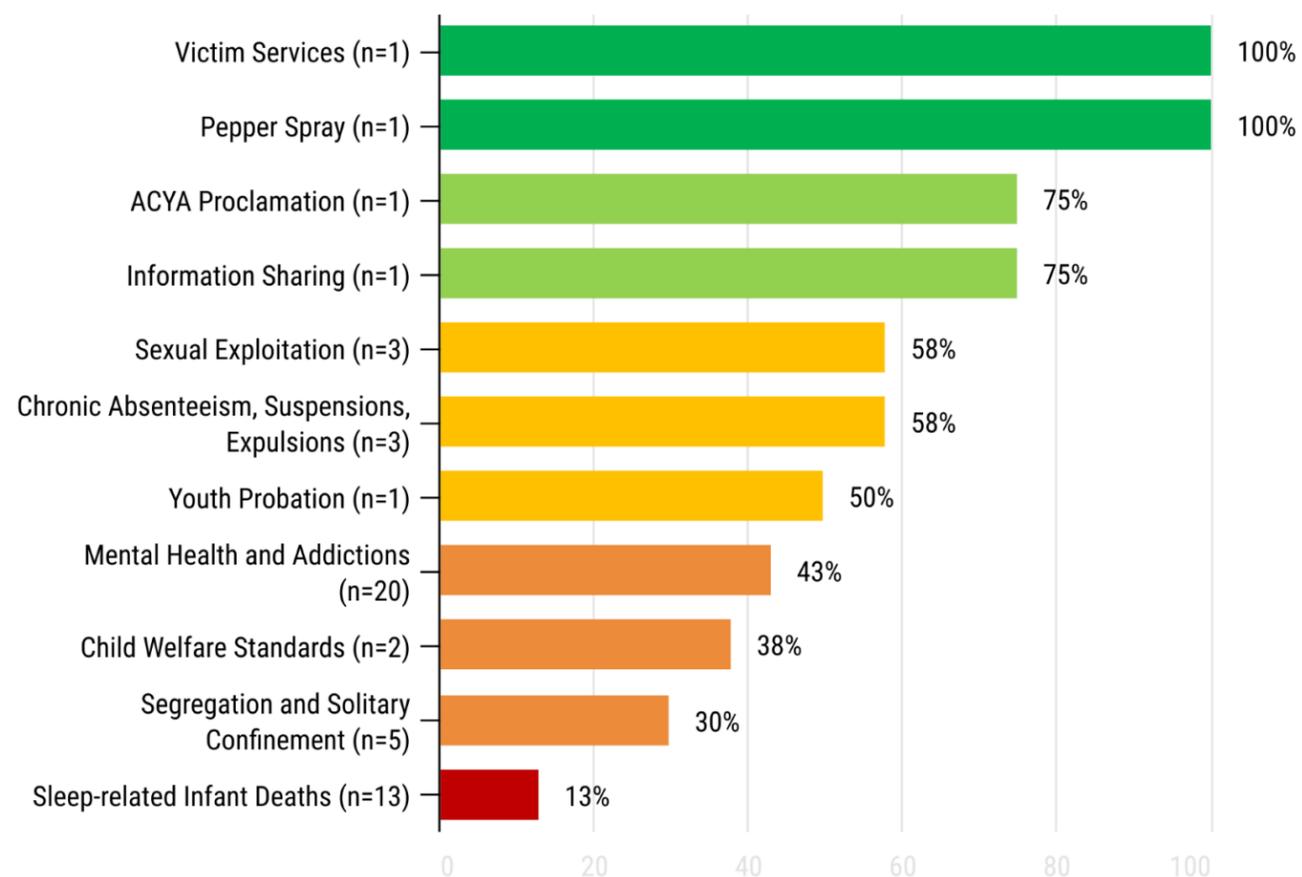
Each recommendation addresses a primary systemic issue affecting children, youth, young adults, and families in Manitoba (Figure 5). Many issues overlap the mandates of different departments and stakeholders. It is important to understand collective progress on issues affecting Manitoba children, youth, and families over time.

With the onset of the COVID-19 pandemic, for instance, a large number of recommendations made to Manitoba Health and Seniors Care were stalled as many departmental staff were redeployed to pandemic planning and response. This impacted progress on implementation for many of the recommendations made in the Safe Sleep special report (Manitoba Advocate, 2020b), ultimately resulting in low average levels of compliance.

The release of the Commission on K-12 Education's report, and subsequent release of Manitoba Education's plan to implement the Commission's report, resulted in the full implementation and thus closure of two recommendations made to the Department of Education, which contributed to the marginal increase in compliance level for mental health, as well as chronic absenteeism and exclusions issues.

Of note, the Manitoba government's action to proclaim phase two and announce the imminent proclamation of phase three of *The Advocate for Children and Youth Act*, has led to a largely compliant average of 75% for that particular systemic issue.

Figure 5. Compliance by Systemic Issue



COMPLIANCE BY PRIMARY DEPARTMENT

Overall compliance for recommendations issued to the provincial government as a whole is low at 38%, compared to 50% last year (Figure 6, next page). There are notable differences, however, in the level of recommendation implementation and compliance between government departments.

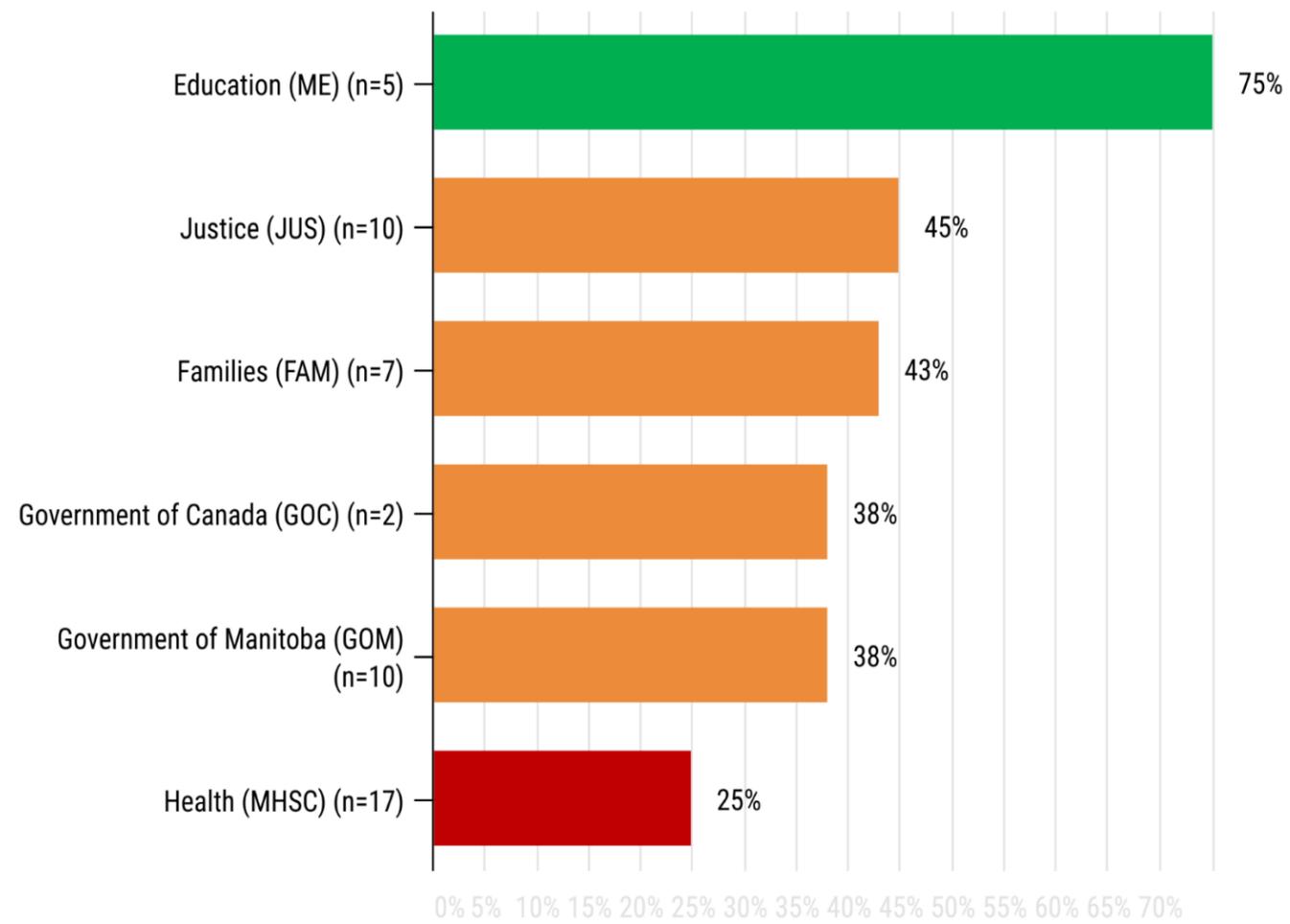
Manitoba Education has the highest compliance level at 75%. This is due to the significant strides the department has taken to put MACY recommendations into action, increasing its compliance rating from 42%, particularly with the Commission on K-12 Education's report and implementation plan, and work to promote mental health literacy as well as belonging and safety in schools. Two recommendations in Matthew (Manitoba Advocate, 2020a) that were made to Manitoba Education were deemed fully compliant this year and closed. Many of its remaining recommendations are near completion.

Last year, we were able to close as "fully compliant" two recommendations made to Manitoba Justice due to the department enacting necessary changes. While there was some progress this past year to further its recommendations, such as the establishment of the Youth Justice Division and work beginning on the Youth Justice Review, which the department announced in 2019, these actions are in early stages. The COVID-19 pandemic has contributed to the slowing down of work on implementation, in addition to creating a growing need for services inside the department. With the addition of Safe Sleep (Manitoba Advocate, 2020b) recommendations, which remain at low compliance levels, Manitoba Justice has a compliance rate of 45%.

Manitoba Families' compliance rate has improved, now at a 43% in comparison to 35% last year. The department's work to modernize standards, pilot new training initiatives, and make significant progress to develop a protocol for missing children in care all contributed towards implementing recommendations and improving compliance. There was also substantial improvement in the quality of responses that Manitoba Families communicated with MACY regarding actions taken to implement recommendations made to the department.

Manitoba Health and Seniors Care continues to have the lowest compliance of all provincial government departments, maintaining the same rating as last year – 25%. This low compliance rating is associated with the low compliance determinations for the Safe Sleep (Manitoba Advocate, 2020b) recommendations, many of which are addressed to Manitoba Health and Seniors Care, as well as with the redeployment of departmental staff to respond to pandemic-related issues. With the exception of the development of five youth hubs and the establishment of the new Department of Mental Health, Wellness and Recovery, compliance of recommendations to improve mental health and substance use treatments services have also stalled while a national Needs-Based Framework is developed. This delayed action in a core health service area is significantly concerning given the known needs and growing urgency with respect to youth mental health and substance use in Manitoba. Children and youth need the government to respond today while also participating in future planning through national coordination efforts.

Figure 6. Compliance by Department



SECTION 3

Opportunities to Enhance Compliance

OPPORTUNITIES TO ENHANCE COMPLIANCE

The following section focuses on three key themes that emerged during this fiscal year’s compliance analysis with respect to the 51 recommendations issued from October 2018 to May 2020. These three themes are also areas of opportunity to further progress on implementing recommendations. If pursued, compliance assessments can be improved, as will services for children, youth, young adults, and families.

Theme 1: Prioritize recommendations to address sleep-related infant deaths.

The Manitoba Advocate for Children and Youth collaborated with the Office of the Chief Medical Examiner and the First Nations Health and Social Secretariat of Manitoba, among other stakeholders, to publish the first-ever 10 year retrospective research study into sleep-related infant deaths in the province in 2020. The findings led us to a set of 13 recommendations to both the Government of Canada and the Government of Manitoba’s Departments of Health and Seniors Care, Justice, and Families. The recommendations were described by public health professionals as a “roadmap” to reducing preventable sleep-related infant deaths. Recommendations to address preventable infant deaths have the lowest average compliance of any other systemic issue, at 13%.

The Government’s Response

In spite of the roadmap laid out in the 2020 Safe Sleep special report, for seven of the 13 safe sleep recommendations, no actions were taken towards implementation. The inaction towards these recommendations is concerning, especially 20 months after their release. For five of the seven recommendations issued to Manitoba Health and Seniors Care, MACY received the following response:

“The Public Health Branch has been committed to responding to the current pandemic and will be able to return to regular and routine work such as responding to these recommendations once the COVID-19 vaccination campaign has been completed and has moved into the universal on-going public health systems and processes.”

The current public health responses to the COVID-19 pandemic have resulted in a fundamental redistribution of resources. Manitoba Health and Seniors Care, Manitoba Justice, and the Government of Manitoba self-reported a non-compliant assessment to these recommendations because no actions have been taken towards implementation.

QUICK FACTS: SLEEP-RELATED INFANT DEATHS

- An average of 15 infants die each year in Manitoba from preventable sleep-related causes
- The rate of sleep-related infant deaths in Manitoba is 42% higher than in British Columbia
- 1 in 4 infants who died did not have a safe sleep surface in their home
- 55% of infants were First Nations

For more, please read *Safe and Sound: A special report on the unexpected sleep-related deaths of 145 Manitoba infants.*

Analysis and Determination

MACY gave a Non-Compliant assessment for 54% (7/13) of Safe Sleep recommendations and 92% (12/13) of Safe Sleep recommendations had low compliance assessments, which is very concerning (Table 2). Sleep-related infant deaths are not only a serious public health concern, but they are also a children’s rights issue. Indeed, sudden and unexpected deaths are the second leading cause of death for infants between one month and one year of age in Canada. What we found is that the majority of these deaths were associated with unsafe sleeping environments, meaning that most safe-sleep deaths are preventable.

The findings and targeted recommendations in the Safe Sleep report laid out a clear way to increase the effectiveness and responsiveness of services for infants and their families to prevent these deaths by reducing the known risk factors and by placing infants alone, on their back, and in a safe sleep environment.

Table 2. Safe and Sound Recommendation Compliance Assessments

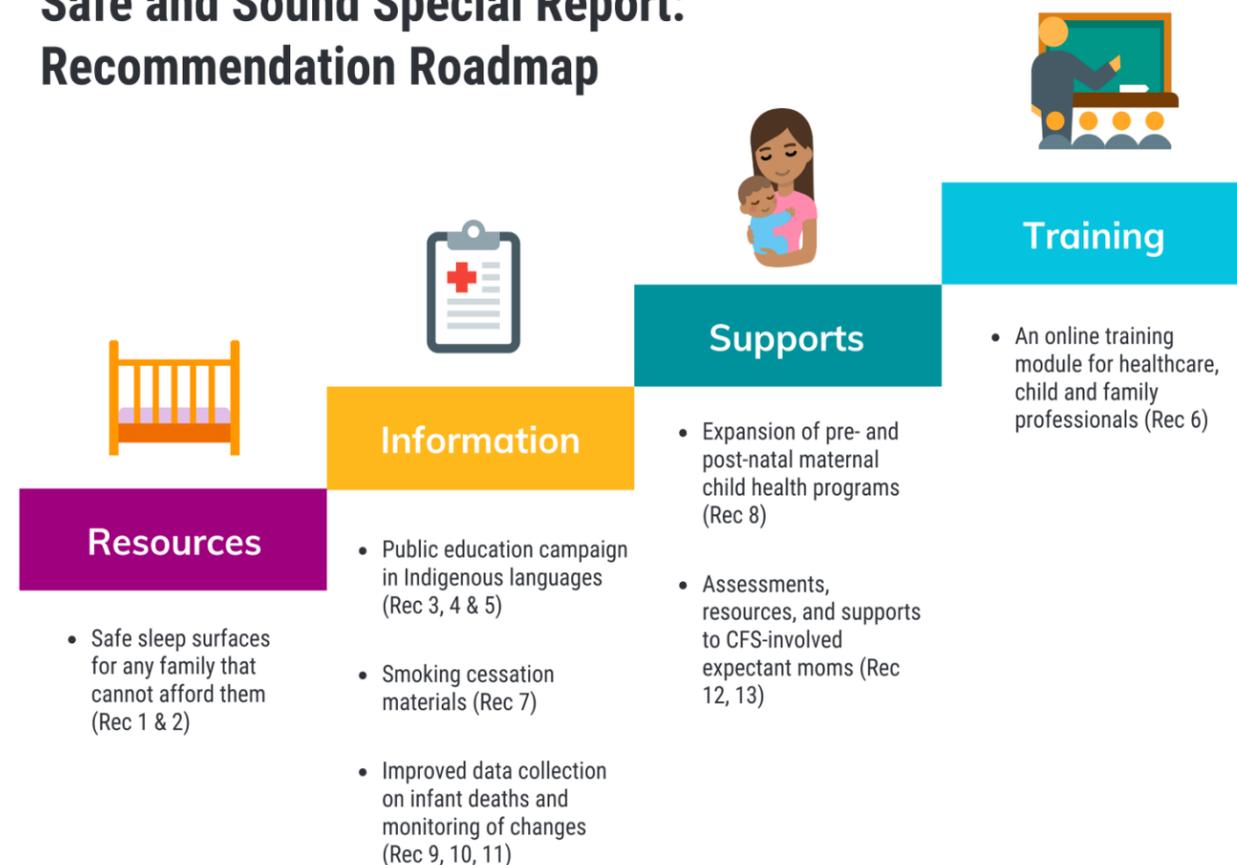
Rec #	Safe Sleep Recommendation Summary	Compliance Assessment
Rec. 1	Action plan to ensure every infant in Manitoba has a safe sleep surface	Non-Compliant
Rec. 2	Implement the action plan to ensure infants have safe sleep surfaces in Manitoba First Nations communities	Limitedly Compliant
Rec. 3	Develop, implement, and evaluate a new public education campaign	Non-Compliant
Rec. 4	The public education campaign must be informed by data and evidence	Non-Compliant
Rec. 5	Public education materials must be accessible / available in Indigenous languages	Non-Compliant
Rec. 6	Develop an accredited online training module on safe infant sleep practices for professionals	Non-Compliant
Rec. 7	Develop a smoking cessation resource for expectant mothers	Non-Compliant
Rec. 8	Strategy to expand maternal child health programs in MB First Nations communities	Partially Compliant
Rec. 9	Implement a data collection form to investigate the scene of an infant death	Limitedly Compliant
Rec. 10	Resource an electronic database on sleep-related infant deaths	Limitedly Compliant
Rec. 11	Reinstate the Collaborative Inter-Departmental Working Group on Infant Mortality	Non-Compliant
Rec. 12	Amend provincial child welfare standards, to include assessment of infant sleep environment in safety planning, and provide safe sleep surfaces	Limitedly Compliant
Rec. 13	Develop a provincial standard requiring CFS providers to assess infant sleep environment via face-to-face contact	Limitedly Compliant

We urge Manitoba Health and Seniors Care, Manitoba Justice, the Government of Manitoba, and the Government of Canada to prioritize implementation of these recommendations. In doing so, consultation with First Nations and Metis governments is critical. Enduring barriers reported to us by First Nations health service providers include:

- **The costs of safe sleeping surfaces.** Particularly in northern and remote communities cribs cost between \$750 to \$1,000.
- **Confusing criteria for funding access.** The process to access resources for families and receive approvals is not clear.
- **Fear of accessing resources.** Some families avoid accessing financial supports for their infants due to fear of being unfairly targeted by child welfare agencies.
- **Equity in access to essential maternal and infant health programs** continues to be an issue. Ensuring there are services and programs in all 63 First Nations in Manitoba is essential. Currently, 24 First Nations have maternal-child health programs, which are easily available to every Manitoban residing in urban centres.

Following discussion on these compliance findings, in November 2021, Manitoba Health and Seniors Care acknowledged the importance of infant sleep safety and reported they have begun mobilizing departmental leadership to prioritize the issue.

Safe and Sound Special Report: Recommendation Roadmap



Theme 2: Increase collaboration and coordination across government with respect to recommendation implementation.

This year's compliance review highlighted the need for more collaboration and coordination across government with respect to the implementation of recommendations. While many recommendations are made to single departments, the issues addressed overlap multiple systems and require consultation and coordination. Our analysis found recommendations that require collaboration between departments are more likely to face barriers to implementation.

The Government's Response

Recommendations made to the Government of Manitoba as a whole have the second lowest compliance rating, at 38%.

In this year's round of compliance assessments, we found that none of the recommendations made to the Manitoba government as a whole have been fully implemented and only five of the 10 recommendations (50%) have improved since 2020.

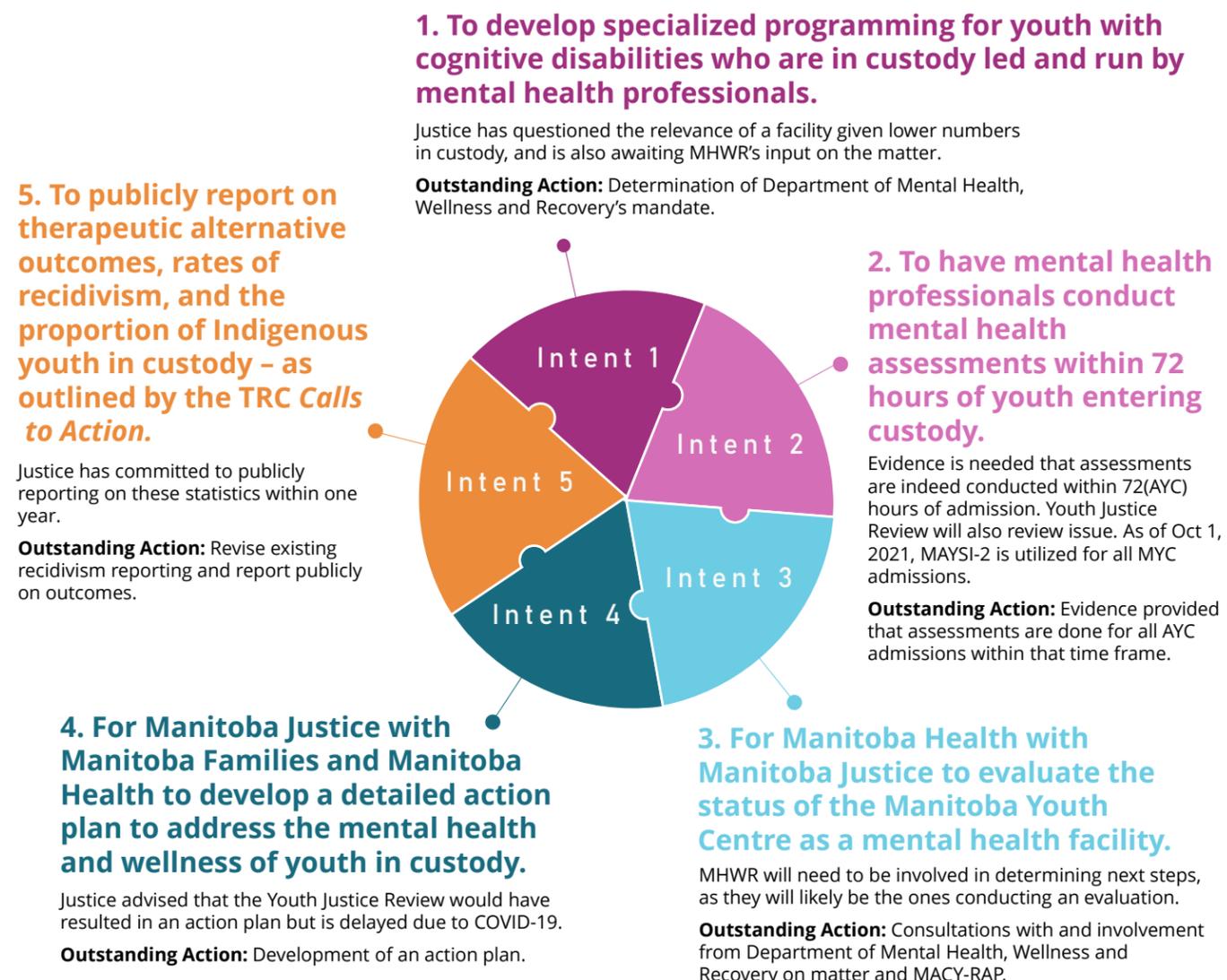
In addition to the need for collaboration and coordination related to recommendations issued to the Government of Manitoba, our compliance review revealed more collaboration and coordination are needed with respect to recommendations issued to a single department. Some departments reported delays related to coordination between departments. For example, Manitoba Justice reported that implementing one of their recommendations was contingent on the establishment of the new Department of Mental Health, Wellness and Recovery (Nelson Mandela, Rec 6; Figure 7, next page).

According to Manitoba Justice, the operationalization of the new Department of Mental Health, Wellness and Recovery, including clarifying its scope of work and the distinction of its mandate with that of Manitoba Health and Seniors Care, has stalled progress on a recommendation intended to enhance mental health programming in custody facilities. Further collaboration between Manitoba Justice and Manitoba Mental Health, Wellness and Recovery can address the assessment of the Manitoba Youth Centre as a mental health facility, the development of specialized programming for youth with cognitive disabilities in custody, and a detailed action plan to address the mental health and wellness of youth in custody. Coordinated actions between the newfound Department of Mental Health, Wellness and Recovery and Manitoba Justice on mental health supports for youth in custody is imperative.

Analysis and Determination

Enhancing collaboration between departments on both recommendations issued to the Government of Manitoba as a whole and recommendations issued to separate departments but which require coordination would result in improved compliance determinations, and ultimately, enhanced services for children, youth, and families in Manitoba.

Figure 7. Nelson Mandela - Recommendation 6



Theme 3: Publicly release and take action on existing reviews into child serving systems, with particular attention to recommendations issued to Manitoba Health and Seniors Care.

Since 2017, the Government of Manitoba has announced four reviews into child-serving systems in Manitoba including the mental health system, education system, child welfare system, and the youth justice system (Table 3). The only review that has led to an implementation plan has been the work of the Commission on Kindergarten to Grade 12 Education announced in 2019 which informed the strategy outlined in *Better Education Starts Today: Putting Students First* (2021). All other reviews remain without clear implementation plans to improve services for children and youth in Manitoba.

Of note, Manitoba Mental Health, Wellness and Recovery reported the launch of a new consultation strategy to develop a five-year action plan in July 2021 and ongoing work on a National Needs-Based Planning Framework.

Table 3. Reviews into Child-Serving Systems in Manitoba

Department	Review Name	Announced?	Report Published?	Implementation Plan?
Manitoba Mental Health, Wellness and Recovery (previously Manitoba Health and Seniors Care)	Development of Mental Health and Addictions Strategy (VIRGO Report)	Yes (2017)	Yes (2018)	No*
	Development of a five-year action plan	Yes (2021)	No	No
	Development of a Needs Based Planning Framework (national)	Yes (2021)	No	No
Manitoba Families	Independent Review of Manitoba's Child Welfare Legislation	Yes (2017)	Yes (2018)	No
Manitoba Justice	Review of the Youth Justice System and Connections to Child Welfare	Yes (2019)	No	No
Manitoba Education	Commission on Kindergarten to Grade 12 Education	Yes (2019)	Yes (2020)	Yes (2021)

*An implementation plan has been released, but it does not include the child- and youth-specific recommendations from the Virgo report.

The Government's Response

Manitoba Health and Seniors Care remains the domain with the lowest level of compliance with recommendations, on average, at 25%. The Manitoba Advocate has made 17 recommendations to Manitoba Health and Seniors Care, 12 of which focus on mental health and addictions. These 12 recommendations build on the work of the review undertaken by the VIRGO Planning and Evaluation Consultants Inc. in 2018, including:

- Conduct a gap analysis of mental health and substance use treatment services in Manitoba (Suicide Aggregate, Rec.1)
- Release a plan to implement the child- and youth-specific recommendations of the VIRGO report (Tina Fontaine, Rec. 2)
- Develop a youth addictions action strategy (Circling Star, Rec. 4)
- Publicly release a framework for child and youth mental health and substance use treatment services (Matthew, Rec. 7)

None of the recommendations detailed above demonstrated progress since last year. Manitoba Health and Seniors Care reported that actions to implement the recommendations detailed above, and related to the VIRGO Report, are on pause until a National Needs-Based Planning Framework is fully developed. It reports that this is based on advice from a subject matter expert cautioning against developing provincial frameworks and benchmarks without benchmarks at the national level. It advised that creating a national framework could take some time, considering the nature of interprovincial collaboration and multilateral consultations. This explanation will be cold comfort to children and youth who need mental health and substance use supports today and to the families who support these young people and are desperate to find them help.

Manitoba Justice has yet to publish information on its review of the youth justice system announced in 2019, and reported early progress towards this goal.

Analysis and Determination

We acknowledge there were a number of constraints experienced by Manitoba Health and Seniors Care in the last year and a half. This includes a shift in availability of resources with many Manitoba Health and Seniors Care staff redeployed to respond to COVID-19-related issues and internal reorganization of departmental staff, divisions, branches, and units. As referenced in their response to eight MACY recommendations, we have also noted the department's approach to wait for the development of the National Needs-Based Framework before it will tackle provincial-level work to inform and implement the VIRGO-specific recommendations, including those related to youth mental health and addictions.

While we remain encouraged by some recent investments in mental health and addictions services, including the recent funding of five youth hubs and the creation of the new Mental Health, Wellness and Recovery Department, we remain concerned by the lack of a coordinated strategy or framework to address gaps in current services serving children and youth who need them right now. The new announcements of further consultation and planning activities, while important, have yet to translate to concrete changes to mental health and addictions services for children and youth in Manitoba.

Ongoing reliance on consultations and reviews, without concrete plans of action have continued to result in low compliance assessments, particularly on recommendations issued to improve mental health and substance use treatment services in Manitoba. Children and youth have a right to services and the Manitoba government, while it conducts reviews and restructures departments, has an uninterrupted obligation to ensure the needs of children and youth are met.

CONCLUSION

Next Steps Toward Compliance

CONCLUSION

The recommendations issued by the Manitoba Advocate for Children and Youth provide a blueprint for action that is based on evidence, best practices, and the voices and experiences of children, youth, and families in our province. Monitoring their implementation is essential to ensure transparency and accountability of public services.

The COVID-19 pandemic has upended public services around the world towards emergency responses that safeguard lives. This has meant that attention to other important and chronic issues, including infant mortality and child and youth mental health, has shifted towards emergent needs.

Nearly two years since we collectively responded to this unprecedented crisis, we urge the Manitoba government to prioritize action and investments in efforts that address preventable infant deaths and child and youth mental health issues. The latter, in particular, will become essential to the recovery and future well-being of young Manitobans.

LEARN MORE

For information on how recommendations are made, who responds to recommendations, how recommendations are monitored, the principles that guide our assessment, and our model for compliance monitoring, please refer to our **Compliance Handbook**.

A complete list of recommendations and their compliance assessments can be found in **Appendix A (p. 37)**.

The full compliance analysis and determination for each recommendation can be accessed using the **Recommendation Tracking Tool** on MACY's website or in our **Supplemental Content**.

Read our first compliance report, ***Are They Listening?*** (Manitoba Advocate, 2020d), on MACY's website.

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APPENDIX A

List of Recommendations and Compliance Assessments

Appendix A. List of Recommendations and Compliance Assessments

Report	#	Summary	Primary Dept.
Matthew	5	Create mental health system Navigators to help children and youth	MHSC
Safe Sleep	1	Develop and action plan to ensure every infant in Manitoba has a safe sleep surface (crib, bassinet, or culturally appropriate safe alternative)	GOM
Safe Sleep	3	Develop, implement, and evaluate a new public education campaign to raise awareness of the risk factors of sleep-related infant deaths	MHSC
Safe Sleep	4	The new public education campaign must be informed by data and evidence on effective risk communication and behaviour modification	MHSC
Safe Sleep	5	Any public education materials must be written in accessible language and available in the prominent Indigenous languages	GOM
Safe Sleep	6	Develop and accredited online training module on safe infant sleep practices	MHSC
Safe Sleep	7	Develop a smoking cessation resource for expectant mothers	MHSC
Safe Sleep	11	Reinstate the Collaborative Inter-Departmental Working Group on Infant Mortality	MHSC
Circling Star	3	Establish a concerted cross-sectoral process to reduce perceived and real jurisdictional boundaries that prevent access and coordination of services	MHSC

Primary Issue	Current Compliance Assessment	Compliance Level	Improvement
Mental Health and Addictions	Insufficiently Explained	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Safe Sleep	Non-Compliant	0%	No Change
Mental Health and Addictions	Limitedly Compliant	25%	No Change

Appendix A. List of Recommendations and Compliance Assessments (cont'd)

Report	#	Summary	Primary Dept.
Circling Star	4	Develop a youth addictions action strategy	MHSC
Angel	4	Conduct review, update existing CFS minimum standards, and establish province-wide quality assurance measures and framework	FAM
Angel	6	Amend <i>The Youth Drug Stabilization Act</i> , allow for longer or successive warrants to ensure medically supported withdrawal management services	MHSC
Mandela	1	Prohibit the use of segregation over 24 hours	JUS
Mandela	2	Restrict the use of segregation under 24 hours for vulnerable populations	JUS
Mandela	5	Enhance therapeutic behaviour management alternatives in youth custody facilities	JUS
Mandela	6	Create specialized facility for youth in custody with cognitive vulnerability and mental illness, run by health professionals	JUS
Tina Fontaine	2	Release a plan to implement the child and youth specific recommendations in the VIRGO Report	MHSC
Tina Fontaine	4	Analyze Alberta's legislation and evaluate how safe and secure facilities can be introduced in Manitoba.	GOM
Matthew	6	Create a long-term residential mental health treatment for youth	GOM

Primary Issue	Current Compliance Assessment	Compliance Level	Improvement
Mental Health and Addictions	Limitedly Compliant	25%	No Change
Training CFS Minimum Standards	Limitedly Compliant	25%	No Change
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement
Solitary Confinement	Limitedly Compliant	25%	No Change
Solitary Confinement	Limitedly Compliant	25%	No Change
Solitary Confinement	Limitedly Compliant	25%	No Change
Solitary Confinement	Limitedly Compliant	25%	No Change
Mental Health and Addictions	Limitedly Compliant	25%	No Change
Mental Health and Addictions	Limitedly Compliant	25%	No Change
Mental Health and Addictions	Limitedly Compliant	25%	No Change

Appendix A. List of Recommendations and Compliance Assessments (cont'd)

Report	#	Summary	Primary Dept.
Matthew	7	Publicly release a framework for child and youth mental health and addictions health system transformation	MHSC
Safe Sleep	2	Develop and implement a plan to ensure that no infant living in Manitoba First Nations communities is without a safe sleeping surface	Canada
Safe Sleep	9	Develop and implement a new data collection form to investigate the scene of an infant death	JUS
Safe Sleep	10	Resource the Office of the Chief Medical Examiner to develop an electronic database to collect information on suspected sleep-related infant deaths	JUS
Safe Sleep	12	As part of changes to provincial child welfare standards, end birth alerts, include assessment of infant sleep environment in safety planning, provide safe sleep surfaces	FAM
Safe Sleep	13	Develop a provincial standard requiring CFS providers to assess infant sleep environment in face-to-face contact	FAM
Suicide Aggregate	1	Conduct a gap analysis of the youth mental health and addictions system	MHSC
Suicide Aggregate	2	Demonstrate equitable access to mental health and addiction systems	MHSC
Suicide Aggregate	3	Train government workers on trauma and its effects	GOM
Suicide Aggregate	7	Create long-term treatment for youth with the highest needs	GOM

Primary Issue	Current Compliance Assessment	Compliance Level	Improvement
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Safe Sleep	Limitedly Compliant	25%	0.25 Improvement
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement
Mental Health and Addictions	Limitedly Compliant	25%	0.25 Improvement

Appendix A. List of Recommendations and Compliance Assessments (cont'd)

Report	#	Summary	Primary Dept.
Circling Star	2	Conduct a review and develop a province-wide strategy to limit exclusionary practices	ME
Circling Star	5	Improved communication across Manitoba Justice and improve probation orders	JUS
Circling Star	6	Clarify training content and expectations of CFS minimum standards, prioritize development of training on minimum standards, train existing and new workers	FAM
Angel	1	Develop trauma prevention and response on adverse childhood experiences (ACEs), educate service providers and public, and create interventions	GOM
Angel	2	Expansion of SEY services and evaluation of Tracia's Trust	FAM
Angel	3	Denounce sexual exploitation of children and youth and raise awareness through a public education campaign	FAM
Angel	5	Review and reform addiction treatment programs, create a safe and secure facility for sexually exploited youth (SEY)	MHSC
Mandela	3	Collect, track, analyze and publish reports of segregation incidents	JUS
Matthew	2	Develop a province-wide strategy to limit, reduce and phase out exclusionary practices	ME
Safe Sleep	8	Resource and implementation strategy to expand prenatal and postnatal maternal child health programs in all of Manitoba's First Nations communities	Canada

Primary Issue	Current Compliance Assessment	Compliance Level	Improvement
Chronic Absenteeism	Partially Compliant	50%	0.25 Improvement
Probation	Partially Compliant	50%	No Change
Training CFS Minimum Standards	Partially Compliant	50%	0.25 Improvement
Mental Health and Addictions	Partially Compliant	50%	No Change
Sexual Exploitation	Partially Compliant	50%	No Change
Sexual Exploitation	Partially Compliant	50%	No Change
Mental Health and Addictions	Partially Compliant	50%	No Change
Solitary Confinement	Partially Compliant	50%	No Change
Suspensions and Expulsions	Partially Compliant	50%	0.50 Improvement
Safe Sleep	Partially Compliant	50%	0.50 Improvement

Appendix A. List of Recommendations and Compliance Assessments (cont'd)

Report	#	Summary	Primary Dept.
Suicide Aggregate	6	Create mental health focal points outside of Winnipeg	MHSC
Circling Star	1	Develop and implement a provincial strategy to train service providers on information sharing, and develop, deliver, and evaluate strategy in consultation with other GOM dept	GOM
Tina Fontaine	1	Review measurement of absenteeism, suspensions, expulsions and create a province-wide strategy to address issues	ME
Tina Fontaine	5	Protocol to ensure that response plans are created for missing youth receiving child welfare services, and SEY in particular	FAM
Matthew	4	Evaluate existing mental health access points and implement a child and youth-centred specialized access point that meets the needs of children and youth	MHSC
Matthew	8	Proclaim the outstanding sections of <i>The Advocate for Children and Youth Act</i>	GOM
Suicide Aggregate	4	Create and maintain an inventory of mental health resources for the public	GOM
Suicide Aggregate	5	Create youth hubs across Manitoba	MHSC
Mandela	4	Prohibit the use of pepper spray except in situations of immediate risk to life, enhance oversight	JUS
Tina Fontaine	3	Evaluate Victim Support Services for children and develop quality control measures ensure child-centred access to benefits	JUS
Matthew	1	Highlight and promote provincial learning objectives focusing on mental health literacy and well-being coping skills	ME
Matthew	3	Continue promoting the <i>Safe and Caring Schools: A Whole School Approach to Planning for Safety and Belonging</i> in school divisions, so all schools in Manitoba should be implementing the optional tools	ME

Primary Issue	Current Compliance Assessment	Compliance Level	Improvement
Mental Health and Addictions	Partially Compliant	50%	0.50 Improvement
Coordination	Largely Compliant	75%	No Change
Chronic Absenteeism	Largely Compliant	75%	0.25 Improvement
Sexual Exploitation	Largely Compliant	75%	0.25 Improvement
Mental Health and Addictions	Largely Compliant	75%	0.75 Improvement
Legal	Largely Compliant	75%	0.75 Improvement
Mental Health and Addictions	Largely Compliant	75%	0.75 Improvement
Mental Health and Addictions	Largely Compliant	75%	0.75 Improvement
Pepper Spray	Fully Compliant	100%	N/A - Closed in 2020
Victim Services	Fully Compliant	100%	N/A - Closed in 2020
Mental Health and Addictions	Fully Compliant	100%	1.0 Improvement
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