

Status Update Template

September 26, 2019

Chapter 32, Social Services – Placing Minister’s Wards in Permanent Homes, Volume 1, 2017 and Chapter 39, Social Services – Placing Minister’s Wards in Permanent Homes, Volume 1, 2019

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding:</p> <p>We recommend that Social Services follow its established policy to place those children whose permanency plans includes adoption on the adoption list within 120 days. (2013 Report - Volume 1, p. 173, Recommendation 5; Public Accounts Committee agreement June 17, 2014)</p> <p>Status – Partially Implemented</p>	<p>278 Chpt 32</p> <p>345 Chpt 39</p>	<p>Partially Implemented</p>	<ul style="list-style-type: none"> The Ministry has made online training available to prospective adoptive applicants which allows timelier completion of home assessments. In June 2018, A Guide for Registration of Children was created, in addition to the January 2018 creation of the Adoption Information Sheet. The intent was to highlight and inform caseworkers on the process for registering children for adoption and the requirements to complete them. The Ministry is currently reviewing the policy. 	<ul style="list-style-type: none"> The Ministry will continue to measure compliance to this standard. Action plans to ensure timelines are met will be supported by the Service Area Program Effectiveness Consultants (PECs). The PECS have initiated updates with the supervisors regarding plans for every child that is not registered and ensuring documentation is on file outlining why the plan for a permanent ward is not adoption. Documentation on many of the children has been updated due to this. Review of policy, amendments to the policy, and staff training are required to fully implement this recommendation 	<p>During 2020/21</p>
<p>Outstanding:</p> <p>We recommend that Social Services develop performance measures and targets relating to the adoption program for its permanent wards. (2013 Report – Volume 1, p. 170, Recommendation 2; Public Accounts Committee agreement June 17, 2014)</p> <p>Status - Partially Implemented (2017); Implemented (2019)</p>	<p>278 Chpt 32</p> <p>344 Chpt 39</p>	<p>Partially Implemented in Chapter 32, Volume 1, 2017</p> <p>Implemented in Chapter 39, Volume 1, 2019</p>			<p>Implemented</p>

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<p>Outstanding:</p> <p>We recommend that Social Services collect and analyze information related to the outcomes of its services to long-term wards and permanent wards in its care. <i>(2013 Report – Volume 1; Public Accounts Committee agreement June 17, 2014)</i></p> <p>Status - Partially Implemented (2017); Implemented (2019)</p>	<p>279 Chpt 32</p> <p>346 Chpt 39</p>	<p>Partially Implemented in Chapter 32, Volume 1, 2017</p> <p>Implemented in Chapter 39, Volume 1, 2019</p>			<p>Implemented</p>

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Chapter 33, Social Services – Supervision of CBOs, Volume 1, 2017

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding:</p> <p>We recommend that Social Services work with CBOs to establish program objectives, and outcome performance measures and targets to be used to monitor and evaluate the services CBOs deliver to intellectually disabled people and their families. (2012 Report – Volume 1; Public Accounts Committee agreement June 17, 2014)</p> <p>Status – Partially Implemented</p>	282	Partially Implemented	<ul style="list-style-type: none"> - In addition to monitoring outcomes pertaining to person-centered plans for general service contracts, the Ministry has several initiatives underway to improve the strength and quality of our performance measurement processes. Such initiatives include: <ul style="list-style-type: none"> • A draft outcomes framework and draft Quality Assurance Standards (QAS) document were developed in January 2018 to identify activities that support quality service delivery and the achievement of client and system outcomes. • The draft documents were provided to representatives from SARC and the CLSD CBO sector. We are working through the questions that were raised. • The Person-centered Thinking Task Team developed materials related to the enhancement of person-centered cultures within organizations. These materials focus on defining quality service leading to improved personal outcomes for individuals as well as improved outcomes for organizations as a whole. 	<ul style="list-style-type: none"> - Further work is required to finalize policies and processes outlined in the Quality Assurance Standards document and to design a pilot project that will link QAS with measuring outcomes. The QAS approach will also focusing on risk assessment. - The Ministry is planning a multi-year approach to engagement of service providers as the implementation of the QAS and outcomes will be a significant change for the sector. - A person-centered Toolkit is in the process of development. The Toolkit will act as a resource guide for organizations and contains links to resources that can support organizations to become more person-centered. 	<p>QAS and Outcomes Pilot/Test Phase end of 2019-20</p> <p>Full implementation over the next three to five years.</p>
<p>Outstanding:</p> <p>We recommend that Social Services develop and implement policies and procedures for addressing risks identified in community-based organizations that provide services to individuals with intellectual disabilities. (2012 Report –</p>	282	Partially Implemented	<ul style="list-style-type: none"> • The Ministry continues the review of the process used to manage the risk inherent in third-party service contracts. The Ministry-wide implementation of the results of the review are scheduled for November 2020. • The review includes the development and implementation of a framework for assessing, monitoring, preventing and mitigating operational risks in the context of contracts with third-party service provides, including any tools and documentation 	<ul style="list-style-type: none"> • Complete the review of processes used to manage the risk inherent in third-party service contracts and implement the proposed changes. • Develop a Ministry contract management framework with a specific reference to the timing of risk assessment, monitoring and management. 	November 2020

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p><i>Volume 1; Public Accounts Committee agreement June 17, 2014)</i></p> <p>Status – Partially Implemented</p>			<p>required to support the implementation. A draft version of the framework is currently being tested.</p> <ul style="list-style-type: none"> Beginning 2018-19, the Ministry implemented an annual review of the annual financial analysis process to ensure it reflects changes in legislation, the Ministry’s and/or provincial government’s policies and processes; and, addresses needs of the Ministry decision makers and provides them with accurate and consistent information. 		
<p>Outstanding:</p> <p>We recommend that Social Services follow their established monitoring procedures as outlined in their agreements with CBOs that provide services to individuals with intellectual disabilities. (2012 Report – Volume 1; Public Accounts Committee agreement June 17, 2014)</p> <p>Status – Partially Implemented</p>	283	Implemented	<ul style="list-style-type: none"> Disability Programs prioritizes Basic Standard Reviews (BSR) for all agencies including high risk agencies. CLSD’s Coordinators CBO Services track BSR completion and submit quarterly reports. All agencies are required to submit a report indicating whether or not they have had any serious incidents involving clients. In addition, CLSD monitors training on Abuse Prevention to ensure CBOs are meeting their training requirements. A monitoring procedure for this report has been implemented. Three Coordinator CBO Services positions have been created focussing on CBO Services. These positions provide direct quality assurance support including reviewing and analyzing outcome reports pertaining to person-centered plans, BSRs, attendance reports, and funding utilization for programming. 	<ul style="list-style-type: none"> The timely completion of Basic Standards Reviews (BSR) has been hampered by Ministry and CBO staff turnover. Based on our current planning, we expect to be caught up on our BSRs by the end of the 2019-20 fiscal year. Serious incidents, BSRs and abuse investigations are regularly monitored and reported annually. Disability Programs suggests updating the status of this recommendation to “Implemented.” 	Implemented April 2018

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Chapter 16, Social Services, Volume 2, 2017 and Chapter 17, Social Services, Volume 2, 2018

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>New:</p> <p>We recommend that Social Services implement a process to appropriately identify and disclose contractual obligations in its financial records.</p> <p>Status - New (Volume 2, 2018)</p>	<p>96 Chpt 17</p>	<p>Implemented</p>	<ul style="list-style-type: none"> The Ministry developed a policy providing guidance regarding identification and reporting of contractual obligations at the fiscal year end. The process outlined in the policy was used to prepare Schedule P of the Ministry's 2018-19 summary financial statements. 	<ul style="list-style-type: none"> To ensure that the policy on identification and reporting of contractual obligations at the fiscal year end is consistently followed, the Finance Branch staff engaged in the reporting process will be reviewing this document each February prior to commencing this work. 	<p>Implemented</p>
<p>Outstanding:</p> <p>We recommend that Social Services follow its established processes that ensure only eligible clients receive assistance and that they receive the correct amount of assistance. (2000 Report – Volume 3; Public Accounts Committee agreement June 6, 2001)</p> <p>Status – Partially Implemented</p>	<p>93 Chpt 16</p> <p>96 Chpt 17</p>	<p>Implemented</p>	<ul style="list-style-type: none"> The Ministry has implemented a new program and direction for income assistance. On July 15, 2019, the Saskatchewan Income Support (SIS) program was launched for new clients. The aim of the new program is to help people overcome their challenges and move to employment or participation in their communities to the best of their abilities. The overarching outcomes guiding the changes in income assistance are programs that are simpler, more transparent, client-friendly and sustainable. Simpler programs with fewer rules, duplication and variation supported by clear, transparent policies and business processes will improve 	<ul style="list-style-type: none"> Continue to advance the goals and multi-year plan for income assistance to ensure programs are simpler, transparent, client-friendly and sustainable. Continue to develop and communicate policies, procedures and processes with staff and clients that are simple and transparent. Continue with staff training and eligibility review. Continue to train staff in Motivational Interviewing which is a new communication technique to support clients to make positive decisions but also reduces errors by increasing clients' understanding of their accountabilities and responsibilities when they are receiving income assistance. 	<p>Implemented July 15, 2019</p>

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			<p>accountability, performance and reduce errors. A new information technology system has also been implemented and will help to reduce errors through automation and consistent application of business processes and procedures.</p> <ul style="list-style-type: none"> In 2019-20, the ministry also implemented a performance improvement plan to specifically address the areas cited by the auditor. The plan includes annual improvement targets ranging from 95 to 100 per cent within three years. The improvements in recent fiscal years provides evidence of the Ministry's commitment and capacity to set and achieve audit improvement targets. The ministry also established an Operational Effectiveness Unit in the Income Assistance Service Delivery branch. This unit includes positions responsible for learning and accountability, policy consultation on complex cases, and internal communication and will work toward improvements in training and accountability. This unit is specifically targeting issues identified by the Provincial Auditor. 	<ul style="list-style-type: none"> Ensure that future changes and improvements to the new information technology system are focused on areas that will improve accountability, performance and reduce errors. 	

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<p>Outstanding:</p> <p>We recommend that Social Services perform timely reviews on all the performance information submitted by the CBOs. (2007 Report – Volume 3; Public Accounts Committee agreement January 8, 2008)</p> <p>Status - Partially Implemented</p>	<p>94 Chpt 16</p> <p>97 Chpt 17</p>	<p>Partially Implemented</p>	<ul style="list-style-type: none"> The Ministry is developing a framework to assess, monitor and manage risk inherent in third-party service contracts. Implementation of the framework in the fall of 2019-20 will help to link the quarterly and annual reporting requirements to the assessed level of risk. This will decrease the administrative burden on the third-party service providers and Ministry. The Ministry has engaged the service provider sector in a comprehensive review of the standard Agreement for Services. The review is aimed at modernizing the standard Agreement for Services to ensure it meets the business needs of the Ministry and service providers to ensure the most vulnerable citizens of the province receive the services they need. The review may result in changes in the reporting requirements for third-party service providers. A revised standard Agreement for Services will be implemented for April 1, 2020. The Ministry is undertaking a review of the processes to monitor, manage and evaluate compliance with provisions of the standard Agreement for Services between the Ministry and third-party service providers. The review will ensure the Ministry policies and processes provide the sufficient level of oversight of compliance with provisions of the Agreement. This work is closely related to the review of the standard Agreement for Services and should be completed by March 31, 2020 	<ul style="list-style-type: none"> Implement the framework to assess, monitor and manage risk inherent in third-party service contracts. Implement the modernized standard Agreement for Services. Complete the review of the processes to monitor, manage and evaluate compliance with provisions of the standard Agreement for Services. 	<p>April 1, 2020</p>

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Chapter 31, Social Services –Minimizing Absenteeism, Volume 1, 2018

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding:</p> <p>We recommend that Social Services actively encourage supervisors to take available attendance management training and monitor participation. (2015 Report – Volume 2; Public Accounts Committee agreement March 14, 2017)</p> <p>Status – Partially Implemented</p>	300	Partially Implemented	<ul style="list-style-type: none"> The Ministry’s Disability Management Consultant continues to support supervisors and managers in managing attendance in their work units by referencing key supportive training tools through LEARN. Executive Management are provided with reminders regarding the mandatory training available to staff along with the quarterly sick leave usage statistics for their branch. 	<ul style="list-style-type: none"> The Ministry’s Health, Safety and Emergency Management Unit will be conducting informational sessions in offices on a rotating basis and will include direct reminders to supervisors and managers regarding Attendance Management and Accommodations mandatory training in LEARN. Provide ongoing support and monitor training utilizing the Public Service Commission’s assistance and support to ensure training is completed 	March 2020
<p>Outstanding:</p> <p>We recommend that Social Services give all supervisors quarterly reports that identify employees with higher-than-average sick leave to help them determine the reasons for such absences. (2015 Report - Volume 2; Public Accounts Committee agreement March 14, 2017)</p> <p>Status – Partially Implemented</p>	301	Partially Implemented	<ul style="list-style-type: none"> The Ministry’s Disability Management Consultant: Provided quarterly sick leave usage reports to division executives highlighting individuals with more than eight days sick leave per fiscal year. Initiated data analysis of the Ministry’s sick leave utilization with assistance from the Public Service Commission. Continued to work with the Public Service Commission’s Human Resource Business Partners, and Social Services managers, utilizing the “Be at Work” application to identify supports and resources to manage sick leave usage. 	<ul style="list-style-type: none"> Provide quarterly sick leave utilization reports to division/branch executive management, with expectation of distribution to the supervisor level and accountability for follow-up. Provide ongoing support and programming for supervisors and managers through training initiatives. Complete data analysis and develop targeted strategies for areas with consistent above average sick leave utilization 	March 2020
<p>Outstanding:</p> <p>We recommend that Social Services, working with the PSC, develop targeted strategies to manage employee absenteeism based on an analysis of the causes for absenteeism. (2015</p>	301	Partially Implemented			

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<i>Report - Volume 2; Public Accounts Committee agreement March 14, 2017)</i> Status – Partially Implemented					
Outstanding: We recommend that Social Services give senior management periodic reports on the effectiveness of its attendance management strategies, including detailed analysis of the results. (2015 Report - Volume 2; Public Accounts Committee agreement March 14, 2017) Status – Not Implemented	302	Partially Implemented	<ul style="list-style-type: none"> Initiated data gathering and data analysis of the Ministry's sick leave utilization by division/branch with assistance from the Public Service Commission 	<ul style="list-style-type: none"> Complete data analysis and develop targeted strategies to address consistent, above average utilization. Report on the outcomes and effectiveness of the targeted strategies. Provide quarterly updates and reviews of the Attendance Management Plan and strategies with the Ministry's executive management team 	March 2020

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Chapter 26, Social Services – Allegations of Abuse and Neglect, Volume 2, 2018

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>New:</p> <p>1. We recommend that Social Services have independent review and approval of screening decisions within two working days when the Ministry decides not to investigate a child abuse and neglect allegation.</p> <p>Status – New</p>	199	Partially Implemented	<ul style="list-style-type: none"> Supervisory review and approval is required on all screening decisions. (There are currently 7,000 – 9,000 screened out Intake Reports per year.) Since April 2019, ‘Review Teams’ with criteria and processes have been established throughout the province. Review teams throughout the province are responsible for reviewing intakes (screening decisions) to ensure consistent and reliable decisions are made in relation to reports of child abuse and neglect. Throughout the province, cases which have been assessed as requiring an immediate response commence investigations immediately and are reviewed when the Review Team convenes. Some Review Teams are set up to meet in –person or by conference call with very short notice. Any complex case can be sent to the Review Team. 	<ul style="list-style-type: none"> Quality Assurance Unit (QAU) does not annually measure whether or not screened in or out reports are independently reviewed within two working days. We will add this measure to our QAU review in 2020-21. When completing a child-specific review, recent Ministry involvement, including screened out intakes, are reviewed for appropriateness. These reviews provide an opportunity to identify themes or trends in the screening and investigation process. 	2 nd Quarter 2021

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<p>New:</p> <p>2. We recommend that Social Services promptly monitor the appropriateness of changed screening decisions related to reported child abuse and neglect allegations.</p> <p>Status – New</p>	199	Implemented	<ul style="list-style-type: none"> Supervisory review and approval is required on all screening decisions. Each service area now has established review teams with criteria and guidelines to ensure consistent and reliable decisions are made in relation to all reports of child abuse and neglect. Implementation of the Structured Decision Making (SDM) model across the Ministry’s Service Areas was completed in June 2012. 15 of 16 of the operational FNCFS Agencies have either implemented or partially implemented the SDM model. If a referral is ‘screened in’ for investigation, an “immediate” response (within the same working day as receipt of referral) or a “non-immediate” response (within 5 calendar days of receipt of the referral) is required. The SDM model uses structured evidence-based assessments at identified key points in the life of a child welfare case to improve the consistency and validity of each decision. 	<ul style="list-style-type: none"> The Ministry believes the intent of the recommendation has been met through the change in process with our review teams in the three service areas; monitoring of appropriateness, etc. as this is required in a timely fashion. We will also add this measure to our Quality Assurance Unit review. 	Implemented

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<p>New:</p> <p>3. We recommend that Social Services attempt to make face-to-face contact with the child and family involved in a reported child abuse and neglect allegation within required timeframes to assess the child's safety.</p> <p>Status – New</p>	201	Implemented	<ul style="list-style-type: none"> The Quality Assurance Unit (QAU) annually measures whether all, some or none of the children are interviewed for the purpose of all child abuse and neglect investigations as per policy. The QAU also measures whether the allegations were responded to within the priority response time and if the QAU analysts agreed with the priority response time. The Service Area directors are monitoring this closely. They are receiving quarterly roll-ups of investigation response times of both one-day and five-day responses and the percentage of compliance. The Service Areas will focus on improving their documentation of attempts to interview and rationale why a child was not interviewed. Within policy, exemptions as to a child being interviewed during an investigation are identified. Additional front line child protection resources have been introduced to ensure timely contact with children and families when there is a report of child abuse and neglect. 	<ul style="list-style-type: none"> NA 	Implemented
<p>New:</p> <p>4. We recommend that Social Services complete family risk assessments for child abuse and neglect investigations within required timeframes.</p> <p>Status – New</p>	202	Implemented	<ul style="list-style-type: none"> The Quality Assurance Unit (QAU) annually measures whether a risk assessment was completed during the course of the investigation and whether it was completed within the required timeframe from intake assignment. In 2018-19, the Ministry added 30 additional front line child protection staff. In addition to the 30 new employees, effective April 1st the South Service Area allocated four more child protection staff to investigations to address higher than normal volume. 	<ul style="list-style-type: none"> NA 	Implemented
<p>New:</p> <p>5. We recommend that Social Services finalize investigations of reported suspected child abuse</p>	203	Partially Implemented	<ul style="list-style-type: none"> In 2018-19, the Ministry added 30 additional front line child protection staff. In addition to the 30 new employees, effective April 1st the South Service Area allocated four more child protection 	<ul style="list-style-type: none"> Quality Assurance Unit (QAU) annually assesses whether the investigation was completed and whether it was approved by the supervisor; however, not within the timeframe. The QAU 	2 nd Quarter 2021

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<p>and neglect within required timeframes, to allow timely supervisor review.</p> <p>Status – New</p>			<p>staff to Investigations to address higher than normal volume.</p> <ul style="list-style-type: none"> • The Quality Assurance Unit (QAU) annually measures whether Investigations were completed and approved (supervisory oversight). The QAU tracks progress towards this measure on an annual basis. • On a monthly basis, Child and Family Programs provides the Service Areas an “Outstanding Investigations” report. This report is intended to provide supervisors an overview of the outstanding cases including the number of days and case owner. This supports supervisors in the timely identification of outstanding cases so they may follow up to address the outstanding Investigations. • As per current policy, Investigation finalization must be within 30 calendar days from the date of investigation assignment or 45 calendar days for offices using the Integrated Practice Strategies. • The rationale for extending the timeframe for Investigation finalization is to allow caseworkers the opportunity to conduct more thorough assessments and planning prior to case closure or transfer. This is consistent with the Integrated Practice Strategies. 	<p>will begin annually collecting and reporting on investigations finalized within timeframes in 2020-21.</p> <ul style="list-style-type: none"> • When completing a child-specific review, recent Ministry involvement, including the timeliness of investigation, are reviewed for appropriateness. These reviews provide an opportunity to identify themes or trends in the screening and investigation process. 	

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Chapter 46, Social Services – Protecting Children in Care, Volume 2, 2018

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding:</p> <p>We recommend that Social Services implement a system to know how many children are the Minister’s responsibilities, who they are, and where they live. (2008 Report – Volume 3; Public Accounts Committee agreement December 9, 2008)</p> <p>Status – Partially Implemented</p>	307	Implemented	<ul style="list-style-type: none"> In 2016, the First Nations and Métis Services Unit developed a work plan for all FNCFS Agencies that includes an objective to improve Section 6 of the delegation agreement, Reporting. All FNCFS Agencies are required to provide monthly reports regarding children in care receiving services through their FNCFS agencies. The April 1, 2017, proclamation of amendments to The Child and Family Services Act now requires all First Nation Child Welfare Agencies to have regularly updated delegation agreements. We continue to negotiate a new standard delegation agreement with Yorkton Tribal Council Child and Family Services (YTC); however, in light of Bill C-92 a standard delegation agreement with the Ministry has not been finalized. Despite this, all FNCFS Agencies provide monthly reports regarding children in care receiving services through their agencies; YTC provides all required reports to the Ministry. 	<ul style="list-style-type: none"> NA 	Implemented

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Chapter 47, Social Services –Protecting Children-in-Care Information in the Linkin System, Volume 2, 2018

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding:</p> <p>We recommend that Social Services establish a written plan for updating its Linkin system to protect it from known security vulnerabilities. (2016 Report, Volume 1; Public Accounts Committee agreement March 14, 2017)</p> <p>Status – Partially Implemented</p>	310	Partially Implemented	<ul style="list-style-type: none"> Upgraded the Linkin system base (Curam) to the most recent stable version (7.0.3) completed May 11th. 	<ul style="list-style-type: none"> Define and implement Linkin/Curam upgrade policy that ensures the Linkin system is upgraded and therefor protected from security vulnerabilities. Ensure the roadmap for Linkin follows the defined policy. Annual plan to include review of available Curam patches. 	Q1 2019/20