



Children,
OUR VISION youth,
families —
safe & thriving

ANNUAL REPORT

2015-2016



We are here to help.

REPORT OF THE EXECUTIVE DIRECTOR

AND BOARD CHAIR

2015-2016 has been another busy year for the Children's Aid Society of the United Counties of Stormont, Dundas & Glengarry, as well for the Ontario Child Welfare Sector, with the release of the Ontario Auditor General's report and more recently with the Katelynn Sampson inquest recommendations.

Our agency's focus has continued to be on improving our partnerships with our community partners, integrating our service delivery model and increasing our accountability and transparency. We continue to strive for service excellence with a focus on improving our approach to customer service.

OUR MISSION

“Together with our community, we are here to help children, youth and families be safe, strong & connected.”

With these priorities in mind, we spent a few months working on our new strategic plan and we are extremely proud of the consultation process that was used to create this new strategic plan. Most of all, we are very happy with the final result. More than 180 people were consulted through focus groups including our Board of Directors, employees, resource parents, youth and community partners. We also conducted a family survey by telephone and talked to families currently involved with our agency. We asked them what we could do to improve our services to be more helpful to families. The feedback received from our families truly helped us understand what we need to do to improve our service delivery. We are so grateful for the feedback received through this process that we hope to conduct another similar survey in the next 18 months. With our new strategic plan, we have created a new agency vision, mission, commitments, and four new strategic directions. We now look forward to operationalizing this new plan over the next four years.

We anticipate the next year to be one of our busiest years yet, with the arrival of our new information system (CPIN) in December 2016. We look forward to implementing this provincial information system while continuing our quest for service excellence.

Finally, we would like to express our sincere thanks to our service partners and to our community for your caring and compassionate support to children and families. To our volunteers, Board members and resource families – you are invaluable to us and to the families and children of our community, and we appreciate your dedicated service. We wish to acknowledge all of our highly professional and compassionate staff who have demonstrated an unwavering commitment to the children, youth and families we serve. We understand it is a challenging time to work in child welfare and we are grateful for the amazing dedication and passion you bring to work every day.

HUMAN RESOURCES UPDATE

Our workforce has been stable with respect to number of employees, compared to last year. As a result of CPIN implementation commencing in the fall of 2016, with completion scheduled for the end of the year, we will be increasing our frontline staffing levels by approximately 10 employees over our 2015 year-end numbers starting in June in order to ensure proper training and to maintain excellent service, including French language services, for our children, youth and families. This will also ensure a positive and seamless transition for our staff. These additional employees will bring our total employee complement to 177. In addition, we have hired 14 university summer students, most of whom are playing an integral part in helping us successfully prepare for CPIN implementation. Maternity and parental leaves are still holding strong, with 16 precious babies born in 2015, and 10 more either born or scheduled to be born during the first half of 2016.

“Your new approach with families in the community to help children be safe in their own homes is working... gives families comfort rather than fear.”

FAMILY SURVEY

WE MAKE A WORLD OF DIFFERENCE!

Our Annual Employee Recognition dinner, themed “We Make a World of Difference”, was held on April 7, 2016. It was an amazing evening held to celebrate the service milestones and achievements of our employees. Our retirees were celebrated, as well as employees celebrating anniversaries from five to 35 years of service. KarenLee Martineau, Child Protection Worker, was recognized by our Executive Director for the prestigious *Partners in Excellence Award*.

Once again, participation in our Peer Recognition Program was phenomenal! The selection committee received 75 nominations for 5 awards. What a difficult undertaking it must have been for them. The winners were as follows: *Rookie of the Year* – Keith Frampton, Child Protection Worker; *Management Award of the Year* – Cynthia McLeod, Supervisor for the Child & Family Worker Team; *Behind the Scenes Award* – Melanie Verdone, Legal Counsel; *Heart and Spirit Award* – Karen Mordente-Govan, Child Protection Worker; *Service Award of the Year* – Lisa Whiffen, Child Protection Worker and Carrie Ouimet, Child and Family Worker. Congratulations to all the winners! Year after year, our employees prove their dedication to the children, youth and families we support.

QUALITY ASSURANCE

This was an especially busy year for the child welfare sector, which had a direct impact on our organization. Amongst many things, we had the public release of performance indicators, the release of the Auditor's General report which was very critical of the field, and the recommendations following the Baldwin Inquest, to name just a few of this year's many events that have led to more accountability for child welfare organizations.

The implementation of a provincial performance measurement is a step forward for child welfare organizations, to enhance their accountability to the public and their commitment to achieving better outcomes for the children, youth and families they serve. The goal behind reporting performance indicators is to increase transparency and improve services and outcomes.

There are 26 provincial performance indicators approved by the Ministry of Children and Youth Services, measuring three different areas: safety, permanency and wellbeing, and organizational capacity and governance effectiveness. Of those 26 performance indicators, five were chosen to be reported publicly: the recurrence of child protection concerns in a family after an investigation; recurrence of child protection concerns in a family after ongoing protection services were provided; days of care by placement type; time to permanency, and quality of the caregiver-youth relationship.

Only data extracted directly by the University of Ottawa and the University of Toronto, or validated by OACAS, can be reported. As result, 11 child welfare organizations in the province were not able to report three out five performance indicators due to technical limitations, with our organization being one of these. As such, the two indicators measuring recurrence were not reported as well as the time to permanency.



“My worker is detailed in her work... provides **good explanation** as to the reasons for involvement... **makes it easier and clearer** for parent to understand what work needs to be done.”

FAMILY SURVEY

OUR STRATEGIC PLAN 2016-2020

For the full strategic plan, please visit: cassdg.ca/StrategicPlan

Our mandate is to protect children and youth from harm by:

- ▶ assessing and investigating situations where concern for children and youth has been identified
- ▶ providing information on the protection of children and youth
- ▶ building family capacity to protect children and youth
- ▶ finding and supporting interim and permanent families
- ▶ meeting the needs of children and youth in care



STRATEGIC PRIORITIES

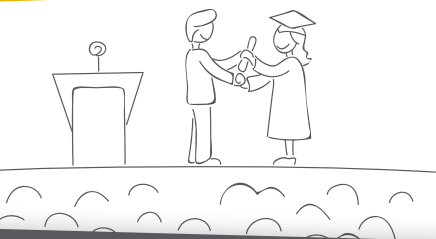
Encourage strong, unconditional relationships

- ▶ Help youth establish **meaningful and beneficial** connections with family and other community members who will support them into adulthood.
- ▶ Foster close **relationships** between children and youth in care and family and other community members.
- ▶ Help families receiving support make close **connections** within their communities.



Maximize child and youth potential

- ▶ Give children and youth in care the **opportunity** to explore their interests and participate in activities.
- ▶ Help youth in care **graduate** from high school and post-secondary programs.
- ▶ Help youth in care benefit from the full scope of employment opportunities.
- ▶ **Prepare** youth to live independently.



Partner to strengthen services and supports

- ▶ Increase understanding of the **strength-based philosophy** and approach to supporting families and keeping young people safe.
- ▶ Establish stronger working relationships with partner organizations.
- ▶ Maintain and expand our **collaborative approach** to identifying and responding to service gaps.
- ▶ Increase impact and efficiency of **joint planning initiatives**.



Be a strong healthy organization that demonstrates positive impact

- ▶ Enhance our capacity to **demonstrate impact**.
- ▶ Meet and **exceed expectations**.
- ▶ Assure the **health and wellness** of our staff and resource parents.



“My worker didn't judge me...
treated me as an equal...
did not stereotype me
and was not biased...
This made me feel confident.”

FAMILY SURVEY



PERFORMANCE INDICATORS

| | 2010-2011 | | 2011-2012 | | 2012-2013 | | 2013-2014 | |
|------------------------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | CWCAS | Province | CWCAS | Province | CWCAS | Province | CWCAS | Province |
| PI9 Family Based Care | 78.5% | 77% | 82.1% | 77% | 82.1% | 77% | 79.5% | 79% |
| Group | 12.9% | 15% | 10.5% | 15% | 9.7% | 14% | 5.2% | 13% |
| Other | 8.6% | 8% | 7.5% | 8% | 8.1% | 9% | 15.3% | 8% |
| PI15 – 10-15 | 7.0 | 6.8 | 7.0 | 6.8 | 6.7 | 6.7 | 6.9 | 6.7 |
| 16+ | 6.9 | 6.4 | 6.7 | 6.3 | 6.4 | 6.4 | 6.4 | 6.2 |

The first performance indicator, PI9 days care by placement type, reflects our commitment to children growing up in a family setting, with results slightly higher than the rest of the province. Furthermore, as we are getting achieving our goal of having no children living in group care, we are noticing that over the last three years, the gap between our organization and the province is becoming greater. This could not be achieved without the support and collaboration of our community partners.

The second performance indicator, PI15 measures the quality of the caregiver- youth relationship for children and youths in care. This indicator is based on the youth's perception of the relationship out of a score of eight. This performance indicator demonstrates that youths in our care perceive their relationship with their caregiver to be, in general, more positive than other youths in the province.

On a different note, the following table (which speaks for itself) is a comparison of the 2015-2016 fiscal year statistics. Again, we had a particularly busy year. While we are providing services to more families on an ongoing basis, this year the number of children discharged to a permanent plan has increased. This accounts for the slight reduction in the children in care. Also, it is important to note that there is a growing trend in the representation of youths 18 years of age and older, who now account for 41% of the children and youth in care population.

ANNUAL STATISTICS

as of March 31, 2016

| | 2013-14 | 2014-15 | 2015-16 |
|--|---------|---------|---------|
| Families Helped in our Community this Year | | | |
| Total calls received | 3476 | 3302 | 3318 |
| Family Assessments or Investigations Opened | 1425 | 1387 | 1224 |
| Communities Links provided to Families | 347 | 343 | 389 |
| Assessments Closed | 920 | 940 | 772 |
| Assessments Transferred to Ongoing Family Service | 352 | 458 | 431 |
| Total Assessments/Investigations Completed this year | 1272 | 1398 | 1203 |
| Number of families opened for Ongoing Service | 342 | 443 | 447 |
| New families served this year | 2399 | 2344 | 2296 |

Our Children in Care

| | | | |
|---|-----|-----|-----|
| Total Children in Care at March 31 st | 281 | 278 | 258 |
| Total number of Child Admissions this year | 75 | 116 | 111 |
| Total number of Children Discharged | 92 | 121 | 131 |
| Number of Children Discharged to Permanency (<i>bio or adoptive family</i>) | 61 | 80 | 104 |

Age of Children in Care

| | | | |
|---------------|----------|----------|-----------|
| 0-5 years | 39 (14%) | 46 (17%) | 41 (16%) |
| 6-9 years | 21 (8%) | 24 (9%) | 21 (8%) |
| 10-14 years | 41 (14%) | 43 (16%) | 32 (12%) |
| 15-17 years | 81 (29%) | 70 (25%) | 59 (23%) |
| Over 18 years | 99 (35%) | 95 (34%) | 105 (41%) |

Types of Placement for Children in Care

| | | | |
|-----------------------------|-----------|-------------|-----------|
| Foster Care | 137 (49%) | 117 (42.5%) | 111 (43%) |
| Kinship Care | 24 (8.5%) | 35 (13%) | 18 (7%) |
| Outside Paid Resource | 8 (3%) | 6 (2%) | 7 (3%) |
| Medical Foster | 4 (1.5%) | 4 (1.5%) | 5 (1.9%) |
| Independent Living | 73 (26%) | 79 (28.5%) | 75 (29%) |
| Adoption Probation | 7 (2.5%) | 13 (5%) | 13 (5%) |
| Extended Access with Family | 19 (7%) | 20 (7%) | 18 (7%) |
| Other (Alternate Resource) | 5 (1.5%) | 2 (0.7%) | 3 (1.1%) |

Legal Status of our Children in Care

| | | | |
|--------------------------|-----------|----------|-----------|
| Crown Ward | 116 (41%) | 97 (35%) | 81 (31%) |
| Society Ward | 16 (6%) | 8 (3%) | 15 (6%) |
| Temporary Care Agreement | 6 (2%) | 3 (1%) | 3 (1%) |
| Temporary Care & Custody | 30 (11%) | 53 (19%) | 38 (15%) |
| Extended Care/CCSY | 99 (35%) | 95 (35%) | 102 (40%) |
| Other (OPW and OSW) | 13 (5%) | 16 (6%) | 19 (7%) |

| | | | |
|-----------------------------------|----|----|----|
| Children Adopted this year | 14 | 15 | 17 |
|-----------------------------------|----|----|----|

Our Resources

| | | | |
|---------------------|-----|-----|-----|
| Foster Family Homes | 105 | 108 | 102 |
| Kin Family Homes | 10 | 16 | 10 |

“I didn't realize you would help in different ways like camp and snowsuits and Christmas gifts that have been very helpful to my family.”

FAMILY SURVEY

FINANCIAL REPORT

| Revenues | 2014-15 | 2015-16 |
|--|-------------------|-------------------|
| MCSS Transfers | 23,080,269 | 23,237,624 |
| Child Welfare Recoveries | 896,266 | 637,050 |
| Interest Income | 36,558 | 20,254 |
| Amortization of deferred contributions | 161,725 | 127,994 |
| Other | 79,130 | 206,543 |
| Total Revenues | 24,253,948 | 24,229,465 |
| Expenditures | | |
| Salaries and Wages | 10,146,387 | 10,756,455 |
| Benefits | 2,590,588 | 2,613,189 |
| Building Occupancy | 1,231,760 | 1,141,964 |
| Office Administration | 312,237 | 293,434 |
| Training & Recruitment | 255,662 | 233,620 |
| Promotion & Publicity | 132,006 | 129,336 |
| Professional Services Client | 273,935 | 425,049 |
| Professional Services Non-Client | 233,737 | 247,901 |
| Travel | 987,594 | 1,059,893 |
| Boarding Rate Payments | 5,086,164 | 4,831,162 |
| Health & Related | 558,535 | 511,153 |
| Client's Personal Needs | 1,204,398 | 1,248,124 |
| Program Fees | 30,309 | 88,152 |
| Permanency Assistance | – | 46,523 |
| Miscellaneous | 177,529 | 160,042 |
| Technology | 672,288 | 402,587 |
| Total Expenditures | 23,893,129 | 24,188,584 |
| Net Revenues over Expenditures | 360,819 | 40,881 |

MORE FROM OUR FAMILY SURVEY...

“Parents feel like they are being heard.
Our worker never lied to us.”

“The Society is concerned about the
overall well being of families and works
harder at **keeping them together.**”

“Our child is **safer** and his relationship with us
is **getting better** because of CAS involvement.”

“Worker builds rapport and
makes me feel comfortable,
not power hungry, does not act superior.”

“Talking with my worker **helps clarify and improve**
things. She explains things and is not rude.”

“**I'm learning** to diffuse a situation
rather than escalate it.”



The Children's Aid Society
La Société de l'aide à l'enfance
of the United Counties of / des comtés unis de
Stormont, Dundas & Glengarry

We are here to help.