

## EXECUTIVE DIRECTOR'S REPORT



This was a period of transition for the Kawartha-Haliburton Children's Aid Society, as it entered the year with an Interim Executive Director and ended the year with a new Executive Director.

During the greater part of the year, the Society was actively involved with Northumberland Children's Aid Society in exploring the possibility of merging the two organizations. Unfortunately, the merger plans broke down in November.

I wish to thank Paul Hudson, Interim Executive Director, for managing the Society through this difficult period. Due to his work and the competence and commitment of staff at all levels, I assumed responsibility for a sound and very solid organization.

Over the past five years, the Society noticed a blurring of the boundaries between child protection services and services for: children with disabilities and children with mental health issues. Because of inadequate funding in children's mental health and services to children with disabilities, the services offered by these organizations are becoming difficult to access, and Children's Aid Societies are finding themselves under increasing pressure to provide these services. This is disconcerting because it undermines the integrity of the family structure, creates service duplication and fragmentation, and wastes taxpayer dollars.

Over the next fiscal year, the Society will continue to work with these organizations to advocate for adequate funding, clarify service mandates, and explore unified case planning for clients that cut across service mandates.

At the end of the fiscal year, the Society was also left with a financial deficit of \$2.4 million and an unfunded liability of approximately \$900,000. This was, in part, due to the pressures created through inadequate funding to other aspects of the children's service system. It was also due to funding benchmarks that failed to keep pace with increases to labour rates over the last six years, and increases in the costs of residential services, which are set by the provincial government. The resolution of these financial pressures have now reached a crisis point.

In February, the Society began to implement measures to improve the quality and effectiveness of its services. This included the creation of a quality assurance system; the reorganization of the Society's management and decision-making system, to move the authority and accountability for decisions and performance targets as close to the decision point as possible; and revisions to the family service case management system. These initiatives will be expanded over the upcoming fiscal year; and administrative systems will be realigned to support the new direction.

The support the Kawartha-Haliburton Children's Foundation provides to the Society's children at risk continues to be outstanding. The Foundation sent 209 children to summer camp this year; provided 21 post secondary school bursaries; provided finances for orthodontia for children, and provided a variety of recreational and educational supports for children-in-care. This support has not only increased the self-esteem of children at risk, it has also resulted in new and enhanced future life opportunities. I wish to thank Annette Pipher, President of the Kawartha-Haliburton Children's Foundation, the Foundation Board Members and all of the people who support the Foundation, for the very critical and important contribution the Foundation made in helping our children and

youth build their future.

With the changes in leadership, service and financial pressures and the potential merger, this has been a very stressful and challenging year for the Society. I wish to thank Staff, Foster Parents, Volunteers and Board Members for their excellent work throughout this difficult period.

Hugh Nicholson

## C.A.S. BOARD OF DIRECTORS 2002-2003

Roy Wood President  
Al Rennie (1) Vice-President  
Jim McMahon (2) Secretary-Treasurer

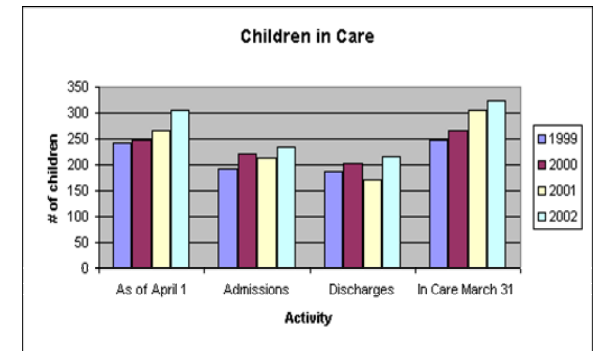
Bill Wellman Glenn Pagett (2)  
Sandy Frise Wayne Thomson (3)  
George Loyst Bob Gallagher  
Walter Johnstone Sister Margaret Pelletier  
Brikena Pazari (1) Faye McGee (2)  
Tom Flynn (2) Jeff Leal (2)  
John Merriam Mollie Cartmell  
Andrew Hoggarth Jack Watkins  
Shelley Matthews

1. Resigned
2. Municipal Representative
3. Foster Parent Representative
4. Curve Lake First Nation Representative



## STATISTICS AT A GLANCE April to March

Children in Care	1999	2000	2001	2002
As of April 1	243	247	266	305
Admissions	191	222	212	235
Discharges	187	203	172	215
In Care March 31	247	266	305	325
Total Days Care	85,478	89,949	96,701	94,007



Family Services	1999	2000	2001	2002
Open April 1	828	631	624	559
Opened	2,280	2,982	3,553	3,793
Closed	2,477	2,989	3,618	3,790
Families Served	3,108	3,613	4,176	4,352
Open March 31	631	624	559	562

RRNI	814	1,148	1,606	1,197
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Foster Homes	1999	2000	2001	2002
Approved as of April 1	95	102	110	122
Applications/Inquiries	10	153	124	120
Approved	20	19	30	32
Closed	13	11	18	18
Approved as of Mar. 31	102	110	122	136

Adoption	1999	2000	2001	2002
Approved During Year	7	13	19	15
Placements	12	11	17	20

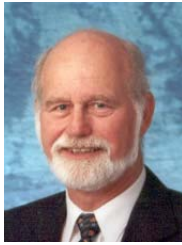
Volunteer Services	1999	2000	2001	2002
Requests	7,431	9,151	7,445	9,354
Kilometers Driven	610,685	731,624	571,614	645,140

Copies of the audited Financial Statements are available at the Peterborough office.

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## PRESIDENT'S REPORT

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The past year saw a major change in direction for the Kawartha-Haliburton C.A.S. The Kawartha-Haliburton CAS and the Northumberland CAS mutually agreed to call off the proposed merger, that had been on

the table for five years. The amalgamation failed because the Ministry of Community, Family and Children's Services would not support the merger in any meaningful way. But the Board remains committed to the principles that drove the amalgamation efforts i.e., early intervention, family support, community co-operation and fiscal responsibility. This failure to achieve our stated goal has had several positive outcomes. One is that Board and Staff now have a sense of stability and a focus that we can control. The second, was that the exercise clarified our thinking around what we wanted in a permanent Executive Director.

This clarity was key in our recruitment and hiring of a new Executive Director, who has an outstanding record of leadership in child welfare, in both Alberta and Ontario, and who shares the principles espoused by our Board. It is with a great deal of pleasure that we welcome Hugh Nicholson and his wife, Carolyn, to the Kawartha-Haliburton area.

I would be remiss if I did not, at this time, acknowledge the fine work of Paul Hudson as he stood in as the Interim Executive Director. Thanks Paul, for a tough job well done!

We completed the purchase of our leased office last year, took a right of first refusal on a property in Lindsay, and recently resolved the office accommodation problem in Haliburton.

While we realize that there is room for improvement, the Society delivered top quality child welfare services to the community. With changes to our service system and greater attention to quality assurance, the Society believes that children at risk will be even better serviced in the future.

The major disappointment had to be that we were left with a deficit of \$908,369 at the end of last year. This deficit demands two courses of action. One is entirely in our hands. We will scrutinize all programs with a view to making them more efficient without jeopardizing the welfare of the children and families we serve. But with the current funding formula, and existing government policies and practices, there is not much room for improvement. The real answer to our financial problem, and those of almost all of the 52 Agencies across the province, is changes to the fatally flawed funding formula. Our task, as an Agency and as a member of OACAS, is to lobby the government of the day to update the funding formula, that has not been updated since it was designed in 1996; to rationalize the residential system in which the MCFCS often grant rate increases to group homes and OPI operators that are greater than the amount they allow us to pay them; and to address the increased court costs that we face because of changes to Family Court rules.

We and Societies across the province are facing deficits because of a faulty funding system. We realize that the Ministry of Community Family and Children's Services are aware of this, and that parts of the system are currently under review. In addition, the Deputy Minister has acknowledged the problems with the funding formula in addresses to the field over the past two years. When the formula was first introduced in the late 90's, Janet Ecker promised a review of the benchmarks every three years. We are

asking the province to fulfill this commitment by including it in the review of the system.

On a more positive note, I would like to take this opportunity to recognize the wonderful contributions of staff under Hugh Nicholson; the dedicated and caring ranks of Foster Parents and Volunteers, the backbone of our service; and a truly remarkable, dedicated Board of Directors. Thanks to all of you, and especially, thank you Shirl, for making my job a little easier.

Roy Wood

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## HONOURARY MEMBERS

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Phyllis White	1988
Barb Bell	2002-2003
Charlie Hague (in memoriam)	2002-2003
Ron Wood (in memoriam)	2002-2003



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# ANNUAL REPORT

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2002 - 2003



Every Child Is Special



Serving the City of Peterborough and the Counties of Peterborough, Haliburton, and City of Kawartha Lakes