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## EXECUTIVE DIRECTOR'S REPORT

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The past year was a period of change and development for the Kawartha-Haliburton Children's Aid Society.

The breakdown of the merger plans with Northumberland Children's Aid Society and the appointment of a new Executive Director resulted in a reevaluation of our long-term goals and the organization of services to support these goals.

The changes began in May with the development of a new strategic plan. After a community consultation process and the reevaluation of the Society's internal and external operating environment the Society identified three priorities that it wished to achieve. They are:

- 1) To reduce the number of children in care by 10% over the next three years by reuniting them with their families and increasing the number of adoption placements.
- 2) To resolve protection concerns within the family and extended family without having to bring children into care.
- 3) To consistently provide a high level of protection and support services as indicated in audit scores, program evaluations, licensing reviews, and accreditation scores.

In order to achieve these outcomes we created a Child and Youth Support Worker classification to increase the supports and services to children who are temporarily under the care of the Society. As a result, our Child in Care audit showed a significant

improvement when compared to the previous year.

We also implemented an internal Quality Assurance Program to improve compliance scores and to identify strategies for improving services on individual and system-wide levels.

Over the past year, the Society also increased efforts to engage families and extended families in finding collaborative solutions to child protection issues with the primary goal of maintaining children in their family or extended family. As a result the Society experienced a decrease in the trials, a decrease in the number of children in care, and an increase in kinship care placements. We hope to improve all these results in the upcoming year through the creation of a formal mediation program and kinship care model.

The Society also saw a significant increase in adoption finalizations. In the 2002/2003 fiscal year there were twelve completed adoptions and this increased to twenty-three in the 2003/2004 fiscal year.

The Society is pleased to announce the signing of a new service protocol with Hiawatha First Nation and a second protocol between the Society and the Violence Against Women sector. The protocol with Hiawatha First Nations includes clearer information sharing measures, provisions for shared decision-making and an agreement in principle to develop a Customary Care Program.

The Violence Against Women Protocol created more effective reporting, resource sharing and service planning protocols.

Similar service protocols are being developed with school boards and health units.

In the upcoming year we hope to expand these protocols into a more integrated and

coordinated service delivery system, which will increase supports to families and lead to a more effective use of our scarce resources.

Throughout the year our services to Children in Care remained a high priority. During the year the Society saw an increase in participation in the Children in Care Youth Groups, and the Society began to involve youth in forming policies and plans that would have a direct effect on them. In addition the Society saw a decrease in children placed out of the district. The development of the new Receiving Home system and increased efforts in foster care recruitment were major factors that led to these changes.

While we have yet to finalize the development of our new service system, this was a productive year that has provided a solid foundation for our future development.

I wish to thank staff, Foster Parents and all volunteers for the planning and hard work that led to these achievements. I also wish to thank the community for their interest in child welfare and for the support provided. None of this would have been possible without the leadership, advocacy and guidance of the Board of Directors.

Hugh Nicholson



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

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Roy Wood	President
Walter Johnstone	Vice-President
Jim McMahan (2)	Secretary-Treasurer

Bill Wellman	Glenn Pagett
Sandy Frise	Wayne Thomson (3)
Jack Watkins	George Loyst
Bob Gallagher	Andrew Hoggarth
Garry Herring (2)	Pina Melchionna
Linda Gendron	Robert Pierson (4)
Faye McGee (2)	Tom Flynn (2)
Jeff Leal (1)	John Merriam
Mollie Cartmell	Shelley Matthews
Sister Margaret Pelletier (1)	
Liv Clarke (1)	

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

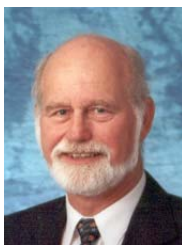
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## HONOURARY MEMBERS

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Phyllis White	1988
Barb Bell	2003
Marg Davies	2003
Charlie Hague (in memoriam)	2003
Ron Wood (in memoriam)	2003

## PRESIDENT'S REPORT



It is no exaggeration to say that the Kawartha Haliburton Children's Aid Society is undergoing a transformation. It is a transformation in the way we are organized, a transformation in the way

we do business, and a transformation in the way we interact with our stakeholders. There is also a great shift in our service objectives. A little more than a year ago we chose Hugh Nicholson to be our new Executive Director because we were convinced that he could deliver what we were looking for: early intervention, family support, community cooperation, and fiscal responsibility. Suffice for me to say that Hugh has delivered on all these counts and more, but I will leave it for him to provide details in his Executive Directors report.

Finances are always a concern with CAS's across the province. This year we compiled a deficit of approximately \$1.8 million. But this year the new Ministry of Children and Youth Services, in spite of an ever increasing provincial deficit, recognized the validity of our numbers and paid the agency the money needed to balance our books. Another step forward by the Ministry of Children and Youth Services was the commissioning of a study and report on the provision of Child welfare services by a senior civil servant, Lucille Roche. We were pleased to have the opportunity for input into this study and we are satisfied that her recommendations around amending the funding formula, the establishment of a differential response model, earlier intervention, increased cooperation amongst child welfare agencies and legislative changes that would remove some of the barriers to adoption are all on the right track. The province is catching up with us!

At the same time we are concerned that these changes are not yet in place and we are looking at another deficit for this year.

In 2002/2003 our accreditation with the OACAS lapsed. I am pleased to report that we have made a commitment to regain fully accredited status. We have established an Accreditation Committee under the capable leadership of Pina Melchionna as Chair.

Accommodation in Lindsay continues to be unsatisfactory. We are very appreciative of the staff who have to put up with very cramped and inadequate working conditions. The Property Committee, under the leadership of Glenn Pagett, is working towards a solution, and I am sure that we will have good news at the next AGM.

The 2003/2004 Board has been exceptional. I thank them all for their support and dedication, but I especially want to recognize George Loyst and Bob Gallagher. Both have decided to step down at this time. Thank you, gentlemen. The Agency is better for you having served on it.

I am very happy that Walter Johnstone has agreed to let his name stand for the Office of President when the new Board meets immediately after this AGM. He and Hugh will make a very good leadership team.

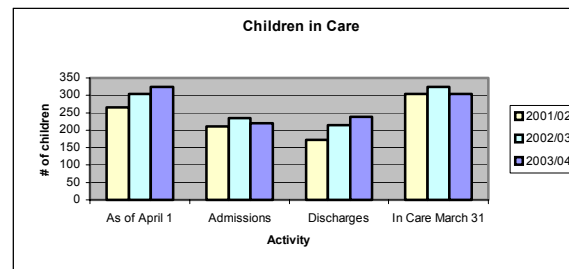
As I step down as Chair I would also like to say a heartfelt thanks to the staff who have been asked to make major accommodations with the shifting priorities and who have responded admirably; to the Foundation who have shown the rest of the province what a foundation can do; to the Regional office, especially Frank Biasucci, who has represented us exceptionally well; to the volunteers who make a difference to kids in many ways; and to the Foster Parents who are the back bone of our service to children.

May 2004/2005 be an even better year!

Roy Wood

## STATISTICS AT A GLANCE April to March

CHILDREN IN CARE	2001/02	2002/03	2003/04
As of April 1	266	305	325
Admissions	211	235	219
Discharges	172	215	239
In Care March 31	305	325	305
Total Days Care	96,701	94,007	108,141



Family Services	2001/02	2002/03	2003/04
Open April 1 - Intake	347	287	318
Open April 1 - Ongoing	277	272	244
Opened during - Intake	3,553	3,793	3,967
Closed during - Intake	3,399	3,554	3,683
Closed during - Ongoing	219	236	213
Families Served	4,176	4,352	4,527
Open March 31 - Intake	287	316	266
Open March 31 - Ongoing	272	244	365

Foster Homes	2001/02	2002/03	2003/04
Approved as of April 1	110	122	136
Applications/Inquiries	124	120	149
Approved	30	32	24
Closed	18	18	28
Approved as of Mar. 31	122	136	132

Adoption	2001/02	2002/03	2003/04
Approved During Year	19	15	19
Placements	17	20	15

Volunteer Services	2001/02	2002/03	2003/04
Kilometers Driven	571,614	645,140	739,436

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

*Paper donated by Commercial Press*

# ANNUAL REPORT

2003 - 2004



Every Child Is Special



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

Website: [www.khcas.on.ca](http://www.khcas.on.ca)