



Annual Report

2010 - 2011



Kawartha-Haliburton
Children's Aid Society



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PRESIDENT'S & EXECUTIVE DIRECTOR'S REPORT

The 2010-11 fiscal year was a period of financial and service stability for Kawartha-Haliburton Children's Aid Society.

The two key priorities of the Society were: to keep children safe and to help children-at-risk develop a sense of permanency in their lives. The Society defines permanency as lifetime membership in a safe and caring family, whether the family is the child's family of origin, customary care family, kinship family or adoptive family.

With respect to permanency, the Society witnessed the continued resolution of protection issues within families as well as a decline in the number of children in care as Crown Wards moved out of care and into adoptive families and families seeking permanent guardianship (legal custody). We were pleased to learn that the Kawartha-Haliburton Children's Aid Society accounts for one third of the total legal custody placements in Ontario.

Community partnerships remained high on the Society's agenda. Our First Nations Customary Care Steering Committee continues to actively pursue families for children-in-care with First Nations heritage and, on June 30th, the Society was very pleased to be an active participant in the signing of the Dnaagdawenmag Binnoojiiyag Child & Family Services Protocol between the First Nations Chiefs

and the CAS Directors from the Central East Region. This protocol is unique in Ontario and reflects the growing strength of the relationships between the CASs and the First Nations they serve. The Society would like to see this bond become even stronger as Dnaagdawenmag Binnoojiiyag Child & Family Services moves towards their own Society status under the Child and Family Services Act.

The Society was involved with the local school boards in the development of the Threat Assessment Protocol and the establishment of the Northumberland / Peterborough Regional Child and Family Services Advisory Council. Partners include municipal children's services, health units, school boards and key children's service organizations committed to developing a vision for children's services and a coordinated service system which serves high-needs children and their families. Greater coordination of children's services will increase access to services for families and increase the positive impact of these services. It's encouraging to see school boards play a leadership role in this important area.

The Society continues to strive to increase the quality of services. This year, the Society experienced increases in our quality assurance and board performance indicators. We were particularly proud of our Crown Ward Review compliance score results;

93.4%, one of the highest in the province. Towards the end of the fiscal year, the Society was pleased to learn that it received its Level I accreditation with the National Quality Institute.

While there is room for further improvement, the 2010-11 fiscal year was a productive period for the organization.

The Society, once again, ended the year in a solid fiscal position and it experienced the benefits of the service restructuring that took place at the beginning of the previous fiscal year.

All of this would not have been possible without the dedication and hard work of our staff, foster families, volunteers and community partners.



Back Row: Tim McLaren (President), Susan Fairs, Julie Morris, Kathryn Moher, Patty Smith. Front Row: Deborah Jacobs, Jennifer McLauchlan, Julie Brown.
Not Pictured: Jan Jamieson, Jonathan Bennett, Deirdre Thomas



Tim McLaren
President



Hugh Nicholson
Executive Director

MISSION

Our first and overriding priority is the protection of children from abuse and neglect. We also believe that the healthiest environment for a child is to be raised in a loving and caring family within their own community.

The Mission of the Kawartha-Haliburton Children's Aid Society, in partnership with the community, is to protect children and promote their best interests through the provision of services under the mandate of the Child and Family Services Act.

The Society is committed to maintaining the unity of the family, and when this is not possible, we place a priority on finding caring families willing to make a lifetime commitment to the child.

We believe that all children have the right to a safe, secure and nurturing environment that will promote their optimum growth and development within their families and communities.

We respect and promote family self-determination and advocate extended family involvement and/or community support while protecting children.

We recognize that every child needs stability and believe that immediate and ongoing assessment of both child and environment is essential to implement plans for the best interests of the child on a long-term basis.

We respect the uniqueness of each child's and family's culture, religion, heritage and community.

We believe our Society should protect children, in partnership with the community, through cooperative, informed, respectful and reciprocal relationships.

We value and practice ethical principles which include honesty, respect, integrity and the promotion of service excellence.

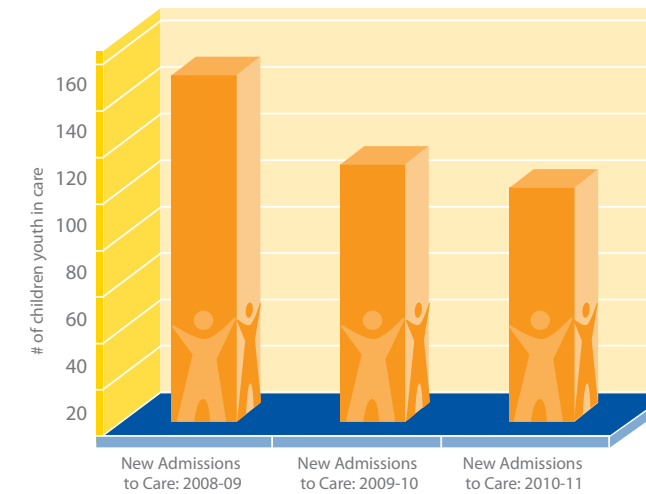
To us, engagement is ultimately a child's feeling of security, belonging and purpose after their experience with the Kawartha-Haliburton Children's Aid Society. It means developing a sense of trust in the people who can help them overcome traumas, and who can promote their healthy growth and development.

- Engagement is the families we serve finding a way to love, support and protect their children
- Engagement is child protection workers intervening to keep children safe, helping families learn how to care for their children, and helping children in care become permanent members of loving and caring families
- Engagement is the community finding ways to provide meaningful supports for children at-risk

Engagement: In Practice

In our Family Preservation Program, trained staff work with families to learn and practice the skills necessary to prevent an apprehension or, if children were apprehended, to reunite children with their family of origin. The program uses a rigorous system to assess core parenting skills related to child protection and then teaches, reinforces and monitors these skills. Staff in this program work closely with other organizations providing services to families to ensure a holistic and coordinated approach. As a result, families involved with the Society are experiencing fewer admissions to care and more reunifications.

New Admissions to Care



Further examples of engagement include:

- **Customized investigation** processes tailored to the unique circumstances of each situation
- **Dispute resolution** facilitated by an independent mediator for families and child protection staff to work towards a common action plan
- **Partnerships with First Nations** that engage the community in supporting families and resolving protection concerns
- **Community development** initiatives that address the needs of families-at-risk
- **Inter-agency service coalitions** coordinating services to families under a single plan



Community Capacity Development

Research shows that community infrastructures have a significant impact on child abuse and neglect. As a consequence, children will be at less risk if they are living in communities that can offer focused and coordinated responses to child safety concerns. To facilitate this, the Kawartha-Haliburton Children's Aid Society funds a number of community and inter-agency coalitions. In 2010-2011, the coalitions included:

- Peterborough Domestic Violence Coalition
- Curve Lake Child Protection Program
- Hiawatha and Curve Lake First Nations and Kawartha-Haliburton CAS Customary Care Program
- City of Kawartha Lakes Adolescent Program
- Peterborough Adolescent Program
- Haliburton County Teen Support Program
- Peterborough Community Living & Kawartha-Haliburton CAS Working Group
- Havelock Community Initiative

Kawartha-Haliburton Children's Aid Society defines quality as:

- Parents telling us about the positive changes they're making and how well their children are doing
- Child protection workers telling us about the strengths of the families they serve and how they help families build upon these strengths to keep children safe
- Youth talking enthusiastically about their future educational and career plans
- Receptionists making people feel good about their first contact with the Society
- Children under the care of the Society saying that they no longer feel different from other kids

Results such as these require a focused and disciplined approach based on up-to-date research and practices. Quality is measured through the Board of Directors' performance measures, internal and independent case review, government case audits, and program reviews.

Staff training and development and National Quality Institute accreditation also play a big part in ensuring KHCAS delivers very high quality services.

Over the past year, the Society:

- Completed case audits on 100% of its children-in-care, kinship and adoption cases
- Completed case audits on 40% of its intake and child protection cases
- Conducted 757 hours of direct in-service training
- Completed two extensive reviews: Administration Support Services and Intake Services
- Completed staff, volunteer and foster family satisfaction surveys and implemented client focus groups



Our Journey to Excellence

Working closely with the National Quality Institute (NQI), an independent, not-for-profit organization that provides strategic focus and direction for Canadian organizations to achieve excellence, in 2010-2011, the Kawartha-Haliburton Children's Aid Society engaged in a process to move our organization from a good Child Welfare provider to an organization embracing excellence on many fronts, including quality services with efficient and excellent processes, increased client and stakeholder engagement, and leadership involvement.

Our logo below represents our Society transforming from a caterpillar, at the first stages of development to a butterfly in flight, demonstrating our organic growth, developmental strategy and our aspirations for the future success of the organization.

We are proud of diligent and enthusiastic staff involvement that has been supported by our Quality Assurance Council, Senior Management team and the Board of Directors.

In March of 2011, KHCAS achieved certification for the NQI Organizational Quality and Healthy Workplace (Level 1).



KHCAS Councils

The Evidence-Based Practice Council identifies evidence-based practices and monitors the implementation of these practices to ensure: fidelity to the model, provision of adequate organizational support and achievement of the intended results.

Our Quality Council is responsible for reviewing quality assurance practices in the organization and making recommendations for improvement.

While every children's aid society in Ontario is unique, there are some core functions common to all CASs: protecting children from abuse and neglect, providing guidance and counselling to the families of children-at-risk, and caring for children who have been removed from their families.

At the Kawartha-Haliburton Children's Aid Society, we strive to provide these services in the most accommodating, effective and cost efficient manner possible, while striking a balance between a standardized approach and customized services to fit individual circumstances.

The following information outlines our core services and key information about each.

Intake services screen and investigate reports of children in need of protection.

- Number of child protection investigations opened: 1,700
- Number of reports received that do not require investigation: 1,574
- Number of investigations which result in ongoing services: 432
- 8 investigations per worker per month

Case audits are part of the provincial framework for compliance to standards and quality assurance. KHCAS case audit scores for core services in 2010-2011 were:

- Intake Services: 85.1%
- Ongoing Protection Services: 72.4%
- Children's Services: 93.4%
- Kinship Services: 75.9%
- Adoptions Program: 100%

Ongoing protection services works with families on a long term basis to resolve protection concerns.

- Number of families served: 894
- Number of apprehensions: 91
- Average number of clients per staff: 15

Children's services work with children who have been removed from their family and brought into the care of the Society.

- Number of children in care as of March 31, 2011: 257
- Number of children/youth per staff: 17

Kinship services complete home studies of extended family members who want to care for a relative's child.

- Number of home studies completed: 147
- Caseload size: 25-30 families
- Average length of involvement: 8 months

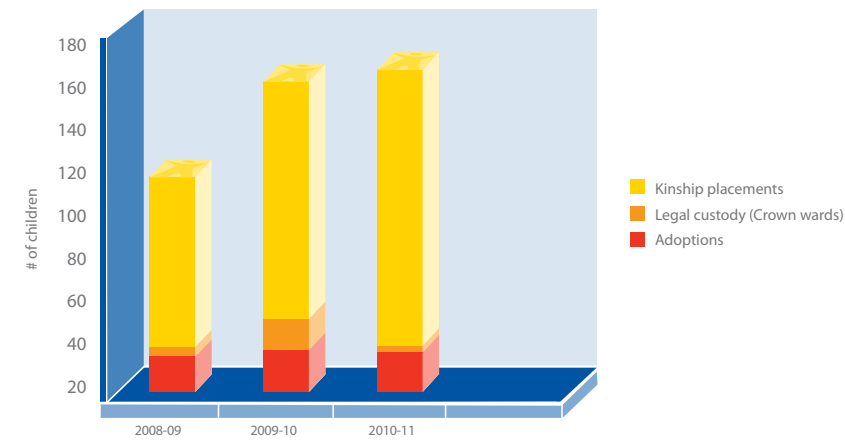
Adoption services complete home studies of adoption applicants, match children to the appropriate adoptive family, monitor the placement for a 12 month period and complete all legal requirements.

- Number of completed adoptions: 23
- Number of completed home studies: 26
- Number of cases per staff: 10

In Practice

Children are best off being permanent members of a family. Staff in our Permanency Program help prepare children who are government wards to become a permanent member of a family through adoption, customary care, kinship arrangement or legal custody order. While some older youth may need to spend a brief period in a group home, the Society places a very high priority on supporting children within a family setting in their own community.

Permanency Placements



“You have shown and given me incredible skills to be a damn good parent.”

former client and single mother of two



Safety First

There are inherent safety risks involved in the very nature of child protection work. Therefore, we strive to maintain a continual focus on the individual health and safety of staff, clients, foster families and volunteers. Over the past year, the Society took a number of measures to improve safety including:

- Violence prevention training
- Installing additional safety and security measures; controlled and monitored entrances
- Centralizing visitation rooms in access centres and increasing video surveillance

As part of our work with the National Quality Institute (see page 7), in 2010-2011, we established a strong policy framework with dedicated resources to develop our implementation and communication strategy. This will move our organization to a more enhanced focus on the well-being of our employees and volunteers and increased practices that support environmental sustainability.

A healthy workplace includes the communication of a clear and compelling Mission and Vision, well developed strategic goals and an effective plan leading to these goals. A healthy workplace also involves a high degree of input and participation across all areas of child protection in the development of these elements and effective communication systems.

Making It Happen

As part of KHCAS' work to achieve Level 1 certification under the National Quality Institute, the management team developed a Healthy Workplace Policy, concentrating on the areas of physical environment, personal resources, health practices and the social environment.

Things Are Greening-Up

As a member of the community, Kawartha-Haliburton Children's Aid Society bears a responsibility for protecting and preserving our natural resources.

As well as beginning work on a green office charter and plan, in 2010-2011, we:

- Purchased two Toyota Prius hybrid vehicles. These vehicles will reduce fuel costs and gas consumption by replacing older, less fuel efficient vehicles. While our agency vehicles cover many rural miles, for the portion of our work done in urban centres, hybrid vehicles are well suited to the constant starting and stopping on our city streets
- Moved to an online payroll system, eliminating 3,840 paper payroll statements and envelopes annually
- Installed energy efficient lighting, reducing our energy draw by about 67%
- Begun implementing Styrofoam-free buildings and paperless meetings

Cumulatively, these initiatives will reduce our organization's environmental impact while reducing our overall costs to Ontario's taxpayers in future years.



In support of the health and well-being of staff and visitors, we also:

- Improved the air quality and improved temperature control through installation of high-efficiency natural gas HVAC systems in our Lindsay and Peterborough offices
- Offered on-site flu clinics to staff, foster parents and volunteers in Peterborough and Lindsay
- Offered 'relaxation in the workplace' courses in Peterborough, as well as on-site yoga to staff of the Lindsay office
- Installed a bicycle rack at the Peterborough office
- Installed a water purification system at the Peterborough Office
- Eliminated smoking on agency property

“Greening is taking environmentally responsible decisions and actions to reduce impact on environment by conserving resources, using resources efficiently, and minimizing pollution. These decisions and actions also contribute to improved human well-being.”

From United Nations Development Programme, GREEN OFFICE INITIATIVE for 2007-2008, Bratislava Regional Centre

FINANCIAL STATEMENT 2010-2011

CONDENSED STATEMENT OF FINANCIAL POSITION

At March 31, 2011

	2011 \$	2010 \$
Assets		
Current	3,331,188	2,364,124
Capital assets	4,188,178	3,547,379
	7,519,366	5,911,503
Liabilities and Fund Balances		
Current liabilities	2,264,360	1,565,495
Long-term liabilities	-	1,426,000
Fund balances	5,255,006	2,920,008
	7,519,366	5,911,503

CONDENSED STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2011

	2011 \$	2010 \$
Revenue		
Province of Ontario	23,511,781	23,188,846
Expenditures		
Salaries and benefits	11,915,863	11,920,425
Boarding and personal needs	8,328,071	9,215,597
Amortization	325,147	350,650
Other operating expenses	3,234,359	3,166,298
	23,803,440	24,652,970
Expenditure recoveries and other income	(2,626,657)	(2,097,933)
Net expenditures	21,176,783	22,555,037
Excess (deficiency) of revenue over expenditures	2,334,998	633,809
Fund balances, beginning of year	2,920,008	2,286,199
Fund balances, end of year	5,255,006	2,920,008



Kawartha-Haliburton
Children's Aid Society

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