



Annual Report

2011 - 2012



**Kawartha-Haliburton
Children's Aid Society**

PATTY
 Spouse
 Mom
 Step-Mom
 Adoptive Mom
 Custodial Parent
 Former Foster Mom
 KHCAS Family
 Preservation Program Staff

The bottom line is that children love their parents. When families can't be together, the impact is immeasurable. Removing children from their home is a last resort. My work, our work, is to help parents develop the skills they need to keep their kids safe and their families together.



“I Am Your Children’s Aid.”



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ANNUAL REPORT 2011-12

The 2011-12 fiscal year was a period of organizational change, lessons learned and the beginning transformation of turning challenges into opportunities.

The Board extends a warm welcome to Jennifer Wilson, whose appointment as Executive Director followed the retirement of Hugh Nicholson. Leadership change brings about new strategic directions for agencies and the Board looks forward to continuing to work with Ms Wilson to review the strategic plan and continue on the trajectory of service excellence.

During the past year the Society realigned the senior management team to better meet emerging pressure points and shifting organizational needs. Work has been actively engaged to evolve internal mechanisms and structures to support union and management collaboration opportunities, and several joint working committees have been struck following the collective bargaining process.

Working collaboratively with community stakeholders to deliver services and programs has remained a priority this past year. With the support of MCYS, the Society has continued to engage six key service partnerships throughout Peterborough, Lindsay and Haliburton to further opportunities for families and children. Identifying families for children-in-care with First Nations heritage continues to be a priority. Collaborative practices with Hiawatha First Nations and Curve Lake First Nations continue,

engaging the principles and practices set out in the Dnaagdawenmag Binnoojiyag Child and Family Services protocol.

Increasingly, legal custody orders have been engaged to enhance permanency opportunities for children who require out of home placements. During this past fiscal year, the Society initiated a five year longitudinal study with Charterfield Consulting to determine whether the legal custody initiative is improving the achievement of life outcomes for children and youth in the legal custody program. KHCAS has amongst the highest legal custody rates in the province for children who were crown wards. This is a five year study to measure and understand the outcomes for children in legal custody situations.

Finding kinship caregivers is another key permanency strategy and currently there are 108 children placed with extended family or community members.

In October, the Society experienced a labour disruption, the first such event in the history of the organization. Labour unrest was the result of many issues and related processes, and creates an opportunity for agency leadership to reflect upon past human resource practices, considering fiscal accountability and while ensuring responsible service delivery; for the Board to reflect upon broader strategic goals and engagement; and for building improved alignment and dialogue between bargaining and management employees to ensure

the continuous and seamless flow of quality service to the community.

The Society extends a special thank you to all service recipients, foster parents, volunteers, Board members, Ministry and community partners for their patience, understanding and support of the agency throughout those challenging days, and as we move forward to heal and evolve a more informed organizational culture.

Positive outcomes for children and families are not possible without the commitment of all staff, foster parents, volunteers, board members and community service partners. From challenges to opportunities... thank you to all stakeholders for your ongoing dedication to child welfare.



Tim McLaren,
President



Jennifer Wilson,
Executive Director

BOARD OF DIRECTORS



Front row, left to right: Diane Wingett, Susan Fairs, Deirdre Thomas. Back row, left to right: Susan Bacque, Merla McGill, Tim McLaren, Julie Brown, Peter Smith, Julie Morris, Jonathan Bennett (Missing: Deborah Jacobs and Kathryn Moher).

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*.

VALUES

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 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.

SOME OF KHCAS' STAFF TEAM



Front row, left to right: Susan Nuttall, Marion Duguid, Candace Tokiwa
Back row, left to right: Shawn Dunford, Theresa Hewitt, Darlene Ayotte, Holly Matthews, Simon Dadds, Christina Rausch, Lorna Scriver.

HOW CAN WE HELP?

Working Together for Children

Innovative collaborations can yield powerful and original results. Working closely with community stakeholders, this year we have built on existing relationships – and fostered new ones – to connect clients with life-changing programs and services. Leveraging funding from the Ministry of Children and Youth Services (MCYS), we have worked collaboratively to improve safety, permanence and well-being for the families we serve, and the communities we are part of.

This year, KHCAS staff were actively engaged in Community Capacity Building Projects with:

- The Boys and Girls Clubs of Kawartha Lakes
- YWCA Peterborough, Victoria and Haliburton
- Point in Time Centre for Children, Youth and Parents (Haliburton)
- Peterborough Youth Services
- The John Howard Society of Peterborough
- Fourcast (Four Counties Addiction Services Team; Peterborough)
- Community Living Peterborough
- Community Counseling and Resource Centre

With support from KHCAS staff, in 2011-2012:

102 families took part in programs to develop parenting skills related to child protection. Of these, 82 families were able to meet and maintain their goals. The primary goal was reunification with their child/children.

53 youth and their families in Peterborough County took part in programs to reduce conflict, promote stability and better support teens into healthy adulthood; 10 youth and families in Haliburton took part – almost double the target for this year.

50 young women were supported in addressing substance misuse/addictions.

31 youth took part in KHCAS' youth financial literacy program. The Society also engaged youth living independently in a Life Skills group, and partnered with the Kawartha-Haliburton Children's Foundation to develop programming for adolescent girls.

28 women received individual support, group counselling, advocacy and/or court support to help them to build a life without violence for themselves and their children.

More than 20 families participated in the Mother Goose program, fostering attachment and bonding between parents and children through rhymes and songs.

11 men were referred to a local Partner Assault Response program.



Foster Parents of the Year

Protecting and nurturing children, supporting relationships with families of origins, working as a member of a professional team, reinforcing a child's heritage and cultural identity – the job of a foster parent is never done. This year, long-time foster parents **Barb and Wayne Dyer** were named foster parents of the year in recognition of their unwavering commitment to respectfully navigate difficult situations, motivated by their deep love for a child in their care. Congratulations Barb and Wayne!

First Nations Partnerships

The Society and Hiawatha and Curve Lake First Nations continue to evolve a service partnership. Over the past year the Society facilitated a number of training opportunities, mainly focusing on opportunities for customary care.

Congratulations to Dnaagdawenmag Binnoojiiyag Child and Family Services, a First Nations-led organization, which was incorporated this past year and continues to provide leadership on Aboriginal child welfare services in the Central East region.

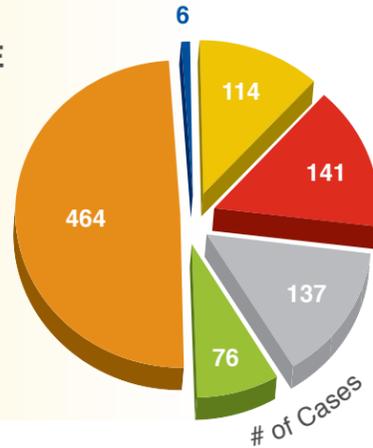
MITIGATING RISKS FOR CHILDREN IN OUR COMMUNITY

NUMBER OF FAMILIES SERVED: 938

NUMBER OF ADMISSIONS FROM FAMILIES WE'RE WORKING WITH: 56

REASONS FOR SERVICE

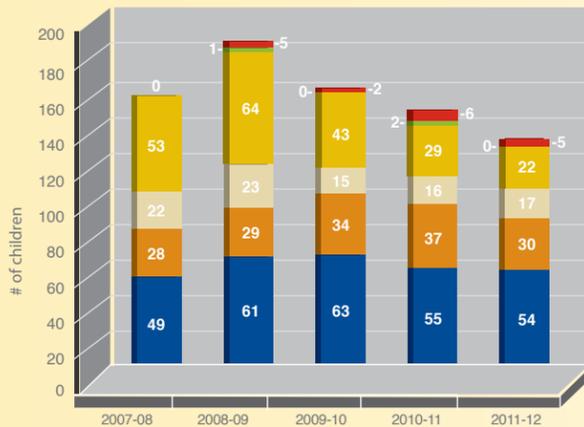
- Physical/sexual harm
- Neglect
- Emotional harm
- Abandonment/separation
- Caregiver capacity
- Service to other jurisdiction



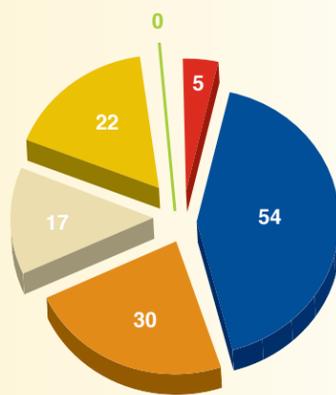
Total Admissions/Readmissions

Does not include more than one admission per year per child; i.e. if the child was admitted in April, discharged in June and readmitted in August, only the April admission was counted. Does not include respite care.

BY AGE 2007-08 TO 2011-12



BY AGE TO 2011-12



- 18+
- 16 to 17
- 12 to 15
- 8 to 11
- 3 to 7
- 0 to 2

BY THE NUMBERS

Protecting Children in Our Community

| | |
|---|-------|
| Number of child protection reports received | 4,846 |
| Number of matters assessed as not meeting the criteria for intervention or needing a full investigation | 3,174 |
| Investigations completed | 1,517 |
| Numbers of families linked to other services to best meet their needs | 93 |
| Number of families receiving ongoing services to fiscal year end | 505 |

Services to Children in Care

Children's Services workers provide services to children who are in the care of the Society

| | |
|--|-----|
| Total number of children-in-care as of March 31, 2012 | 246 |
| Number of children admitted to care this year | 106 |
| Number of children re-admitted to care throughout the year | 27 |
| Average number of children/youth per staff | 17 |

In 2006, the the Ministry of Children and Youth Services introduced the Child Welfare Transformation Agenda, placing a greater emphasis on admission prevention and permanency planning for children who require out-of-home care. KHCAS has continued to engage extended family and community members through formal kinship agreements. As a result, the number of children in care has declined consistently.

Children in KHCAS Care at Year-End 2006-12

Trend in number of children in care at Year-End 2006-2012
Forecast for 2013 and 2014 Year-End



BY THE NUMBERS

Our Kinship Services staff complete home studies of people who wish to care for a child in their extended family or community.

| | |
|--|------------|
| Number of home studies completed in 2011/2012 | 87 |
| Number of children placed with extended family members | 108 |
| Average length of stay for children in these homes | 7.4 months |

Adoption Services workers complete home studies for people who would like to adopt a child in the care of KHCAS, match children and adoptive families, and support placements until they are finalized.

| | |
|--|----|
| Number of adoption home studies completed | 15 |
| Number of adoptions finalized in 2011/2012 | 10 |

The Society also strives to place Crown Wards permanently with their foster families, through legal custody orders.

| | |
|--|-----|
| Number of legal custody orders obtained | 3 |
| Number of new foster home studies completed through-out the year | 10 |
| Total number of approved foster homes at year-end | 160 |



A CULTURE OF LEARNING

Anti-Oppressive Practices

This year KHCAS supported training in the early adoption of Anti-Oppressive Practices (AOP), a lens through which all employees can better understand how, race, gender, sexual orientation and identity, ability, age, class, occupation and social service use can result in systemic inequalities. Adoption of AOP philosophies help child welfare practitioners better respond to the varied identities of families and children receiving child welfare services.

Advocates & Mentors

Over this past year the KHCAS Foster Parent Association (FPA) and KHCAS collaborated to develop an Advocates and Mentors Program to offer support to foster parents who:

- Are new and require orientation to fostering
- Are experiencing a particularly stressful time
- Need support to work through a disagreement with a worker
- Need someone to talk to who understands the daily life of fostering
- Are the subject of an investigation

CHRISTINE

Volunteer
Mentor
Youth Leader; Canadian Forces
Community Living Outcomes Facilitator
Former Foster Child

I think that, as a foster kid, it's a struggle to try and fit in. And when people judge you it's even more of a struggle. My workers and my foster parents were my support system. They helped me find a strong attitude and develop an outlook that got me where I am today.



BY THE NUMBERS

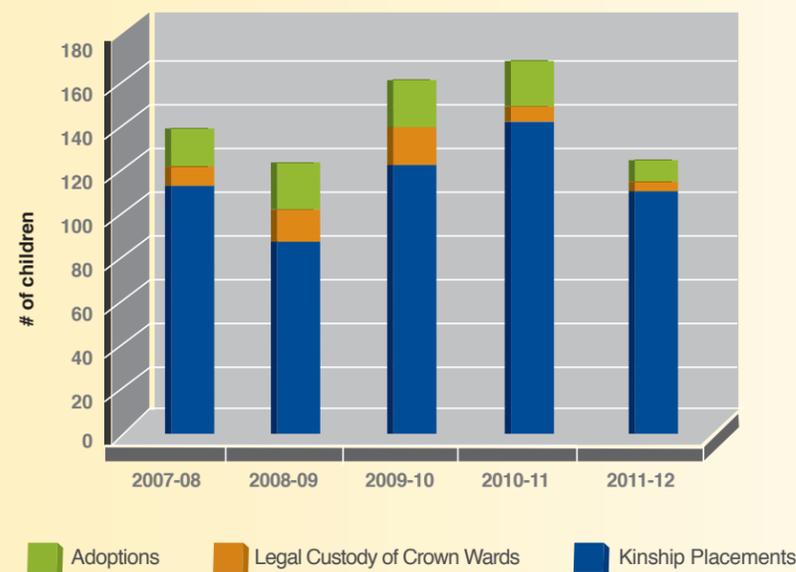
In 2011/12

| | |
|-------------------------------------|------------------------------------|
| Number of different training events | more than 60 |
| Hours of staff training | 4,243 hours equivalent to 606 days |

Some of the sessions included

- A 'Circle of Care' workshop with Hospice of Kawartha Lakes
- 'Dealing with Difficult People' with the United Way
- Leadership training with the Peterborough Family Resource Centre
- A Fetal Alcohol Spectrum Disorder (FASD) and Justice presentation with Five Counties Children's Centre
- Learning about perinatal mood disorders with the Peterborough County-City Health Unit

Permanency Planning for Children in Care



A CULTURE OF LEARNING

Community Connections

In 2011-2012, KHCAS staff took part in numerous community activities and events, such as:

DRAGON BOAT RACES



Front row, from left: Lisa Earp, Cindy Hobbins, Chasity Ellis, Barb Hiland (co-captain), Susan Redhead (drummer), Tracy Ferguson, Jody Carr, Lisa Major-Gage, Gail Henderson and missing due to injury-Joey Russell, A.J. McNaught.

Back row, from left: Julie Shuster, Joanne Azevedo, Erin Payne, Brad Armstrong, Simon Dadds (co-captain), Larry Elliot, Theresa Hewitt and Krista Knerr

BE A KID FOR A DAY



KHCAS Community partners join in support of the Kawartha-Haliburton Children's Foundation Be a Kid for a Day fundraising event.

DAVE
Mentor
Volunteer
Buddy
Friend

Like me, the kid I mentor likes to talk a lot. Like me, he's a sports freak. He hangs out in the dugout with my men's baseball team. Now we've got him into really loving lacrosse. The Leafs, the Blue Jays – he's got a cell phone now, and he'll text me scores. I'm glad the CAS saw something that might've worked and made it happen.



“I Am Your Children's Aid.”



Independent Auditor's Report on the Summary Financial Statements

To the Board of Directors of Kawartha-Haliburton Children's Aid Society

The accompanying summary financial statements, which comprise the condensed statement of financial position as at March 31, 2012, and the condensed statement of operations and changes in fund balances for the year then ended, are derived from the audited financial statements of Kawartha-Haliburton Children's Aid Society for the year ended March 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated June 20, 2012.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Kawartha-Haliburton Children's Aid Society.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Kawartha-Haliburton Children's Aid Society for the year ended March 31, 2012 are a fair summary of those financial statements.

BDO Canada LLP

Chartered Accountants, Licensed Public Accountants
Peterborough, Ontario

June 20, 2012

FINANCIAL STATEMENT 2011-2012

This information should be read in conjunction with the Financial Statements at March 31st, 2012.

CONDENSED STATEMENT OF FINANCIAL POSITION

At March 31, 2012

| | 2012 \$ | 2011 \$ |
|--------------------------------------|------------------|------------------|
| ASSETS | | |
| Current | 3,880,041 | 3,331,188 |
| Capital assets | 3,938,964 | 4,188,178 |
| | 7,819,005 | 7,519,366 |
| LIABILITIES AND FUND BALANCES | | |
| Current liabilities | 1,946,794 | 2,264,360 |
| Employee's Future Benefits | 49,600 | - |
| Fund balances | 5,822,611 | 5,255,006 |
| | 7,819,005 | 7,519,366 |

CONDENSED STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2012

| | 2012 \$ | 2011 \$ |
|---|-------------------|-------------------|
| REVENUE | | |
| Province of Ontario | 22,794,184 | 23,511,781 |
| EXPENDITURES | | |
| Salaries and benefits | 12,536,013 | 11,915,863 |
| Boarding and personal needs | 7,909,923 | 8,328,071 |
| Amortization | 454,391 | 325,147 |
| Other operating expenses | 3,785,801 | 3,234,359 |
| | 24,686,128 | 23,803,440 |
| EXPENDITURE RECOVERIES AND OTHER INCOME | (2,459,549) | (2,626,657) |
| NET EXPENDITURES | 22,226,579 | 21,176,783 |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES | 567,605 | 2,334,998 |
| Fund balances, beginning of year | 5,255,006 | 2,920,008 |
| FUND BALANCES, END OF YEAR | 5,822,611 | 5,255,006 |



**Kawartha-Haliburton
Children's Aid Society**

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