

KHCAS Annual Business and Service Plan: 2019/20



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KHCAS OVERVIEW:

The Kawartha-Haliburton Children's Aid Society (KHCAS) is a child protection agency mandated under the newly enacted *Child, Youth and Family Services Act, 2018* in Ontario. KHCAS has the responsibility to protect children from harm or the risk of harm due to neglect and physical, sexual or emotional abuse.

Children's Aid Societies (CASs) across the province of Ontario [also known as Family and Children's Services (F&CS)], are independent agencies working in local communities to provide help and support to children and their families. Established under the authority of The Child, Youth and Family Services Act, children's aid societies are non-profit corporations governed by a volunteer Board of Directors who are elected from within the community. Board members have a specific interest in the welfare of children and offer individual competencies to assist in the governance of the agency. Programs and services are developed in response to the needs of children and families in the local community.

The field of child welfare is focused on improving the health, well-being, education and safety of children and youth. Children's aid societies work with service partners and the community to ensure the safety, well-being and stability of children and youth. KHCAS works with many community partners within the jurisdiction such as hospitals, education, developmental services, mental health services, social services, and police services to name a few, and work together to prevent abuse and neglect, provide opportunities for early help, improve child safety, maintain children's health and wellness and support and strengthen families to better care for children.

In January 2014, the Society's Board of Directors approved a Strategic Plan following an extensive planning process. The Strategic Plan provides a high-level road map for the organization to identify priorities and underlying principles that guide ongoing transformation of the Society to be flexible to changing needs at both the community and provincial level while at the same time providing sustainable service delivery.

Mission:

Engaging families and the community to protect children, youth and young adults.

Vision:

Families and communities that thrive.

Values:

- Child Centered – Family Focused – while our primary focus is in the child, we believe in the integrity of the family and an approach to service that builds on strengths. We advocate for stable relationships through extended family involvement and community supports.
- Community Engagement – we commit to aligning with partners in support of community priorities and initiatives that lead to good outcomes for families and children.
- Respect – is the foundation of our work and is demonstrated through the integrity of our actions and earned by being responsive, transparent and accountable.
- Culture of Learning – creativity and innovation are important elements that lead to continuous improvement and quality outcomes.
- Diversity – we embrace a diverse organization that is responsive, inclusive and respectful of all people.

Strategic Directions:

- Strengthening Communities
- Evidence Informed Services
- Workplace of Choice
- Operational Excellence

It is noted that during the 2019/20 fiscal period and as a component of this business plan, the Society, through the direction of the Board of Directors will be undertaking a strategic planning process with the goal of updating the strategic plan with a focus on sustainment.

ENVIRONMENTAL CONTEXT:

In the development of this business plan, the Society considered many factors that may impact and influence the execution and ability to attain the objectives set out therein. As such, an environmental scan was undertaken in the development of this plan to provide the Board and Senior Leadership with the context and path forward, including funding considerations.

External:

Political Environment:

The child welfare sector, including the Kawartha-Haliburton Children's Aid Society has continued to evolve and strengthen accountabilities and transparency. Over the past several years, the sector has been scrutinized through various reviews and inquests that have garnered much attention from the media. The Kaitlyn Sampson and Jeffrey Baldwin Inquests, Auditor General of Ontario Report, Motherisk Commission, Residential Review, consumer group activity and media reports have led to the demand for more sector transparency and call for child welfare reform. In 2016, the Human Rights Commission requested race-related data which has led to the collection of Identity Based Demographic Data for all service recipients and the oversight of the child welfare sector has shifted to the Ombudsman after the closure of the Provincial Advocate for Children and Youth (PACY) in 2019 by the provincial government. The political environment continues to require the sector to be more accountable to the province and local communities.

Historically, the sector was accountable through the Child and Family Services Act, its regulations, standards and directives, Crown Ward Reviews, Foster Care Licensing and Broader Public Sector Directives. Since 2014, the sector has increasing demands placed on it for public reporting including: reporting of performance indicators and the creation of accountability agreements between the Boards and Ministry which require balanced budgets and service plans, along with enhanced board monitoring. Additional measures were introduced by the Ministry requiring children's aid societies to have board-approved Quality Improvement Plans (QIPs) focused on ensuring compliance to standards and regulations, new public reporting requirements for business documents and travel expenses of the Executive Director, Senior Leadership positions and the Board and Ministry risk assessments. The Ministry also completed a review of and revisions to the Child Protection Standards which were introduced in June 2016.

The Progressive Conservative party was elected as the new Ontario government in June 2018. Shortly following, the Ministry of Children and Youth Services who had oversight for child welfare, was amalgamated with other Ministries to form the new Ministry of Children, Community and Social Services (MCCSS). In the late summer of 2019, MCCSS announced a stakeholder engagement process to inform future planning for the sector. The engagement process includes collecting stakeholder feedback through on-line surveys, consultations with every children's aid society and three (3) working tables including:

1. Child Welfare Modernization Table
2. Residential Services Table
3. First Nations and Indigenous Table

While it is unknown what the MCCSS plans for child welfare, it is clear that through many communications from the Ministry, the government is very focused on the Ernst & Young Line by Line report completed in 2018 following assuming leadership for the province.

Legislation:

In June 2017, the Ontario government passed the *Child, Youth and Family Services Act (CYFSA)*. While most of the CYFSA was proclaimed on April 30, 2018, the extension of services to age 18 was implemented January 1, 2018. Proclamation of Part X of the Act, regarding Privacy and Information, has been deferred to January 1, 2020. The CYFSA followed an extensive review of the previous legislation with significant consultation, puts children at the center of decision-making, and supports more accountable, responsive and accessible child and youth services. It also strengthens oversight for children's aid societies and licensed residential care, including:

- Raising the age of protection from 16 to 18 to increase protection services for more vulnerable youth in unsafe living conditions, to support their education and to reduce homelessness and human trafficking;
- Strengthening the focus on early intervention, helping prevent children and families from reaching crisis situations at home;
- Making services more culturally appropriate for all children and youth in the child welfare system, including Indigenous and Black children and youth, to help ensure they receive the best possible support;
- Improving oversight of service providers, including children's aid societies, so that children and youth receive consistent, high-quality services across Ontario;
- Privacy and disclosure of information requirements; and
- Ministry-appointed Board members.

Chief Coroner's Report: "Safe With Intervention: Report of the Expert Panel on the Deaths of Children and Youth in Residential Placements":

On September 25, 2018, the Chief Coroner Ontario released an Expert Panel Report on the deaths of children and youth in residential placements. Twelve young people who were in the care of children's aid societies or Indigenous child well-being agencies died between January 1, 2014 and July 31, 2017. Numerous recommendations were made directed towards children's aid societies, the Ministries of Children, Community and Society Services, education, health and long-term care and Indigenous Affairs.

The child welfare sector is a primary consumer of both publicly and privately operated residential services in Ontario. The Report will be significantly vetted by various sector-endorsed working groups and is expected to be the source of policy changes over the coming year.

Reconciliation and Acknowledgement:

The history and impact of child welfare policy and practices on Indigenous peoples has created a divide and mistrust that is deeply ingrained and threads through multiple generations. With targeted practices related to Colonization and the passing of laws, including the *British North America Act* and the *Indian Act*, Indigenous peoples have been marginalized, segregated and left dependent on the government and its institutions.

Child welfare agencies in Ontario, including KHCAS, are deeply concerned at the over-representation of Indigenous children in care and the critical feedback from Indigenous communities about the negative impact that the current system has on Indigenous children, families and communities.

The Ontario Association of Children's Aid Societies (OACAS) and child welfare agencies across Ontario have worked to evolve a number of priorities in support of Indigenous child welfare and improving services to Indigenous families while trying to mitigate the over-representation of Indigenous children on current caseloads. Some of these activities have included:

- Development of a Reconciliation Framework from OACAS intended to guide agencies to rebuild relationships and support restoration through enhanced advocacy in partnership with local First Nation communities that compels the Ministry to devolve services.

- Think Tank process of consultation with representative EDs, OACAS and leadership from Indigenous service providers, communities and political bodies.
- Executive Leadership Section cultural awareness engagements.
- Executive Leadership beginning to mark milestones in the journey through Acknowledgement and Apology engagements.

In July 2017, the Ontario child welfare sector unanimously agreed to prioritize Reconciliation with Indigenous communities through eight key commitments. Each children's aid society, including KHCAS, has committed to:

- Reduce the number of Indigenous children in care;
- Reduce the number of legal files;
- Increase the use of formal customary care agreements (leaving the care of the child with the Indigenous community);
- Track and report the number of Indigenous local Board members;
- Implement mandatory Indigenous training for their staff;
- Change their inter-agency protocol to include Jordan's Principle as a fundamental principle (a child-first principle aimed at ensuring that services to First Nations children are not denied, delayed or disrupted due to jurisdictional disputes);
- In consultation with the Indigenous communities they serve, develop a unique agency-based plan to further address the needs of those communities; and
- Continue to develop relationships between their agency and the Indigenous communities they serve.

The Board of Directors approved the KHCAS Indigenous Strategy and the Strategy was sunset in 2018/19. The strategy set out foundational priorities for the establishment of practices and policies that mitigate the oppression of Indigenous people, align with provincial child welfare initiatives in support of devolution processes, and actively engages practices that contribute to healing, empowerment and respect for Indigenous people and communities. Reconciliation will only be achieved with the development of respectful and predictable relationships between child welfare practitioners and leaders and Indigenous communities. Understanding the history and lived-experiences of the First Nation, Métis and Inuit peoples, and revitalizing practices and policies that reflect trusting and collaborative practices, is the cornerstone the KHCAS strategy. To this end, the Society mandated training for all employees using curriculum developed by Kenn Richard, retired Executive Director of Native and Family Services called The Other Side of the Door. Further to this, the Society established an Indigenous Circle which continues to lead and make recommendations to the organization with respect to Truth and Reconciliation activities.

On October 1-3, 2017, the Ontario Association of Children's Aid Societies (OACAS), with the

support of the Executive leadership of children's aid societies across the province, hosted a gathering at Geneva Park and Rama First Nation to acknowledge and apologize for the harmful role child welfare has played historically, and continues to play, in the lives of Ontario Indigenous children, families and communities.

"A Moment on the Path" gathering brought together leaders from Ontario's non-Indigenous child welfare agencies with representatives, leaders and elders from Indigenous communities and Indigenous Child and Family Service agencies. Indigenous participants, including survivors of the Sixties Scoop and Residential Schools, spoke about the devastating impact the child welfare system has had, and continues to have, on their communities. Mary Ballantyne, CEO at OACAS, apologized to all Indigenous children, families and communities who were impacted by the Sixties Scoop, and continue to be negatively impacted by the child welfare system in Ontario.

A subsequent gathering occurred in the Fall 2018. The theme of the event was *"Learning Together to Bring Indigenous Children Home."* OACAS presented an update on the progress for each Reconciliation commitment. Child welfare representatives acknowledged that the data shows that children's aid societies have not been properly identifying all the Indigenous children and families being served. The actual number for many agencies is much greater than originally thought. However, all children's aid societies, including the Kawartha-Haliburton Children's Aid Society, are actively working on Reconciliation with Indigenous communities.

In May 2018, at a gathering in the community, KHCAS apologized to the residents of Hiawatha First Nation for the harmful actions of KHCAS that contributed to the 60's Scoop. Board President Rod Sutherland acknowledged that the Board of Directors did not understand that Indigenous children and families were over-represented and failed to represent the First Nation, Inuit and Metis communities. An estimated 20,000 Indigenous children were taken from their families and communities across Canada, and placed with non-Indigenous families between the 1950s and 1980s. Executive Director Jennifer Wilson apologized for past practices at KHCAS that resulted in the separation of children from families and community and acknowledged our responsibility for not being trauma-informed and not understanding the impact of policies that resulted in cultural assimilation and cultural genocide. The Society has undertaken to set a path forward mobilized by the good will and intentions of child welfare practitioners, to ensure that KHCAS actions align with the true meaning of Reconciliation.

Within the Society's jurisdiction, KHCAS provides services to Curve Lake First Nation and Hiawatha First Nation. KHCAS has established positive working relationships with each First Nation and maintain working protocols with each community. However, the approach to restoring the mandate is different for each community.

Dnaagdawenmag Binnoojiiyag Child and Family Services (DBCFS) was designated by the Ministry to provide child protections services in the traditional territory of Peterborough, Kawartha Lakes and Haliburton, and beyond on February 28, 2019. KHCAS, in partnership with four other children's aid societies, has been working with DBCFS to support the designation process including protocol development, data collection, providing linkages and connections to other service providers, and employee mentoring. The Society has supported mentoring of employees from Dnaagdawenmag Binnoojiiyag Children and Family Services and may continue to support further secondments in 2019/20.

Hiawatha First Nation is affiliated with Dnaagdawenmag Binnoojiiyag Child and Family Services and the head office for the agency is located and will remain at Hiawatha First Nation. In April, Board Directors and Executive Directors from the 6 partnering Societies met in Rama First Nation and signed historical jurisdictional protocols which will guide practices between DBCFS and the five mainstream children's aid societies who intersect with their traditional territory.

Curve Lake First Nation is currently unaffiliated with DBCFS. Curve Lake First Nation and KHCAS entered into a Memorandum of Understanding (MOU) approximately 30 years ago. This MOU was revised in December 2017. The revisions expand the services that fall under the MOU to include children in care and customary care. Under the MOU, Curve Lake First Nation delivers child protection services on reserve through an employee of the Health Centre. The child welfare mandate is achieved through the supervision provided by KHCAS. The Health Centre employee, although an employee of Curve Lake First Nation, must meet all requirements and be fully authorized by the Executive Director/Local Director of KHCAS. Curve Lake First Nation has formally requested that KHCAS continue to provide service to the First Nation and to members who reside in the urban area served by KHCAS. They are unaffiliated with DBCFS at this time.

Equity

Race and ethnocentric services are provincial and local priorities, as the child welfare sector works to advance strategies and frameworks to support providing culturally appropriate services. The OACAS released the One Vision, One Voice framework for working the families and children in the Black community. KHCAS completed a self-assessment on equity practices in 2018 which will guide the significant equity work to be undertaken by the Society in 2019/20 and subsequent years.

In 2018 the OACAS evolved a five (5) year Strategic Plan: Reimagined Child Welfare, with four (4) key priorities:

- Equity and Belonging
- Respect and Empowerment
- Reconciliation
- Consistent Excellent Services

KHCAS will be completing a review and refresh of the Strategic Plan in 2019. Over the past year the Society's Senior Leadership Team has evolved agency priorities with respect to equity and inclusion. The Society has developed a Safer Space policy and delivered Safer Space training in partnership with PARN, to all employees and foster parents. In late 2018 the Society evolved an Equity Council which is providing recommendations to the Executive Director to advance equity and inclusion in Society policies, practices and community engagements when planning for children and families. The Society has established an Equity Lead, and in partnership with 5 other Eastern region children's aid societies entered into a shared service to advance equity practices through a shared Equity Director. The organization is now advancing the 11 Equity Principles established by the One Vision, One Voice Service Framework for working with families and children from the Black community.

Government Fiscal Restraint:

Past and current governments have continued to message fiscal restraint. For the child welfare sector, this has meant no increase to the overall funding envelope since 2013 to support inflation of costs, cost of living or increasing demands for compliance and reporting. A "new" five-year funding formula for child welfare was launched in 2013/14 intended to provide transparency around how Societies are allocated money through a formula: 50% is based on volume indicators and 50% based on social-economic factors. The government of Ontario and the Ministry of Children, Community and Social Services has continued to focus on efficiency and constraint to the child welfare funding envelope and subsequently has applied an administrative constraint to each society during the last three years. In 2019/20 the Ministry again announced an administrative constraint, with the overall sector impact increasing to \$15 million and the constraint applied using 2017/18 administration/infrastructure/technology expenditures leading to more profound impact for individual Society's.

The Ministry commenced a review of the funding formula in 2016, as committed to when the new model was launched in 2013. Although the report was released to the sector, the current government has not implemented any changes to the formula for 2019/20. While the funding

allocation received for 2019/20 includes provisional allocations for 2020/21 and 2021/22, these allocations are noted to be subject to change based on the outcome of the funding model review and other ministry priorities. In 2019/20 KHCAS commences year one (1) of the Transitional Funding Model in support of the transition of services to DBCFS, which was communicated to the Society on September 12, 2019.

Socio-Economic Realities

There are many socio-economic factors that impact the work of child welfare both locally and provincially. Within the Peterborough, City of Kawartha Lakes and Haliburton jurisdiction, there are key determinants that are or may impact child welfare service volumes. With respect to child population, there continues to be increasing population of children under four (4) years of age, yet an overall decrease in the child population. Child population is a component of the current funding model calculations.

The City of Peterborough has intermittently over the past five years, reported the highest unemployment rate in the country and the unemployment remains a concern and a consideration in the Society's planning. There are limited affordable housing options within the communities served. Human trafficking and homelessness are evolving as a pressing social priority within the communities serviced.

Of critical importance is the emerging opioid crisis. Peterborough has the highest number of deaths per capita related to opioid use and overdose rates continue to rise. KHCAS continues to see the impact on and destabilization of families in receipt of services.

Provincially, the government has transformation agendas for children's mental health and has evolved the Special Needs Strategy, both of which require KHCAS support for local initiatives. It is unclear whether or not these priorities will shift with the new government; however, KHCAS remains committed to these strategies and partnerships. In addition, KHCAS participates in local children's planning tables, Four Counties for Kids (4C4K) program, VAW Hubs and Situation Tables – all in support and partnership of building community supports for the children and families served.

In 2016, the Ontario Human Rights Commission in response to concerns identified regarding overrepresentation of Indigenous and Black children and youth in child welfare. The report from the Commission was released in late 2017 followed shortly by Ministry Directives requiring the collection of identity-based demographic data commencing February 5, 2018.

Internal:

With increasing external priorities and pressures to consider, KHCAS is equally mindful and considerate of the internal priorities when developing the annual budget. In 2014, the Board established a new five (5) year Strategic Plan along with a new vision and mission. Now concluding the last year of the plan, increasing consideration of the provincial agenda is required to align strategies with the emerging sector priorities, Truth and Reconciliation, Equity, new legislation and regulations and increased demands for public accountability. In review of the Strategic Plan, KHCAS priorities are fairly aligned to meet the increased provincial agenda as the Board looks to undertake a new strategic planning process in late 2019.

Governance:

The Board of Directors is a high functioning Board that has systems in place to meet the demands of the external climate while staying true to the strategic directions set forth in 2014. The Board is a competency-based board and uses a competency matrix to prioritize nomination and recruitment activities. The Board has been responsive to the demands for increased accountability and transparency through adherence to the Accountability Agreement and a consistent approach for governance monitoring of performance indicators, strategic plan objectives, and evolving good governance practices.

Service Excellence:

KHCAS continues to focus on service delivery to ensure responsive outcomes that are culturally appropriate. Work continues to evolve to support the extension of services to youth age 18 and understanding the overall impact on volume and service. In 2016, the Society onboarded with the sector's case management system the Child Protection Information Network (CPIN), with the last society onboarding in April 2019. While the work has settled internally, there is extensive unplanned downtime that impacts workflow for direct service employees, creating frustration in meeting administrative requirements balanced against quality service for service recipients. The Society continues to provide provincial support for CPIN via participation on numerous working committees (reporting, business harmonization and network groups) in addition to participation on the CPIN Advisory Committee. The sector continues to await standardized reports for many of the key data pulls including the Quality Improvement plan and therefore rely heavily on custom reports which are required to be updated every time there is a systems update.

In 2017, the Society undertook to review the service delivery model implemented and made further enhancements to the model to support service delivery and workflow. Changes

included shifting the model to specialized positions (assessment and ongoing); introducing two (2) Community Caregiver Investigation positions in support of recommendations from the Baldwin and Sampson Inquests; a Disclosure Analyst reporting to Senior Legal Counsel; and an additional resource on the Centralized Screening Team. Additionally, the entry of services for payment were redeployed from direct service employees to the finance team for more efficient and effective processing while freeing up direct service employees to provide direct service to service recipients. This enhanced model will be evaluated and monitored at six (6) months, one (1) year and two (2) years to assess the effectiveness of the changes.

Focus will continue during this fiscal year in support of Reconciliation and acknowledgement activities, deployment of the Clinical Supervision Model, preparing to launch the Signs of Safety practice model, and review service protocols while ensuring Equity in service delivery – all with a view to providing service excellence with a view to quality outcomes for children and families.

Business Efficiencies:

With fiscal constraint, a key priority of the Provincial Government, the Society continues to explore opportunities for fiscal restraint and natural partners for service and back office. In support of this, the Society joined the OACAS Shared Services Program and is working with the SSP to identify and actualize savings where available. Additionally, the Society is exploring other partnerships to streamline/integrate for service and for back office services. Business harmonization continues to evolve across the sector, as noted above, with the continued deployment of CPIN throughout the province which will provide for consistent application and use of CPIN and service delivery which was completed in the Spring 2019.

At the end of fiscal 2016/17, KHCAS reported a deficit for the first time in ten (10) years. Through early engagement with the Ministry, the Society and Ministry partnered in a collaborative review with the intent for early identification and understanding of the key cost drivers for the Society. The recommendations of the final report received in July 2017 were considered and incorporated in the development of the Business Plan for 2017/18. All actions associated with the Ministry Financial Review recommendations were completed and closed off as of March 31, 2018. The Society used the recommendations to identify, streamline and strengthen its systems to develop sustainable service models for the children, youth and families served.

In June 2018, the Society was advised that the Ministry had selected KHCAS to participate in an End to End Review Process. The End to End Review was formerly known as a Cyclical Review that is incorporated into the Accountability Framework rolled out in 2014 as part of the

Ministry's efforts to hold societies accountable. Unlike the Financial Review, which was focused solely on the financial health of the Society, the End to End Review is intended to answer two (2) key questions:

1. How well are Children and families being served?; and
2. What is a Society's capacity to improve?

Embedded in the process are five (5) domains – Governance, Operations Management & Service Delivery, Financial Management & Control, Client Outcomes and Performance Management and 78 performance expectations upon which the Society is required to provide documentation to support evidence of meeting these expectations.

The Ministry completed an End to End Review of KHCAS in October 2018 and the final report delivered to the Society July 12, 2019. The Society was pleased with the results of the report which identified the Society met 75 of the 78 performance expectations. There were 3 recommendations which were embedded into the Senior Leadership Team workplan and have now been implemented.

Workforce:

The employee group is identified as one of the Society's most valued resources, and it is the employee group who defines the Society. As such, the employee group is a priority for the Society and works to ensure there are sound people systems and policies to support employee wellbeing.

In 2018, the Society undertook to align systems in support of a new worker training and authorization systems for newly hired Child Welfare Workers, successfully supporting a number of newly hired KHCAS employees and DBCFS seconded employees to complete the program and be designated as authorized workers under the CYFSA. In addition to this work, the Society has prepared a Peer Support program ready to be rolled out in 2019 following appointment of program coordinators and establishment of a peer support team.

On March 19, 2018, the Society and Union reached a mutually agreeable collective agreement for a four (4) year period ending March 31, 2021 which provides stability for the unionized workforce during this period. This is the second round of bargaining successfully completed since the labour disruption in 2011, representative of the improved labour relations between the Society and Union employees, which has been a consistent focus of engagement since 2012.

Workload is a consistent point of discussion with union leadership locally as well provincially. The discussions related to workload focus on caseload numbers, administrative burden due to the standards and CPIN functionality.

The work of the Joint Health and Safety Committee continues to be focused on ensuring enhanced safety for the workplace within a local and provincial context by implementing policies and procedures developed locally the JHSC and as recommended by the Provincial Worker Safety Committee report released in 2015. Many policy updates or newly created policies have aligned with recommendations from the Provincial Worker Safety Committee in 2018 including accident/incident reporting, worker safety for client engagement and safe driving. New policies have been created as well in response to the use of naloxone for overdose prevention and Fitness for Work policy in response to the legalization of cannabis. The JHSC also rolled out new technology developed in-house to support worker safety in the field through an electronic check out/check in system that informs a supervisor when an employee has not checked back in to a place of safety following a meeting outside of the office. The rollout of this system will be completed by December 2018. Representatives of the JHSC have made several presentations to other societies showcasing the system in hopes of being able to share the system in the coming year.

The workplace culture and climate are a focus for the leadership of the Society, Union and JHSC and jointly have committed to implementing the Psychological Health and Safety Standard to ensure a psychologically healthy workplace in alignment with the Strategic Direction – Workplace of Choice. As a beginning step to implementation, the Society completed an employee survey in October 2017 to collect baseline data using the Guarding Minds @ Work survey which is directly aligned with the Psychological Health and Safety Standard. The results of the survey have provided a roadmap for opportunities for improvement which the JHSC has reviewed and developed an implementation plan with key action items. Focus groups will also be held in 2018 to gain employee insight into the actions required to ensure KHCAS is a psychologically healthy and safe workplace. In 2019 the Society launched the final phase of the Employee Well-being Strategy which is the development of a Peer Support Team.

Technology:

Keeping pace with the ever changing technological work is never ending. While technology affords organizations and people with new ways of communicating and working (ie. remote), systems need to be established to ensure there are efficient data information systems that are robust and secure. CPIN deployment will allow the sector to share case management

information which will lead to enhanced safety for children; however, privacy and confidentiality of the information is paramount. The Society made significant investments in 2016/17 to support CPIN onboarding and is now challenged to resource CPIN sustainment without additional resources. Additional responsibilities have been added to most management team members for the purposes of CPIN sustainment. With two (2) years of practice experience with CPIN, the Society continues to ensure alignment with provincially-developed business harmonization processes.

The protection of records will be a paramount theme in 2016 through to 2019. Part X of the CYFSA is specific to privacy and information and will be effective January 1, 2020. Work in the sector has commenced to understand the new requirements; however, concern continues within the sector as to the capacity of CPIN to align with the new legislation.

While the Society has where possible attempted to improve systems for teleconferencing and remote meeting connectivity, the reality is that within the fiscal climate the improvements have not resulted in significant improvement and remote meetings require significant support and at times are not effective. After four years of investment in technology and resources to strengthen and secure email and data information systems, the Society has been unable to make investments during the past two fiscal years and this year will remain the same.

Social media is an instantaneous medium for sharing of information and news yet can yield reputational risk to organizations. In 2019 the Society is undertaking a refresh of the website initially launched in 2016. Social media platforms including Twitter and Facebook continue to grow and evolve. These are significant priorities as a mechanism for building engagement and trust with communities, but also for purposes of communication and transparency. No additional resources have been added to assist with managing the social media platforms.

Much work has been completed over the past three (3) years to build and enhance the agency's technological infrastructure. In 2015/16 and 2016/17, much effort was placed on deploying and implementing CPIN. This work significantly disrupted the operations of the Society including the inability to extract financial data until September 2016, limited reporting capacity aligned with Ministry Reporting requirements, including the quarterly Quality Improvement Plan. The impact on service delivery was also noticeable as the work takes significantly more time to complete and the administrative work has increased for direct service employees. As the Society enters the third year of operating with CPIN, work has shifted to review work flow processes and business decisions to streamline work flow for efficiencies in reducing the impact of workload due to administrative demands. Other work continues to enhance technology

systems through deployment of existing software to assist in work flow efficiencies, document management (storage and imaging) and meeting the demands for social media.

Property Infrastructure:

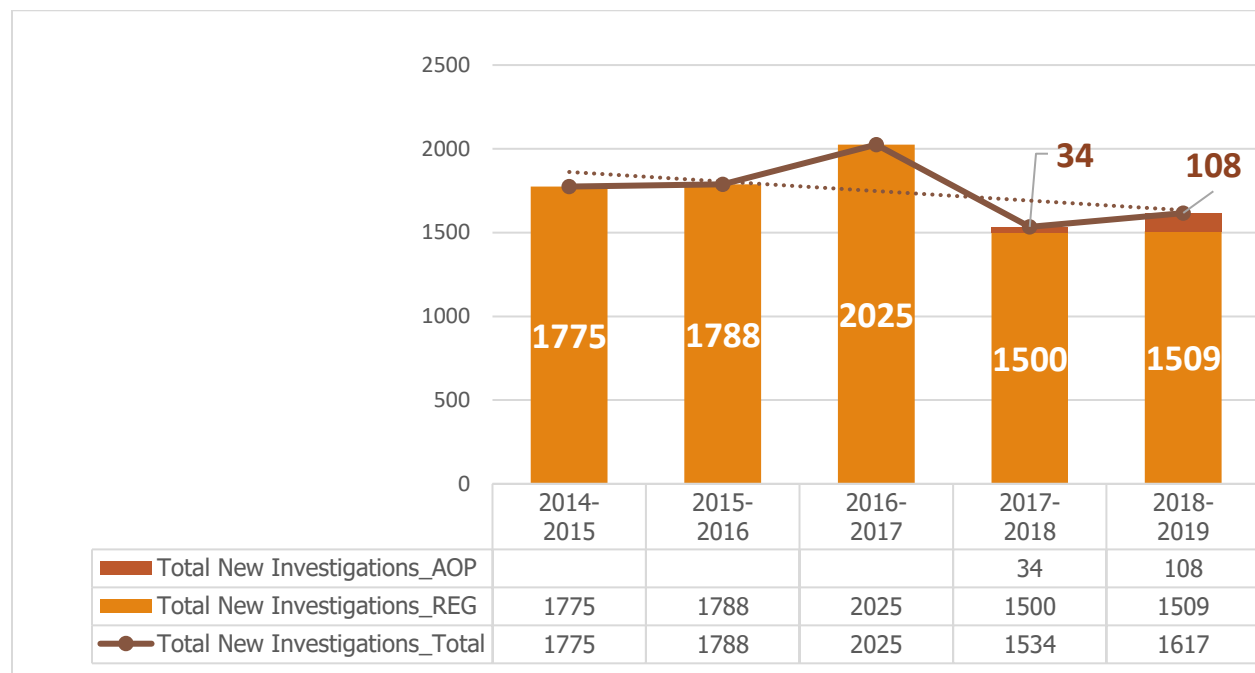
KHCAS operates three (3) offices, the main office in Peterborough and branch offices in Lindsay and Haliburton. The offices in Peterborough and Lindsay are owned by the Society, with no mortgage, and the Haliburton office is a rented unit co-located with Community Living Trent Highlands. Both the Peterborough and Lindsay offices are aging buildings and have identified repair needs as expected with aging property. Annually, the Society submits to the Ministry requests for one-time infrastructure repairs. There were no funds provided to the Society in 17/18 or in 18/19. Concern continues for the Society on the lack of ability to invest in the aging infrastructure, delaying further the needed investment. Additionally, the Ministry is in the process of conducting property assessments for all Ministry sites over the course of the next five (5) years. To date, only the Peterborough office has been assessed.

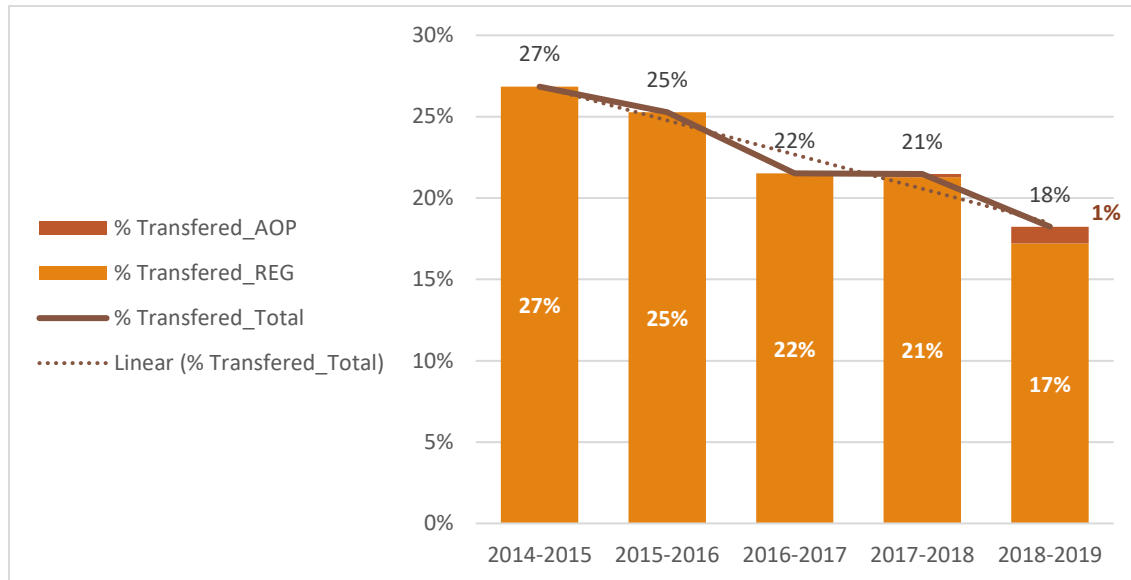
ORGANIZATIONAL SERVICE DATA:

In the preparation of the annual business plan, the Society reviews key service data that is linked to the development of the annual budget. This information is pulled from year-end reports submitted to the Ministry as part of the Transfer Payment Annual Reconciliation process. Volume-based data for investigations completed, average number of open ongoing protection cases, number of children in care and number of children moving to permanency represents 50% of the base funding allocation to societies.

INVESTIGATIONS:

KHCAS Investigations (Open and Re-Open) – 2014/15 – 2018/19



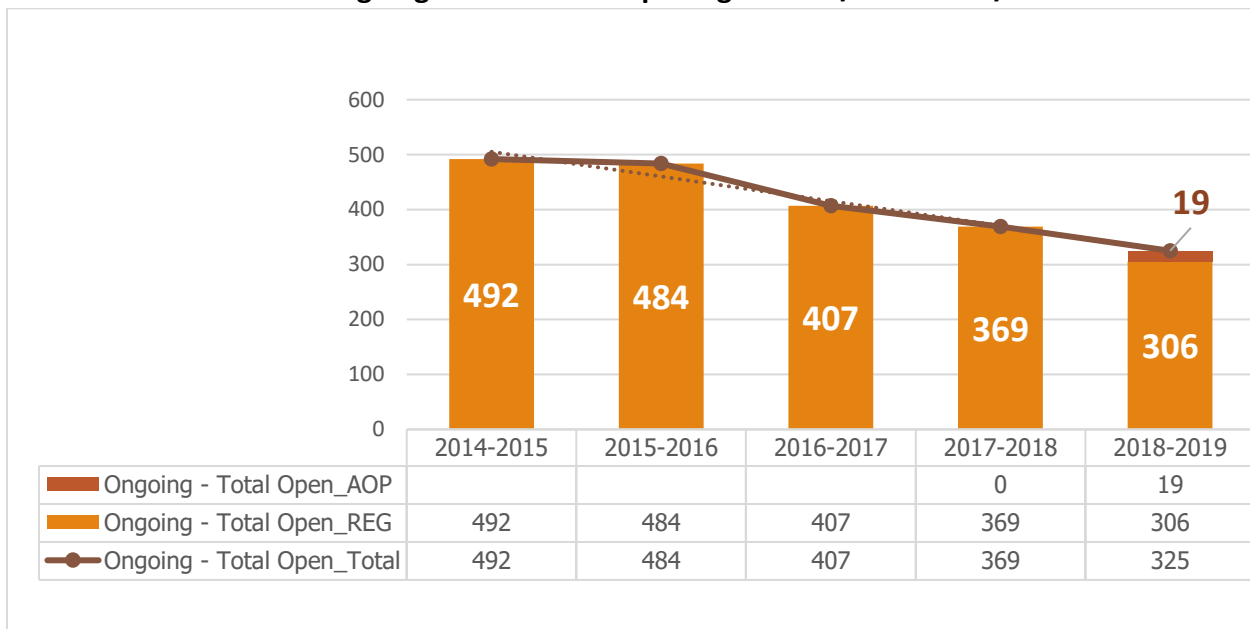
KHCAS Cases Transferred to Ongoing - % of Investigations – 2014/15 – 2018/19**Observations:**

Due to reporting challenges and how cases are captured in CPIN, it has been difficult to confirm the true increase in the number of investigations in 2016/17. There were issues in CPIN related to being able to properly identify subsequent investigations which means that some of the increase in investigations between 2015/16 (1788 investigations opened and reopened) and 2016/17 (2025 investigations opened and reopened) can be attributed to this issue which may affect the overall percentages observed below:

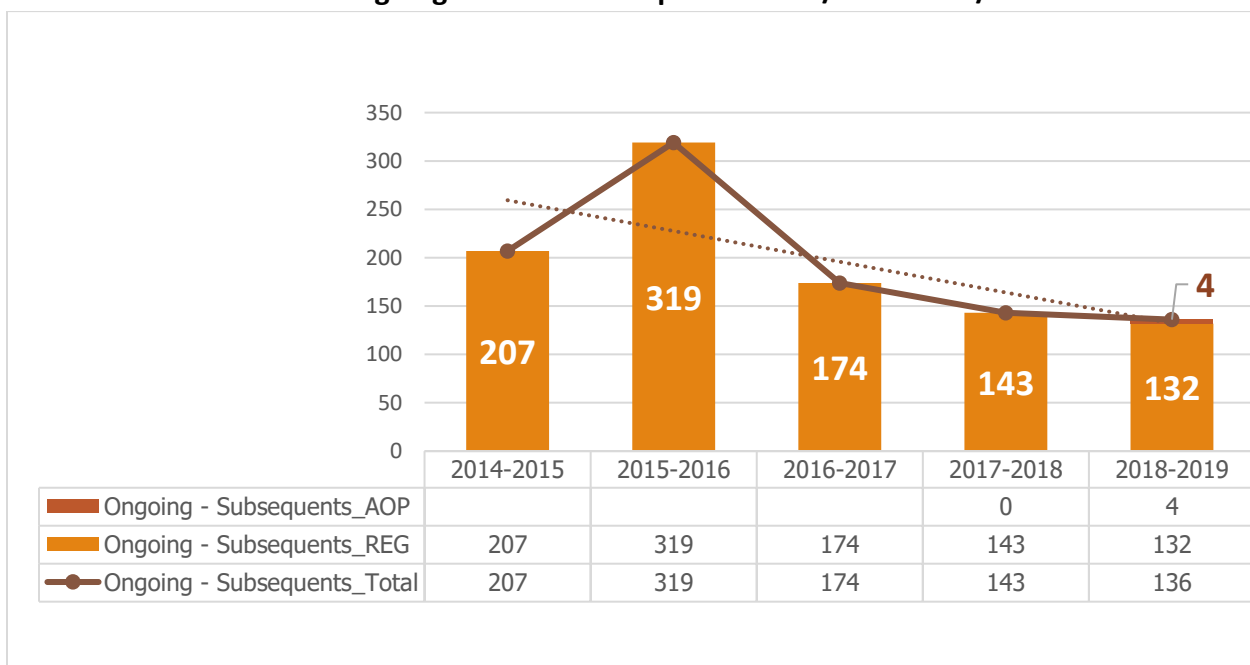
- Over the five (5) year reporting period, investigations opened and reopened have decreased by 9%
- In 2018/19 the number of investigations is up by 5.4% from 2017/18 primarily due to the extension of services to Youth to the age of 18.
- Most notable is the trend of transferring services from investigation to ongoing is down significantly from 27% in 2013/14 to 18.5% in 2018/19.

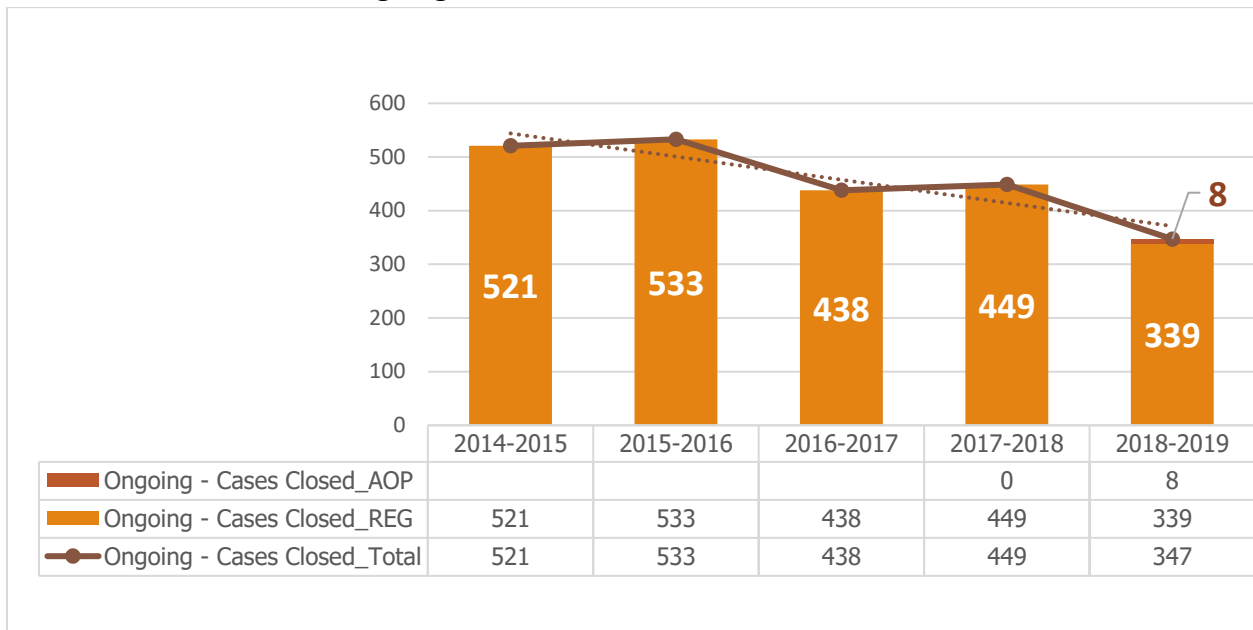
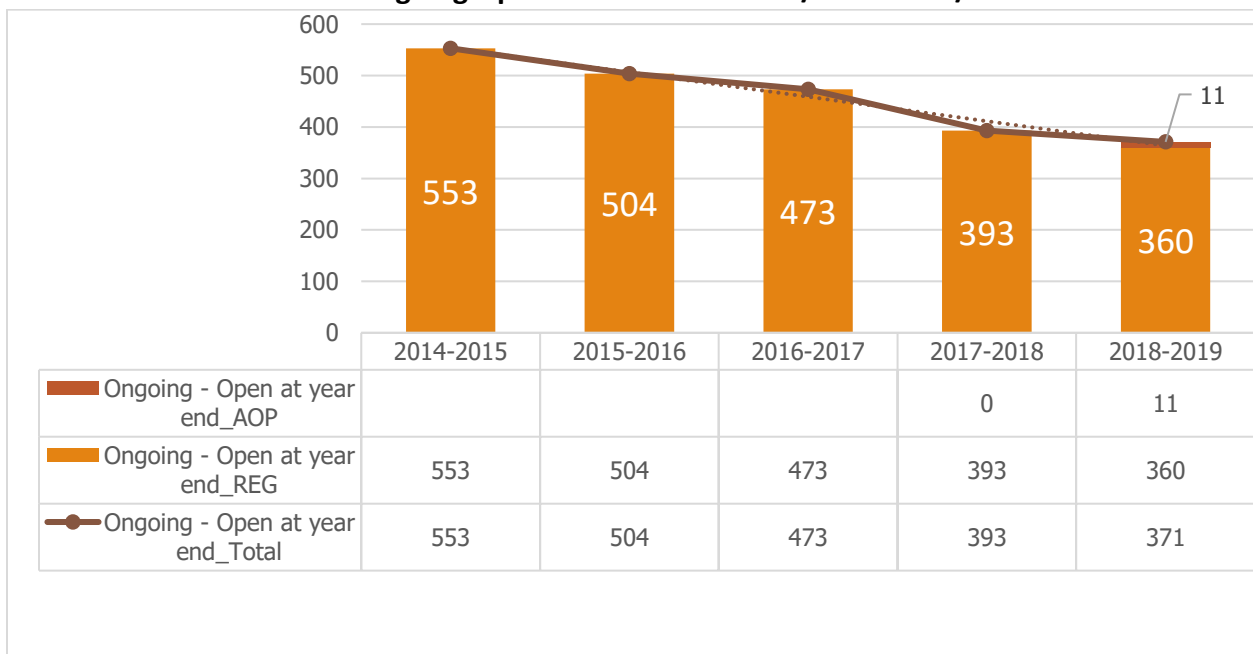
ONGOING:

KHCAS Ongoing Services New Openings – 2014/15 to 2018/19



KHCAS Ongoing Services Subsequent – 2014/15 to 2018/19

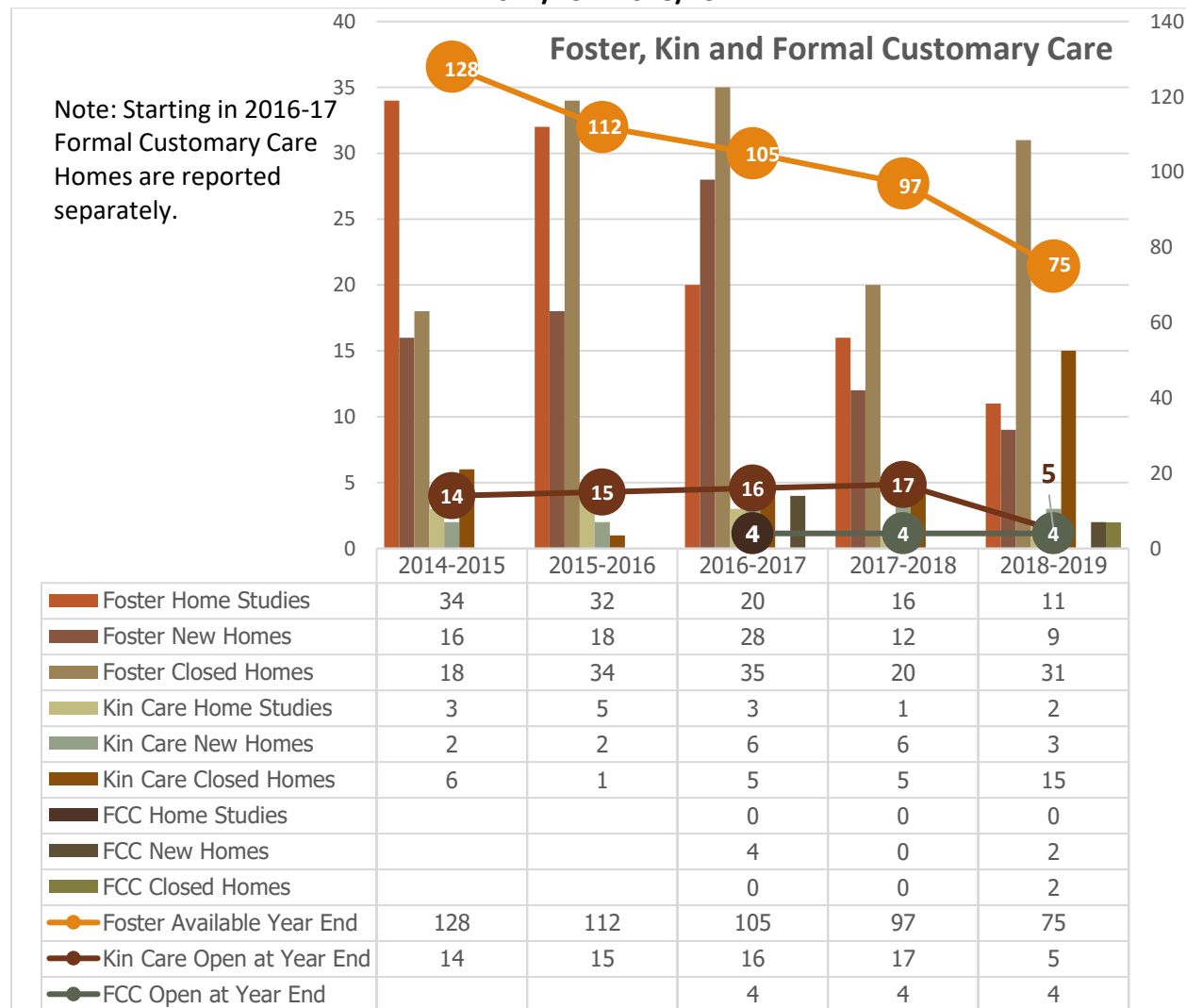


KHCAS Ongoing Services Closed Files – 2014/15 to 2018/19**KHCAS Ongoing Open at Year End – 2014/15 to 2018/19****Observations:**

Generally speaking, all data points related to ongoing case files have decreased overall during the five (5) year reporting period. It is notable that the number of open ongoing files at the end of the year has decreased 33% with the biggest decline occurring between 2016/17 and 2017/18 at 17%.

FOSTER AND KIN CARE

**An Overview of KHCAS Foster and Kin Care
2014/15 – 2018/19**



Observations:

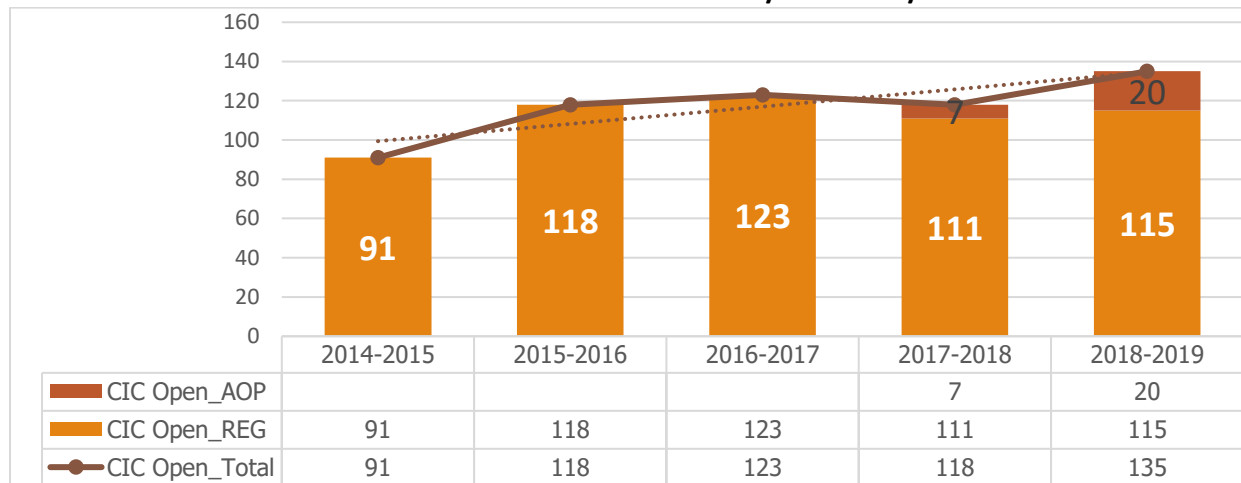
The Society has been generally concerned with the declining number of foster homes available which has decreased by 41% since 2014/15. In 2017/18, the Society invested significant resources in support of recruiting new foster homes, however, the number of foster care homes closing outpace the number of new homes approved.

Similar to decreasing Foster Homes, the Society also saw an overall decrease in Kin Care Homes of 64% over the same five (5) year with the most notable change occurring between 2017/18 and 2018/19 with a decrease in Kin Care homes of 71%.

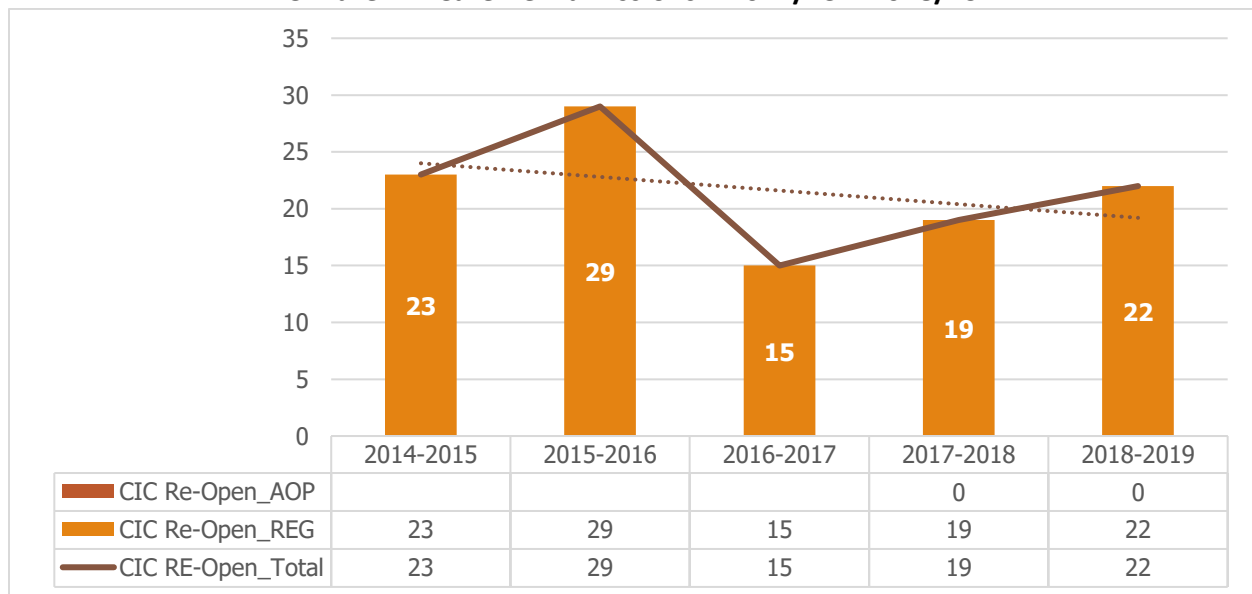
This decreasing trend continues to be a concern for the Society as it requires the Society to rely on Outside Paid Resources (OPRs) which has a significant cost impact on the financial position.

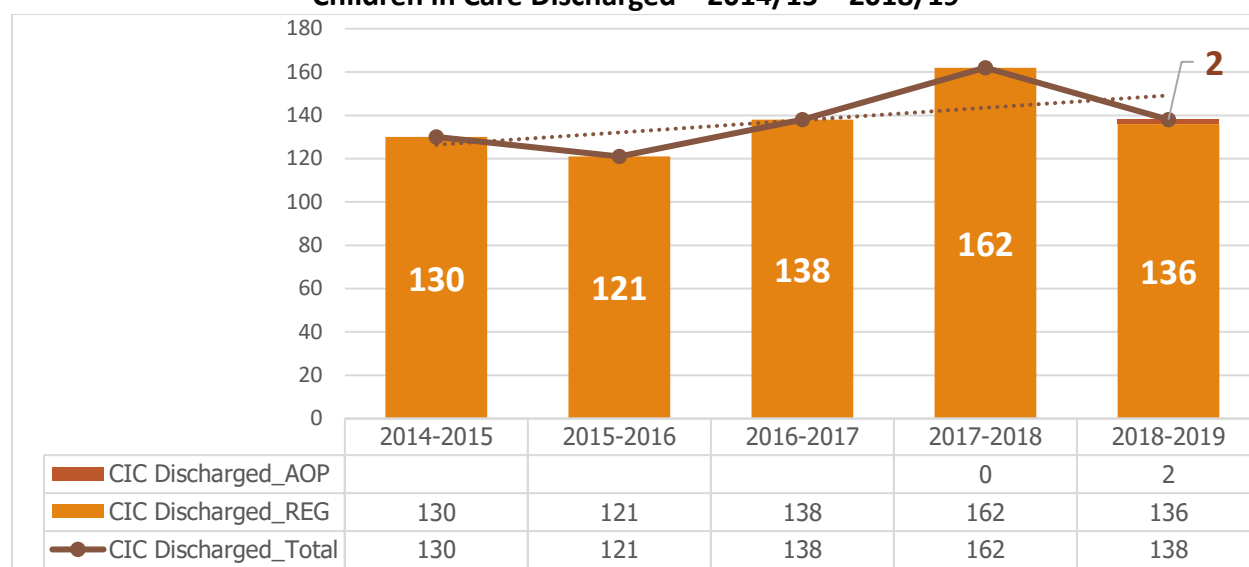
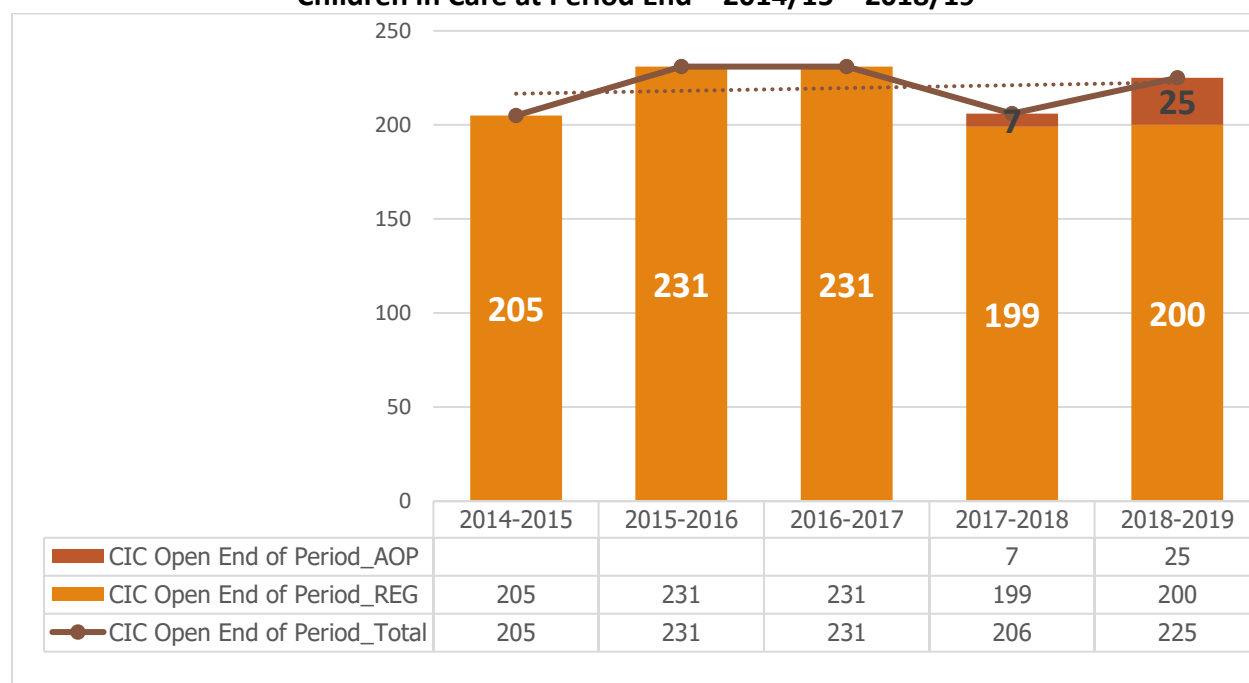
CHILDREN IN CARE

Children in Care Admissions – 2014/15 – 2018/19



Children in Care Re-Admissions – 2014/15 – 2018/19



Children in Care Discharged – 2014/15 – 2018/19**Children in Care at Period End – 2014/15 – 2018/19****Observations:**

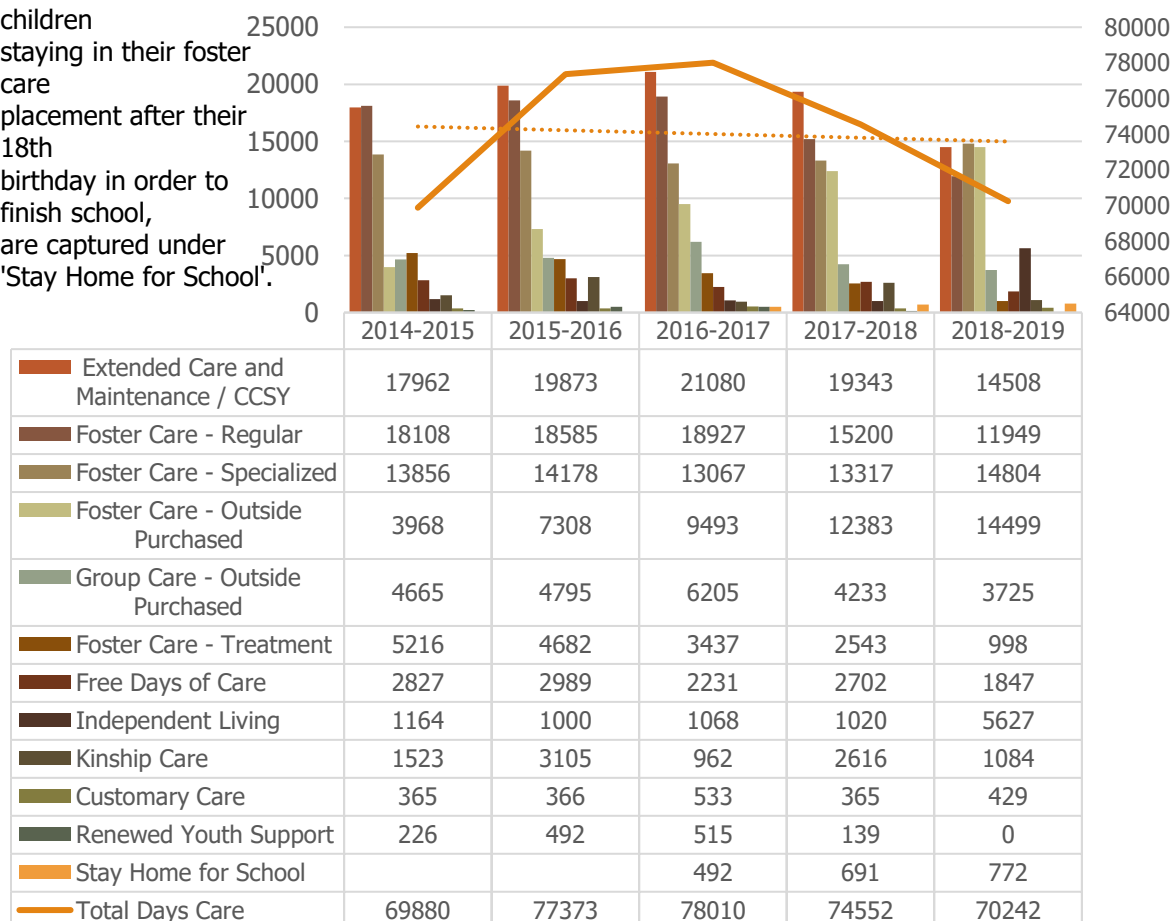
During the five (5) year reporting period, the Society has seen the number of children admitted to care increasing 48% since 2014/15 with the most notable increase between 2014/15 and 2016/17 and then again in 2017/18 to 2018/19 as a direct correlation of the extension of services to Youth age 18. Re-opens during the same period have as well fluctuated with 2018/19 levels being comparable to 2014/15 levels. At the same time, the rate of discharges

has fluctuated with the most significant discharge rate occurring in 2017/18 but slowing down again 2018/19 to comparable levels which range from 121 discharges to 138 each year.

The number of Children in Care has fluctuated year over year during the five (5) year reporting period but is ultimately up since 2014/15 levels of 205 to 225 in 2018/19, which is a 10% increase in five (5) years. The higher number of Children in Care can again be attributed to the extension of services to Youth age 18 with 11% of the total Children in Care being 16 and older.

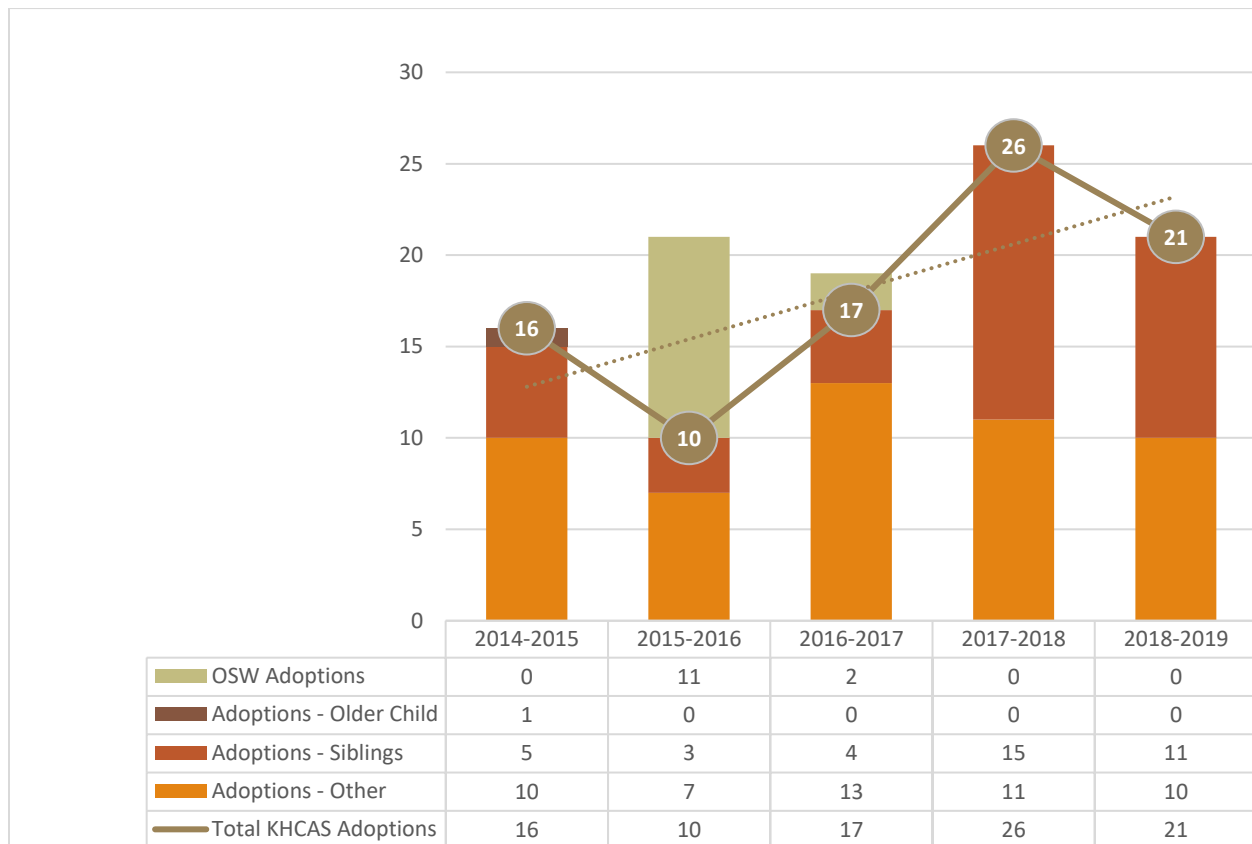
Days Care by Placement Type – 2014/15 – 2018/19

Note: as of 2016-17 children staying in their foster care placement after their 18th birthday in order to finish school, are captured under 'Stay Home for School'.



Observations:

As noted earlier, one of the significant cost drivers for the Society is the costs associated with placements for Children in Care. As noted in this chart, the number of paid days care for Society Foster Care has decreased by 25% while Foster Care – Outside Purchased has increased by 265%.

PERMANENCY**Adoption Overview – 2014/15 – 2018/19****Observations:**

Permanency continues to be focus for the Society. A formalized Regional Adoption Program with Durham Children’s Aid Society and Highland Shores Children’s Aid Society, in line with the Permanency Framework, has been established.

In general, the Society has averaged 18 KHCAS adoptions per year over a five-year period with the most significant number of adoptions being finalized in 2017/18 of 26 followed by 2018/19 at 21.

ORGANIZATIONAL OBJECTIVES:

The Society last conducted strategic planning in 2014 and as such, through the direction of the Board of Directors, will be undertaking a strategic planning process in the fall of 2019 to develop a new strategic and sustainability plan to support the next three (3) years. The Senior Leadership team continues to advance work under the existing the Strategic Plan and in consideration of fiscal constraints and the Modernization process advance by the Ministry in the late summer of 2019.

Strategic Direction	Goal	Activities
Strengthening Communities	Restoration of Mandate to Dnaagdawenmag Binnoojiiyag	<ul style="list-style-type: none"> - Participation on Steering Committees - Case transfers - Provision of data
	Implement Equity Strategy	<ul style="list-style-type: none"> - Conduct agency wide training - Participation on the Eastern Zone Equity advisory panel - Embed equity systems into HR policies and procedures
	Expand opportunities for youth engagements	<ul style="list-style-type: none"> - Engagement with youth advisory panel and youth in care network - Implementation of the Support Services Review - Community Capacity Building and Review Analysis
	Protocol Development	<ul style="list-style-type: none"> - Violence Against Women - Police - Fourcast - Peterborough Youth Services - CMHA
Evidence-Informed Services	Enhanced Service Delivery Model	Implement changes to the service delivery model that supports family / child centered services that align with the 2013 service model principles, sector priorities and inquest recommendations.
	Implementation of recommendations from the Chief Coroner's Report of the Expert's Panel on the Deaths of Children and	<ul style="list-style-type: none"> - KHCAS will resource provincial working groups, review and enhance service delivery systems that support the Expert Panel's recommendations

	Youth in Residential Treatment	
	Research Informed Service Model	<ul style="list-style-type: none"> - Develop systems to evolve environmental scan of current processes in the field of child welfare - Develop a research library to post articles and emerging best practices - Develop a framework for tracking lessons learned, including precedent cases before the court and other internal service experiences - Develop feedback mechanism for community stakeholders and service partners - Strengthen community partnerships (ie: Trent, Fleming)
	Increase compliance to Child Protection Standards and Regulations	<ul style="list-style-type: none"> - Using the Quality Improvement Plans development to improve overall compliance
	Admission and Prevention Strategy	<ul style="list-style-type: none"> - Establish a system / process to advance admission prevention as a strategy to reduce the number of children admitted care - Establish processes to repatriate children in care to reduce reliance on OPR's - Permanency planning conferences to advance permanency plans to reduce time in care
	Signs of Safety	<ul style="list-style-type: none"> - Develop project plan for deployment of SOS within Society
	Part X	<ul style="list-style-type: none"> - Implementation of policies and processes to support Part X by January 1, 2020 - Develop policies for Part X - Conduct training for all employees for PartX
Workplace of Choice	Clinical Supervision Model	<ul style="list-style-type: none"> - Complete implementation of the Clinical Supervision - Evaluate effectiveness of the model - Integrate supervision into PA's

	Psychological Health and Safety Standard	<ul style="list-style-type: none"> - Implement action plan to respond to survey results - Facilitate survey in 2019/20
	Talent Management Strategy	<ul style="list-style-type: none"> - Complete update of job descriptions to include competencies - Implement competency based performance management system aligned with clinical supervision - Establish Human Resources Plan including succession plan for all leadership positions - Compile all training requirements into a training matrix
	Worker Safety	<ul style="list-style-type: none"> - Review, update and test emergency code procedures - Align policies and procedures with provincial worker safety recommendations
	Peer Support Program	- Complete training to implement the program using a co-chair model
	Update Society Policies and Procedures	<ul style="list-style-type: none"> - Review and update all policies and procedures ensuring alignment with the new CYFSA, CPIN, policy directives and regulations
Operational Excellence	Integration of Back Office Services	- Advance existing work to further integrate back office services
	Organizational Analysis and Reporting	- Development of more robust analysis and reporting of financial and service data into regular reporting for SLT, Supervisors and Employees
	Revenue Optimization	- Continued analysis and access of available revenue streams to mitigate Society costs
	Records Management	- Project plan developed in support of ensuring the integrity of all paper and electronic records of the Society

FUNDING DISCUSSION:

Following many years of financial stability, the Society has struggled since 2016/17 operate a balanced budget as expected through the Accountability Agreements signed by the Board of Directors and Executive Director.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Surplus / (Deficit)	\$374,136	\$404,455	(\$519,934)	(\$878,769)	\$107,673	(\$695,129)
BBF accessed	\$0	\$0	\$662,759	\$259,197	\$0	\$107,673
Recorded Surplus / (Deficit)	\$374,136	\$404,455	\$143,365	(\$619,572)	\$107,673	(\$587,456)

Funding Allocation:

On September 12, 2019 (end of Q2 of the fiscal year), the Society received the allocation for 2019/20 and planning allocations for 2020/21 and 2021/20. The Society, as expected was advised that the Society would be funded through the Transitional Funding Model for a three (3) year period commencing April 1, 2019 and ending March 31, 2022 as a result of transferring services to Dnaagdawemag Binnoojiiyag Family and Child Services. While the Society's allocation is based on the sector Funding Formula (50% economic factors and 50% volume based), in year 1 there is a post-designation adjustment applied which reduces the Society's base funding based on the number of children in care expected to transfer, and then in years 2 and 3 there are additional funding adjustments and holdbacks as noted in the chart below:

Three year Transition Period	Year One	Year Two	Year Three
Approved Budget Allocation	Determine under the funding model with a post-designation funding reduction based on the planned total number of children and youth to be transferred and when the transfers	Year one approved budget allocation including funding required from the year one reconciliation adjustment less a funding reduction equal to 25% of the	Year two approved budget allocation including funding required from the year two holdback less a funding reduction equal to 25% of the annualized post-

	are planned (eg: if the transfers are planned for May 2019, the reduction is based on 11 months).	annualized post-designation funding reduction applied in year one.	designation funding reduction applied in year one.
Holdback	Not applicable.	5% of year two approved budget allocation.	2% of year three approved budget allocation.
Generate surpluses for contribution to the Balanced Budget Fund	Not eligible.	*if the society does not require funding from the year two holdback, the society may generate a surplus for contribution to the BBF.	*if the society does not require funding from the year three holdback, the society may generate a surplus for contribution to the BBF.
Receive mitigation funding (ie: +/- 2% cap on approved budget allocations)	Excludes post-designation funding reduction.	Not eligible during year's two and three of the three-year transition period.	
Planning Allocations	Eligible	Eligible	Eligible

In addition the to impact of the transitional funding model, the Ministry, for the fourth consecutive fiscal year applied an administrative constraint to the sector totaling \$15 million , up from \$10.5 million the previous three (3) years and has shifted the expenditures used (administrative/infrastructure) from 2011/12 fiscal year to 2017/18 fiscal year. Additionally the Ministry communicated that there were would be no priority funding to provide services to youth aged 16 and 17, and funding for targeted subsidies would remain at 25% for the monthly cost, paid for by the Ministry.

Impact:

Based on the above announcement, the Society is receiving \$72,208 less than last years allocation for base operations, but \$126,404 more than expected based on planning assumptions. When factoring in the post-designation adjustment for year one (1) of the transitional funding period, the Society is receiving \$1,217,469 less than last year.

The Ministry provided planning allocations, not including policy priority funding, but inclusive of year two (2) and year (3) considerations for transitional funding: \$21,106,884 for 2020/21 and \$20,404,158 for 2021/22 which represents significant decreases in funding for the Society.

Balanced Budget Fund:

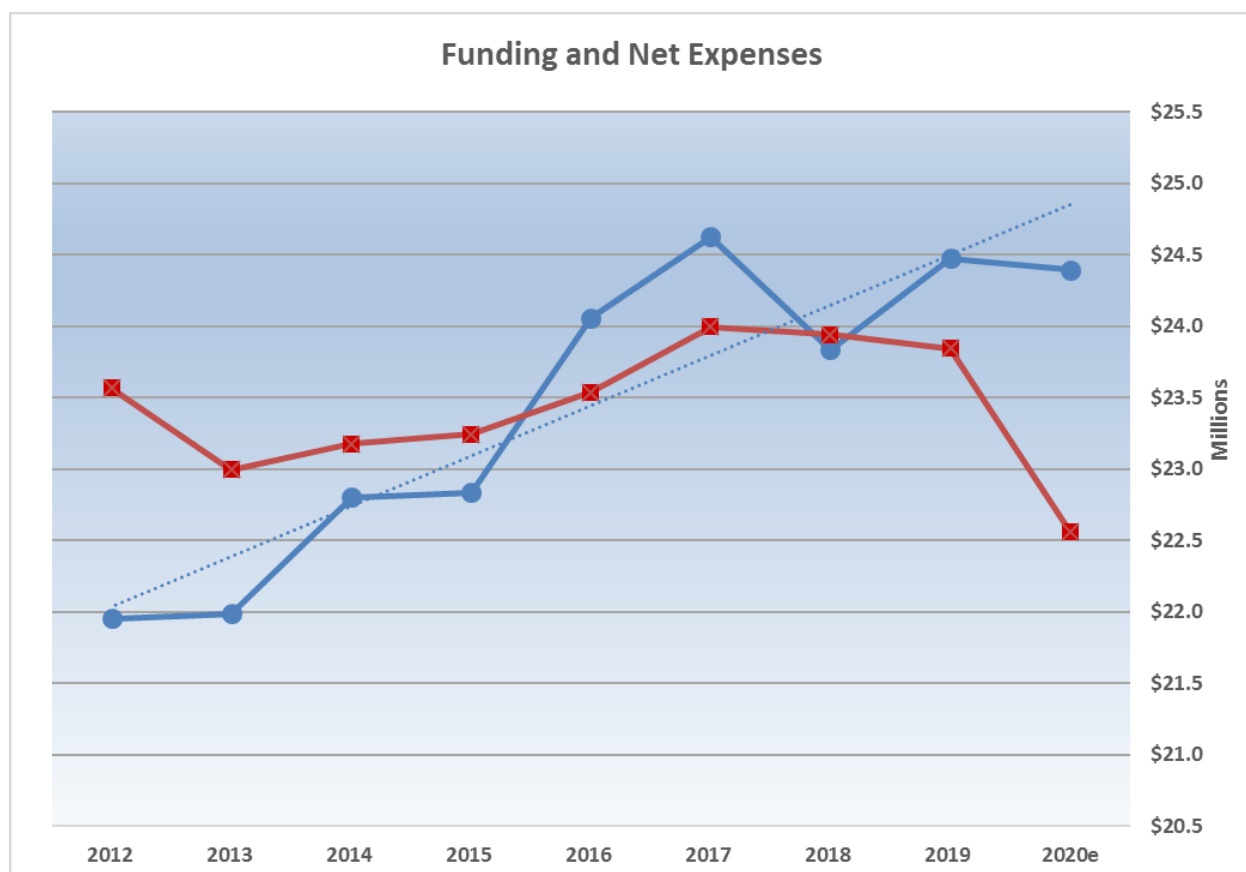
The Society used all of the available funds in the Balanced Budget Fund (\$107,673) to reduce the estimated deficit for 2018/19. There are no further BBF funds available for future years planning and the Society cannot contribute to the BBF during the three (3) year transitional funding period unless there is no need to access the holdbacks in year two (2) or year (3). As such the Society is not anticipating any contribution to the BBF during this fiscal period in the planning for the next two (2) years.

Historical View:

The overall funding for the Society from 2012/2013 to 2019/20 is down an average of 3.59% with the most significant decrease of 5.12% between 2018/19 and 2019/2020 primarily as result of the transition of services to Dnaagdawenmag Binnoojiiyag Family and Child Services commencing in 2019.

Year	Approved Ministry Funding	% Yr Over Yr Change
2013	\$22,995,471	-2.42%
2014	\$23,177,256	0.79%
2015	\$23,242,331	0.28%
2016	\$23,540,226	1.28%
2017	\$23,995,834	1.94%
2018	\$23,941,972	-0.22%
2019	\$23,781,716	-0.67%
2020	\$22,564,247	-5.12%
Average	\$23,404,882	-3.59%

The chart below demonstrates the historical trends as it relates to expenses (including extraordinary costs for special needs children) vs funding since 2012/13 and the implementation of the funding formula. As result of the growing gap between net expenses and revenue, primarily caused by the transitional funding formula, the Society is facing a significant deficit.



Other Revenue and Recoveries:

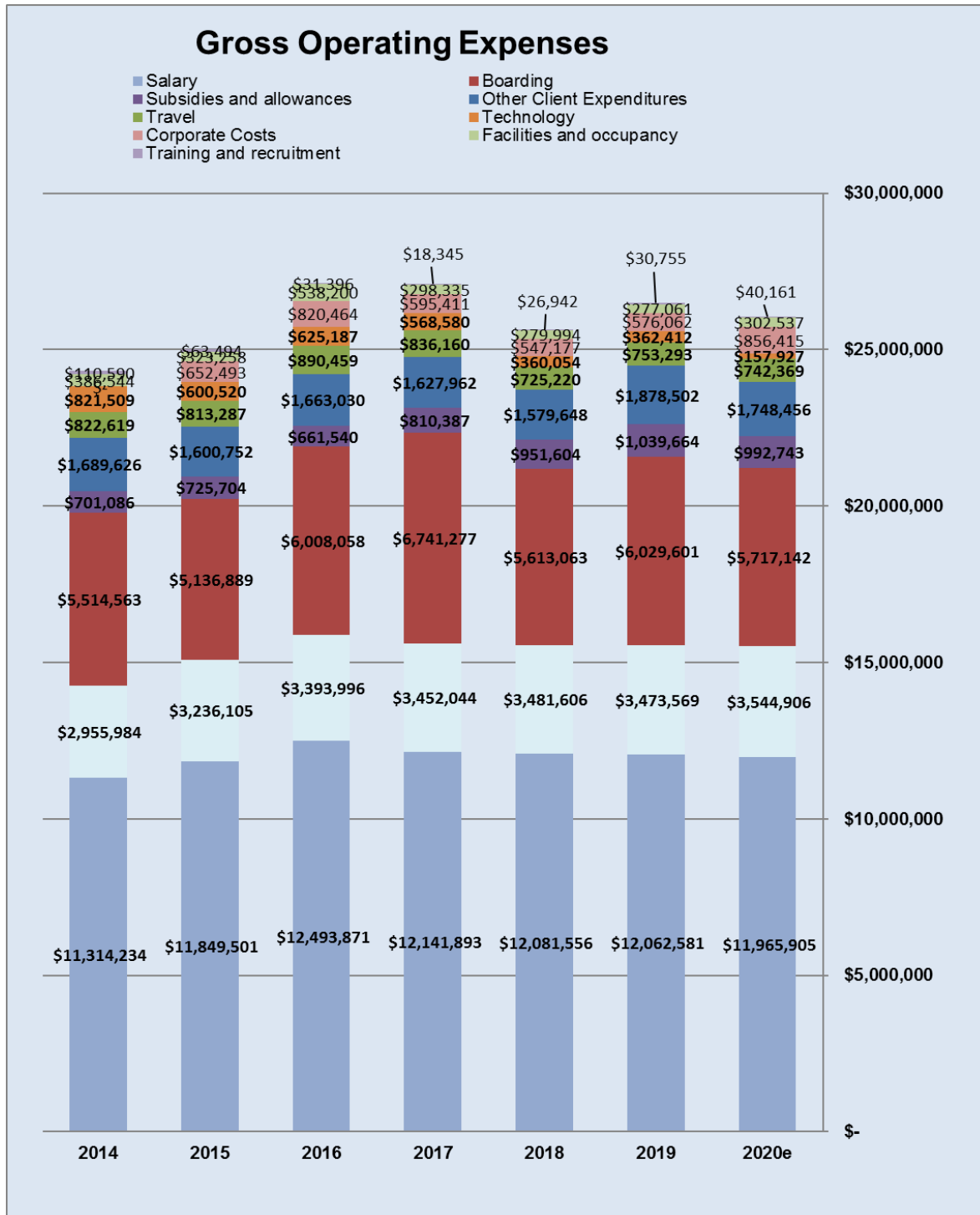
In addition to funding provided by the Ministry for the delivery of services, the Society collects revenue from various sources including Children's Special Allowances, Child Disability Benefit (for those children and youth who qualify pursuant to Canada Revenue Agency) and other available sources to secure funding for exceptional needs for children in care. The Society has implemented policies, procedures and verification reporting to ensure the collection of revenues for eligible children.

FINANCIAL DATA:

Cost drivers:

Invariably there are various cost drivers that any organization needs to monitor. KHCAS is no exception. In terms of expenses, the Society's expenses are broken down as follows with compensation & benefits and boarding costs representing almost 90% of the budget on an

annual basis. The overall breakdown of expenses does not shift significantly year to year with compensation and benefits making up about 57% - 60% of expenses, costs associated with Children in Care making up 30% and the balance of expenses comprised of organizational costs including technology, property and miscellaneous type expenses:



Compensation:

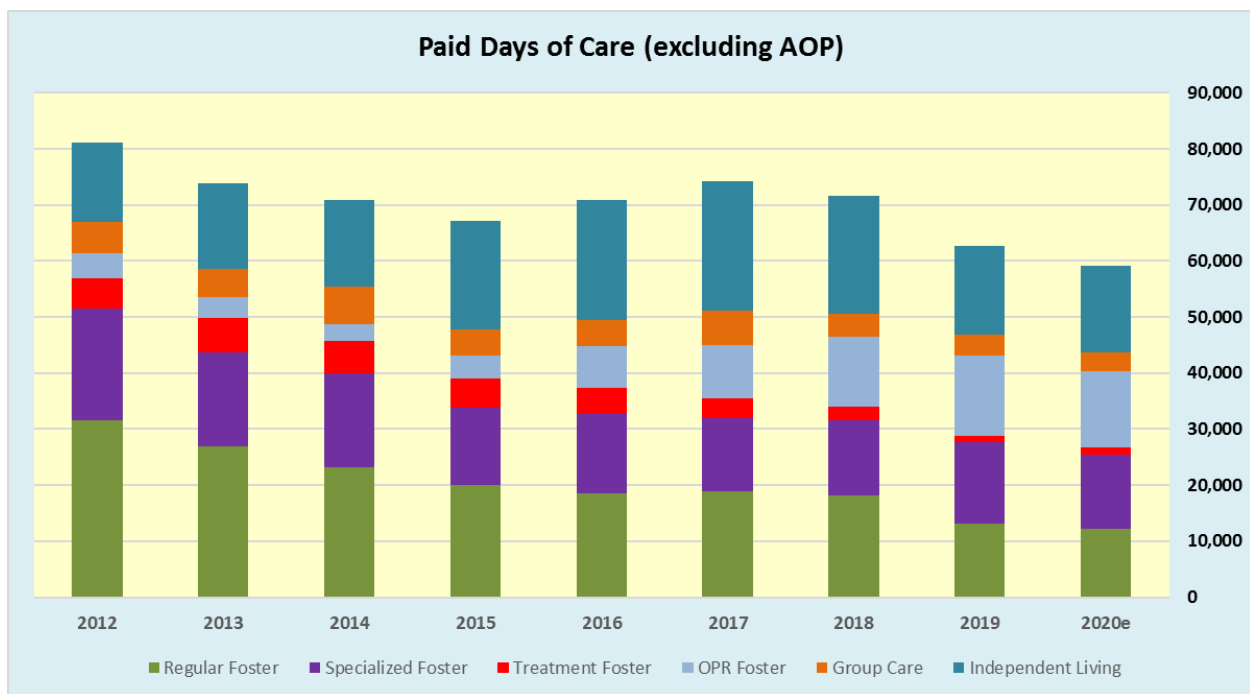
Not surprising, as a human services organization, compensation remains the largest cost component for the Society. During the period of 2015/16 to 2017/18, the Society reduced 20 actual FTE's or 12.57% with staffing levels remaining constant into 2018/19.

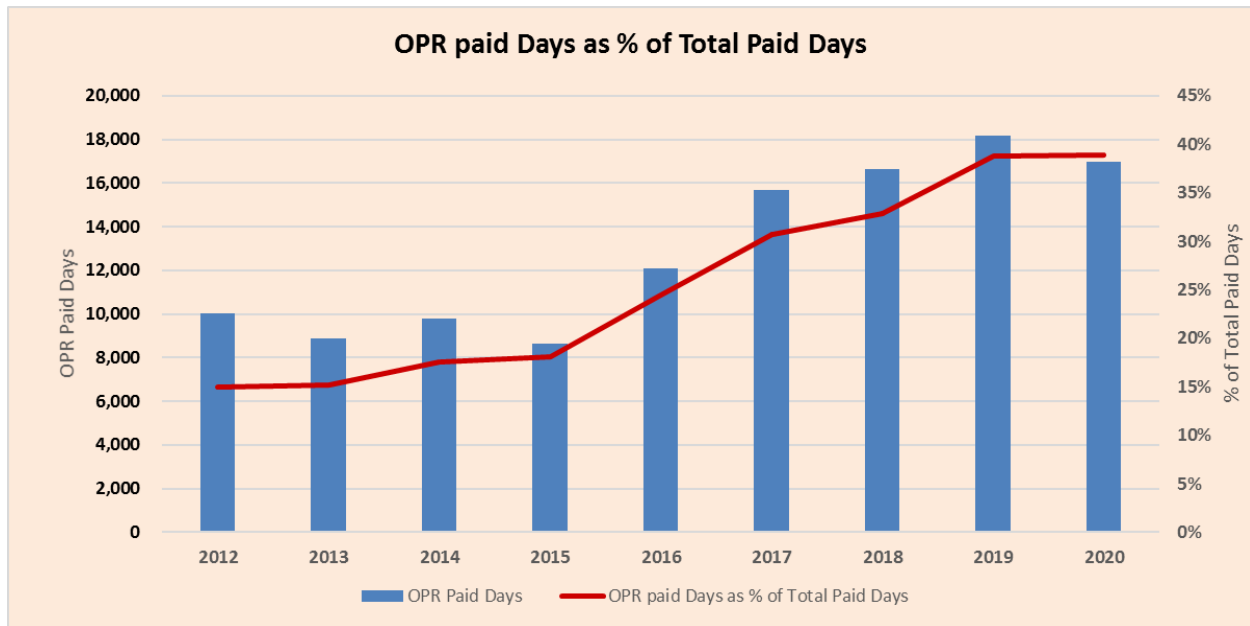
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Budget FTE	159.00	162.93	158.85	161.06	152.63	144.8	135.7
Actual FTE	154	155	159	152.34	139.12	139.7	TBD

The Society continues to be mindful of the overall FTE, the costs associated with staff, balanced against providing appropriate services to meet the mandate under the CYFSA. It is anticipated between 2019/20 and 2021/22 the organization will under take a significant organizational right sizing as the transition of services to Dnaagdawenmag Binnoojiiyag Family and Child Services continues.

Residential Care:

The Ministry of Children, Community and Social Services continues to message that the sector as a whole continues to see a decline in Children in Care, even with the extension of services to Youth up to the age of 18. KHCAS is not seeing a comparable decline, in fact the number of Children in Care has continued to increase over the past two (2) years with the pace of admissions exceeding the pace of discharges. What is more concerning to the Society though is the significant decrease in Society Foster Care resources which have declined by 41% resulting in the Society needing to rely on Outside Paid Resources which has increased by 265% representing almost 40% of the Society's total paid days in care. in a five (5) year period.





2019/20 OPERATIONS EXPENDITURE MANAGEMENT PLAN:

In support of the work of the Society and in consideration of the discussion presented in this business plan, the following budget is prepared and presented as part of the Society's Business Plan for 2019/20.

FINANCIAL SUMMARY	2019-2020 FINAL BUDGET	2019-2020 INTERIM BUDGET	2018-2019 YEAR END FINAL
Ministry Funding	\$23,504,578	\$23,417,308	\$23,454,460
Ministry Policy Priority Funding	\$ 204,930	\$ 165,796	\$ 391,697
Ministry Other Funding	\$ 66,944	\$ 68,040	\$ 68,040
Post Designation Reduction	\$ (1,145,261)	\$ (1,200,000)	\$ -
Balanced Budget Fund	\$ -	\$ -	\$ 107,673
Other Revenue and Recoveries	\$ 1,605,967	\$ 1,604,871	\$ 1,938,615
REVENUE	\$24,237,158	\$24,056,015	\$25,960,485
Salaries	\$11,935,905	\$11,965,905	\$12,062,581
Employment Benefits	\$ 3,544,906	\$ 3,544,906	\$ 3,473,569
Travel	\$ 742,369	\$ 742,369	\$ 753,293
Adoption Probation Costs	\$ -	\$ -	\$ 691
Adoption Subsidy	\$ 259,963	\$ 259,963	\$ 317,578
Targeted Subsidy Agreements - Adoption and Legal Custody	\$ 732,780	\$ 732,780	\$ 721,395
Training and Recruitment	\$ 40,161	\$ 40,161	\$ 30,755
External Legal Service Costs	\$ 50,000	\$ 50,000	\$ 22,206
Witness Fees & Service/Certificates	\$ 24,064	\$ 24,064	\$ 21,639
Program Expense	\$ 74,723	\$ 74,723	\$ 50,911
Professional Services - Client	\$ 500,813	\$ 545,813	\$ 599,126
Client Personal Needs	\$ 560,834	\$ 560,834	\$ 814,801
Financial Assistance	\$ 228,810	\$ 228,810	\$ 153,371
Health and Related	\$ 178,520	\$ 203,520	\$ 176,251
Building Occupancy	\$ 302,537	\$ 302,537	\$ 277,061
Professional Services - Non Client	\$ 306,476	\$ 306,476	\$ 192,994
Food Services	\$ -	\$ -	\$ -
Promotion and Publicity	\$ 8,000	\$ 8,000	\$ 6,258
Office Administration	\$ 85,872	\$ 85,872	\$ 75,334
Miscellaneous	\$ 276,910	\$ 276,910	\$ 301,476
Boarding (Society Foster, Kinship & Other)	\$ 2,001,395	\$ 2,001,395	\$ 2,091,149
Boarding (Purchased Foster & Group Care)	\$ 3,715,747	\$ 3,715,747	\$ 3,938,452
Society Operated Foster and Group Care	\$ -	\$ -	\$ -
Legal Custody	\$ 45,818	\$ 45,818	\$ 37,800
Admission Prevention	\$ 3,372	\$ 3,372	\$ 2,397
Technology	\$ 348,584	\$ 348,584	\$ 362,412
EXPENSES	\$25,968,560	\$26,068,560	\$26,483,500
SURPLUS / (DEFICIT)	\$ (1,731,402)	\$ (2,012,545)	\$ (523,015)