



**Kawartha
Haliburton**
Children's Aid Society
Safe Kids. Strong Families. Thriving Communities.

Business and Service Plan

2023/24



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KHCAS OVERVIEW

The Kawartha-Haliburton Children's Aid Society (KHCAS) is a child protection Society mandated under the *Child, Youth and Family Services Act, 2017* in Ontario. Under this mandate, 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 (former legislation), 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 Society. 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.

KHCAS Annual Business Plan: 2023/24 is premised on the Board of Directors developed and approved Strategic Directions April 1st, 2020 to March 31, 2023 (page 4) that was extended for an additional year. The Business Plan outlines the work of the Society over the course of the four (4) year Strategic Plan and provides updates detailing the progress towards the achievement of the Strategic Directions as reported to the Board of Directors on a quarterly and annual basis. Annual financial plans are included to support the required work.

OUR VISION

Families and communities that thrive.

OUR MISSION

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

OUR VALUES



STRATEGIC	directions	<p>Our Commitment to Service Responsiveness</p> <p>We will provide equitable and consistent services that are inclusive of the voice of children, youth, young adults, families and communities</p> <ul style="list-style-type: none"> Enhance outcomes for children by working with their family, community and their circle of care to deliver the right service at the right time Integrate diversity, equity and inclusion principles in our work and engagement with children, youth, young adults, families and their community Create opportunities for and embrace feedback as a learning opportunity and contribute to more informed, timely and responsive services Create a sense of belonging for children by engaging supports that includes their family, culture and community 	<p>Our Commitment to Community Partnerships and Collaboration</p> <p>We will create dynamic services that responds to the diverse needs of children, youth, young adults and families by courageously leading and facilitating active collaboration with the community</p> <ul style="list-style-type: none"> Understand and action Truth and Reconciliation by supporting First Nations and Indigenous communities and partners in the delivery of services to Indigenous children, youth, young adults and families Champion equity and advocate on behalf of children, youth, young adults and families in our communities to address the vulnerabilities they experience Actively engage with our partners to continue to build integrity and trust about our respective contributions and accountabilities Lead community engagement and integration of services towards better outcomes for children, youth, young adults and families 	<p>People are our Greatest Strength</p> <p>We will be an inclusive and interconnected workplace, where strengths and contributions of all are invited, valued and celebrated</p> <ul style="list-style-type: none"> Promote safety and wellbeing through engagements with staff, volunteers and foster families Cultivate a strong workplace that supports inclusivity, collaboration and teamwork with shared accountability Strengthen organizational and leadership capacity through staff development, growth and recognition Recruit and retain a diverse workforce, including foster parents and volunteers Encourage innovative processes that support service responsiveness and create efficiencies in practice
	priorities			

ENVIRONMENTAL CONTEXT

In the development of the Business and Service Plan, the Society considers many factors that may impact and influence the execution and ability to attain the objectives set out in the Strategic Plan. As such, the environmental scan presented in the 2023/24 Business Plan has been reviewed and updated according to the current context under which this Business Plan was developed. The Environmental Scan is updated 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 Katelynn 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 and recent reports released by the Ombudsman identify the need to greater compliance to Ministry standards and regulations in the protection of children and youth.

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 made 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

It was made very clear to the sector that the Government was very focused on the Ernst & Young Line by Line report completed in 2018 after assuming leadership for the province.

On July 29th, 2020, Associate Minister Dunlop announced the government's strategy to redesign the child welfare system by focusing directly on the needs of children and youth by creating solid foundations to support strong families. The redesign, as announced, will focus on enhancing community-based prevention services so that services are high quality, culturally appropriate and truly responsive to the needs of children, youth and families. More emphasis will be placed on ensuring that all sectors understand the importance of supporting families and to work together to address the challenges that families are facing that can lead to involvement with child welfare. The focus of the redesign will be to address systemic issues in the child welfare system, prioritizing family-based settings, improving the overall quality of care that children and youth receive and supporting societies to balance their budgets. Clearly stated is the vision of the government is that the strategy will lead to "an Ontario where every child and youth has the support they need to succeed and thrive". There are five (5) pillars that will guide the redesign to create change across the service continuum and at the system level that are focused on prevention, early intervention and seeking more permanent homes for children and youth in the child welfare system:

1. Child, youth, family and community well-being
2. Quality of care
3. Strengthening youth supports
4. Improving stability and permanency
5. System accountability and sustainability

In the fall of 2021, the Ministry initiated community presentations, led by the Regional Offices, to share the vision of Child Welfare Redesign and to encourage all sectors that intersect with children, youth and families to co-design community driven solutions to ensure the vision of Child Welfare Redesign is achieved.

To date, the Ministry has taken actionable steps to implement the five (5) pillars including implementing the Quality Standards Framework and legislative amendments to strengthen and enhance Residential Services for children and youth who are placed in any out of home placement and updated policy directives to amend the age for transitioning to adulthood from 21 to 23 through the Ready, Set, Go program, as well as increased the financial supports and requirements for planning starting at the age of 13.

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 30th, 2018, the extension of services to age 18 was implemented January 1st, 2018. Proclamation of Part X of the Act, regarding Privacy and Information, was deferred to January 1st, 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
- Ministry-appointed Board members

On October 1st, 2021, the CYFSA, 2017 was further amended to support *Bill 251, Combating Human Trafficking Act, 2021*. The amendments created two (2) new criteria that define when a child or youth is in need of protection as it related to child sex trafficking as well as amends the way child welfare will engage with youth 16 and 17 years of age who are found to be in need of protection due to sex trafficking. Bill 251 further increases the penalties for persons, including traffickers who interfere with a child in the care of the society as well as amending Duty to Report requirements.

The Ministry also introduced several proposed amendments in the summer of 2021 to support Child Welfare Redesign for consultation. The proposed amendments are aimed at improving access to prevention services for First Nations, Inuit and Métis children, young persons and families, enhance access to customary care and establish regulatory enhancements to support the implementation of Ontario's Quality Standards Framework

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

On September 25th, 2018, the Chief Coroner for 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 1st, 2014 and July 31st, 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. This report was a foundational element to informing the vision of Child Welfare Redesign related to quality of care in residential settings.

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 Executive Directors, 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 Indigenous 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
- Continue to develop relationships between their agency and the Indigenous communities they serve

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 maintains working protocols with each community. However, the approach to restoring the mandate is different for each community.

Dnaagdawenmag Binnoojiiyag Child and Family Services was designated by the Ministry to provide child protection services in the traditional territory of Peterborough, Kawartha Lakes and Haliburton and beyond on February 28th, 2019. KHCAS, in partnership with four other children's aid societies, has been working with Dnaagdawenmag Binnoojiiyag Child and Family Services to support the designation process including protocol development, data collection, providing linkages and connections to other service providers and employee mentoring.

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 six (6) partnering Societies met in Rama First Nation and signed historical jurisdictional protocols which will guide practices between Dnaagdawenmag Binnoojiiyag Child and Family Services and the five mainstream children's aid societies who intersect with their traditional territory.

Curve Lake First Nation is currently unaffiliated with Dnaagdawenmag Binnoojiiyag Child and Family Services. Curve Lake First Nation and KHCAS entered into a Memorandum of Understanding (MOU) approximately 30 years ago. This MOU was revised in December 2017 and is currently under review. 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 Dnaagdawenmag Binnoojiiyag Child and Family Services at this time.

Métis First Nation of Ontario are also unaffiliated with Dnaagdawenmag Binnoojiiyag Child and Family Services and with whom the Society has not entered into any formal agreement or partnership to provide services. In 2020, Métis First Nation of Ontario engaged with the sector leadership to discuss this identified gap and with what forum engagement and discussions should occur to establish a formal working partnership with child welfare. It is unclear of the direction that the Métis First Nation of Ontario will take in terms of delivery of protection services for their Nation's members; if they will affiliate with Dnaagdawenmag Binnoojiiyag Child and Family Services or work towards their own designation to provide child protection services. Either way, the Society will continue to engage with the Métis First Nation of Ontario in the delivery of child protection services and support enhanced partnerships to ensure the delivery of services are culturally appropriate and reflect their customs, heritage and traditions.

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

During this time, the Ontario Association of Children's Aid Societies (OACAS) released the One Vision, One Voice framework for working with the families and children in the Black community. KHCAS completed a self-assessment on equity practices in 2018 which has been foundational in establishing the Society's Equity Workplan which will guide the significant equity work to be undertaken as part of the Strategic Plan. Key to this work over the next three (3) years is ensuring integrity in data collection processes and truly understanding the Society's Identity Demographic Based Data to be able to identify and call out overrepresentation and disproportionality in service data. Work will also need to evolve for the collection of identity based demographic data for employees, foster families and volunteers to ensure human resources processes align with internal data.

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. 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 four years. In 2023/24 the Ministry again announced an administrative constraint with the overall sector impact remaining at 2019/20 levels of \$15 million. The formula used to derive each society's constraint was updated in 2020/21 and remains in place for 2023/24 which see the constraint applied on a percentage basis based on small, medium and large societies using the 2011 administration/infrastructure/technology expenditures.

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 under the current funding model. These factors include child and youth population (0-17), low-income families, lone parent families and remoteness. KHCAS's portion for all of these factors as a percentage of the province are all decreasing in the view of the Ministry except child and youth population (0-17) which is growing at an insignificant rate. There has been extensive feedback provided to the Ministry that these socio-economic factors are not the right factors as a determinant for Child Welfare involvement, nor do they align with Child Welfare Redesign; however, there has been no change in the model. As a result, funding projections for KHCAS indicates year over year funding reductions without consideration of what is occurring within respective communities or the types of community services available to support children, youth and families from an early intervention and prevention approach as contemplated in the pillars of Child Welfare Redesign.

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. In addition, there are limited affordable housing options within the communities served leading essentially to a housing crisis with vacancy rates of 1-2% or less. With projected population increases across the jurisdiction, coupled with increased costs to rent or purchase housing, it can reasonably be anticipated the crisis will only increase.

Human Trafficking is also identified as a pressing social priority within the communities served with Peterborough specifically identified in April of 2023 as having the second highest rate of human trafficking cases in Canada. This has significance given the vulnerability of the populations served by the Society, particularly when youth come into care.

Of critical importance is the continued 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.

The COVID pandemic that started in March of 2020 has had profound impact on communities through the world, including communities served by KHCAS. The ultimate impact remains unknown, however, KHCAS has observed in its service delivery the harsh realities of the pandemic, which is leading to higher rates of addiction, poverty due to precarious employment and increased mental health demand due to the impact of social isolation. Families are presenting to the Society with higher complexity, with multiple reasons for intervention and in greater crisis than previously. Although the demand for service is not increasing, the demand and need for community services and supports is growing, leading to longer wait times for service.

With communities struggling with the impact of COVID, in 2022 and continuing into 2023, inflation has been another significant impact for families with the costs of food, gas and housing increasing

exponentially. Families are struggling with providing basic needs and the Society has had to invest more in admission prevention supports than ever before.

Provincially, the government has transformation agendas for children's mental health and has evolved the Special Needs Strategy, both of which require KHCAS's support for local initiatives. KHCAS remains committed to these strategies and partnerships as well as participates in local children's planning tables, violence against women (VAW) Hubs and Situation Tables – all in support and partnership of building community supports for the children and families served.

INTERNAL

With increasing external priorities and pressures to consider, KHCAS is equally mindful and considerate of the internal priorities when developing the annual business and service plan with accompanying budget. Of particular focus over the course of the three (3) year period of this plan will be the work to support the 2020-2023 Strategic Plan, alignment of this work to meet the vision and goals of Child Welfare Redesign.

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 2020. 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. With increasing demands placed upon Boards, the Board has faced challenges with recruitment and retention. This continues to be an identified concern as the Board actively recruits new Board members and looks to develop succession planning for longer tenured members and Executive positions.

In early 2021, the Board committed to their own equity work following a Board retreat focused on equity. A formal workplan was developed to guide the work including monitoring of the Society's equity work and defining outcome measures for holding the Executive Director accountable for delivery of equitable services. The Board has also taken steps to update its matrix to include identity-based demographic data collection to support recruiting a more diverse Board that is reflective of the communities served.

The Board, in response to the *Ontario Not-for-Profit Act, 2010 (ONCA)* conducted a thorough review of the Society's By-Laws and policies to ensure that the By-Laws are in compliance with the legislation in advance of the October 2024 timeline.

In response to the financial pressures facing the Society with deficit budgets, as noted below in the Financial section, the Board commenced an advocacy campaign through an open invitation to all elected officials across all levels of government in each of the three (3) communities served. Key messages were shared with open discussion about the successes and challenges facing the communities that are having an impact on the Society. A commitment was made by the Board to provide quarterly updates to keep

officials informed, including key messages on what can be done from a community, provincial and federal level to support children, youth and families.

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 aged 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 and the finance team, creating frustration in meeting administrative requirements balanced against quality service for service recipients.

While there have been advancements made with the development of standardized reports, through CPIN, the process is not yet complete for key reports such as the full Quality Improvement Plan and Ministry Quarterly reports which results in each agency developing customized reports to complete these mandatory reports. Through prototype development the Ministry has established a Business Intelligence Practice Division (BIPD) that is leading the development of a provincial platform for reporting. Currently the BIPD is seeking sector input through consultation/feedback processes to develop the platform.

There was a significant upgrade to CPIN in the fall of 2020 followed by another upgrade in the spring of 2021. The upgrades have not yet addressed all of the administrative concerns raised by the sector, but progress is being made with continued plans to ensure CPIN is user friendly and able to produce standard reports.

In 2022, a review of the current service delivery model was undertaken with significant engagement internally and externally to ensure that the model aligns with service needs. Recommendations were made to be implemented October 1, 2023 that would see a significant change in how service is delivered to foster and kinship caregivers as well as children and youth placed in out of home placements, including children and youth placed with kin. These changes are aligned with Strategic Plan priorities, Child Welfare Redesign and equity practices. Additional changes are being made to the Family Preservation Program to be less intrusive and will include supporting access in a more natural environment than the current in-office spaces. The review also identified a Peterborough centric model that supports families with children under the age of two (2), which was reviewed and modified in terms of the scope of the positions as well as an expansion of the program to the Lindsay and Haliburton communities. All of the changes implemented will be monitored through an evaluation plan and adjustments made accordingly.

In addition to looking at the service delivery model, the Society made the decision to implement the Signs of Safety practice model, similar to other societies across the sector, which focuses on centering the voices of child, youth, families and their natural community connections in all safety and planning decisions. The project is a three (3) plan which started in late 2021. With the support of an external consultant, all staff

participated in various levels of training, practice sessions and case reviews. Community sessions have been held to inform community partners of the new practice model and what to expect from staff when working with children, youth and families. Surveys have also been developed for children, youth, families and community partners to provide feedback on how we are doing in service delivery. Surveys are also conducted with staff to assess the learning culture of the Society in relation to the principles of Signs of Safety.

Business Efficiencies

With fiscal constraint continuing to be 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, however; has opted to withdraw from the provincial shared services program due to financial processes and the overall cost benefit analysis not identifying sufficient savings to continue in the program. The Society however has pursued partnerships with other societies for shared positions in Finance and Payroll as part of the overall sustainment plan. In 2021, the Society expanded its commitment to shared services and established a service services agreement for Information Technology services with a local community partner.

Workforce

The employee group is identified as one of the Society's most valued resources and noted as such in the Strategic Plan. 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.

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. Increasing case complexity is also driving workload and through input from the employee group and union, the Senior Leadership has established a workplan to address the pressures identified. Recent changes in legislation to support the Quality Standards Framework that was implemented July 1, 2023, along with the new requirements for the Ready, Set, Go program have also added further administrative work across the Society.

Workplace culture and climate are a focus for the leadership of the Society, Union and the Joint Health and Safety Committee (JHSC) and jointly have committed to implementing the Psychological Health and Safety Standard to ensure a psychologically healthy workplace. 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. A second survey was conducted in 2022 to re-evaluate psychological health and safety in consideration of the action items implemented since 2017. Similar to the process undertaken in 2017, the survey results will be reviewed by the Joint

Health and Safety Committee with focus groups conducted to validate the results and gather additional feedback in the areas identified as priorities. Action plans will be developed, in consideration of other feedback surveys conducted throughout 2023 including the Learning Culture survey conducted as part of the Signs of Safety implementation and the Staff Census which gives specific feedback about equity, diversity and inclusion in the workplace. The feedback collected will inform an overall organizational culture workplan to address areas of concern.

Over the course of the past three (3) years, the Society saw an increase in the number of retirements, which was expected based on the fact that 33% of the Society staff were eligible to retire. Other types of exits remain low with a high retention rate. A growing challenge facing the Society is the amount of internal disruption due to leaves and service realignment changes. This has resulted in gaps in positions with short-term contracts that are difficult to fill. Additional strategies are a key consideration for moving forward as recruitment challenges are facing the sector as a whole as the prospective candidate pools are shrinking as people are making different employment choices for their future where flexibility and remote work is more desirable than in-office and structured work models.

Recognizing the need to respond to changing views of the workplace and work as a result of lessons learned through COVID and that staff could effectively work from home, the Society took steps to formally move beyond the pandemic response planning in early 2023 with the implementation of a voluntary remote work agreement for all eligible staff. The model was based on the original principles developed at the beginning of the pandemic in terms of service delivery and incorporated feedback from staff collected through various forums, as well as the Union Leadership, the Joint Health and Safety Committee and key partners through the pandemic. The model continues to be evolved based on experience to ensure that service and organizational needs are balanced with flexibility for staff.

Collective bargaining concluded in April of 2023 with a mutually agreed upon Collective Agreement dated April 1, 2023 to March 31, 2025. During this round of negotiations, the parties also responded to the fact that Bill 124 *Protecting a Sustainable Public Sector for Future Generations Act, 2019* was deemed unconstitutional and renegotiated salaries for the period of April 2021 and April 2022 which were held at 1% due to Bill 124.

Equity

In support of the Society's Equity work, workplan actions have been completed over the course of the past two (2) years including training for all staff in the OACAS Equity curriculum, the completion of a staff census to collect identity based demographic information for staff who voluntarily complete the survey, as well as provided feedback on staff's perceptions of equity, diversity and inclusion in the workplace and completing a procurement process to select a consultant to work with the Society to complete an Equity Assessment on the Society's policies and procedures as they related to service and the workforce. Resources have also been allocated to support the hiring of a Manager of Equity, Diversity and Inclusion

who will be a member of the Senior Leadership Team to support the advancement of equity, diversity and inclusion in the Society.

Technology

Keeping pace with the everchanging technology world is never ending. While technology affords organizations and people with new ways of communicating and working (e.g., remote), systems need to be established to ensure there are efficient data information systems that are robust and secure. CPIN deployment allows the sector to share case management information leading to enhanced safety for children; however, privacy and confidentiality of the information is paramount, particularly with the implementation of Part X of the Child, Youth and Family Services Act.

Throughout the pandemic response period, the Information Technology department worked tirelessly to adapt systems to improve the ability to work remotely through the use of Microsoft Teams, as well as implemented a new phone system integrated into Society provided cellphones through a voice over internet provider model. Meeting rooms have also been equipped with additional equipment to support hybrid meetings to make for more meaningful engagement for participants.

The Society has also worked towards advancing records management work by initiating a project to scan all service-related documents and upload into CPIN. This project, like others, had been deferred for the past several years due to the financial challenges facing the Society; however, with the magnitude of historical service records, the Society has identified significant risk associated with holding paper records. Recognizing the scope of this work, it has been broken into several phases based on financial and human resources and is expected to take several years to fully digitize all service files.

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. For the fiscal year 2023/24, the Ministry for the first time since 2016/17 has provided much needed funding to repair the parking lots in the both the Peterborough and Lindsay offices, as well as to enhance the lighting in the Peterborough parking lot. Concern continues to be expressed that operational dollars will need to be used to fund much needed repairs moving forward with advocacy to the Ministry to provide the needed funding to maintain a safe and accessible workplace for service recipients and staff.

In 2017 the Ministry commenced a process to conduct property assessments for all Ministry sites over the course of a five (5) year period. In 2017 an assessment was undertaken for the Peterborough property. The recommendations from this assessment identified \$868,450 in investment required over a period of 20 years with some of the repairs recommended for year two (2). To date, there has been no follow-up

regarding the assessment nor any discussion about funding the identified needs. In the summer of 2020, the Lindsay office was assessed. The outcome of that assessment identified \$553,300 in investment required over a 20-year period starting in year four (4). To date there has been no formal follow-up from the Ministry regarding the Peterborough assessment or funding provided.

FUNDING

A new funding model was introduced for the child welfare sector for the fiscal year 2013/14. The basis of the model was that 50% of the funding was comprised of socio-economic factors and 50% based on volume. As noted earlier, there has been no significant increase to the overall funding envelope since 2013 and the overall funding envelope remains at \$15 billion annually. As committed, the Ministry commenced a review of the funding formula in 2016 and although the report was released to the sector, and consultations occurred throughout the past two (2) years with the sector to collect feedback on how the model could be changed, the current government has not implemented any changes to the formula.

Following many years of financial stability, the Society has struggled since 2016/17 to operate a balanced budget as expected through the Accountability Agreements signed by the Board of Directors and Executive Director. While 2020/21 and 2021/22 ended with slight surpluses or balanced budgets, these results are directly correlated to reduced expenditures due to the pandemic (e.g., reduced travel, additional funding for pandemic expenses and reduced overtime). It is noted that in 2021/22 the Society recorded a small surplus; however, as the Society was under the Transition Funding Model, the Society was not permitted to record a surplus and therefore there is no surplus to access in 2022/23.

	2015/16	2016/17	2017/18	2018/19	2019/20	2021/22	2022/23
Surplus/(Deficit)	(\$519,934)	(\$878,769)	\$107,673	(\$630,688)	(\$862,199)	\$74,710	(\$2,647,781)
BBF accessed	\$662,759	\$259,197	\$0	\$107,673	\$0	\$0	\$0
Recorded Surplus/(Deficit)	\$143,365	(\$619,572)	\$107,673	(\$523,015)	(\$806,333)	\$74,710	(\$2,647,781)

On August 3rd, 2023, the Ministry released the annual allocation letters for fiscal 2023/24 as well as planning allocations for two (2) additional years. In the funding letter, the Ministry confirmed that the Society was in the “regular” funding model and no longer part of the Transitional Funding Model. The allocation as provided included an administrative constraint applied at the same amount as 2022/23, a commitment through policy priority funding for reimbursement of 25% for targeted subsidies, policy priority funding to support the Ready. Set. Go program for youth aged 18 to 23 along with funding to

support customary-care through one time financial assistance, financial assistance for kinship placements and standard subsidies for adoption and legal custody agreements. As the Society is receiving less funding year over year, in accordance with the Funding Model, the reduction is mitigated at 2%.

Impact

In review of the allocation, against estimates delivered in the provisional operational management expenditure plan in April 2023, the Society saw an increase in funding for the fiscal period 2023/24 that is directly correlated to the increased funding to support the Ready. Set. Go program.

Funding	Amount	KHCAS Provisional Budget	Difference
Post Designation Funding	\$21,298,693	\$21,068,508	\$230,185
Targeted Subsidies	\$223,560	\$224,747	(\$1,187)
Administrative Constraint	(\$228,998)	(\$228,998)	\$0
RSG	\$620,928	\$664,500	(\$43,572)
Kinship Funding	\$33,399	\$47,198	(\$11,799)
Standard Subsidies	\$5,700	\$3,600	\$2,100
Total Funding	\$21,955,282	\$21,779,555	\$175,727

The chart below shows the expense vs revenue changes this year over last year.

Expenses	2022/23	2023/24	Change
Net Expenses	\$24,518,503	\$27,186,348 est.	\$2,667,845
Revenue	\$21,870,722	\$21,522,253 est.	-\$ (348,469)

As per previous years allocation letters, the Ministry has provided the planning allocations for the next two (2) fiscal years:

2024/2025 - \$20,872,719

2025/2026 - \$20,455,265

Balanced Budget Fund

As noted in the chart above, the Society exhausted all available funds from the Balanced Budget fund in 2018/19 and as such; has no further fund to offset expenditures in this fiscal year.

Historical View

The overall funding for the Society from 2012/2013 to 2025/26 is down significantly and is a major contributor to the deficit.

Year	Approved Ministry Funding	% Change
2012-2013	\$22,995,471	(2.4%)
2013-2014	\$23,177,256	0.8%
2014-2015	\$23,242,331	0.3%
2015-2016	\$23,540,226	1.3%
2016-2017	\$23,995,834	1.9%
2017-2018	\$23,942,455	(0.2%)
2018-2019	\$23,846,157	(0.4%)
2019-2020	\$23,108,937	(3.1%)
2020-2021	\$22,707,129	(1.7%)
2021-2022	\$22,577,060	(0.6%)
2022-2023	\$21,733,360	(3.7%)
2023-2024	\$21,298,693	(2.0%)
2024-2025*	\$20,872,719	(2.0%)
2025-2026*	\$20,455,265	(2.0%)

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 and 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. For a period of several years, the Society has reduced overall full-time equivalents (FTE's) of 30.35 between 2015/16 a reduction of 19.10%, the Society increased the FTE complement in 2020/21 followed by a 1 FTE reduction in 2021/22. As work with families is increasing in complexity, there is an inability to reduce staffing beyond what has already been done, particularly as the Society focuses on staff

wellbeing. A number of strategic investments have also been made for fiscal 2023/24 that results in an overall increase in the FTE complement: investment in the After Hours program, the creation of a new position – Manager of Equity, Diversity and Inclusion, additional supports for supporting children in out of home placement and CPIN support.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Budget FTE	152.63	142.25	128.5	131.8	130.8	130.7	133.7**
Actual FTE	139.12	141.6	128	131.8	130.8	130.7	TBD

Despite the slight adjustments over the past few years, 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 and requirement for Society's to submit balanced budgets.

Residential Care

While the Society was seeing an overall decline in the number of children in care, the pace of decline slowed in December 2022 and the trend reversed resulting in the admission rate exceeding discharges leading to a higher-than-expected number of children in care. As this was occurring, the number of Society Foster Care resources was declining resulting in a greater reliance of the use of outside-paid resources. This has placed great stress on the financial resources available to the Society as Boarding costs alone have increased by \$4,761,065 since 2021/22.

The Society has also seen a growing number of children coming into care who are in need of service and not protection due to long waitlists for services or services not being available in the community to support children, youth and families. This was a factor during the 2016/17 collaborative review process with one child being the focus of discussion with the Ministry. In 2023/24, there are seven (7) children identified as in need of service with an annual expenditure of approximately \$1.7 million, which is of primary focus for the Society and the Ministry.

Admission Prevention

In response to Child Welfare Redesign and the Society's Strategic Plan, an investment was made in the development of an admission prevention strategy to reallocate money to support families whose children reside with them with financial supports to keep the child(ren) at home rather than coming into care. During the fiscal 2023/24 year, the Society has seen a significant increase in the demand for admission

prevention money, putting additional strain on the financial resources of the Society. It is expected that this trend will continue as the Society focuses on keeping children with their primary caregivers rather than bringing children in to care.

STRATEGIC PRIORITIES

OUR COMMITMENT TO SERVICE RESPONSIVENESS

We will provide equitable and consistent services that are inclusive of the voice of children, youth, young adults, families and communities.

- Enhance outcomes for children by working with their family, community and their circle of care to deliver the right service at the right time
- Champion equity and advocate on behalf of children, youth and families in our communities to address the vulnerabilities they experience
- Create opportunities for and embrace feedback as a learning opportunity and contribute to more informed, timely and responsive services
- Create a sense of belonging for children by engaging supports that includes their family, culture and community

OUR COMMITMENT TO SERVICE PARTNERS AND COLLABORATION

We will create dynamic services that responds to the diverse needs of children, youth, young adults and **COMMUNITY** families by courageously leading and facilitating active collaboration in the community.

- Understand and action Truth and Reconciliation by supporting First Nations and Indigenous communities and partners in the delivery of services to Indigenous children, youth and families
- Champion equity and advocate on behalf of children, youth and families in our communities to address the vulnerabilities they experience
- Actively engage with our partners to continue to build integrity and trust about our respective contributions and accountabilities
- Lead community engagement and integration of services towards better outcomes for children, youth and families

PEOPLE ARE OUR GREATEST STRENGTH

- Promote safety and wellbeing through engagements with staff, volunteers and foster families
- Cultivate a strong workplace that supports inclusivity, collaboration and teamwork with shared accountability
- Strengthen organizational and leadership capacity through staff development, growth and recognition
- Recruit and retain a diverse workforce, including foster parents and volunteers
- Encourage innovative processes that support service responsiveness and create efficiencies in practice

ORGANIZATIONAL PROJECTS – 3 YEAR PLAN

The following three (3) year work plan has been developed in support of achieving the strategic priorities and to support the Strategic Directions of the Society.

YEAR 1

1. Develop and implement an admission prevention program.
2. Implement a case conference model.
3. Develop clinical supervision model.
4. Commence implementation of new service Framework – Signs of Safety
5. Commence work to implement the 11 Race Equity Practices from the One Vision, One Voice project.
6. Review and update the complaints process.
7. Develop a youth engagement strategy.
8. Develop an identity based demographic data collection process for employees, volunteers and foster parents.
9. Develop a foster parent engagement strategy.
10. Continue with implementation of the Psychological Health and Safety Standard.
11. Embed the RACI process for project management.
12. Update recognition systems.
13. Develop framework for records management.
14. Update all job descriptions.
15. Develop volunteer engagement strategy.
16. Create inventory of community partnerships.
17. Ensure all protocols are inclusive of Dnaagdawenmag Binnoojiiyag Child and Family Services.
18. Develop tracking of all protocols.
19. Commence identification of strategy for service integration.
20. Update Memorandum with Curve Lake First Nation.
21. Truth and reconciliation commitments.

YEAR 2

1. Implement clinical supervision model (from year 1)
2. Continue implementation of new service framework – Signs of Safety (from year 1)
3. Commence relationship strategy with marginalized groups as identified through data analysis.
4. Revise client feedback process.
5. Develop clinical auditing processes.
6. Embed client feedback into project management framework.
7. Explore research partnerships with Trent University.
8. Continue implementation of 11 Race Equity Practices (from year 1).
9. Commence implementation of Ontario's Race Based Data Framework.

10. Develop framework to implement OnLAC data into practice and service planning.
11. Implement youth engagement strategy.
12. Implement identity based demographic data process (from year 1).
13. Develop strategy to ensure employees, volunteers and foster parents are representative of the community demographics.
14. Implement engagement strategy with foster parents (from year 1).
15. Update performance appraisal system.
16. Continue with implementation of the Psychological Health and Safety Standard (from year 1).
17. Implement records management framework (from year 1).
18. Develop succession plan.
19. Implement volunteer engagement strategy (from year 1).
20. Evolve further back office partnerships.
21. Develop stakeholder engagement process.
22. Truth and reconciliation commitments (from year 1).
23. Implement updated recognition system (from year 1).
24. Implement integration plan with partners (from year 1).

YEAR 3

1. Complete implementation of new service framework – signs of safety (from year 1).
2. Continue work with partnerships with marginalized groups (from year 2).
3. Implement client feedback process (from year 2).
4. Implement clinical auditing process (from year 2).
5. Complete implementation of client feedback into project management framework (from year 2).
6. Complete implementation of 11 Race Equity Practices (from year 1).
7. Complete implementation of Ontario's Race Based Data Framework (from year 2).
8. Complete implementation of Ontario Looking After Children (OnLAC) data into practice and service framework (from year 2).
9. Complete engagement strategy with foster parents (from year 1).
10. Conduct assessment on Hub partnerships.
11. Complete records management project (from year 1).
12. Continue to explore back office partnerships (from year 2).
13. Implement stakeholder engagement strategy.
14. Complete Truth and Reconciliation commitments (from year 1).

Through the above workplan and many accompanying projects, including a new service framework (Signs of Safety), it is expected that the Society will achieve the strategic priorities and:

- Have less children in care
- Have increased time to permanency

- Have less Indigenous children in care
- Be involved with families through ongoing services for less time
- Ensure more family-based placements
- Have more engagement with youth, foster parents and volunteers
- Ensure all voices are represented in service planning and all projects
- Ensure that service decisions are based on demographic data and that services are more culturally respected
- Have a more engaged workforce that is representative of the communities the Society serves
- Have established relationships and partnerships with marginalized groups from the community
- Have improved service coordination with community partners
- Improved business process through integration of back office services
- Improved records management systems of all records; and
- Financial stability by returning to a balanced budget and clearing all historical debt with the Ministry.

STRATEGIC MEASUREMENTS

In order to continually monitor progress on achieving the Strategic Priorities, the Board has approved a quarterly monitoring plan where Society and community data will be reported on. Not all measurements have been fully evolved as work on projects has not commenced in some areas.

YEAR 3 - STRATEGIC PLAN UPDATE – MARCH 31, 2023

Strategic Direction #1

We will provide equitable and consistent services that are inclusive of the voice of children, youth, families and communities

A number of observations have been made in relation to the data points used to monitor Strategic Direction #1:

- The overall Standards Quality Improvement Plan (SQIP) results have fluctuated quarter over quarter throughout the three (3) years being monitored. Early into the pandemic, the Ministry halted formal collection of the SQIP results; however, the Society opted to continue to run the data as a measure of service through compliance with Child Protection Standards and Regulations for children in care and kinship placements. During the three (3) year period, the overall results decreased from April 1st, 2020 to March 31st, 2023 with overall compliance being 69.9% for the period ending March 31st, 2023. The Ministry has advised that the SQIP results will need to be submitted twice annually starting with results from February 2023. This report is due May 31st, 2023. Similar to prior expectations, the results and a progress plan to improve compliance will need to be submitted, followed by a meeting with the Program Supervisor. This data point is not where the Society would expect it to be and mitigation plans are being developed with Service Supervisors and Managers.

- Ongoing files continue to decrease, with two-hundred and fifty three (253) open files as of March 31st, 2023. Over the three (3) year reporting period, the number of open ongoing files has decreased from three-hundred and thirty-five (335) in Q1 of 2020/22. This represents a decrease of eighty-two (82) files or 24.5%. While some of the closures are as a result of the transition of services to Dnaagdawenmag Binnoojiiyag Child and Family Services, the general reduction in files is correlated with a decrease in investigations being transferred for ongoing services. This data point decreased as expected it would with the transition of services and the implementation of Signs of Safety.
- For the past year, the length of time for an ongoing file to be opened for service has been 1.3 years and this remains unchanged at the end of March 2023. The length of time an ongoing file is open to the Society for services has increased from 1.1 years in Q1 of 2020/21. The Society attributes the increase length of service for an ongoing file to be related to service availability in the community for families, children and youth, particularly as a result of COVID as well as the complexity of presenting issues for families for service by the Society. While the length of time an ongoing file is open increased throughout COVID, Society efforts to work with families to mitigate child safety risks has helped in reducing the opening time from 1.4 at the peak of the pandemic. It is reasonable to expect that with continued work and implementation of Signs of Safety, the length of time can return to 1.1; provided that services within the community remain available and waitlists erode.
- The number of community links made has significantly decreased year over year since the onset of COVID. In 2020/21 eighty (80) community links were made as opposed to fifty-three (53) made in 2022/23. The decrease in links being made is correlated to COVID and the impact of changes to services during this time as well as the growing waitlists. It is also noted that there is an increasing number of families who are referred to or present to the Society for service with high complex reasons for service as well noting that they have exhausted available community services.
- The use of Alternative Dispute Resolution (ADR) as part of the service delivery model decreased over the three (3) year reporting period from seventy-nine (79) referrals in 2020/2021 to forty-three (43) at the end of 2022/2033. Reduced utilization of ADR as part of service delivery options available to support families is attributed to the overall reduction in volume of families served by the Society as well as the reduction in legal files.
- Kinship placements are a less intrusive means for providing a safe place to live when they can no longer be with their primary caregiver(s). During the three (3) year reporting period, the overall number of placements fluctuated quarter over quarter, with fifty-seven (57) placements in Q1 of 2020/21 and ending with fifty-one (51) placements in Q4 of 2022/23. The number of overall placements is dependent on the number of children who need placements coupled with the ability to find kinship placements with relatives or other members of the child's community. The goal of the Society during the reporting period has been to maintain or increase the number of kinship placements as a less intrusive intervention instead of bringing a child into the care of the Society. While the quarter over quarter results fluctuated and even decreased in 2022/2023 to the lowest number of thirty-five (35) during the reporting period, the efforts of staff and the Kin Finder to increase the number of kinship placements continues to be a focus in the service delivery continuum.
- Contrary to the previous quarter trend, the number of children in care increased in the last quarter of the fiscal year by eighteen (18) such that there were one hundred and seventy-eight (178) children in care as of March 31st, 2023. This is much higher than expected for the period ending

March 31st, 2023. Overall, during the three (3) year reporting period, the number of children in care has decreased from two hundred and four (204) in Q1 of 2020/2021 and represents a decrease of twenty-six (26) or 12.8%. It was expected that the overall children in care numbers would be lower; however, the Society saw an increase in removals correlated to the effects of community services being stretched or limited coupled with the effect of COVID, poverty, mental health and addictions. The higher-than-expected number of children in care is also correlated in part, to the moratorium of aging youth out of care which expired on March 31st, 2023. During this quarter, the Society also saw the removal of a few children from their families who are not in need of protection; however, due to there being no community supports available to deliver the services required to support the family, the Society's involvement was such that an out-of-home placement was required for the safety of the child(ren). In terms of reviewing the placement by type over the reporting period, it is noted that:

- The use of society foster care has decreased significantly from sixty-one (61) placements to thirty-five (35)
- Outside Paid Resource foster care has increased slightly from thirty-four (34) to thirty-seven (37) placements
- Group care placements have decreased from fourteen (14) to seven (7)
- Youth living independently has increased from sixty-six (66) to seventy-six (76)

From the data review, it is clear that the Society continues to focus on family-based placements. While it would be ideal to see the number of placements in Society foster care, there continues to be a challenge recruiting foster parents resulting in an increased reliance on OPR's. It is noted that the reduction in the use of group homes is significant during this period of time as a result of efforts made to place in family-based care settings. However, it is noted that over the past year there has been a slight increase in the use of group care as a result of the complex needs of children being brought into care that cannot be met in family-based care settings.

- COVID had a significant impact on the number of adoptions being completed in any fiscal year. This was evidenced in 2020/2021 with only one (1) adoption being completed as compared to twenty-four (24) in 2021/2022 and ten (10) being completed in 2022/2023.
- The collection of identity based demographic data (IDbD) is a Ministry requirement to ensure that identity-based information is collected for all service recipients and updated no less than annually. This policy directive was issued for implementation in early 2019. Overall, the Society's compliance has increased from 62% to 79% during the three (3) year period. However, what is noted is that over the reporting period, there has been an increasing percentage of data not being updated within one (1) year. This has been identified as a concern and a mitigation plan is in place with service leadership to increase overall compliance, including the percentage of files that have updated data.
- On an annual basis, the number of complaints is reported. For the calendar year of 2022, there were thirty (30) complaints brought forward to the Society to respond to. Of the thirty (30) complaints, one (1) was filed with the Child and Family Services Review Board following the completion of the internal processes. When reviewing the total number of complaints for the three (3) year period, this is a slight increase from 2020 where twenty-seven (27) complaints were received.

- The percentage of individuals who are served by the Society who identify as a visible minority at the end of March 31st, 2023 is 6% and is slightly higher than the census information from 2021 that reports that 5.25% of individuals in our catchment area that identify as a visible minority. Overall, during the three (3) year reporting period, the number of individuals served by the Society who identify as a visible minority has increased from 2% to 6% during the three (3) year reporting period. The increase can be correlated to increased reporting and collection of identity-based information as well as increased diversity in the population the Society serves in the catchment area.
- At the end of March 2023, 65% of all staff have completed the Equity curriculum. While the Society had set a target of having everyone trained in 2022, the training plan was significantly disrupted by COVID and the Ontario Association of Children's Aid Societies (OACAS) indicating that the material would need to be revised to support virtual training. Sessions have been set so that all remaining staff will have the opportunity to complete the training no later than December 31st, 2023.

Strategic Direction #2

We will create dynamic services that respond to the diverse needs of children, youth and families by courageously leading and facilitating active collaboration with the community.

The Society remained very focused on the commitments made towards Truth and Reconciliation and in particular reducing involvement with Indigenous families involved in court, reducing the number of Indigenous children in care and increasing the use of formal customary care arrangements. At the end of March 31st, 2023 it is noted that:

- The number of legal files involving Indigenous families was six (6). This is a significant reduction from the beginning of the three (3) year reporting period where the Society had thirty-three (33) legal files involving Indigenous families, a 82% reduction.
- As of March 31st, 2023 there were two (2) children placed in formal customary care placements which is up over previous quarters but is lower than the four (4) that were in place in April 2020, the beginning of the three (3) year reporting period.
- The percentage of children in care who are Indigenous was 11% on March 31st, 2023 and is down significantly from 35% from Q1 in 2020/2021.
- The number of ongoing files involving Indigenous families was forty-one (41) as of March 31st, 2023 down from eighty (80) in Q1 of 2020/2021. This represents a 49% reduction over the three (3) year reporting period.

Strategic Direction #3

We will be an inclusive and interconnected workplace, where strengths and contributions of all are invited, valued and celebrated.

With regards to the key data points measuring Strategic Direction #3 the following is noted:

- Overtime increased in the fourth quarter of 2022/2023 resulting in the year-to-date totals for accrued overtime to be higher than the previous year. Overall, throughout the three (3) year reporting period overtime decreased as compared to the totals for fiscal year 2019/2020. The lower than anticipated overtime totals for 2020/2021 and 2021/2022 is correlated with COVID and

the flexibility provided for working hours. While higher in 2022/2023, overtime remains lower than pre-COVID totals as a result of more stability in the staffing complement.

- Sick time has increased during the fiscal year 2022/2023 to be higher than pre-COVID levels. This is correlated to higher utilization due to COVID rules of not attending work when sick and longer periods of staff being off when ill (i.e., three [3] days versus one [1] day).
- Employee Assistive Program (EAP) utilization was 41.4% as of March 31st, 2023 which is a significant increase over Q4 in 2019/2020 that was at 19%. This is a reflection of higher utilization by staff, their dependents and the need generally for mental health supports.
- The number of incident reports related to health and safety was forty-nine (49) as of March 31^s, 2023 down significantly from ninety-two (92) for the period ending March 31st, 2020. Reporting generally was lower during the first year of COVID (2020/2021) and then increased slightly with return to office and reminders of reporting requirements. The low incident rate is a focus of the Joint Health and Safety Committee with reminders through roadshows at team meetings occurring.
- There were nine (9) wellness events held in 2022/2023 which is lower than the seventeen (17) held in 2019/2020. Lower events during the beginning of the three (3) year reporting period were a reflection of COVID and most staff working home. A wellness event calendar has been prepared to increase the number of activities supporting wellness scheduled in 2023/2024.
- Net expenditures continued to increase in 2022/2023 with a deficit of \$2.5 million being reported. The financial position of the Society is of great concern and advocacy with the Ministry continues by the Executive Director along with the Board of Directors. The deficit coupled with declining revenue year over year has placed immense pressure on the Society's cash flow and has been identified as not sustainable.

2023/24 OPERATIONS EXPENDITURE MANAGEMENT PLAN

In support of the work of the Society and in consideration of the discussion presented in this business and plan, the following budget is prepared and presented as part of the Society's Business Plan for 2023/24.

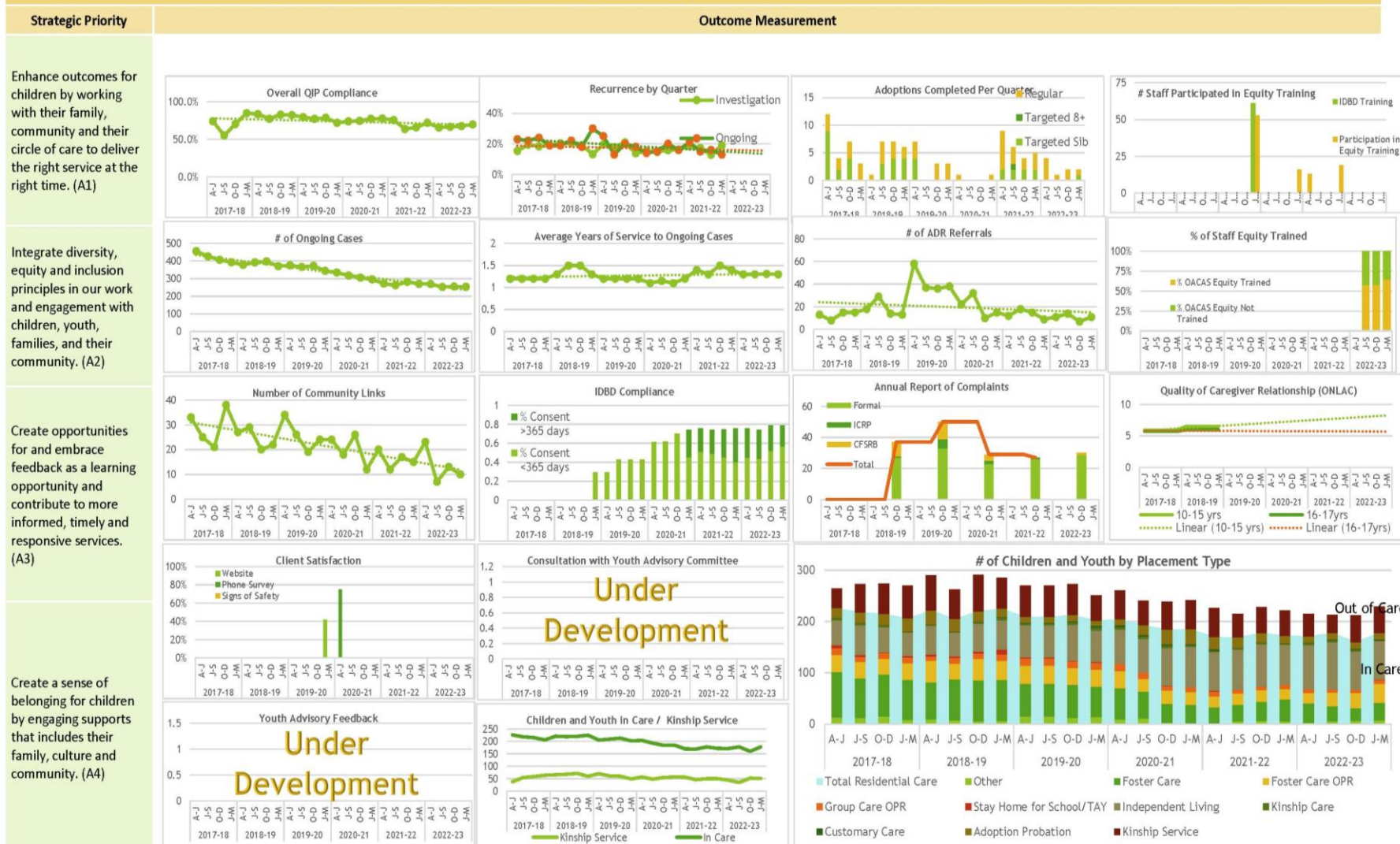
KHCAS BUDGET	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
Salaries	\$ 12,062,581	\$ 11,688,645	\$ 11,307,593	\$ 11,067,542	\$ 11,725,914	\$ 12,288,423	\$ 12,595,634	\$ 12,847,547
Employment Benefits	\$ 3,473,569	\$ 3,355,061	\$ 3,310,819	\$ 3,331,634	\$ 3,580,154	\$ 3,747,969	\$ 3,841,668	\$ 3,918,502
Travel	\$ 753,293	\$ 706,490	\$ 391,889	\$ 390,470	\$ 463,852	\$ 520,293	\$ 520,293	\$ 520,293
Adoption Probation Costs	\$ 691	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adoption Subsidy	\$ 317,578	\$ 135,137	\$ 121,928	\$ 125,251	\$ 120,574	\$ 117,353	\$ 117,353	\$ 117,353
Targeted Subsidy Agreements - Adoption and Legal Custody	\$ 721,395	\$ 754,515	\$ 803,649	\$ 891,135	\$ 909,425	\$ 899,108	\$ 899,108	\$ 899,108
Training and Recruitment	\$ 30,755	\$ 47,445	\$ 12,369	\$ 11,663	\$ 18,316	\$ 31,977	\$ 31,977	\$ 31,977
External Legal Service Costs	\$ 22,206	\$ 108,009	\$ -	\$ 73,515	\$ (21,300)	\$ 18,397	\$ 18,397	\$ 18,397
Witness Fees & Service/Certificates	\$ 21,639	\$ 12,475	\$ 21,824	\$ 18,941	\$ 13,080	\$ 15,406	\$ 15,406	\$ 15,406
Program Expense	\$ 50,911	\$ 57,624	\$ 116,451	\$ 99,991	\$ 1,477	\$ 18,113	\$ 18,113	\$ 18,113
Professional Services - Client	\$ 599,126	\$ 585,570	\$ 572,960	\$ 533,956	\$ 558,298	\$ 532,081	\$ 532,081	\$ 532,081
Client Personal Needs	\$ 814,801	\$ 574,464	\$ 489,716	\$ 394,485	\$ 495,823	\$ 516,345	\$ 505,255	\$ 494,165
Financial Assistance	\$ 153,371	\$ 12,380	\$ 24,308	\$ 19,784	\$ 45,276	\$ 51,788	\$ 51,788	\$ 51,788
Health and Related	\$ 176,251	\$ 218,384	\$ 152,208	\$ 149,159	\$ 223,593	\$ 274,591	\$ 269,542	\$ 264,493
Building Occupancy	\$ 277,061	\$ 279,779	\$ 311,502	\$ 478,712	\$ 313,771	\$ 321,191	\$ 445,646	\$ 445,101
Professional Services - Non Client	\$ 192,994	\$ 429,181	\$ 706,043	\$ 429,080	\$ 218,666	\$ 214,751	\$ 214,751	\$ 214,751
Food Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Promotion and Publicity	\$ 6,258	\$ 5,479	\$ 7,298	\$ 3,875	\$ 2,610	\$ 5,231	\$ 5,231	\$ 5,231
Office Administration	\$ 75,334	\$ 244,778	\$ 259,592	\$ 316,281	\$ 285,032	\$ 283,989	\$ 289,059	\$ 294,256
Miscellaneous	\$ 301,476	\$ 297,609	\$ 438,411	\$ 505,120	\$ 609,666	\$ 724,657	\$ 847,067	\$ 993,959
Boarding (Society Foster, Kinship & Other)	\$ 2,091,149	\$ 2,201,540	\$ 1,917,538	\$ 1,761,982	\$ 1,809,936	\$ 1,839,170	\$ 1,810,170	\$ 1,749,295
Boarding (Purchased Foster & Group Care)	\$ 3,938,452	\$ 4,123,846	\$ 3,449,988	\$ 2,891,088	\$ 4,474,940	\$ 7,574,965	\$ 7,537,825	\$ 7,500,685
Society Operated Foster and Group Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Custody	\$ 37,800	\$ 37,800	\$ 37,800	\$ 37,800	\$ 15,373	\$ 11,400	\$ 11,400	\$ 11,400
Admission Prevention	\$ 2,397	\$ 1,814	\$ 7,141	\$ 49,317	\$ 113,837	\$ 136,700	\$ 136,700	\$ 136,700
Technology	\$ 362,412	\$ 191,654	\$ 213,484	\$ 272,503	\$ 218,642	\$ 196,230	\$ 124,466	\$ 93,923
GROSS EXPENDITURES	\$ 26,483,500	\$ 26,069,811	\$ 24,674,511	\$ 23,853,284	\$ 26,196,955	\$ 30,340,128	\$ 30,838,929	\$ 31,174,522
DEDUCT: OFFSETTING REVENUE	\$ 2,006,655	\$ 2,098,677	\$ 1,931,976	\$ 1,730,898	\$ 1,678,452	\$ 3,153,780	\$ 3,153,780	\$ 3,153,780
NET EXPENDITURES	\$ 24,476,845	\$ 23,971,136	\$ 22,742,535	\$ 22,122,386	\$ 24,518,503	\$ 27,186,348	\$ 27,685,150	\$ 28,020,743
MINISTRY FUNDING	\$ (23,953,830)	\$ (23,108,937)	\$ (22,817,245)	\$ (22,122,386)	\$ (21,870,722)	\$ (21,522,253)	\$ (21,181,982)	\$ (21,181,982)
DEFICIT / (SURPLUS)	\$ 523,015	\$ 862,199	\$ (74,710)	\$ -	\$ 2,647,781	\$ 5,664,095	\$ 6,503,168	\$ 6,838,761

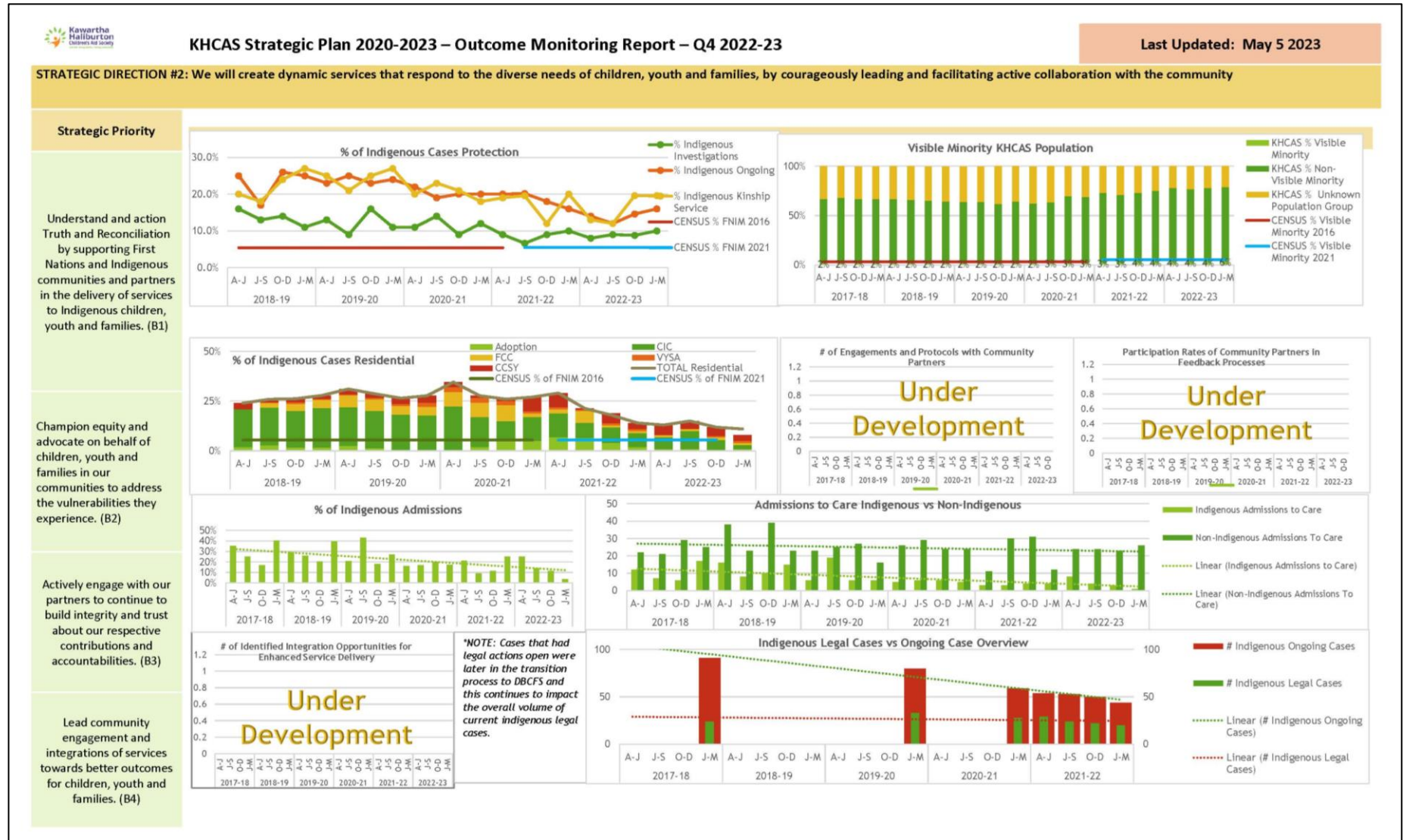


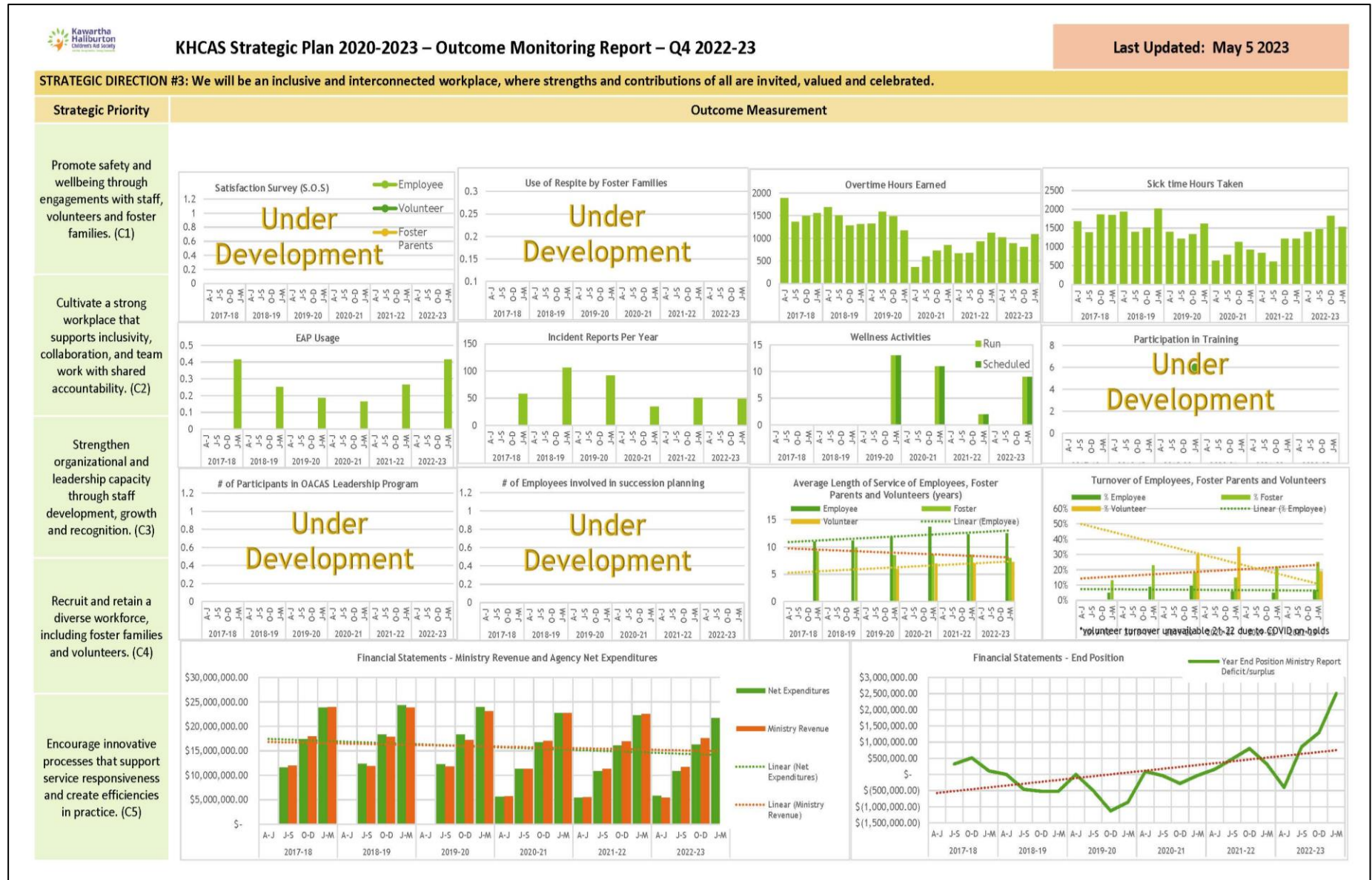
KHCAS Strategic Plan 2020-2023 – Outcome Monitoring Report – Q4 2022-23

Last Updated: May 5 2023

STRATEGIC DIRECTION #1: We will provide equitable and consistent services that are inclusive of the voice of children, youth, families, and communities.







KHCAS Strategic Plan 2020/2023 – Master Workplan – Q4 Report (March 31, 2023)

Strategic Direction 1	Strategic Direction 2	Strategic Direction 3	Project	2020-21				2021-22				2022-23				Status
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
✓		✓	Admission Prevention		X	X										Complete
✓		✓	Case Conferencing		X	X										Complete
✓		✓	Clinical Supervision			X				X						Complete
✓		✓	Implement SOS or similar framework			X							X	X	X	On Track
✓	✓		Establish partnerships with identified marginalized groups					X						X		Not Started
✓			Client Feedback Process Review						X		X		X	X	X	Delayed
✓			Clinical Auditing					X			X	X	X	X	X	Delayed
✓			Embed Client feedback into project management framework						X		X		X	X	X	Delayed
✓			Explore methods of measurement/research with Trent					X		X						Complete
✓			Implement 11 Race Equity Practices	X											X	Delayed
✓			Implement Ontario's Race Based Data Framework					X							X	Delayed
✓			Review of Complaints Process	X	X											Complete
✓			Workplan to embed Onlac data into service planning								X				X	Complete
✓			Youth Engagement Strategy			X				X						Complete
		✓	Census Collection for employees, foster parents, volunteers			X					X	X	X	X	X	Complete
		✓	Develop a strategy to ensure employees', volunteers, and foster parents are representative of the community demographics							X	X				X	Delayed
		✓	Engagement strategy for foster parents and survey dev.		X							X				Complete
		✓	Hub Assessments									X			X	Not Started
		✓	Performance Appraisal System Reviewed					X	X	X						Complete
		✓	Process mapping of key areas													Delayed
		✓	Psychological health and safety standard workplan	X							X					Complete
		✓	RACI process embedded	X												Complete
		✓	Recognition system review				X	X	X	X						Complete
		✓	Records Management			X									X	Delayed
		✓	Succession plan developed							X	X				X	Delayed
		✓	Update Job Descriptions	X	X	X	X	X	X	X	X	X	X	X	X	Complete
		✓	Volunteer engagement survey development			X				X						Complete
	✓		Back Office Integration expansion and evaluation					X							X	Complete
	✓		Creation and maintenance of partnership inventory			X	X									Complete
	✓		Develop a survey and consultation process to collect formal feedback from stakeholders					X					X	X	X	Delayed
	✓		Ensure all protocols include DBCFS	X		X										Complete
	✓		Implement the Truth and Reconciliation commitments	X								X				Ongoing
	✓		Indigenous Work Plan	X										X		Ongoing
	✓		Review of protocols and tracking		X	X										Complete
	✓		Strategy to identify integration opportunities				X	X								Not Started
	✓		Update/Review MOU with Curve Lake	X		X	X	X	X	X	X	X	X	X		Delayed

On Track to Meet Timeline	Complete According to Timeline	Deferred
Not Started according to Timeline	Delayed and Timeline adjusted	Complete but not on time