

Financial Information

	2016/17	2015/16
REVENUE		
Province of Ontario	\$ 24,061,704	\$ 23,954,781
Municipality of Chatham-Kent	2,482,221	2,552,328
Hope Housing	78,327	78,327
Catholic School Board	15,710	15,374
United Way	35,504	38,525
Chatham-Kent Health Alliance	200,000	100,000
Other	67,304	13,638
Expenditure Recoveries, Rebates, Interest	858,805	1,070,473
	<u>27,799,576</u>	<u>27,823,446</u>
EXPENSES BY PROGRAM		
Child Welfare	20,259,755	20,560,907
Ontario Early Years and Best Start	825,788	1,068,636
SCS-Infant Development and Other; Special Needs Resourcing and Autism Classroom	2,904,692	2,895,762
Child & Family Intervention, Children's Mental Health 0-6 and Youth Criminal Justice Act	3,150,858	2,857,724
Other Programs	658,483	440,417
	<u>27,799,577</u>	<u>27,823,446</u>
Operating Surplus (Deficiit) for the Year	<u>\$ (1)</u>	<u>\$ 0</u>

Strengthening  
Children and Families  
for a Better Future



Board of Directors

Chair	Tricia Khan
Vice Chair	Eryn Smit
Director at Large	Robin Greenall
Secretary-Treasurer	Mike Packer
Past Chair	Mary Alice Searles
Director	Kelly Farrugia
Director	Sgt. Brian Knowler
Director	Tracy VanDenBossche
Director	Terri Sinasac
Director	Carol Moore
Director	Stanley Ing
Director	Emily Demers

Annual General Report  
2016-2017



# Report from the Board Chair and Executive Director

Message from our Executive Director and Board Chair

The theme of change continued for Chatham-Kent Children's Services (CKCS) over this past year as we matured in our role as the Lead Agency for children's mental health in Chatham-Kent and embarked on the initial aspects of participating in the Ontario Association of Children's Aid Societies (OACAS) Shared Services Project. We have fully embraced the Child Protection Information Network (CPIN) as the growing provincial enterprise information management system for Ontario's Children's Aid Societies. Although not without its challenges, the CPIN platform continues to improve through collaborative efforts from MCYS and staff from the participating agencies.

The Ministry is moving forward with a provincial funding formula for all children's mental health agencies as well as beginning a review of the existing funding formula for child welfare and we are hopeful that these changes will benefit children and families in Chatham-Kent.

CKCS has received very positive results from two of the Ministry's review and accountability mechanisms as demonstrated in our Foster Care Licensing and Crown Ward Review results, both of which mirror our experiences from previous years.

On a less positive note, as the result of a shift in funding from MCYS to the Ministry of Education for the Ontario Early Years Centres Program and a requirement that the program falls under the auspices of the Municipality, CKCS will no longer operate this program. Unfortunately this also means some transition for our staff as we reduce our overall staffing complement.

In order to ensure ongoing success, we have adopted an extensive balanced scorecard mechanism to ensure that our Board of Directors is kept well informed about the quality of our service provisions to children and families as well as our financial circumstances. The scorecard incorporates all of the directions from our Strategic Plan as well as the Performance indicators and quality improvement plans for our child protection and children's mental health services. The Board of Directors have incorporated the OACAS Governance materials into their oversight operations and have been extremely successful in recruiting skilled and dedicated board members committed to the mission and values of the agency. This year's AGM has introduced new and modernized bylaws that will carry the agency well into the future. The Board's oversight has ensured that CKCS continues to maintain a balanced budget in the face of ongoing 2% funding reductions to our child welfare funding.

Lastly, the success of our agency is the direct result of the professionalism, resilience and dedication of our staff, volunteers (including Board Members), resource parents, and community partnerships. We certainly could not continue to provide the high quality services and maintain our reputation for dedicated services without the contributions from each and every one of these persons.

**Tricia Khan, Board President**  
**Stephen Doig, Executive Director**



# Child Protection Services

Chatham Kent Children's Services - Child Protection services have had a very exciting year. In April of this year, we marked our first anniversary on CPIN (Child Protection Information System). In spite of some of the challenges in learning a new system, we have been able to collect and report on data for staff to be able to monitor caseloads and for the agency to complete its QIP processes. We have successfully aligned many business processes to streamline work wherever possible.

Our Foster Care Licensing and Child in Care Reviews were exceptional again this year. We received a full license and there were no directives issued. Our Crown Ward review was also extremely successful and accolades were given to the agency by the reviewers specifically commenting on our permanency planning for children, the strengths based commitment to a very large number of very high needs children in our care and the educational accomplishments of our children in care. They were very pleased to see how well we have optimized the functionality of CPIN to document the information. We completed 14 adoptions in 2016-2017, a testament to our commitment to finding permanency options for children including kin placements and legal custody.

This year also marks the end of our first year of implementation of Signs of Safety. This early help, strengths based, solution focused approach to working collaboratively with families has been embraced by staff. We have offered over 100 hours of training to staff to enhance their knowledge and competency in integrating Signs of Safety into their social work practice. While our journey has just begun, we are encouraged by the positive response from staff, families and community partners. Along with additional internal training, year two will focus on our Circles of Reach with community partner training.

We have partnered again this year with Changing Ways to co-facilitate the Caring Dads group. This group offers programming to fathers in the Chatham Kent community who are perpetrators of domestic violence. We also have welcomed an additional staff member from House of Sophrosyne, a residential treatment program for women with substance abuse issues. The two staff from House of Sophrosyne provide services to women who have completed the residential program and who could benefit from aftercare support and assistance with safe and affordable housing.

Our First Nations team continues to meet on a regular basis with staff from Moravian, Walpole Island and Mnaasged Child and Family Services to conduct case reviews, develop and maintain good working relationships and communication. Staff from CKCS, WECAS and Mnaasged gathered in May for a day of cultural training including moccasin making and archery.

**Bonnie Wightman**  
*Senior Director of Services*





# Mental Health, Developmental and Prevention Services

It has been a challenging year with the promise of significant change for Children's Mental Health, Developmental and Prevention programs at CKCS. As the community plans for and works to implement the various initiatives in the areas of mental health, special needs and early years, there has been an increased focus on our partnerships in our community as the Lead Agency while we work to improve services for our children and youth in Chatham-Kent. As we celebrate our successes over the past year, we are also excited to share with you our plans for the future.

In February, the Ministry of Education announced its intention to transform the 4 Ministry-funded Family Support Programs operating across the province by integrating them into child and family programs for parents, caregivers and young children (0-6). These programs and core services will be combined into the new Ontario Early Years Child and Family Centre (OEYCFCs) model as of January 1, 2018. A new OEYCFC funding allocation model will be in place and flow directly to the Municipality of Chatham-Kent, Children's Services, as of January 1, 2018 and Municipal council along with the community have voted for the Municipal Children's Services to deliver OEYCFCs services. Chatham-Kent Children's Services will be working closely with our community partners to ensure a seamless transfer of these services.

Chatham-Kent Children's Services is working with our community and Indigenous partners to enhance access to culturally relevant, Indigenous-led early years programs and services off-reserve, including child care and child and family programs as well as other services including, mental health, health and housing. The *Journey Together* planning has just begun and is expected to continue over the next year. CKCS has also been involved in the Chatham-Kent Special Needs Strategy and the launch of a new service coordinator located with our partner agency, Chatham-Kent Children's Treatment Centre. Chatham-Kent Children's Services is committed to work alongside our community to ensure service experiences and outcomes for children and youth with multiple and/or complex special needs and their families are improved through the development of a Coordinated Service Plan.

This year also saw a continuation of our enhanced partnerships with health and education. CKCS continues to work closely with our Education partners through our section 23 classrooms located in the Lambton Kent District School Board and the St Clair Catholic District School Board. CKCS mental health services partners continues to offer School Community Invention Partnership with the Lambton Kent District School Board, the St Clair Catholic District School Board and the Conseil scolaire catholique Providence. In addition, CKCS continues to partner with the Chatham-Kent Health Alliance offering mental health assessments in Emergency Department as well as having staff on site at ACCESS Open Minds Chatham-Kent to improve pathways to mental health care as part of the Moving on Mental Health Strategy.

Children's Mental Health, Developmental and Prevention Services will continue to work with our community partners on these important priorities and are excited by the level of commitment and engagement we have with youth, families and community service providers and look forward to strengthening the system of child and youth services in Chatham-Kent.

**JoDee Anderson**  
*Director of Mental Health,  
Developmental and Prevention Services*



# Service Highlights

	2016-2017	2015/2016
Intake/Family Services		
Total Reports Received	2407	2226
Total New Investigations	1065	894
Investigations Not Required	909	810
Cases Opened	295	312
Cases Open At End of Year	415	421
Children in Care		
Children Admitted to Care	103	78
Children Discharged From Care	114	118
Children in Care At End of Year	164	177
Total # of Children Served in Care	278	295
Total Days Care Provided	59575	72081
Total Adoptions Completed	18	40
Total New Foster Homes Opened	19	2
Total Foster Homes at End of Year	71	72
New Kinship Service Homes Opened	67	37
# of Kinship Service Homes at End of Year	49	38
Adoption Disclosures Completed	27	1
Children's Mental Health		
Intake Referrals	672	574
Short Term Assessment & Treatment	223	216
#Served - Treatment Services	637	542
Psychological Assessment	231	242
Young Offenders Served	7	6
Telepsychiatry Consults	64	60
Telepsychiatry Educational seminars	22	18
Child Development		
Children's Special Needs Resourcing	275	260
Community Services		
Hope Housing - Resident Contacts	1235	1442
Total # of Volunteers	31 (Drivers)	36 (Drivers)
Volunteer Hours	885	804
Kms Driven by Volunteers	721,955	722778.72
Early Years - Children Served	4051	3880
Early Years - Parents/Caregivers Served	4676	4866

# 2016-17 STRATEGIC PLAN REPORT CARD HIGHLIGHTS ANNUAL REPORT

## Strategic Direction #1

### Services to Empower & Strengthen Children and Families

- ✓ Through the joint MCYS and Ministry of Education Crown Ward Education Championship Committee, CKCS explored hiring a youth mentor to work with the children in our care
- ✓ Summer Camp Program – once again our Supportive Foster Care Services Team provided a camp experience from July 6 – September 2 to promote skill development in the areas of; literacy, relationship building, self-esteem, numeracy, self-help, language, social-emotional and physical wellbeing. This year we also included a School Readiness program for the younger children.
- ✓ Our annual Christmas Gift campaign provided presents for 421 children. The gifts are donated by sponsors or purchased by our staff to ensure families that would otherwise not receive many gifts have a joyous Christmas Day.
- ✓ We also hosted our annual Christmas dinner and gift giving for 27 of our older youth which provides a traditional holiday meal as well as many practical household gifts and gift cards the youth can use in their independent living situations.
- ✓ Dr. Gopidasan is a new child psychiatrist who complements our mental health services providing psychiatric consultations every other Tuesday
- ✓ We have embedded one of our mental health counselors at the Rain & Shine agency to facilitate counseling for those children and youth referred by the Youth Justice system

**Mission:**  
**Strengthening**  
**Children and Families**  
**for a Better Future**

**CKCS is an accredited multi-service agency that responds to the uniqueness of our families. We support the well being and safety of our children and their families through evidence based practices and collaboration with community partners. Together, CKCS employees strive to foster an environment that encourages positive growth, professional development and progressive change.**

## Strategic Direction #2

### Maintain, Strengthen and Develop Community Partnerships

- ✓ Access Open Minds Chatham-Kent opened in May and CKCS provides on-site staffing to this innovative new multi-service mental health centre located in downtown Chatham.
- ✓ In partnership with the United Way, Operation School Readiness provided a backpack full of school supplies along with a lunch bag, running shoes and clothing to over 50 children.
- ✓ Along with Mayor Hope, our Executive Director assumed the co-chair of the C-K Community Leaders' Cabinet, a group of business, political, agricultural and social services agencies with a goal of overall betterment for the Chatham-Kent citizens.
- ✓ CKCS has added our name to a growing list of employers committed to minimally providing employees with the designated living wage of \$15.80 per hour. The living wage is that required to cover the necessary expenses of food, clothing, shelter and transportation to support a family of four.
- ✓ In partnership with Chatham-Kent Health Alliance, we provide a mental health counselor to the Emergency Department to assist with youth presenting with mental health challenges. This service is available every day of the week until 10:00 p.m.
- ✓ Due to a change in funding sources, the Ontario Early Years Centre staffing will be overseen by the Municipality with the funding from the Ministry of Education. This will mean an end to a long employment arrangement for CKCS.

## Strategic Direction #3

### Provide Inclusive and Accessible Services through an Accountable + transparent System

- ✓ MCYS Crown Ward Review resulted in a 95.3% overall compliance rating for CKCS with the Ministry commenting on staff professionalism and obvious concern and care for the children in our care.
- ✓ Participation in the *One Voice, One Vision* symposium that provided recommendations on changes to the child welfare system to improve services to African-Canadian children and families
- ✓ As one of the 15 "live" Child Protection Information System (CPIN), we participate in the MCYS CPIN Community of Practice exploring continuous improvements to the CPIN platform.
- ✓ MCYS annual Foster Care Licensing and Child Care Review provided positive feedback about the work our staff and alternate care providers have done with children in our care.

## Strategic Direction #4

### Be an Employer of Choice with a Supportive Environment & Promote Professional Excellence

- ✓ Our annual Volunteer Recognition dinner acknowledged our volunteers as "Just like roots are essential for trees to bloom, volunteers are essential for communities to bloom".
- ✓ We reached a labor agreement with OPSEU Local 148 that provides labor stability through to April 2019.
- ✓ A revitalized Staff Satisfaction survey provided feedback to what we are doing well and areas where the agency can improve.
- ✓ Formal *Signs of Safety* training commenced involving both our child protection and children's mental health staff and will continue throughout 2017.
- ✓ An annual staff recognition event acknowledged the commitment, professionalism and caring of all our staff who reached significant career milestones.

## Strategic Direction #5

### Maintain, Strengthen and Develop Governance and Financial Acuity

- ✓ Our Vic Park (215 Murray Street) property was sold and MCYS approved using the proceeds to cover numerous replacement or repairs at our Grand Avenue Campus which is now the agency's sole property.
- ✓ With a change in funding Ministries, the Ontario Early Years Programming will leave CKCS and move to the C-K Municipality effective the end of the year.
- ✓ CKCS continues to experience a 2% reduction in Ministry funding for our child welfare services for 2016-17 and projected into the forthcoming years.
- ✓ In a pre-audit review, KPMG has confirmed that our internal financial controls are one of "the best they have ever seen"
- ✓ CKCS is one of only seven CAS agencies that maintained a balanced budget.

Collaboration Respect Equality Accountability Trust Empowerment of families Support