

## Financial Information

	<u>2017/18</u>	<u>2016/17</u>
<b>REVENUE</b>		
Province of Ontario	\$ 24,436,066	\$ 24,061,704
Municipality of Chatham-Kent	2,620,898	2,482,221
Hope Housing	78,327	78,327
Catholic School Board	16,458	15,710
United Way	31,250	35,504
Chatham-Kent Health Alliance	200,000	200,000
Other	21,303	67,304
Expenditure Recoveries, Rebates, Interest	967,970	858,805
	<u>28,372,272</u>	<u>27,799,576</u>
<b>EXPENSES BY PROGRAM</b>		
Child Welfare	20,685,715	20,259,755
Ontario Early Years and Best Start	664,398	825,788
Specialized Children's Services -Infant Development and Other; Special Needs Resourcing and Autism Classroom	3,030,148	2,904,692
Child & Family Intervention, Children's Mental Health 0-6 and Youth Criminal Justice Act	3,125,908	3,150,858
Other Programs	866,102	658,483
	<u>28,372,271</u>	<u>27,799,577</u>
Operating Surplus (Deficit) for the Year	<u>\$ 1</u>	<u>\$ (1)</u>

### Board of Directors

Chair	Eryn Smit
Vice Chair	Robin Greenall
Past Chair	Tricia Khan
Treasurer	Mike Packer
Director at Large	Brian Knowler
Director	Kelly Farrugia
Director	Stanley Ing
Director	Terri Sinasac
Director	Emily Demers
Director	Carol Moore
Director	John Kopinak



### Annual General Report 2017-2018

Strengthening  
Children and Families  
for a Better Future



Services pour les enfants  
de Chatham-Kent

## Report from the Board Chair and Executive Director

A time of transition is in the works at Chatham-Kent Children's Services. This spring the agency said good-bye to Executive Director Stephen Doig who heads into retirement after more than thirty years' experience in the Child Welfare sector. With his departure the Board, in consultation with staff at all levels of the agency, undertook the process to recruit his replacement. The Board was excited to contract the services of Teri Thomas-Vanos who joined CKCS on April 30<sup>th</sup> to work as Executive Director in partnership with the Board and staff to advance the goals and efforts of the agency.

Our agency is preparing for another significant change with the proclamation of the Child, Youth and Family Services Act. The revised act extends the age of protection to youth aged 16 and 17, suggests improvements for residential services and embeds the voice of children, youth and families in the care plans. We have already engaged several youth aged 16 and 17 in Voluntary Youth Service Agreements and are working with them to meet their needs under the new legislation. This movement forward offers an exciting time of change and valuable opportunities to enhance and improve services.

This time of transition also allows for the chance to reflect upon the efforts of the past year. Key experiences included:

- Participating in the OACAS provincial apology to First Nations people, and honouring the Commitments to Indigenous peoples from the Truth and Reconciliation hearings
- Achieving a balanced budget despite increasing costs on all fronts, combined with the need for more creative and responsive services to meet the needs of the families we support
- Successfully meeting the Mental Health accreditation standards through Canadian Centre for Accreditation which ensures public accountability and transparency related to service standards and governance practices
- Promoting the #kidscantwait campaign to advocate for a reduction in Mental Health Services wait times

We have maintained an ongoing focus on data as well this year. Our Crown Ward Review results are favorable with scores of 98% in the area of Well-being and 83% in the area of Permanency for Children in Care. Our agency's Quality Improvement Plan measured significant improvement over the past fiscal year, demonstrating accountability and a high level of compliance with meeting standards in Child Protection. Data gathered from those receiving Mental Health Services also shows consistently high levels of satisfaction for the services received. Finally, the Board of Directors used the Governance Survey Results to guide their work plan for improvement over the last year, striving to achieve diversity and purpose to the oversight of the agency.

Looking ahead, Chatham-Kent Children's Services will undergo a new Strategic Planning process this fall led by the Board along with key stakeholders including those we work to support, funding partners, staff, and service partners. This process will help us identify new opportunities in which to grow and evolve, influenced by the voices of our community, and will serve to set the commitments and goals that the agency will strive to achieve for the next three to five years.

Together we will identify a compelling vision for the efforts of the agency - to be motivated and inspired by and to dream bold dreams for the children, youth and families of our community. We look forward to the challenges and changes that lie ahead.



**ERYN SMIT, Board Chair  
TERI THOMAS-VANOS, Executive Director**

## Child Protection Services

Chatham Kent Children's Services - Child Protection services have had a very busy year. This year marks the second year of our journey and 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 150 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.

Our First Nations team continues to meet on a regular basis with staff from Moravian of the Thames and Walpole Island First Nation to conduct case reviews and develop and maintain good working relationships and communication. Along with OACAS, CKCS has committed to continuous improvement and supporting reflective practice with our Indigenous communities in order to uphold our Indigenous commitments (ensuring staff have ongoing, mandatory Indigenous training, reducing the percentage of Indigenous children in our care, increased utilization of formal Customary Care, reduction in the number of legal files with Indigenous families, having Indigenous representation on our Board of Directors and embedding Jordan's Principle in service practice).

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 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 Child Protection Information Network to document the information. We completed 12 adoptions in 2017-2018, a testament to our commitment to finding permanency options for children including kin placements and legal custody.

The Child and Family Well Being Program was launched in late 2017. The program offers evidenced based parenting programs and resources, provides in home support to children, youth and families and group access services to support and promote engagement, meaningful and supportive access and growth and learning opportunities.

We have partnered again this year with Changing Ways to co-facilitate the Caring Dads group. This group, which has been a joint effort between Changing Ways and CKCS for the last 8 years, offers programming to fathers in the Chatham Kent community who are perpetrators of domestic violence. We also have welcomed a second staff member on site 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.

In April of this year, we marked our second anniversary on CPIN (Child Protection Information Network). 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 Quality Improvement Plan processes. We have successfully aligned many business processes to streamline work wherever possible. Our agency is often recruited to assist our provincial partners with report writing, implementation and interpretation of Child Protection Information Network.



**BONNIE WIGHTMAN,  
Senior Director of Protection Services**

## Mental Health and Developmental Services

Thanks to the dedication of our staff and Board of Directors, Chatham-Kent Children's Services has continued throughout the last year to be a leader in advancing Children's Mental Health and Developmental Services, maintaining a focus on strengthening and improving services through engagement with community partners.

As the Lead for Children's Mental Health for the community of Chatham-Kent, the agency has worked on clarifying services, streamlining pathways to care and enhancing key processes. The announcement by the Ministry of Children and Youth on the "Historic Investment in Mental Health and Addictions Care for Every Stage of Life" is exciting news! The community has worked hard despite the ongoing funding constraints and this investment will significantly impact the ability to ensure Chatham-Kent children, youth and their families have access to the right service at the right time.

In November, the agency achieved a full accredited status through The Canadian Centre for Accreditation. This external review of operations in relation to the accepted standards of good practice and risk management, ensures children, youth and their families are receiving quality services. Accreditation also promotes learning, improvement, and innovation as the organization works on building capacity and developing needed resources for the community. The accreditation team identified and highlighted the agency's focus on and commitment to quality, advocacy and collaboration.

The Developmental Services Department has been very involved over the past year in the implementation of the Chatham Kent Special Needs Strategy - Coordinated Service Planning process. The objective of enhancing the service experience for children and youth with complex developmental challenges continues to be one of the primary goals. In addition, Developmental Services will be making changes to the current service model based on the Municipality's recent review, in order to better serve our community's needs.

In October, the agency closed the Ontario Early Years program in preparation of the launch of the Early On program under the management of the Municipality Child Care and Early Years Division. Children and their families of Chatham-Kent will have the opportunity to participate in this exciting new program based on the Ministry of Education's transformation agenda to combine Family Support programs across the province.

The future is exciting but does present new challenges as unprecedented change is happening across the province in Children's Mental Health and Developmental Services. As a result, the next year will be focused on reviewing service models and on our community partnerships as we continuously strive to provide the best service to the children and families of Chatham-Kent.



**JODEE ANDERSON,**  
*Director of Mental Health  
& Developmental Services*

## Service Statistics

	2017-2018	2016-2017
<b>Intake/Family Services</b>		
Total Reports Received	2508	2407
Total New Investigations	1021	1065
Investigations Not Required	919	909
Cases Opened	262	295
Cases Open At End of Year	373	415
<b>Children in Care</b>		
Children Admitted to Care	118	103
Children Discharged From Care	107	114
Children in Care At End of Year	176	164
Total # of Children Served in Care	283	278
Total Days Care Provided	63554	59575
Total Adoptions Completed	12	18
Total New Foster Homes Opened	8	19
Total Foster Homes at End of Year	63	71
New Kinship Service Homes Opened	62	67
# of Kinship Service Homes at End of Year	44	49
Adoption Disclosures Completed	26	27
<b>Children's Mental Health</b>		
Intake Referrals	719	672
Short Term Assessment & Treatment	225	223
#Served - Treatment Services	577	637
Psychological Assessment	218	231
Young Offenders Served	5	7
Telepsychiatry Consults	29	64
Telepsychiatry Educational seminars	5	22
<b>Child Development</b>		
Children's Special Needs Resourcing	253	275
<b>Community Services</b>		
Hope Housing - Resident Contacts	1336	1235
Total # of Volunteers	99	106
Volunteer Hours	792	885

# 2014-18 STRATEGIC PLAN HIGHLIGHTS

## Strategic Direction #1

### Services to Empower & Strengthen Children and Families

- ✓ CKCS continues to participate in the provincial Lead Agency Consortium as well as the Community of Practice to strengthen overall children's mental health services.
- ✓ Participation in an Education Data sharing agreement with MCYS, Ministry of Education to assist with better support for academic success for children in care
- ✓ United Way continued funding of the Autism treatment Classroom Our annual Christmas Gift campaign provided presents for 421 children in 2016
- ✓ In 2016, 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.
- ✓ A high level of client satisfaction was achieved throughout 2017/18 in our Mental Health programs.

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

**CKCS is an accredited multi-service agency that responds to the uniques dynamics 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 #3

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

- ✓ First formal Customary Care Protocol signed with Delaware Nation providing extended family and kin placements for Delaware Nation children Internal communications increased through quarterly Town Hall meetings, Staff meetings and an agency newsletter
- ✓ MCYS Crown Ward Review resulted in a 95% overall compliance rating in 2016, with the Ministry commenting on staff professionalism and concern 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 agencies utilizing the Child Protection Information Network(CPIN), we participate in the MCYS CPIN Community of Practice exploring continuous improvements to the CPIN platform
- ✓ Mental Health and Developmental Services wait times are monitored closely and reported on quarterly
- ✓ 96 clients accessed the new Walk-in Program this past year
- ✓ The Ministry's Quality Improvement Plan results improved significantly over the past year, demonstrating accountability and a high level of compliance with meeting standards in Child Protection
- ✓ Crown Ward results were again favourable this past year, with scores of 98% in the area of Well-being and 83% in the area of Permanency for Children in Care

## Strategic Direction #4

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

- ✓ Renovations at the Grand avenue campus creating additional private meeting and conference rooms for client services
- ✓ MCYS Foster Licensing Reviews reflected exceptional plans for children in care Volunteer recognition events celebrating that "Volunteers are the roots of strong communities, and just like roots are essential for trees to bloom, volunteers are essential for communities to bloom."
- ✓ We reached a labour agreement with OPSEU Local 148 that provides labour 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.
- ✓ An annual staff recognition event acknowledged the commitment, professionalism and caring of all our staff who reached significant career milestones.
- ✓ 100% of performance appraisals for staff that were due were completed in 2017
- ✓ Workload targets as set out in the Collective Agreement are reported upon quarterly in the strategic plan

## Strategic Direction #2

### Maintain, Strengthen and Develop Community Partnerships

- ✓ CKCS was confirmed as Lead Agency for Chatham-Kent As part of the ministry's Moving on Mental Health initiative
- ✓ Assisted with organizing the You, Him, Her and Me Mental Health Affects Everyone symposium along with Making Children Better now.
- ✓ Updated Police-Schools-CAS protocol with the public, separate and French language school boards
- ✓ CKCS provides on-site staffing to Access Open Minds, an 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
- ✓ In partnership with the Chatham-Kent Health Alliance, we provide a mental health counselor to the Emergency Department to assist with youth presenting with mental health challenges.

## Strategic Direction #5

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

- ✓ CKCS continues to experience a 2% reduction in Ministry funding for our child welfare services year over year with the Board of Directors maintaining a balanced budget
- ✓ The Board of Directors participate in the OACAS Good Governance survey which reflects improved understanding of agency governance and financial management
- ✓ The Board has initiated a new Board orientation process for both new and existing Board members
- ✓ Participation in the OACAS 2nd Annual Forum on Governance sharing best practices, tools and ideas amongst all CAS's
- ✓ With a change in funding Ministries, the Ontario Early Years Programming will leave CKCS and move to the C-K Municipality effective end of 2017
- ✓ In an audit review, KPMG has confirmed that our internal financial controls are one of "the best they have ever seen"

**Collaboration Respect Equality Accountability Trust Empowerment of families Support**