



ANNUAL REPORT 2017-2018



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STRATEGIC MAP 2018-2021

To achieve our Mission and Vision

Our Vision

Strong partnerships.
Safe Communities.
Healthy children, youth, and families.

Our Mission

Working together for the well-being and safety of children, youth and families.

and meet the needs of children, youth and families that we serve

Client Focused

Children are supported in ways that promote their wellbeing and safety.
Children belong in families or minimally are connected to a person who can provide a supportive lifelong relationship.
Our children thrive and succeed to their capacity in a supportive community.
Our communities are healthy places better able to support families and children.
Our system of care will meet the diverse needs of children, regardless of age, developmental level or need.
Access to our services is easy. Availability of services will be fairly distributed.

we must operate with efficiency and be effective;

Internal Processes

We will have the right amount of skilled, professional staff working collaboratively.
We will ensure effective, efficient administrative practices and processes overseen by capable, competent leaders including our Board of Governors.
We embrace new ideas, recreate, reinvent and constantly improve to achieve better outcomes, improved productivity and reduced workload. We use data to ensure we are on the right track.
We embrace and integrate technology as a resource that adds value to our work.

therefore we will build a strong and prepared agency,

Learning and Growth

Our staff know the mission, strategies and tactics of the agency, and the role they and their team play in achieving organizational excellence.
Our agency is highly regarded and we will proactively provide clear and comprehensive communication to all our stakeholders.
We foster and promote a culture of excellence through staff development and continuous improvement.
We will be regarded as an excellent employer by our staff and other key stakeholders.

utilizing our resources effectively

Financial Sustainability

We will build a strong, resilient business model that is prepared for emerging demands and a changing environment.
We will continue to develop and implement systems that promote effective risk management at all levels of the organization.
We employ disciplined and strategic financial planning and investments in pursuit of cost containment and reduction.
Our stakeholders will be assured that our business can operate as required in all circumstance.

but always driven by our Values.

Values Driven

Child Centred - Above all else, children are supported in ways which promote their wellbeing.
Accountable - We use our resources responsibly and we have the evidence to prove it. Further, we will report that evidence openly to all stakeholders, staff and clients of the agency.
Caring - We care about our staff and clients; therefore, we are a great place to work. We will be a leader in anti-oppressive practice that ensures children, young people and families succeed to the best of their abilities.
Collaboration - We value partnerships. We bring people together in the best interests of service to our clients and communities. We will provide leadership to promote and create a seamless service system locally and beyond.
Integrity - We adhere to the highest level of professional standards and the agency code of ethics. We are honest, clear and straightforward in everything that we do.
Respect - Children, youth, and families are best served when we respect the child and family, actively listen to them, and invite participation in decision-making to achieve the best possible outcomes.



CODE OF ETHICS

Board members, staff, foster parents, and volunteers of the Agency shall adhere to the Mission Statement and Value statements in accordance with the following Code of Ethics.

1. We will fulfill our duties with honesty and integrity.
2. We will protect the right to privacy and confidentiality of all individuals.
3. We will respect the intrinsic worth and dignity of individuals and their right to self-determination.
4. Our interaction with others will be founded on objectivity, empathy and professional regard for their views.
5. We will promote consultation, teamwork and collaboration in recognition that all individuals are valuable resources.
6. We will be qualified and accountable in the performance of our duties.
7. We accept responsibility for self-evaluation and self-development.

NEOFACS is committed to providing programs and services in both official languages and according to the *French Language Services Act*.

We are committed to respecting the ethnic, language and cultural diversity of our clientele.

JORDAN'S PRINCIPLE

Jordan's Principle is a child-first principle named in memory of Jordan River Anderson, a First Nations child from Norway House Cree Nation in Manitoba. Born with complex medical needs, Jordan spent more than two years unnecessarily in hospital while the Province of Manitoba and the federal government argued over who should pay for his at-home care. Jordan died in the hospital at the age of five years old, never having spent a day in his family home.

Jordan's Principle aims to make sure First Nations children can access all public services in a way that is reflective of their distinct cultural needs, takes full account of the historical disadvantage linked to colonization, and without experiencing any service denials, delays or disruptions related to their First Nations status.

The following principles, collectively known as Jordan's Principle, are applied in making a decision affecting First Nation, Inuit, and Métis children and youth:

1. Jordan's Principle is a child-first principle that applies equally to all First Nations children, whether a resident on or off reserve. It is not limited to First Nations children with disabilities, or those with discrete short-term issues creating critical needs for health and social supports or affecting their activities of daily living.
2. Jordan's Principle addresses the needs of First Nations children by ensuring there are no gaps in government services to First Nation, Inuit, and Métis children and youth. It can address, for example, but is not limited to, gaps in such services as mental health, special education, dental, physical therapy, speech therapy, medical equipment and physiotherapy.
3. When a government service is available to all other children, the government department of first contact will pay for the service to a First Nations child, without engaging in case conferring, policy review, service navigation or any other similar administrative procedure before funding is provided. Once the service is provided, the government department of first contact can seek reimbursement from another department/government.
4. When a government service is not necessarily available to all other children or is beyond the normative standard of care, the government department of first contact evaluates the individual needs of the child to determine if the requested service should be provided to ensure substantive equality in the provision of services to the child, to ensure culturally appropriate services to the child and/or to safeguard the best interests of the child. Where such services are provided, the government department of first contact will pay for the provision of services to the First Nations child, without engaging in case conferring, policy review, service navigation or any other similar administrative procedure before funding is provided. Once the service is provided, the government department of first contact can seek reimbursement from another department/government.
5. While Jordan's Principle can apply to jurisdictional disputes between governments (i.e., between federal, provincial or territorial governments) and to jurisdictional disputes between departments within the same government, a dispute amongst government departments or between governments is not a necessary requirement for the application of Jordan's Principle.



North Eastern Ontario
Family and Children's Services
Services à la famille et à l'enfance
du Nord-Est de l'Ontario

2017-2018 BOARD EXECUTIVE COMMITTEE

President, Don Anderson (Englehart)

Vice-President, Réjeanne Demeules (Smooth Rock Falls)

Treasurer, Sherwin Knight (New Liskeard)

Secretary, Barry Gaunt (Hearst)

2017-2018 BOARD MEMBERS

Dennis Draves (Cochrane)

Dianne Denault (Cochrane)

Émilien Charlebois (Ramore)

Lianne Gagné (New Liskeard)

Lorraine Gauthier (Earlton)

Sylvie Petroski (Timmins)

Ted Assad (Kirkland Lake)

Micheal Miller (Timmins)

JOINT BOARD PRESIDENT AND EXECUTIVE DIRECTOR'S REPORT

Welcome to North Eastern Ontario Family and Children's Services' sixth Annual General Meeting.



Don Anderson

Don Anderson
Board President



JR

John Raymond
Executive Director

It is customary in annual reports to look at an organization's accomplishments over the last year and to challenges and opportunities that lie ahead. The NEOFACS Board of Governors developed the Strategic Map included herein earlier this year. Our refreshed Vision, Mission, and Values serve as a beacon for the Board and management in setting priorities, making decisions, and charting our path forward in the best interest of children and families. There have been, and will continue to be, several changes across our many programs because of internal and external factors. Some of these changes will ultimately improve the services we offer to clients, while others may require fundamental changes in the way we provide services. We are confident that, with the support of our dedicated volunteers, foster parents, employees, Governors, and management personnel, we will continue to provide effective and quality services in an efficient, responsive, and accountable manner.

Over the last year, on the technology front, we migrated from our CIMS information system to EMHware for a number of our non-child welfare programs and we are heavily involved in planning for our transition to the provincial Child Protection Information Network (CPIN) in October of 2018. These changes will eventually lead to better client outcomes and child safety when staff become fully versed and adept at using these systems to their full capacity.

In order to achieve our vision, it is critical that we work with our community partners and mutually support each other to work as a system. The following are a few examples of our partnerships and agreements. Our shared legal services model with Payukotayno Family Services is proving mutually beneficial for both organizations. We are engaged in a shared service with a community partner from the developmental sector to provide IT and back office supports. We have entered into a temporary agreement with the Sudbury-Manitoulin Children's Aid Society to expand our child welfare territorial jurisdiction to include the communities of Chapleau, Foleyet, and Gogama. We continue to work closely with HANDS The Family Network and ONE Kids Place in providing a spectrum of autism services. We are collaborating with the Cochrane Temiskaming Children's Treatment Centre regarding a Special Needs Strategy and the introduction of Coordinated Service Planning. NEOFACS is one of several community partners working towards the creation of a Youth Wellness Hub in Timmins. We are also involved in a strategic partnership called Living Space with several organizations in the city of Timmins. This group of agencies aims to address service gaps for young people and adults who are homeless or at risk of becoming homeless.



In addition to the above shared services and partnerships, NEOFACS and five other northern child welfare agencies have engaged the services of a consultant firm to explore the feasibility of further cross-sector partnerships, shared services opportunities, and jurisdictional modifications across northern Ontario with a view to finding efficiencies and ensuring our collective sustainability.

Last September, the Ontario Association of Children’s Aid Societies issued an apology for its role in the harm that was caused to Indigenous children, families, and communities during the residential school era, the period commonly referred to as the 60s scoop, and the continuing overrepresentation of Indigenous children and families involved in the child welfare system. The sector has committed to do better, to work in partnership with Indigenous leaders and communities, and to change many of its practices. NEOFACS is committed to working toward reconciliation with Indigenous communities in our region.



In January of 2017, we made the difficult decision to close one of our mental health residential programs and replace it with a decentralized Therapeutic Family Homes program. Although this new program is in its relative infancy, we have seen some promising results so far. Children who would have likely required expensive and intrusive care outside of our district received intensive supports in family based homes locally and were able to reintegrate into their family units in a much timelier manner than had they been placed out of district.

NEOFACS was named one of thirty-three children's mental health lead agencies this year. Along with this designation comes the responsibility to lead, coordinate, collaborate, and develop a comprehensive and inclusive community mental health plan with our service partners. We were also successful in our bids to provide EarlyON services, formerly known as Best Start, in several communities throughout our catchment area.

We are thankful to our Federal and Provincial government Program Supervisors, Managers, and Directors as well as officials at the Social Service Administration Boards of the districts of Cochrane and Timiskaming for their ongoing support, guidance, and advocacy. We would also like to recognize the tireless and passionate advocacy by Children's Mental Health Ontario, the Ontario Association of Children's Aid Societies, our provincial and federal Members of Parliament, our volunteers, foster parents, governors, and our dedicated personnel.



Service Area:

Districts: of Cochrane and Timiskaming
Geographic Area: 154,572 square kilometres
Population: 111,933 (2016 Census)
Population Density: 0.7 persons per square kilometre



Demographics:

Language: 33% Francophone (Provincial average 4%)
First Nations: 12% (Provincial average 3%)



CHILD WELFARE

3,821

3,821 Children and Youth Served

173

173 Children and Youth In Care

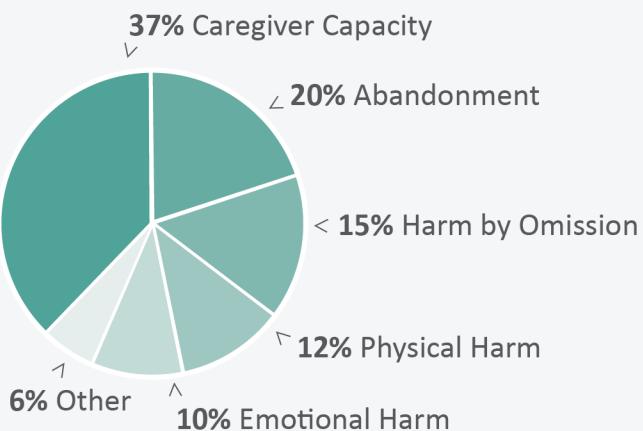
142

142 Children and Youth In Kin Service Homes (KS Out)

92%

92% of Children and Youth Served Remained in Their Own Homes

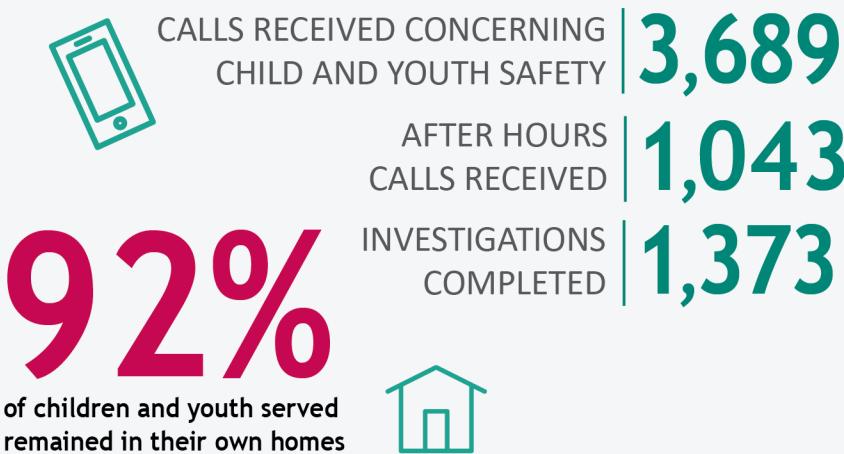
REASONS FOR ADMISSION TO CARE



2,011

FAMILIES SERVED

868 RECEIVED ONGOING SERVICES



CHILD WELFARE PERFORMANCE INDICATORS

Data is representative of the 2015-2016 fiscal year.

FAMILIES WITH NO RECURRENCE OF MALTREATMENT WITHIN 12 MONTHS OF AN INVESTIGATION

19%

FAMILIES WITH NO RECURRENCE OF MALTREATMENT WITHIN 12 MONTHS OF ONGOING SERVICE

19%

DAYS CHILDREN ARE IN FAMILY-BASED CARE

75%

CHILDREN DISCHARGED FROM CARE WITHIN 12 MONTHS

80%

80

Kin Service Homes

10

Kin in Care Homes

54

Foster Homes

28

Adoption Homes
2 Adoption Completions

217 | NUMBER OF CHILDREN AND YOUTH ATTENDING CAMP
78% OCCUPANCY RATE

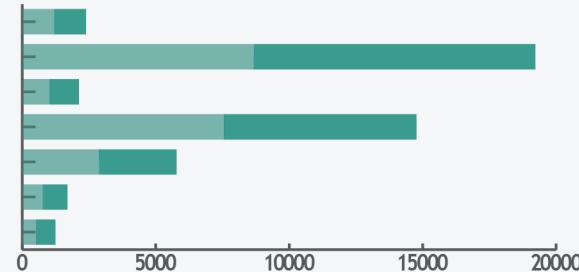
VOLUNTEER & COMMUNITY SERVICES

127,403 | TOTAL KM'S DRIVEN BY VOLUNTEERS



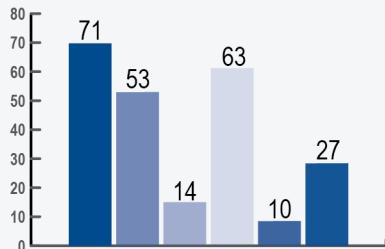
ONTARIO EARLY YEARS CENTRE & BRIGHTER FUTURES

| Indicator | Early Years | Brighter Futures |
|---------------------------------|-------------|------------------|
| | Number | Number |
| Children Served | 1,053 | 1,084 |
| Visits by Children | 8,335 | 10,658 |
| Parents/Caregivers Served | 981 | 1,170 |
| Visits by Parents/Caregivers | 6,291 | 8,531 |
| Total Hours of Service Provided | 2,378.5 | 3,304.5 |
| Participants in Workshops | 773 | 1,299 |
| Total Hours of Workshops | 214.5 | 907.5 |



YOUTH JUSTICE

| Indicator |
|----------------------------------|
| Attendance Centre |
| Restorative Justice |
| Anger Management |
| Community Support Team |
| Youth Mental Health Court Worker |
| Pineger Youth Centre |



CHILD AND YOUTH MENTAL HEALTH

Number of Clients Served

1,294

4,465 HOURS OF DIRECT SERVICE

Child & Youth Mental Health - Brief Service: 1,294

688

6,070 HOURS OF DIRECT SERVICE

Child & Youth Mental Health - Counselling & Therapy Service: 688

575

887 HOURS OF DIRECT SERVICE

Crisis Support Services: 575

67

Psychological Services: 67

302

Family Preservation Program: 302

108

Intensive Service Coordination (Rural): 108

37

Intensive Service Coordination (Urban): 37

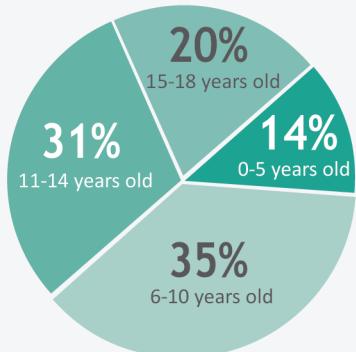
87

Autism Resource Program: 87

18

F.W. Schumacher and Pavilion Jeanne Sauvé Residences: 18

Unique Clients Receiving a Core Child and Youth Mental Health Service



INDEPENDENT AUDITOR'S REPORT

To the Members and Board of Directors of North Eastern Ontario Family and Children's Services

We have audited the accompanying financial statements of North Eastern Ontario Family and Children's Services, which comprise the statement of financial position as at March 31, 2018, and the statements of revenues and expenses, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of North Eastern Ontario Family and Children's Services as at March 31, 2018 and the results of its operations, changes in net assets and its cash flow for the year then ended in accordance with Canadian public sector accounting standards.

Other Matter

The supplementary information contained in the schedules is presented for the purposes of additional analysis and is not a part of the basic audited financial statements. The information in the schedules was derived from the accounting records tested in forming an opinion on the financial statements as a whole.

MNP LLP

MNP LLP

Chartered Professional Accountants
Licensed Public Accountants

Timmins, Ontario
June 26, 2018

185 Riverside Dr., Timmins Ontario P4R 0A1, Phone (705) 264-9484

MNP

North Eastern Ontario Family and Children's Services

Statement of Financial Position

AS AT MARCH 31

2018

2017

| ASSETS | | |
|-----------------------------------|---------------|---------------|
| CURRENT ASSETS | | |
| Accounts receivable | \$ 3,006,100 | \$ 2,692,303 |
| Prepaid expenses | 14,383 | 59,893 |
| Due from related parties (Note 6) | 2,204 | - |
| | 3,022,687 | 2,752,196 |
| Capital assets (Note 2) | 24,092,521 | 22,508,079 |
| Restricted cash (Note 16) | 1,265,011 | 1,406,719 |
| | \$ 28,380,219 | \$ 26,666,994 |

| LIABILITIES | | |
|---|---------------|---------------|
| CURRENT LIABILITIES | | |
| Bank overdraft (Note 14) | \$ 1,752,022 | \$ 1,458,438 |
| Accounts payable and accrued liabilities | 3,606,804 | 4,219,248 |
| Due to Ministry | 780,785 | 780,785 |
| Due to related parties (Note 6) | - | 1,334 |
| Deferred revenue (Note 3) | 169,195 | 151,596 |
| Current portion of long term debt (Note 7) | 583,344 | 533,340 |
| | 6,892,150 | 7,144,741 |
| Deferred contributions related to capital assets (Note 4) | 5,671,059 | 4,147,830 |
| Long term debt (Note 7) | 6,071,670 | 5,655,014 |
| Trust accounts - restricted (Note 16) | 1,265,011 | 1,406,719 |
| | 19,899,890 | 18,354,304 |
| Contingencies (Note 11) | | |
| NET ASSETS | | |
| UNRESTRICTED NET DEFICIT | (3,286,119) | (3,859,205) |
| EQUITY IN CAPITAL ASSETS (Note 15) | 11,766,448 | 12,171,895 |
| | 8,480,329 | 8,312,690 |
| | \$ 28,380,219 | \$ 26,666,994 |

**North Eastern Ontario Family and Children's Services
Statement of Revenue and Expenses**

YEAR ENDED MARCH 31

| | BUDGET 2018 (UNAUDITED) | ACTUAL 2018 | ACTUAL 2017 |
|--|-------------------------------|----------------------|----------------|
| REVENUE | | | |
| Grants and other | \$ 33,841,364 | \$ 34,139,767 | \$ 34,788,475 |
| Transfer to deferred capital contributions | - | (804,544) | (694,891) |
| Amortization of deferred capital contributions | - | 345,315 | 258,814 |
| | \$ 33,841,364 | \$ 33,680,538 | \$ 34,352,398 |
| EXPENSES (Note 13) | | | |
| Child Welfare | 18,101,186 | 17,018,337 | 17,804,848 |
| Children's Mental Health | 9,675,467 | 9,867,705 | 10,520,733 |
| Youth Justice | 4,048,906 | 4,231,556 | 4,043,923 |
| Brighter Futures | 677,094 | 677,116 | 627,568 |
| Ontario Early Years | 650,336 | 420,502 | 633,697 |
| Other Programs | 1,222,426 | 1,426,053 | 1,164,883 |
| Building Fund (recovery) | - | - | 1,350,888 |
| Amortization of capital assets | - | 815,179 | 728,678 |
| Adjustment to accrued wage liabilities | - | (78,619) | 16,702 |
| Transfer to capital assets | - | (804,544) | (2,615,261) |
| | 34,375,415 | 33,573,285 | 34,276,659 |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR A YEAR | \$ (534,051) | \$ 107,253 | \$ 75,739 |

North Eastern Ontario Family and Children's Services
Statement of Changes in Net Assets

YEAR ENDED MARCH 31

| | EQUITY IN CAPITAL ASSETS | UNRESTRICTED | 2018 TOTAL | 2017 TOTAL |
|--|-----------------------------|----------------|---------------------|---------------|
| Balance, beginning of year | \$ 12,171,895 | \$ (3,859,205) | \$ 8,312,690 | \$ 8,200,880 |
| Excess (deficiency) of revenue over expenses (Note 15) | (469,864) | 577,117 | 107,253 | 75,739 |
| ADD (DEDUCT): | | | | |
| Net change in capital assets (Note 15) | 64,417 | (64,417) | - | - |
| Settlement of prior year funding | - | 60,386 | 60,386 | (274,715) |
| Contribution to unrestricted surplus | - | - | - | (50,000) |
| Structural debt funding | - | - | - | 360,786 |
| Balance, end of year | \$ 11,766,448 | \$ (3,286,119) | \$ 8,480,329 | \$ 8,312,690 |

To view North Eastern Ontario Family and Children's Services' Financial Statements and Financial Statements Notes for the year ending March 31st, 2018 please send an email with your request to info@neofacs.org.



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