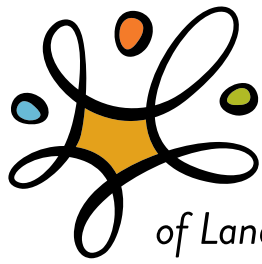


ANNUAL REPORT 2016–2017



**FAMILY AND
CHILDREN'S
SERVICES**

of Lanark, Leeds and Grenville

There is always hope.

Safe kids, strong families



Snapshot of our Service Delivery

In 2016/2017:

- The Agency received 939 inquiries
- The Agency completed 1,269 investigations
- The Agency provided services to 360 new families, as well as continuing service to 231 families
- The Agency provided 79,744 days of care to children and youth
- There were 198 children in care at year end
- The Agency finalized 20 adoption placements and provided support to 48 children and youth in adoption homes.



Strategic Aspiration

We will be a valued child welfare partner in our communities by living our Vision, Mission and Values each and every day.



Vision

Every child, youth and family shall live in a safe environment, be valued and have opportunity to develop to their fullest potential

Values

- Treat all people with dignity and respect
- Collaborate with all to achieve our mission
- Integrate learning in all that we do
- Be accountable for the valuable resources entrusted to us

Mission Statement

Strengthen the well-being of children, youth and families through commitment to:

- Protecting children and youth from abuse and neglect
- Supporting families
- Providing a consistent supportive environment for children and youth
- Actively engaging with our community to achieve positive outcomes

President & Executive Director's Report:

A year of change and innovation

“Change is inevitable – except from a vending machine.” ~ Robert C. Gallagher

Change is a constant of life and so it is at FCSLLG. Last year we highlighted change as a leitmotif and this year again, since change is inevitable, we have attempted to try to direct it and give it purpose rather than be its victim.

The Board of Directors experienced important change over the past year, with 6 new Board members joining a well seasoned core of directors. The Board held a retreat with senior management to revise the agency's bylaws that were ultimately approved at a special meeting of members in January 2017. The Board also adopted, on an experimental basis, a new Board structure and process in order to streamline its activities.

Over the past 2 years we have completely changed the senior management team, with Erin Lee Marcotte and Mike Fleet, both long time employees at our organization becoming our new Directors of Service (DOS) thus replacing Kim Morrow, who retired after over 30 years of service, and Deborah Pope who decided to return to her home community and pursue new career challenges; our thanks to them both for many years of exemplary service.

There has also been much change in our management team with about half of the service managers being recently promoted from front line positions. Our leadership development activities are geared to prepare internal succession and all new managers have been in direct services with our organization – thus there is change but also continuity. Over the past year a few employees have retired, some are off on maternity leave, and others have left to pursue their careers elsewhere. About 70% of our Family Services workers have less than 2 years of experience with the organization. The other service functions have proven more stable.

As we have adapted to these changes, we have sought to increase opportunities for training and innovation. We continue our implementation of Signs of Safety – an approach designed to improve family service outcomes through a more effective client engagement strategy. In collaboration with Open Doors and the Leeds Grenville Mental Health Centre we invited Dr. Scott Miller for 3 days of training on building a service alliance with service recipients in order to improve service outcomes. Most of our staff was able to participate and the training was very well received by all participants.

Over the course of this year, one unexpected challenge the agency managed was related to an unauthorized access to information on our website's Board portal. We worked with appropriate partners and will continue to do so until all aspects of this matter are resolved in the months ahead. The costs associated with this breach and an increase in the costs of placements in group care led to an un-forecasted shortfall of about \$600,000, this after many years of generating surpluses. The agency has requested that the Ministry of Child and Youth Services conduct a financial review.

The number of children and youth in our care continues to decrease (222 to 198) with 16 graduating from high school this year, and 10 enrolled in post-secondary programs. We continue to partner with the University of Ottawa, and our neighboring CASs, through the Crown Ward Education Championship Team (CWECT) with the goal of increasing the number of youth in care who finish high school and go on to post secondary education. We have an ongoing commitment to seeking permanency for children and youth brought into care, and as of March 31st we were supporting 198 children and youth, some of whom are living with kin, and we had finalized 20 children or youth in adoption placements.

We continue to monitor our prescribed performance indicators, and the Quality Improvement Plan data. These are reported on our website, and though it is still early days in this provincial initiative, we are somewhat satisfied with our early results: we are maintaining good results despite the important changeovers in staffing described above.

There is much going on at FCSLLG, and this past year is we suspect, a harbinger of the things to come in 2017-2018 with the implementation of a new provincial network database, and significant changes to the Child and Family Services Act. Our focus will continue to be on directed change and innovation with a view to improve service outcomes and increase our presence in the community.



Tony Barnes, President & Raymond Lemay, Executive Director

Community Outreach

- We thank our communities and the many volunteers for continued support of our annual snowsuit campaign – 850 snowsuits were distributed to children and youth in need.
- With the support of the United Way of Leeds and Grenville, the Chris Tyson Fund, and the Ontario Child Benefit Equivalent Fund, 131 children and youth attended camp this year.
- Through the support of our caring community, we received \$24,484 in donations to help support outreach programs. Thank you for your generosity.
- Our “Help a Family at Christmas” program delivered toys and food to 79 families in need and our “Angel Tree” campaign brought smiles to the faces of 1,000 children in our community. Support and compassion from our community partners contributes to the success of these two campaigns.
- We acknowledge and appreciate the invaluable support of the OPP, Brockville Police Services, Kinsmen Club of Brockville, Rotary Clubs of Smiths Falls, Carleton Place and Mississippi Mills, Rideau Cleaners, J. Quattrocchi, Giant Tiger – Perth, and Gallipeau Construction. Thank you for your continued commitment to making a difference in the lives of those we serve.

A group of children in winter gear sliding down an icy slope. The children are wearing colorful snowsuits and hats, and they appear to be having fun. The background is a snowy, icy landscape.

PARTNERING

Our People

| | |
|--------------------------------------|---------|
| Employees..... | 152 |
| Foster Families..... | 83 |
| Adoptive Families..... | 44 |
| Volunteers..... | 17 |
| Volunteer Hours..... | 6,938 |
| Kilometres driven by Volunteers..... | 336,149 |

Board of Directors 2016-2017

OFFICERS:

Tony Barnes, President

DIRECTORS:

| | |
|--------------------|-----------------|
| Steve Vaughan | Christine Brook |
| Katie MacLaurin | Rob Adams |
| Kimberley Marshall | Nancy Hanna |
| Amanda Wark | Nigel White |
| Sharon Stull | Kevin Clouthier |
| | Ashley Dayment |

Staff Service Awards

At a ceremony that took place June 16th, 2017, staff who reached a milestone of 2, 5, 10, 15, 20, 25, 30, or 35 years in 2016-2017 were honoured by their fellow colleagues with appreciation for their commitment to their work in the organization. This year we recognized 38 staff, highlighting their contributions to service and the unique characteristics that make them valuable to our agency and those we serve.



STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31st, 2017

Fiscal Year 2016/2017

REVENUES

| | |
|---------------------|---------------------|
| Province of Ontario | \$21,640,114 |
| Recoveries | \$1,118,530 |
| Total | \$22,758,644 |

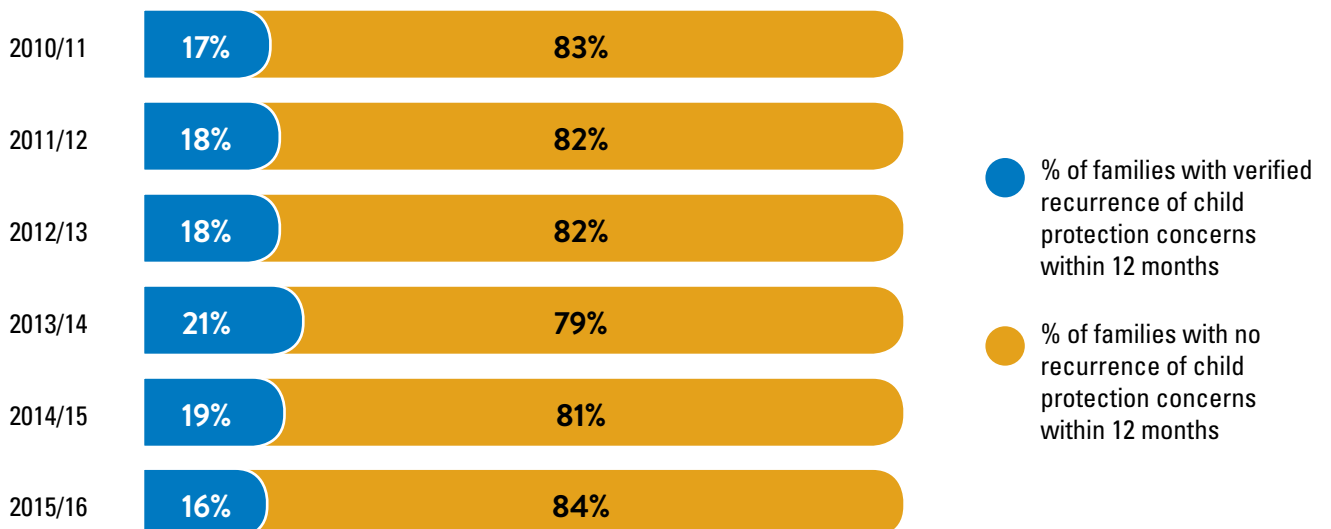
EXPENSES

| | |
|-----------------------|---------------------|
| Direct Service Costs | \$6,509,704 |
| Salaries and Benefits | \$12,902,796 |
| Travel | \$1,160,516 |
| Administration | \$2,755,318 |
| Amortization | \$222,602 |
| Total | \$23,550,936 |
| Excess (Deficiency) | (\$792,292) |

Child Welfare Service Performance Indicators –

Family and Children’s Services of Lanark, Leeds and Grenville

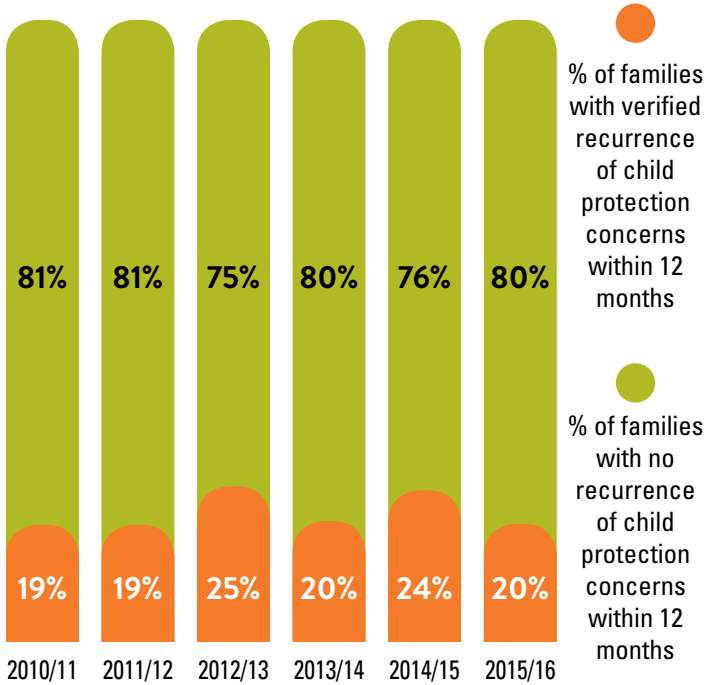
Safety Outcome – Recurrence of Child Protection Concerns in a Family after an Investigation



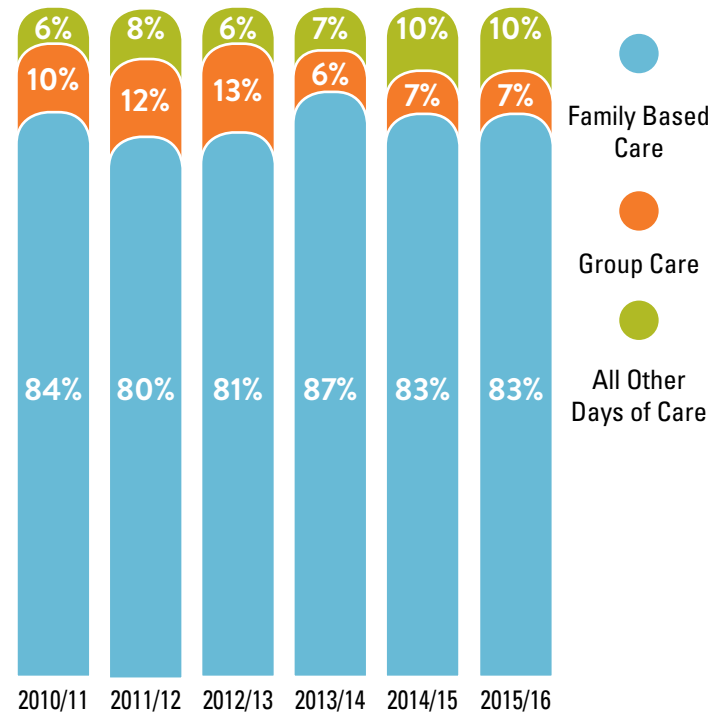
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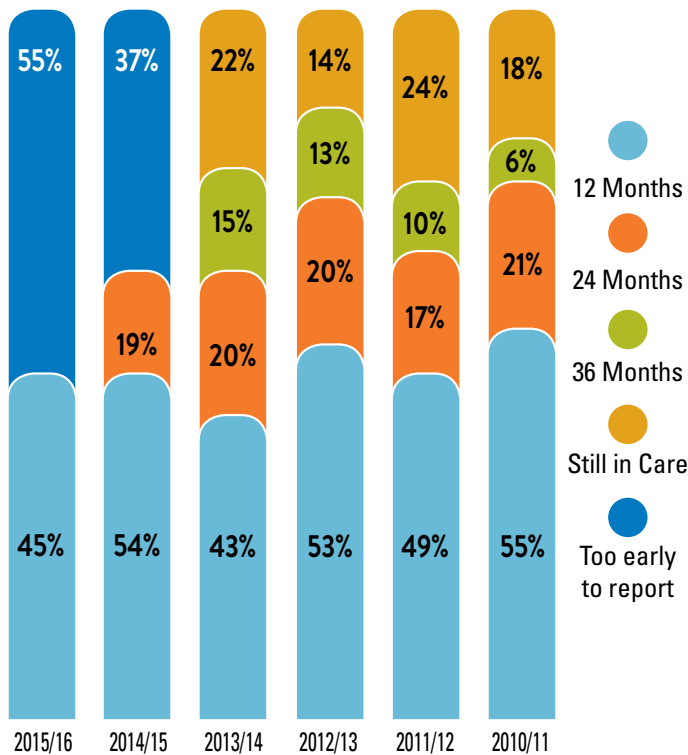
Safety Outcome – Recurrence of Child Protection Concerns in a Family after Ongoing Protection Services Were Provided



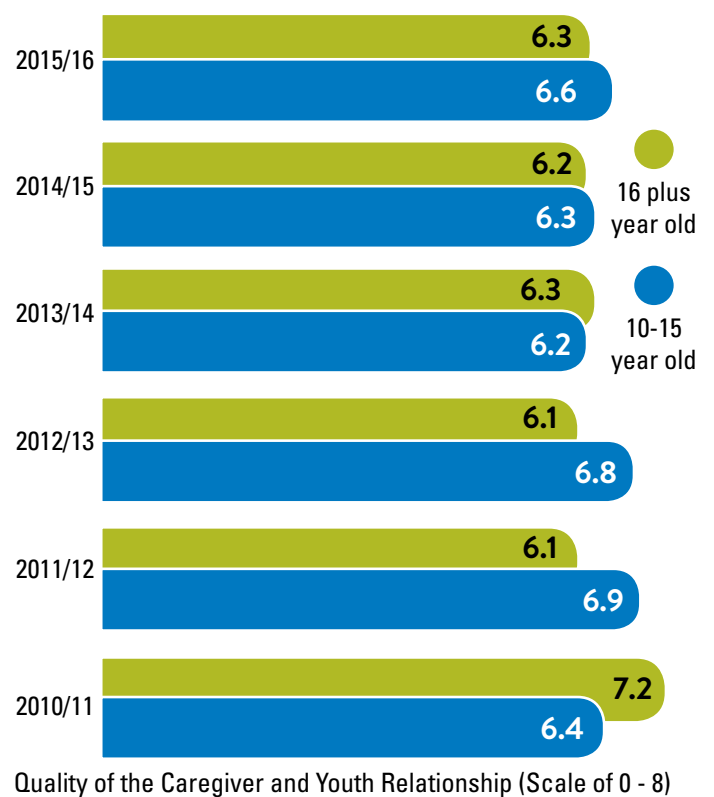
Permanency Outcome – The Days of Care, by Placement Type



Permanency Outcome – The Time to Permanency



Well-being Outcome: The Quality of the Caregiver and Youth Relationship





Go Purple Day!

October 19, 2016 was Go Purple Day – a day to celebrate and raise awareness about child abuse. Across the province, October is recognized as Child Abuse Prevention month. This particular campaign symbolized by the purple ribbon, focuses on the need for the whole community to work together to keep children and youth safe. Schools play an important role in keeping children safe and in helping families who may need support to keep their children safe. Every elementary school in our jurisdiction received a swag bag filled with purple ribbons, purple pencils, airplanes and other goodies. We asked each school to participate with us in raising awareness by sharing the important message of Break the Silence and encouraging students to wear purple. Barbeques were held at both the Brockville and Perth offices and were very well attended by staff, foster parents, children and youth in care and community collaterals. Our Just Voice It youth advocacy group baked delicious purple cupcakes enjoyed by everyone.



Office Locations

Brockville

438 Laurier Blvd.
Brockville, ON K6V 6C5
613-498-2100

Carleton Place

123 Patterson Cres.
Carleton Place, ON K7C 4R2
613-253-2111

Gananoque

215 Stone Street South
Gananoque, ON K7G 2T8
613-382-8220

Kemptville

P.O. Box 1299, 5 Clothier St. East
Kemptville, ON K0G 1J0
613-258-1460

Perth

8 Herriott Street
Perth, ON K7H 1S9
613-264-9991

Prescott

P.O. Box 369, Suite 402
193 Water Street
Prescott, ON K0E 1T0
613-925-1708

To reach any of our offices toll free
call 1-855-667-2726



Member Agency

www.fcslg.ca

There is always hope

