

ANNUAL REPORT 2019–2020



**FAMILY AND
CHILDREN'S
SERVICES**

of Lanark, Leeds and Grenville

A YEAR OF SERVICE
INTEGRATION

Together for Our Kids



President & Executive Director's Report:

The theme chosen for the year and our new strategic plan was and is continuity. We continue to build and develop the organizational structure and operational capacity of FCSLLG with a sense of the long-term and in the spirit of continuity. As the past few Annual reports will testify to, there has been much change, but it has been evolutionary in nature – we have maintained our long-term direction and have continued to make the required adjustments.

Signs of Safety

The spirit of continuity is best captured by our continued investment in the Signs of Safety (SofS) approach to service – our Child Protection Workers, Child Protection Support workers, administrative staff, managers and volunteers continue to be trained and our use of the key tools has become habitual. Much planning and problem solving now involves the use of the “three columns” exercise that allows us to list what goes well, what is worrying and what needs to happen. Indeed, it was a key tool used throughout the development of the new service model, and the strategic plan, and is used not only for services but also in administrative and governance discussions.

Continued implementation of the new Service Model

We spent most of this past year problem solving and adjusting the new integrated service model that seeks to reduce the number of employees involved in serving individual service recipients and their families. This service model should help in the ongoing implementation of SofS. In our 2020-21 year, we will be completing an analysis of the service model and evaluating what has worked best and what requires further fine tuning.

Child, Youth and Family Services Act (CYFSA)

The new Child, Youth and Family Services Act (CYFSA) that came into effect in April 2018 has had an important impact on agency service practices. The extension of the age of protection has led to an increase in the number of youth in out of home care, thus reducing the risk of homelessness for a number of the community's young people. A number of these youth present challenging profiles and a significant increase in our costs (\$300,000 over budget), and we are in discussions

with the Government to consider the young people as having “complex special needs” which would open up alternative funding. Also, Part X of the CYFSA came into effect on January 1, 2020. This is the section of the Act that deals with the collection, use, and disclosure of information, including new obligations to respond in a timely manner to a service recipient's request for access to their record. With the proclamation of Part X, Societies are now accountable to the Internal Privacy Commission and have a venue and clear process for making complaints to the IPC about violations of the Act or privacy breaches. It will also come with increased reporting requirements to the IPC on an annual basis. While much of this new legislation is positive for our service recipients and long overdue, as expected, it has increased our workload.

Strategic Plan

The management team also spent a good portion of the year putting together a new Strategic Plan. It was a low-key affair that included much consultation of agency staff, and review of available data, including last year's survey of service recipient opinion, and the most recent 360 survey of the Executive Director's performance. As the plan developed, there were a number of reports to the board and staff, and in March, the draft was shared with the board. Our next fiscal year will focus on building the workplan for Year 1, with the intent to have meaningful staff involvement.

Modernization

The new Government has announced its intention to “modernize” the Transfer Payment System (TPS) that it uses to fund community agencies to provide important human services across the province. We have understood that this initiative would lead to a certain consolidation and reorganization of community agencies, including Children's Aid Societies. The Ministry of Children Community and Social Services (MCCSS) conducted a provincewide consultation on the subject and has set up a “Modernization” committee. Our organization has also been busy, organizing two community meetings of LLG agency Board Presidents and Executive Directors to discuss modernization strategies. There is a consensus that amalgamations will not improve human services, and

that there is already much collaboration and innovation going on throughout LLG. We have recently approached the two community planning tables asking them to take up the task of describing a made in LLG modernization plan. Further work on this was placed on hold due to the onset of COVID-19.

Financial Situation and Operational Review

We started the year with yet another funding reduction of about \$200,000, or about 7.5% reduction since 2016. Staffing continues to be reduced (from 157 to about 129) with the reduction of 5 managerial positions during the year. MCCSS finally conducted a long promised Operational Review of our services, financial management and governance over the course of May and June. The Final Report which came out in December contains no directives and 41 soft recommendations, most of which are in the process of being implemented. All in all, the report paints the picture of a well-run organization that compares favourably to similar sized Children's Aid Societies. During this period of time, and possibly because of our ongoing advocacy, MCCSS has acknowledged that the funding formula for CASs was dysfunctional generating surpluses for large urban agencies and deficits for rural agencies like FCSLLG. In recognition of this, MCCSS announced significant one time grants to a few CASs to lighten their accumulated debt situation, in FCSLLG's case \$869,000, that turned a \$663,000 operating fund deficit into a \$206,000 surplus, that will somewhat improve our debt situation.

Executive Director Succession

In the 2nd half of the year, the Board conducted a search for the agency's next Executive Director. Eight candidates were interviewed, including two internal candidates, and at the end of an exhaustive process, the Board unanimously selected Erin Lee Marcotte of Oxford Mills, one of the agency's current Directors of Service, and an 18-year employee with the organization as its next chief executive officer. Ms. Marcotte takes over as ED in mid-June.

The COVID 19 Pandemic

The 2019-2020 fiscal year went out with a bang with the COVID 19 pandemic starting with the State of Emergency that was declared by Premier Ford on March 17th. CASs were quickly deemed essential services, however we closed our services centres to the public and allowed most employees to work from home. We were able to continue in-person contacts with children, youth and families where required and also used virtual means to contact service recipients when warranted. The Pandemic and emergency measures, still ongoing at year end, are in a sense challenging our ability to maintain the sense of continuity and direction of the past few years. It remains to be seen how much of the World will be changed by COVID 19, but we have been attempting to hold to SofS and the new Service Model as we manoeuvre what some have termed the New Normal.



Tony Barnes,
President

&

Raymond Lemay,
Outgoing Executive Director

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

Our People

Employees.....	132
Foster Families.....	61
Adoptive Families.....	35
Volunteers.....	15
Volunteer Hours.....	6,967
Kilometres driven by Volunteers.....	515,814

Board of Directors 2019-2020

OFFICERS:

Tony Barnes, President
Lyndon Murdock, Vice-President
Mike Andrews, Treasurer

DIRECTORS:

Nigel White	Ashley Dayment
Kevin Clouthier	Shannon Stilnovich

Employee Service Awards

Later this year, FCSLLG will recognize 30 staff for their positive contributions to the agency's success. Staff will gather on October 23rd, 2020 to honour colleagues who reached a milestone of 2, 5, 10, 15, 20, 25 years service and yes one 35 year recipient! As we celebrate each for their inherent qualities that they bring to the agency, we are also reminded of their commitment, caring and compassion in working with our service recipients. Congratulations to all and thank you for your continued efforts in supporting children, youth and families in Lanark, Leeds and Grenville!



Snapshot of our Service Delivery

In 2019/2020:

- The Agency received 117 inquiries
- The Agency completed 1,319 investigations and 94 investigations involving families receiving ongoing service
- The Agency provided services to 205 new families, as well as continuing service to 205 families
- The Agency provided admission prevention financial assistance to 47 families
- The Agency provided service to on average 57 children placed in kinship homes each month
- The Agency provided 51,035 days of care to children and youth
- There were 177 children in care at year end
 - CIC (Children in Care) – 73
 - CCSY (Continued Care and Support for Youth) – 63
 - VYSA (Voluntary Youth Services Agreement) – 17
 - Adoption – 24
- The Agency finalized 6 adoptions placements and provided post adoption services to 80 children.
- The Agency received 343 requests for record check or disclosure

Youth Service Statistics

- The Agency received 169 referrals related to 16-17 year olds
- The Agency completed 93 investigations related to 16-17 year olds
- 20 Voluntary Youth Services Agreements were signed with 16-17 year olds
- The Agency provided 6,666 days of care to 16-17 year olds
- At year end the Agency had 17 youth placed in out of home care

Working Together
to Make a
Difference



PARTNERING

Community Outreach

- Our annual Snowsuit Campaigns in Lanark, Leeds and Grenville provided over 950 snowsuits to children and youth. We are greatly appreciative of the ongoing support for this campaign from the Kinsmen Club of Brockville, Rotary Club of Carleton Place and Mississippi Mills, Giant Tiger of Perth and Brockville, Rideau Cleaners of Smiths Falls, J. Gallipeau Construction and J. Quattrocchi of Smiths Falls, and the generous contributions from the community and our committed team of Volunteers.
- With the support of the United Way of Leeds and Grenville, the Chris Tyson Fund, and the Ontario Child Benefit Equivalent Fund, 126 children and youth attended summer camp in 2019 across the region.
- Through the support of our caring community, we received \$77,735 (\$40,000 from United Way) in donations to help support outreach programs. Thank you for your generosity.
- Christmas 2019 we provided, through the partnership of the Lanark OPP, over 600 angel tree gifts to children and youth in Lanark County and the Town of Smiths Falls. The angel tree program in Leeds and Grenville provided over 200 children and youth with gifts. These two community initiatives support families in providing for their families during the Christmas season.
- We also organize the “Support a Family Initiative” at Christmas which provides food to over 100 families in Lanark, Leeds and Grenville. We know that poverty, unemployment and the lack of housing play an important role in family crisis that lead to FCSLLG involvement. The above mentioned initiatives acknowledges that child safety and well-being is a shared community responsibility. We can’t do this on our own.
- To deliver the services that families and children need we (FCSLLG) collaborate with many community partners like community mental health centres, Police Services, addiction services, schools, counselling centres, women’s shelters, housing support services, as well as hospitals. While we know that social services are an important part of the solution, we also know that we can never replace the love and nurturing that comes from family, extended families and supportive communities.



Positive Developments

Signs of Safety (SofS)

During the past fiscal year, we have embarked on a new service model with Signs of Safety philosophy at the core of our work. The practice manual that Debbie Jonkman was working on was completed and we have had the opportunity to revisit it during this fiscal and since the implementation of the new service model to ensure that it is in alignment with our vision. Our contract with Safe Generation ended abruptly and we have started to look at ELIA, the new Signs of Safety international consulting organization, to offer support in continuing our sustainment of Signs of Safety. Since the last report was made, the OACAS has fully embraced Signs of Safety as a framework for child welfare in Ontario and as an agency we are well situated in our use of this model. Since the new service model change, Sheena Dunham has taken on new challenges, including, the agency's new privacy lead at the agency, and Debbie Jonkman has since assumed the role of Director of Service. With these role changes Kate McGinnis and Christina Campbell were appointed as co-leads of the signs of safety implementation / sustainment Committee. They will be working towards developing a mechanism for strategic measures, increasing our capacity for learning internal to our agency, as well as supporting the leadership in continuing to push forward Signs of Safety at the front line.

Equity, Diversity, Inclusivity (EDI)

Over the past fiscal year, the agency has started to more closely examine our services from an equity and anti-oppressive lens. Provincial spotlight on the overrepresentation of Indigenous and Black children in care, as well as the high numbers of children in group care versus family-based care, has been much of the catalyst for these important discussions within our zone. The Eastern zone hired a Regional Director of Equity, Diversity and Inclusivity this fiscal year and FCSLLG has benefitted from César Ndéma-Moussa's knowledge and experience to start us on an education and awareness journey. In December, he spent a day with the management team, a day filled with learning and self-reflection about some of the historical roots of racism and oppression, and compelled us to examine our own personal and institutional biases that are in play in the work of child welfare. César also presented at an all staff meeting on March 2, 2020.

This was staff's opportunity to receive a taste of what to expect at the three day Equity in Child Welfare training that was organized for the Spring of the next fiscal year. He introduced the concepts of EDI, particularly concepts of colonization and racism against Black and Indigenous peoples. As an ending to the presentation, we did a mini flag raising of the Philadelphia Pride flag. The Philadelphia flag is the PRIDE flag but with the brown and black stripes added. The addition is to recognize the multiple layers of oppression that racialized individuals, who also identify as LGBTQ2S+, experience (a concept known as intersectionality). A desk sized Philadelphia flag now sits in the lobbies at reception in all of our offices. Our agency will be working to develop an EDI workplan in the next fiscal year that focuses on equity of services to both our service recipients, but also internal to our organization. Part of this will include getting serious about the collection of identity-based data from all of the children we serve in LLG. We are active participants in the Eastern Zone EDI working group and have continued to support an active internal EDI committee as well, with representation from across the organization.

Quality Assurance at FCSLLG

2019-20 has been an important year for quality initiatives at FCSLLG. The QA Lead role has been filled by Angèle Lefebvre with the overarching goal of bringing a service lens to the QA function. The CPIN Support and Trainer role was filled by Katrina Graham, who also provides support services to FACSFLA and this partnership has been going very well. Katrina is working closely with Angele to align our CPIN training and practices with quality and compliance goals.

This year it has been important to build on relationships with our QA and CPIN counterparts in the Eastern Zone and in the province. We are participating in all provincial and zone initiatives, working to align our data practices and share resources amongst agencies.

Much of this year has also been devoted to learning data reporting processes, building systems to track our service data, and establishing how best to communicate timely data to all levels of the organization to better inform decision-making. We are only in the beginning stages of our quality journey and will continue to expand on this in years to come.

Some of the reporting and quality initiatives that have begun in 2019-20:

- Development of Standards Quality Improvement Plan (SQIP) work plan including reporting processes, training, and communication strategies. We now rely fully on the data in CPIN with no manual adjustments to compliance.
- Development of tracking mechanisms for service data required for quarterly fiscal submissions. We continue to work towards minimizing manual tracking of data where possible.
- FCSLLG’s internal quality committee has been re-established and is currently hard at work on a quantitative and qualitative review of the service model change that was implemented in February of 2019.
- Development of a weekly data dashboard that includes elements of service data, as well as Human Resource and Finance data. This is a huge step forward for the organization and has been well-received by the Board, the management team, and staff.




FINANCIALS

STATEMENT OF OPERATIONS






FOR THE YEAR ENDED MARCH 31st, 2020

Fiscal Year 2019/2020

REVENUES

	Province of Ontario	\$19,244,412
	One Time Assistance	\$868,605
	Recoveries	\$1,479,430
	Total	\$21,592,447

EXPENSES

	Direct Service Costs	\$5,609,863
	Salaries and Benefits	\$12,938,293
	Travel	\$989,360
	Administration	\$1,889,822
	Amortization	\$210,107
	Total	\$21,637,445
	Excess (Deficiency)	(\$44,999)

Purple Ribbon

Every October, Children's Aid Societies across the province raise awareness about the role that adults and communities play in supporting vulnerable children, youth, and families. On **Ontario Dress Purple Day**, we partner with boards of education, schools, and child care to speak up for every child and youth's right to safety and well-being in all spaces and to celebrate the community that cares for kids.

On Thursday October 24, 2019, we celebrated this important initiative in our Brockville, Perth and Smiths Falls sites, where staff gathered for some cake and refreshments in honor of **Dress Purple Day**.

Ontario Dress Purple Day offers an important opportunity to raise awareness among elementary, middle, and high school students about their right to safety and well-being. To support this important goal, and in response to inquest recommendations, OACAS has developed provincial classroom prevention resources to support teachers and education professionals to engage with their students in conversations about safety and well-being in all aspects of their lives and to help them identify their networks of support. Our agency was able to deliver purple "swag bags" to all elementary schools across our jurisdiction and encouraged schools to get their students and staff involved in **Dress Purple Day** again this year by using the available classroom resources and dressing in purple on Oct 24th. This year we also worked with YMCA in Brockville and Carleton Place Childcare Services who used the campaign resource materials, and shared information with children and caregivers. In future years, we hope to increase engagement in the Purple Ribbon campaign by more licensed child care providers across our counties.



Office Locations

Corporate Office

Mailing Address:

Brockville
438 Laurier Blvd.
BROCKVILLE, Ontario
K6V 6C5

**Note: mail to this address only*

Other office locations:

Smiths Falls
Prescott
Perth
Carleton Place

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



Member Agency

www.fcsllg.ca

Working with Communities...
Building Better Futures

