

ANNUAL REPORT

2021–2022



**FAMILY AND
CHILDREN'S
SERVICES**

of Lanark, Leeds and Grenville

Together for Our Kids

WORKING THROUGH
YEAR TWO OF COVID



President & Executive Director's Report:

WORKING THROUGH YEAR TWO OF COVID

The fiscal year 2021-22 proved to be another eventful year as we worked through the second full year of a pandemic, with continual adjustments to varying provincial restrictions. Working remotely and using a host of virtual tools has become part of our norm at FCSLLG. With the broader Societal recruitment challenges, we found ourselves also experiencing significant recruitment and retention challenges, particularly in our protection function. Our employees are credited with stepping up to take on the extra work to ensure our Mission was carried out.

After significant consultation, we implemented a vaccination policy for all employees in October 2021, requiring all employees to be fully vaccinated (with the exception of human rights code protected, or valid medical exemptions). Our employee uptake on vaccination was extremely high. Our foster parent vaccination policy was rolled out in March 2022, after a careful analysis of the more complex nature of foster family constellations, privacy and placement considerations.

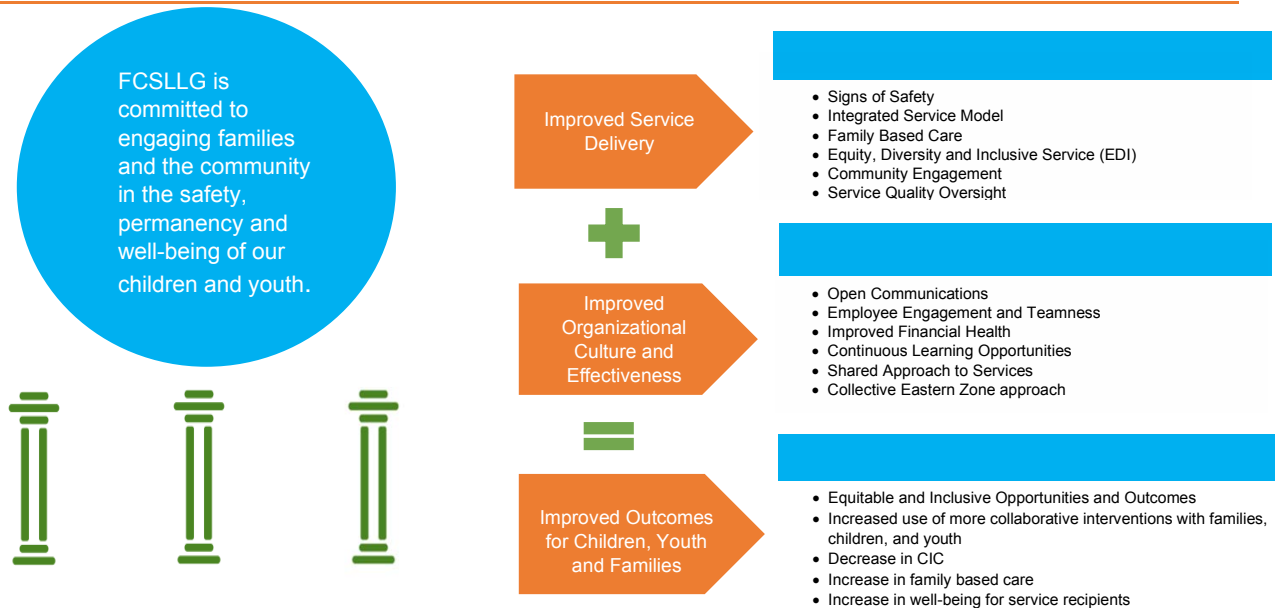
Strategic Plan updates

We are concluding year two of the agency's strategic plan (map found on next page) and while some of our targets related to objectives across our 12 strategic focus areas have required adjustment, we are proud of our accomplishments. A few highlights include:

- Related to our objectives around our Signs of Safety practice framework, where our goal was to work more collaboratively with families (and less litigiously), we saw the number of families brought before the court related to child protection issues under the CYFSA gradually reduce (from 74 in March 2021 to 52 in March 2022). We cannot assume a causal relationship between Signs of Safety and our decrease in litigation, however, are proud nonetheless of our efforts to work in a less intrusive manner with families. We continued to engage with ELIA (Signs of Safety external consultant) to increase capacity of another group of managers and staff through "end to end" case processes.
- We have continued to improve our knowledge as an organization in the areas of Equity, Diversity, and Inclusivity, as well as Truth and Reconciliation. We have made concerted efforts to learn more about diverse cultures and traditions through the leadership of our EDI committee. For example, we hosted an informal info session for staff in May 2021 with a local Imam to learn more about the Muslim traditions and how we might better work with Muslim families.
- September 30th was the first annual federally proclaimed National Day of Truth and Reconciliation. Given the significant and historically oppressive role that child welfare has played in serving Indigenous families in this province, the agency wanted to do something extremely important as a staff group to recognize the day and engage in deep reflection. We were privileged to have Greg Loft, a Mohawk firekeeper from Tyendinaga lead us in a fire ceremony throughout the morning, where each attendee (including staff, family members, some foster parents, and a few children) participated in the sharing circle to reflect on what the day meant for them personally and professionally. In March 2022, we invited Joseph Lyons, an Indigenous author and speaker, to speak to our staff and some Board members about his experience as a 60s scoop survivor. With humility, he lent his perspective on how child welfare agencies need to engage in meaningful ways with Indigenous communities to ensure that today's Indigenous children experience more culturally appropriate planning and ultimately more positive outcomes.
- Our Out of Home services initiatives related to family-based care have not been without challenges but have gradually moved ahead. We released some new recruitment videos for social media and have successfully recruited nine new foster families. We are pleased that the number of children/youth in group care has remained low for the entire year, with one youth in group care at the end of March 2022 (and only three throughout the year). Our numbers of youth on Voluntary Youth Services Agreements and Continued Care and Support have increased, in large part due to the provincial directive to allow Societies to continue support to youth past their 21st birthday, a very positive development and a hoped for long-term change for our youth. One of our biggest accomplishments was the POD pilot project, an educational program designed for children in care

2020-2025 STRATEGY MAP

VISION: *Safe, healthy, resilient kids growing up in their families within their communities where FCSLLG is part of a social system that promotes equitable outcomes for all children and youth.*



to provide increased support to promote higher credit achievement and educational success.

- As part of our community engagement objectives, and also aligned with the pillars of child welfare redesign, we have continued outreach to various community partners to promote the concept that child welfare belongs to the community, not just the local child welfare organization. As part of the work, many of our staff (from front-line workers to service managers, to senior leaders) have worked hard to outreach with various sectors, including police services, our local children's mental health agencies, and our education partners. We were also invited into the Ministry's multi-sectoral engagement sessions with community partners as they outlined the objectives and pillars of child welfare re-design. The work of child welfare re-design is going to be a multi-year endeavour, but we are pleased with how FCSLLG has aligned many of our efforts with the five pillars, which are:
 - ♦ Child, Family, and Community Wellbeing
 - ♦ Quality of Care (for children and youth)
 - ♦ Strengthening Youth Supports
 - ♦ Improving Stability and Permanence
 - ♦ System Accountability and Sustainability
- We have a number of focus areas that relate to organizational effectiveness. We are pleased with the improvements we are making related to our open communication objectives, including our various tools that we use to communicate with internal and external stakeholders (e.g. internal daily FACS, monthly newsletters, use of social media). We started the important work of re-designing and updating our website at the end of the fiscal year and will be looking forward to launching it soon. We have also been paying close attention to our employee engagement objectives, recognizing that we are in unprecedented times and know

President & Executive Director's Report:

that a healthy organizational climate is more important than ever. There is a strong committee of staff working on this initiative, and we began measuring at bi-monthly intervals, based on Gallup tools, key areas identified in our annual climate survey.

Corporate Updates

In the fall of 2021, we were pleased to receive \$583,000 dollars for some key projects through the Partner Facility Renewal program of the Ministry. This allowed us to update our very outdated HVAC system in our Smiths Falls office, and to upgrade all of our washrooms in the Smiths Falls site, including a renovation to ensure a fully accessible washroom for service recipients and staff.

Our financial situation has shifted significantly and at the end of this fiscal year, we have eliminated our deficit entirely, primarily due to one time deficit assistance from MCCSS (Ministry of Children, Community, and Social Services). This fiscal year, for the first time in several years, we posted a surplus. This was largely due to two main lines: salaries and boarding costs. We are happy to save on our Boarding line because it generally means that we admitted fewer children and we maintained very low numbers of children/youth in group care. Our salary line was unintended and directly related to recruitment challenges.

We activated succession planning for two Directors of Service this year. Long-time employees with over 30 years of service at FCSLLG, Debbie Jonkman and Cathie Knapp-Fisher, announced their retirements and we engaged in a rigorous competition which will see us welcome two new Directors of Service to the senior team, Jaime Beechey and Amanda Colacicco. Debbie and Cathie will be a great loss

to the organization, but we thank them for their many and varied contributions to the agency and to the community of Lanark, Leeds and Grenville.

Governance Updates

Our Board has been very active this year, we amended our by-laws at the last Annual General meeting to increase our Board membership to 13 members. We have made efforts to strengthen the diversity of the Board to be more reflective of diverse backgrounds and lived experiences. We completed the arduous process of reviewing our governance policies and fine-tuning a more formalized Board workplan that will guide the work of our three committees (Resources Committee, Service Quality and Oversight, and Governance Committee). We regret to bid farewell to a seasoned Board member and past Chair, Tony Barnes at our Annual General Meeting. Tony has served on our Board for over 10 years and was one of the original members who was involved in the governance issues related to the two legacy agencies amalgamating in 2011. We thank Tony for his long-standing commitment to this agency!

We could not have carried out these accomplishments without the dedication of our employees, our foster parents, volunteers, Board members, and our many community partners. Despite the year of challenges, we are proud of the service we have provided within our communities!



Mike Andrews, &
Board President



Erin Lee Marcotte,
Executive Director



Our People

Employees..... 121
 Foster Families..... 57
 Volunteers..... 14
 Kilometres driven by Volunteers.....263,601

Board of Directors 2021-2022

OFFICERS:

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

DIRECTORS:

Ashley Dayment	Lydia Foley
Shannon Stilnovich	Steve Vaughan
Frank Onasanya	Patti Goodman
David Lintaman	Isabelle Sauve
Al Howard	Brian Elliott



Employee Service Awards

FCSLLG is looking forward to an in-person celebration event on June 20th, to recognize 29 staff and 5 retirees! This event will recognize 2, 5, 10, 15, and 20 year service award recipients as well as 5 retirees, 2 of which have over 30 years of service at FCSLLG.

Congratulations to all and thank you for your continued efforts in supporting children and families in Lanark, Leeds and Grenville!

Snapshot of our Service Delivery 2021/2022

Request for record
check and disclosure

368

Reports received
not investigated

588

Inquiries

93

Children/youth in group
care Mar 31 2021

6

Reduction of 83.3%

1

Children/youth in group
care Mar 31 2022

Community
links

212

Number of families
completed PRIDE

21

**Working
Together
to Make a
Difference**

Families before the
court Mar 31 2021

74

Reduction of 29.7%

52

Families before the
court Mar 31 2022

Investigations
completed (total)

1097

Transfers to
ongoing

167

Number of foster
families at year end

57

New approved foster
homes during the year

9

Ongoing service
cases at year end

198

CCSYs at
year end

90

VYSAs at
year end

23



Adoption Probation
children at year end

12

Adoptions
completed

12

Children in kinship service
placements at year end

27

Children in care at year
end (including adoption)

60

Total Paid Days
Care

50,239

Families receiving
post-adoption services

56

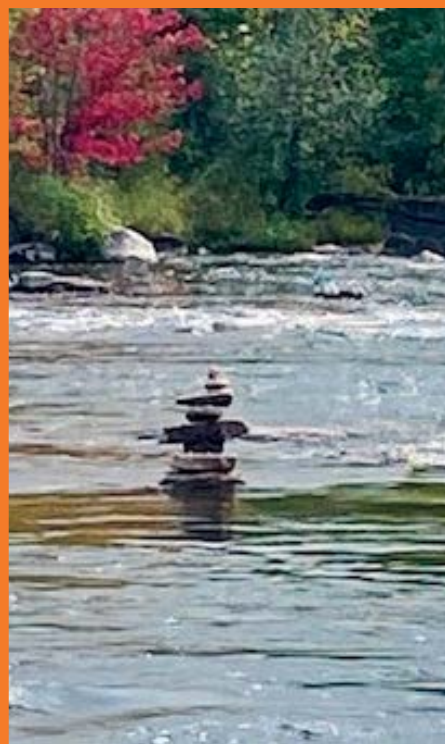
Purple Ribbon 2021



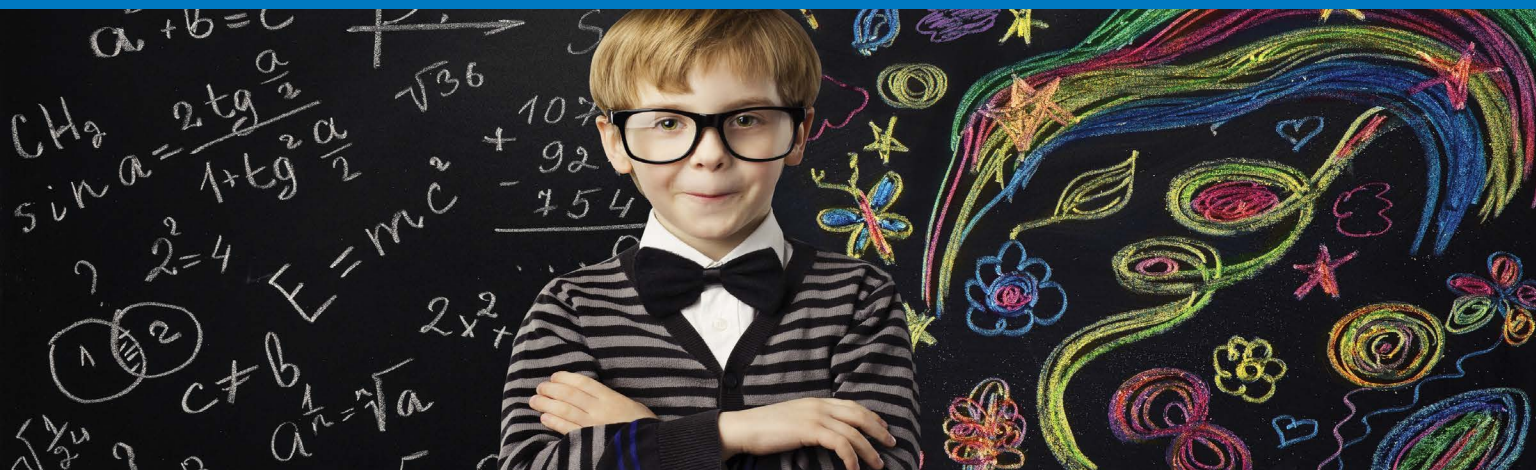
Celebrating Dress Purple Day 2021!



FCSLLG recognizes 1st annual National Day for Truth and Reconciliation



Statement of Operations



FINANCIALS

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31st, 2022

Fiscal Year 2021/2022

REVENUES

	Province of Ontario	\$ 17,804,245
	One Time Assistance	\$ 195,044
	Recoveries	\$ 1,256,215
	Total	\$ 19,255,504
	Donation Revenue:	\$52,820
	(\$9,166 was from United Way programs)	

EXPENSES

	Direct Service Costs	\$ 4,169,621
	Salaries and Benefits	\$ 11,975,003
	Travel and Training	\$ 630,209
	Administration	\$ 1,963,330
	Amortization	\$ 128,323
	Total	\$ 18,866,486
	Excess (Deficiency)	\$ 389,018
	Loss on Sale of Assets	(\$ 142,420)
	Excess (Deficiency)	\$ 246,598

Key Developments

Truth and Reconciliation/Jordan's Principle

Over the past year we have continued to pay attention to the nine Child Welfare Commitments to Truth and Reconciliation made in 2017, which are:

- Reduce the number of Indigenous children in care.
- Reduce the number of legal files involving Indigenous children and families.
- Increase the use of formal customary care agreements.
- Ensure Indigenous representation and involvement at the local Board of Directors.
- Implement mandatory Indigenous training for staff.
- Change the inter-agency protocol to include Jordan's Principle as a fundamental principle
- In consultation with Indigenous communities, develop a unique agency-based plan to better address the needs of the children and families from those communities.
- Continue to develop relationships between their local agency and the local Indigenous communities.
- Assist those individuals wanting to see their historical files by accessing and providing the information they request.

The first two commitments involved a reduction in the number of indigenous children in care and a reduction in legal files involving Indigenous family members. In both areas we have seen an increase in our numbers, however this is likely a result of us asking families in a more consistent manner about any Indigenous identity and connections they may have and documenting it in our files. It may be that the numbers of children and families with Indigenous Heritage that we interact with has not changed, but by asking the right questions, we have increased our knowledge of children and families with Indigenous heritage or identity. The third commitment involved increasing our use of Customary Care agreements. We have one customary care agreement in place, this number has not changed for several years.

In May 2021, our Agency also implemented a project to help eligible families and children apply for financial assistance through the Jordan's Principle Program. Jordan's Principle is a child first initiative that addresses the needs of First Nations children by ensuring that there are no gaps in services or supports to them. By asking questions about culture and identity to the families and children that we serve, we are able to identify those families that could qualify and benefit from Jordan's Principle support. To date,

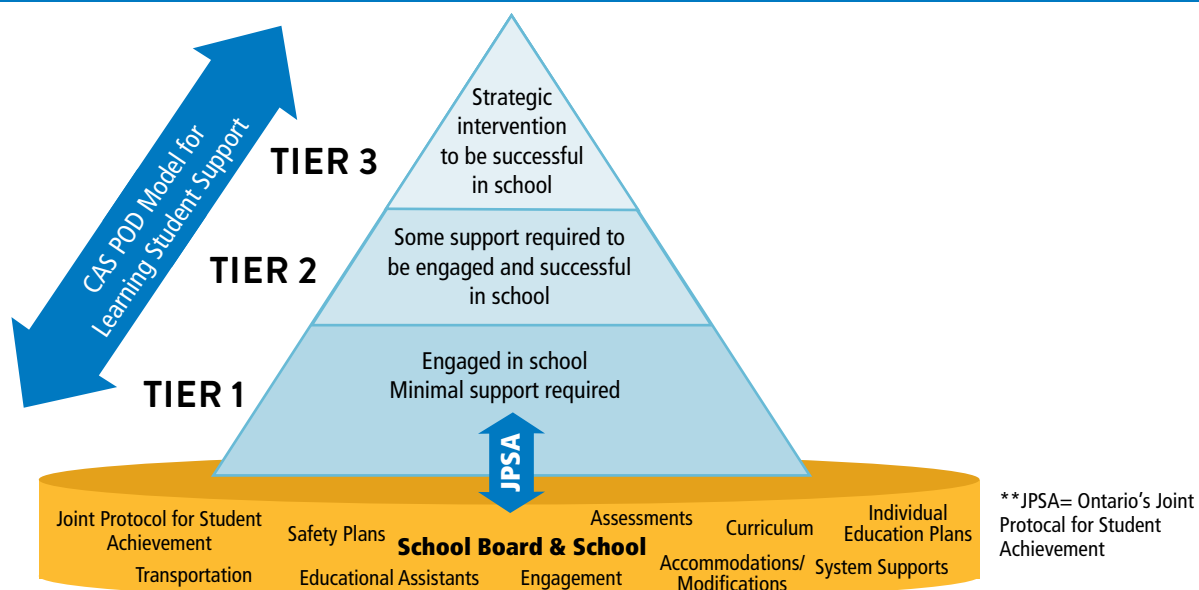
we have helped 14 children from 8 different families initiate their applications to this program, and we will continue to educate our staff on how to assist more families with accessing this funding and provide guidance and support to connect (or re-connect) them to their cultural communities.

Regarding the remaining commitments, we have made some progress attracting Indigenous representation on our Board of Directors. We have provided training and learning opportunities throughout the year, including our sharing circle on September 30th and our session with an Indigenous 60s scoop survivor/author/speaker. While in Lanark, Leeds, and Grenville we do not have a formally recognized Indigenous community, we are gradually making connections with some local Indigenous leaders and are exploring partnerships. Our organization is proud of how responsive we have been to all service recipients (including Indigenous) who have requested access to their records.

POD Model

In the spring of 2021, MCCSS announced funding for a pilot project supporting the POD model for learning. This pilot project included funding for two Children's Aid Societies – Ottawa CAS and FCSLLG. Ottawa CAS successfully developed this model to support students through the pandemic in the spring and fall of 2020 and agreed to expand the pilot project to a smaller, more rural organization in 2021. This project is academically based and focuses on all youth 13-18 years who are in Society care, regardless of legal status, academic ability or standing. The model is intended to improve our working relationships with local school boards but more importantly the goal is to improve educational outcomes for the children and youth we serve. We know that both academic and emotional support are key factors for success for youth. The program provides a wraparound system of care where both teacher candidates from Ottawa U and workers provide motivation and support to youth in a virtually supervised safe environment where the youth are supported to complete assignments and learning tasks provided by their teachers. The workers assigned to these youth continue to talk to them and encourage enrollment in the program. At FCSLLG, we support many of our students outside of the virtual realm by offering face to face emotional support and motivation from our Independence Workers. This fiscal year we supported approximately 50 youth through the Pod Model program. It took some time to engage foster parents, students and staff in this new approach and there is continual work with

PROGRAM DESCRIPTION



our local school boards to promote this model. The staff at Out of Home Services (particularly the Adolescent Team) and our Educational Liaison are primarily responsible for the success in Year One!

This model aligns nicely with Child Welfare Redesign. We are hopeful for additional funding to continue this program

through the 2022 academic year. Mid-term evaluation data shows that our students were recovering credits at a higher rate than they were the previous year. We are hopeful that year end data will show an even greater increase from this perspective. Keeping students on track for graduation from high school is a priority for this program.

MCCSS Child Welfare Redesign Strategy	POD Model For Learning Objectives
<p>Strengthening Youth Supports</p> <p>Amplifying Youth Voice</p> <ul style="list-style-type: none"> Ensuring children, youth and families have a strong voice in decisions about their care, including increasing access to education and employment resources, information and supports to improve transitions from care. <p>Enhancing Youth Supports</p> <ul style="list-style-type: none"> Expanding and increasing access to education and employment supports for youth... Providing youth with dedicated, targeted supports to meet their distinct needs and respond to their cultural identities... Supporting youth to transition successfully to adulthood. 	<p>Experience Increased Engagement in Academics</p> <ul style="list-style-type: none"> Increased structure and routine Personalized academic support Building trusting relationships with nurturing adults <p>Experiencing Greater Socio-emotional Well-being</p> <ul style="list-style-type: none"> Feel heard by caring adults Receive mental health support when needed Experience less isolation

Community Outreach

PARTNERSHIP



Summer Camps



Volunteer Drivers



Holiday Giving



Snowsuit Campaign

Holiday Campaign:

- 1000+ Angel Tree gifts distributed
- 35 Families sponsored by community members, local businesses and organizations
- 3 Toy Drives
- 30 Families supported through the Perth Metro food basket donations
- 100 Youth gift bags distributed to youth aged 16+ who live independently
- Over \$54,500 (\$12,802 in monetary) of monetary and in-kind donations received to support families in LLG.

Snowsuit Campaign

- 1068 Snowsuits distributed throughout LLG
- Fundraised \$20,911 for the snowsuit campaign
- Partnerships with the Brockville Kinsmen (snowsuit drive) and the Brockville Pier Church



Volunteer Drive Program


- 14 Active volunteer drivers
- 263,601 KM Driven

Summer Camp

- 79 Kids from LLG were able to go to camp funded by our summer camp funding with an additional 22 families receiving summer activity items.
- Summer camp funding received from the United Way of Leeds and Grenville.

Through the support of our caring community, we received \$54,727 (of this \$9,166 came from UWLG) in donations to help support outreach programs. Thank you for your generosity!

Sharing Service Recipient Experiences

A photograph of a woman with short blonde hair and glasses, wearing a striped shirt and a brown apron, smiling as she cooks. A young girl with dark hair in a ponytail, wearing a pink shirt, is standing next to her, also smiling and looking at the food. They are in a kitchen with wooden shelves and a white countertop.

"I really enjoyed the flexibility of the program (referring to our new POD model), changing times to better suit my schedule was really helpful. The tutors are all really kind and understanding and I had a good relationship with mine. Without the support of my tutor and the POD program I would not have gotten two of my credits last semester so super grateful for this program."

Koda
(youth, age 17)

"I just wanted to let you know how much we appreciated working with Carole (worker) for the 5 months she was assigned to our case. We found Carole to be kind, compassionate and committed. She was unbiased, clear-sighted and wanted the best for all concerned. She kept us informed on matters in a timely manner and communicated with us regularly. She explained things well so we could understand how the system functioned, and what it meant for us. She was friendly, personable, and a pleasure to deal with."

Cathy
(grandmother/kin caregiver)

I love having Catherine as my worker, she's honest and helpful. Everything she said she would do during my counseling appointment was done her first day back from holidays. After our meeting last Thursday, she already had my visits moved into the house by Monday. It's nice having someone that's working with me and not against me. I was starting to think my kids wouldn't ever come back home. I'm super happy that things are moving forward!"

Brittany
(mom of 7, 6 and 4 yr old)

"Stephanie (worker) has commented that the Risk Assessment map has been really helpful. The goals are in black and white. All family members, including the 5yr old have been part of this plan. The boys have said, when reading the Danger Statement, "yeah, this is how we feel"! Mom has said that right now Stephanie is her backbone and that she hopes to get that herself in the time ahead. Mom is seeing change. She reported that the worker has been with her during tough times and is helping her get motivated. The mother said she has felt heard, supported and not judged. She is seeing change. She has also reconnected with family members whom she hasn't seen for years due to control issues in the home."

Cindy, (Service Manager reporting information from **Mother of 5, 14 and 16 yr old boys**)

Working with Communities... Promoting Equitable Opportunities



**FAMILY AND
CHILDREN'S
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of Lanark, Leeds and Grenville

Together for Our Kids



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

Perth

Carleton Place



Member Agency

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

www.fcsllg.ca