

THE CHILDREN'S AID SOCIETY  
OF THE CITY OF BELLEVILLE,  
THE COUNTY OF HASTINGS  
AND THE CITY OF TRENTON

# Annual Report



1999-2000



## A Year Of Transitions

*1999-2000 was a year of transitions for the Society, from advances in technology, the integration of the Risk Assessment Model, and the hiring of a new Executive Director, to preparation for the new legislation. Much of the Society's activity has focused on moving the agency forward, keeping in step with the rapid pace of development in the child welfare field. Our work force has grown dramatically with 16 new front-line positions added over the past 12 months. Because many are entry level social workers, the agency must provide strong support in the training and development of new workers in order to enable them to be effective in their role.*

Our funding is now based on the volume of services provided in various categories, from initial reports received, to investigations carried out, to family service cases and children in care. In our second year under the Funding Framework, the Society's allocation increased to approximately \$10,500,000 based on our reported volumes. In a file review conducted during the final quarter, the Ministry commended the Society for its progress in documenting and managing case files in accordance with Ministry expectations. Although the Society has benefited under the Funding Framework, various shortcomings remain. Recommendations have been submitted to the Ministry for changes in the Framework – from increasing certain benchmarks, to the establishment of benchmarks in areas that are not currently funded, to recognizing the true cost of caring for children and the difficulties Societies face in generating revenue. It is hoped that the Ministry will continue to allow for mitigation in the coming year as the field moves to full implementation of the Funding Framework.

Our child-in-care population has grown from 167 to 228. This rate of growth has placed significant strain on our resources and has required the Society to look to the Outside Placement Resource system for additional capacity while continuing our efforts to recruit more foster families. Foster families are the Society's first and preferred placement choice for children and youth coming into care. We now have 96 approved foster homes serving 149 children, a 25% increase over last year. More development is needed however, and we will be joining with regional and provincial initiatives in an effort to continue expanding our foster care system. The OPR system provides services to over 50 children and youth whose behavioral profile or needs are beyond the capacity of our foster care system. We will increase our emphasis on permanency planning with a view to ensuring that all children who can be served in family environments are given the chance to live in adoptive or foster families and that such plans are formulated as quickly as possible for children coming into care.

The Society saw tremendous growth in our information technology capacity over the past year, with the upgrade of our financial software to Y2K compliancy, the introduction of new client data software, full implementation of a local area network with a computer available to every worker, and the integration of the provincial prior contact check or Fast Track System into our case-opening procedures.

At an organizational level, we have made significant progress in implementing the recommendations of the Organizational Review presented to the Board last year. One of the key outcomes will be the hiring of a Human Resources

### A Quick Glance

#### Children in Care 1999/2000

Admissions	242
Discharges	181
Children in Care at Year End	228
Days Care	79,434

#### Resource Services – Foster Care

Approved Homes at End of Year	96
Total Bed Capacity	182

#### Staff Strength

Fulltime Workers	80
Part Time Workers	40

#### Volunteer Driving

Kilometers Driven	132,581
Hours Committed	2,904

#### Total Expenditures

10.6 Million

### Mission Statement

The Society's primary goal is to provide child welfare services to the children and families of the area served, consistent with: the provisions of the Child and Family Services Act; the defined standards and guidelines established by the Ministry of Community and Social Services; the policies approved by the Board of Directors and professional social work practice.

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## Transitions

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Manager to lead the development of our human resources and related practices and policies.

Recent Ministry reviews have confirmed that data on case files is reliable and that case practice complies with MCSS expectations. Our Child Welfare Review resulted in a full foster care license being granted and a very positive report on our services to Crown Wards and children in care. These are noteworthy achievements for our staff in a year in which we have been stretched to integrate significant changes in the way we work.

As we move forward into the new millennium, we will continue to face a number of challenges and will be expected to implement new elements of the provincial Child Welfare Reform agenda. During the coming year, the Ministry expects all new protection workers to be authorized before undertaking the full range of child protection duties. This will create significant training, mentoring, and budget demands on the Society. We will also introduce "Looking After Children," a new initiative to record the development and progress of children in care.

The increased demand for in-care services will require us to increase our capacity for developing foster homes and for monitoring our outside placement resources. We are gearing up for more foster parent recruitment, training, and support as part of our commitment to keep foster care at the front and center of our out-of-home placement choices.

Our front-line workers and supervisors in Family Services face volume increases and time constraints under the new legislation and standards. We will also be expected to move our intake and family file recording to a new province-wide electronic recording system.

In closing, we wish to acknowledge the fine work of our staff and their unflinching dedication to children. In particular, we would like to thank our foster parents, volunteers, and community partners for their commitment to children and youth in our care. We look forward to your support as we continue to integrate the changes in this field and prepare for the challenges that lie ahead.

  
E.W.F. Bentley  
Chairperson  
Board of Directors

  
P.L. Kennedy  
Executive Director

# Departmental Highlights

Alexa Bournival



## Family Services

The Family Services Department has completed a year of unprecedented change and growth in the child welfare history of this Society. We have been trained in the Risk Assessment Model, new standards and guidelines, and the amended Child and Family Services Act. We have adopted the Provincial Recording System. We have taken part in numerous training opportunities. We have become computer literate. In short, we have met the challenges placed before the Department.

Our success has been acknowledged by the Ministry of Community and Social Services through the Service and Financial Data audit that took place on February 15, 2000. Our work and data proved to be reliable and accurate.

Amendments to the Child and Family Services Act have made paramount the best interest of

the child, lowered the threshold for finding a child in need of protection and broadened the reporting responsibilities of the community. The stage is set for the Department to receive more reports that will need to be investigated faster in a time frame that is reduced from twenty-one days to seven days.

The Department is dedicated to reviewing and streamlining our systems in order to meet the year ahead and to serve children well.

## Children's Services

Children's Services has experienced extensive change, increased workloads, and

phenomenal growth through the demand for service over the past twelve months. We began the year with a move of the Department to 375 Dundas Street to ease the overcrowding at our main office.

The number of approved Society foster homes increased significantly as our in-care population rose.

Within the Parent-Therapist Program, bed space has increased from 13 to 17 while maintaining an occupancy rate of approximately 90%. The program developed has improved through team building and the effective use of clinical consultants in cluster meetings.

The Foster Parent Advocate agreement, a joint initiative between the Society and the

Foster Parents Association, has been approved. This position has already proven its worth as the Advocate has played an effective role in several situations.

### FAMILY SERVICES

Categories	1999 Oct 1 – Dec 31	2000 Jan 1 – Mar 31
Reports Received		
Not Investigated	148	239
Child Protection Investigation		
– Brought Forward	263	272
Child Protection Investigation		
– Opened	101	119
Child Protection Investigation		
– Reopened	165	203
Investigation Completed		
– Closed	209	305
Investigation Completed		
– Transferred to Protection	67	79
Ongoing Services (Part 3)		
Brought forward at end		
of Quarter	267	265
Ongoing Services (Part 3)		
– Closed	51	72
<b>Family Support Workers Hours 1999/2000</b>		
Average # of Families Served in a Month		17
Average # Children Served in a Month		30
Total Hours Provided by Family Support Workers		1197
<b>Legal Services</b>		
Applications to the Court		3573
Orders Made		2245

The Department's current Service Plan is intended to look forward and to position the Department to deal with the effects that we will begin to experience in the first quarter of 2000. The effects are easily predicted.

### Days Care Provided

Foster	36,437
Group	23,461
Other	6,470
Free Home	13,066
<b>Total</b>	<b>79,434</b>

### Legal Status

Temporary Care Agreement	14
Society Ward	106
Crown Ward	86
Extended Care & Maintenance	13
Other	9

### Resource Services – Foster Care

Inquiries	208
New Homes Approved	23
Homes Closed	6
Approved Homes at End of Year	96
Total Bed Capacity	182

Liaison between the Foster Parents Association and Society staff has been enhanced. The roles and responsibilities of the liaison person, along with a clear statement of purpose, has been developed, making this an effective means of sharing information and problem-solving at an early stage.

The Society-operated residence at 371 Dundas continues to provide a quality treatment program for up to ten youths with an occupancy rate of over 85%.

The Society has relied heavily on Outside Paid Resources (OPR's), utilizing some 20 different facilities during the past year for placement of over 50 children whose behaviour profiles required a more structured setting.

1999 has seen a number of Ministry reviews conducted in the Society. Our Crown Ward Review showed 94% compliance with Ministry Standards and



commented very positively on the services provided to long-term wards. The Foster Care and Group Home Licensing Reviews were also very positive, resulting in full licenses.

The Society's volunteer drivers have been busy. They have driven children and families a total of 132,500 km and have given 2,900 hours of their time over the past twelve months.

The Department wishes to recognize the work of staff and thank all care-providers, foster parents, and OPR's for their commitment to children.

## FINANCIAL HIGHLIGHTS

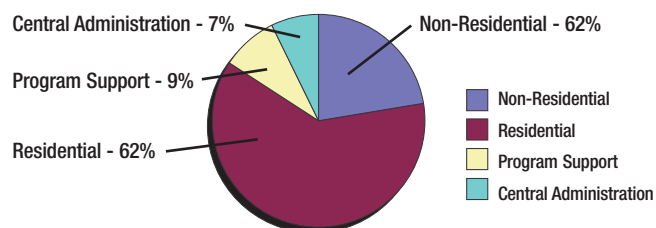
### FINANCIAL REPORT FOR THE YEAR ENDED MARCH 31, 2000 *unaudited*

	<i>Non Residential</i>	<i>Residential</i>	<i>Direct Services</i>	<i>Program Support</i>	<i>Central Administration</i>	<i>Total Costs</i>
<b>EXPENDITURES</b>						
Salaries & Benefits	2,069,625	941,931	3,011,556	509,260	659,549	4,180,365
Boarding Costs	0	5,264,574	5,264,574	0	0	5,264,574
All Other Costs	293,083	310,804	603,887	444,499	212,166	1,260,552
	<b>2,362,708</b>	<b>6,517,309</b>	<b>8,880,017</b>	<b>953,759</b>	<b>871,715</b>	<b>10,705,491</b>
<b>FUNDING FROM MINISTRY OF COMMUNITY AND SOCIAL SERVICES</b>						
Ongoing operation	2,565,010	5,686,530	8,251,540	588,384	1,010,929	9,850,853
Mitigation	0	513,293	513,293	25,467	19,014	557,774
<b>Total Funding</b>	<b>2,565,010</b>	<b>6,199,823</b>	<b>8,764,833</b>	<b>613,851</b>	<b>1,029,943</b>	<b>10,408,627</b>
<b>Deficit for the year ended March 31, 2000</b>						<b>196,864</b>

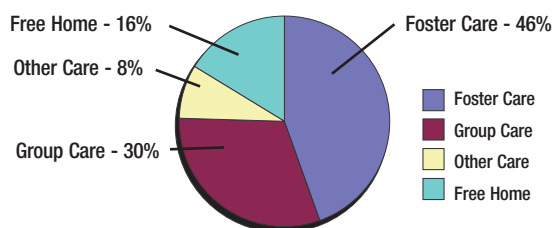
### BOARDING COSTS DAYS CARE ANALYSIS *unaudited*

	<i>Actual Expenditures</i>			<i>MCSS Funding</i>			<i>Deficit</i>		
	<i>Cost</i>	<i>Days Care</i>	<i>Per Diem</i>	<i>Cost</i>	<i>Days Care</i>	<i>Per Diem</i>	<i>Cost</i>	<i>Days Care</i>	<i>Per Diem</i>
Foster Care	1,612,602	36,437	44.26	1,897,343	44,862	42.29	(284,741)	(8,425)	1.96
Group Care	3,466,111	23,461	147.74	3,106,819	21,166	146.78	359,292	2,295	0.96
Other Care	185,860	6,470	28.73	83,988	4,979	16.87	101,872	1,491	11.86
Free Home	0	13,066	0.00	0	0	0.00	0	0	0.00
	<b>5,264,573</b>	<b>79,434</b>		<b>5,088,150</b>	<b>71,007</b>		<b>176,423</b>	<b>(4,639)</b>	

#### Expenditures



#### Days Care





## Administrative Services

Over the past year, the Society has experienced significant financial pressures related to the increased volume of families and children to whom we provided services. Our funding from the Ministry has increased substantially to address these volume increases. Our total funding for the year ended March 31, 2000, totals \$10,408,627. Our annual funding has more than doubled since 1998. We have received an increase of 5.3 million dollars. This increase has enabled us to better meet the demands for service. We are anticipating our annual funding for the next year to be over 12 million dollars.

The Society implemented an entirely new computer system during the past year. We have installed new child and family database software. As well, we have replaced our financial, payroll, spreadsheet, and word processing software. We have implemented internal and external e-mail and Internet access. The Society has also connected to the province-wide client database. All of our staff currently have access to a computer. We will continue to develop our information systems over the next year, expanding our database, recording system, legal services, and secure external e-mail.

As a result of the growth in staff areas, the Society premises have been a major issue during the past year. We have doubled our leased office space at 375 Dundas Street West, added to our leased space in Bancroft and completed renovations there. Our Long-Term Accommodations Committee is looking at our office space needs over the next five years and options to address our needs. We currently have no further available office space at our 363 Dundas Street West location.

## Board of Directors

*As of the beginning of the Annual General Meeting, June 14, 2000*

Ed Bentley, Chairperson  
 Joe Aitchison, Treasurer  
 Daryl Wagar, Secretary  
 Peter Tinsley, Past-Chairperson  
 Jane Bailey  
 Marian Bastedo  
 Bob Belear  
 Ted Belyea  
 Ernie Brackin  
 Laura Hoard  
 Pam McKibbin  
 Paul Newell  
 Ernie Parsons  
 Doreen Reid  
 Brian Smith  
 Evelyn Sparks  
 Bob Wannamaker  
 Albert Vader

## Honourary Members

Tom Anderson  
 Ted Belyea  
 Selma Bochnek  
 Jean Cunningham  
 Mr. and Mrs. Cam Hitchion  
 Stephen Hunter  
 David W. Huson  
 Alan Payton  
 Reverend Canon Thora Wade Rowe  
 Duff Sprague  
 Albert Vader  
 Dr. Bruce Morgan  
 Nan Morgan  
 Ed Bentley  
 Ron Hamilton

## Management Team

Claude Bournival,  
*Information Systems Administrator*  
 Jared Campbell,  
*Department Head, Children's Services*  
 Karen Clark,  
*Acting Supervisor, Family Services*  
 Treena Cook,  
*Supervisor, Family Services*  
 Ann Garvin,  
*Supervisor, Children's Services*  
 Paul Hamilton,  
*Supervisor, Family Services*  
 Sandra Harvey,  
*Supervisor, Family Services*  
 Kevin Hoskins,  
*Househead, Residential Treatment Program*  
 Melanie Jeffs,  
*Supervisor, Family Services*  
 Len Kennedy,  
*Executive Director*  
 Kathy La Croix,  
*Department Head, Administrative Services*  
 Kim Sutherland,  
*Supervisor, North Hastings Office*  
 Janet Vintinner,  
*Supervisor, Children's Services*  
 Ross Wagner,  
*Department Head, Family Services*  
 Dan Wiltshire,  
*Legal Services Manager*

*Providing child welfare services to the children and families of the area served.*

# Children's Aid Society

OF THE CITY OF BELLEVILLE,  
 THE COUNTY OF HASTINGS AND THE CITY OF TRENTON

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