

**HASTINGS CHILDREN'S AID SOCIETY  
ANNUAL REPORT  
2003/2004**

*Our Children, Our Future*



## OUR VISION

Our vision is that every child lives and develops in a safe, nurturing environment, free from maltreatment.

## OUR MISSION

To be guided always by the best interests of the child.

To respond to the needs of children requiring protection and care.

To provide ongoing support to families and the community.

To address the causes of child maltreatment and thus prevent such maltreatment.

To collaborate with community partners in the fulfillment of our role.

*Our Children,*



On behalf of the Board of Directors of the Hastings Children's Aid Society, I am pleased to report on some of the highlights of the 2003-2004 year.

My first thoughts on reflecting back over the past twelve months are to thank the children and youth we serve, the staff, the foster parents, and the many volunteers, who have so generously shared their expertise and life experiences with us. These Society members have enriched our lives and have strengthened the Board.

Board Members have continued with their education and training by following a fictional family. The 'Simpson' family, has been the focus of monthly training sessions conducted by supervisors and staff explaining in detail the complex issues facing this family and the staff charged with providing them services.

The Board committed to a Strategic Plan and this was started in the spring of 2003 when it commissioned a Demographic Review of Hastings County through the Community Development Council of Quinte. A review of the Society's vision, mission and values statements was conducted by staff and the views of our many community partners were incorporated into the final document. Small group discussions with staff and the community allowed this plan to include their views on the services we provide to our children in our communities. The establishment of five principal themes; Permanency Planning, Community Partnerships, Resource Development, Staff Capacity Building, and Infrastructure will direct and guide the Society over the next several years.

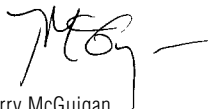
The Board approved plans for improvements and additions to our existing buildings and we now have improved accommodations in Bancroft for staff and clients. A large addition to the Belleville site allows staff to be properly placed in one location for better service to our clients. The return of Belleville staff from our Quinte West office allows for a reduction in space requirements and costs, while maintaining our commitment of service to the communities in Quinte West, including Murray Township.

The financial challenges we have faced over the last twelve months saw the Society entering the calendar year 2004 with a significant deficit from the year 2002-2003. This position was similar to nearly every other Society and it was not until February of 2004 that we were notified of a commitment to cover both our 2003-2004 costs and the unfunded deficit from 2002-2003. The Ministry conducted a provincial review of child welfare and it appears committed to a graduated series of changes to the funding formula, which will allow for a more responsive approach to the needs of Societies.

The past year has also seen a change in government and the creation of a new Ministry of Children and Youth Services. The Hastings Children's Aid Society is committed to working closely with Ministry officials and will continue to advocate for resources and services for the children in our care.

This will be the last year for several Board Members. These retirees have been strong supporters of our children and advocates of services to meet their needs. The remaining Board Members wish to recognize the following Directors who have completed their service and are moving down different roads. Thanks to, Ernie Parsons, Albert Vader, Jane Bailey, David Klenavic, Jim Mallon, and Gail Orr.

Sincerely



Terry McGuigan  
Chairperson  
Board of Directors

Our Future...

One of the early activities of the past year was the completion of a Demographic Review of Hastings County by the Community Development Council of Quinte. Commissioned as a foundation block of our Strategic Planning process, the review examined over 50 demographic, economic, health, justice and related factors encompassing many aspects of individual and community well being. It revealed many interesting facts: for example although our overall population is stable at 126,000, our area has a shrinking child population (from 18% in 2001 to 16% in 2008) and a corresponding increase in the aging population. Median family income for two parent families in Hastings is \$49,138 compared to Ontario's \$61,024; for lone parent families who make up 15% of families, the level is much lower at \$25,409 compared to \$33,724 province wide.

These and various other indicators point to higher levels of need and greater challenges faced by families in our area in accessing housing, employment, education and supports or services.

Such factors play a key role in explaining the higher than average rate of involvement of children with our Society – 14.5 children in care for every 1,000 children in the population, almost twice the provincial average of 7.8. Yet our rates are similar to neighboring counties like Prince Edward and Lennox and Addington, which share many of the economic and well being characteristics of our area. For a complete copy of the Demographic Review see our website at [www.hastingscas.org](http://www.hastingscas.org)

Our Strategic Planning initiative followed the Demographic Review and through a detailed and inclusive planning process has generated 21 strategic priorities or directions to guide the Society's development through to our centennial year in 2007. A full copy of the Strategic Plan will be provided to our members at the Annual General Meeting.

On the funding front, the Ministry revamped the formula for residential care costs and provided block funding based on the previous year's actual cost and volume - \$91.31/day for 120,097 days, which equates to 329 children in care. Beyond that level, funding was set at \$73.72/day, the provincial average cost.

Our actual average residential cost dropped to \$84.28 reflecting our commitment to further development of our Society operated foster care system and a gradual reduction in reliance on purchased care from the private sector, particularly group homes. We also met Ministry targets for repatriation of children to placements closer to home and increased finalized adoptions to 13.

Our funding uncertainty was not resolved until the final quarter of the fiscal year when the Ministry announced that \$733,493 of accumulated historical deficit would be covered and committed an additional \$1,931,955 in one time funding to see us through the 2003 - 2004 fiscal year.

During the same period the government released Lucille Roch's "Child Welfare Program Evaluation" Report and signaled its intention to carefully consider recommendations for funding, policy and system changes to improve services and outcomes in the children's sector across Ontario.

As I reflect back over the past year and all its developments I wish to thank the Board for their personal support, effective advocacy and leadership in addressing our resource needs. Also I wish to acknowledge the contributions of so many new members of the management team who are helping to transform our organization as we prepare for emerging challenges. To our staff, a word of appreciation is due for their dedication and professional work in the service of children. To our foster parents and volunteers – a debt of gratitude is extended for their selfless and dedicated commitment to making our community a better, safer place for children. And finally, to children and youth in care, for their spirit, their achievement, and their optimism. . . it is always heartening to hear their stories of success and humbling when we are able to help them achieve their goals.

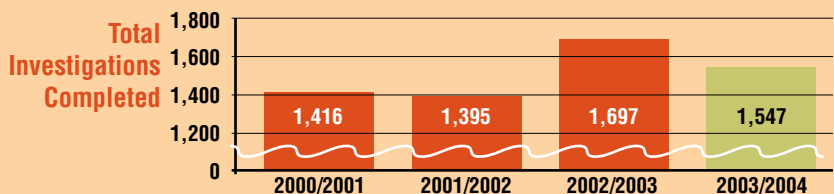
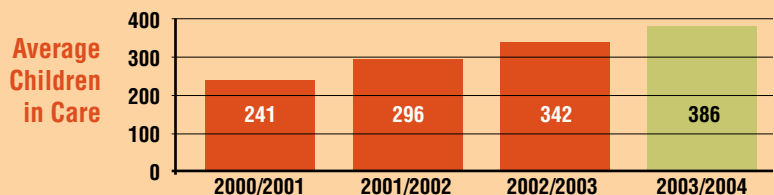


P.L. Kennedy  
Executive Director





SERVICE DATA SUMMARY		2002/03	2003/04
<b>Family Services</b>			
Investigation Completed - No Further Protection Service		1,344	1,245
Investigation Completed - Transferred For Ongoing Protection		353	302
Total Investigations Completed		1,697	1,547
<b>Number of Children In Care</b>			
Children In Care at Beginning of Year		317	371
Children In Care at End of Year		371	419
<b>Legal Status - Average Children In Care</b>			
Temporary Care Agreement		19	18
Temporary Care & Custody		76	78
Society Wardship		43	55
Crown Wardship		186	216
Extended Care & Maintenance		15	19
Adoption Consent		1	0
<b>Foster Care Resources</b>			
Home Studies Completed		178	142
Homes Available at Year End		157	162
Beds Available at Year End		321	336
<b>Staff Strength at Fiscal Year End</b>			
Full-time		132	155
Part-time		41	36
<b>Volunteer Driving</b>			
Kilometers Driven		350,530	445,320
Hours Committed		6,748	7,251
<b>Supervised Access Program</b>			
Hours of Access Visits		4,619	1,507
<b>Family Support Program</b>			
Number of Families Served		193	132
Number of Hours Worked		673	2,193



**FINANCIAL REPORT - For The Year Ended March 31, 2004 - audited****Expenditures**

Salaries & Benefits	\$8,647,922
Boarding Costs	\$11,422,492
All Other Costs	\$3,487,997
Sub-total Expenditures	\$23,558,411
Accrued vacation, overtime and sick bank	\$73,576
Total Expenditures	\$23,631,987

**Funding**

Total Funding	\$23,527,858
(Deficit)/Surplus Before Accruals	(\$30,553)
(Deficit)/Surplus Including Accruals	(\$104,129)

**BOARDING RATES**

			Actual Expenditures	
	Days Care	%	Cost	Per Diem
Foster Regular	35,617	26.1%	\$1,015,677	\$28.52
Foster Specialized	23,625	17.3%	\$1,212,690	\$51.33
Foster Treatment	18,192	13.3%	\$1,234,858	\$67.88
Foster OPR	25,475	18.7%	\$3,660,761	\$143.70
Group Care OPR	15,018	11.0%	\$3,285,282	\$218.76
Group Care RTP	2,883	2.1%	\$748,654	\$259.68
Other Care Independent Living	3,331	2.4%	\$88,033	\$26.43
Other Care ECM	6,363	4.7%	\$129,966	\$20.43
Other Care Adoption	6,062	4.4%	\$46,571	\$7.68
Total	136,566	100.0%	\$11,422,492	\$83.64
Funding			\$12,282,592	\$89.94
(Deficit)/Surplus			\$860,100	\$6.30



*Our Children,  
Our Future.*

# SERVICE HIGHLIGHTS

## 2003-2004

The following are some of the achievements within the service area for the year 2003-2004:

### **Quinte West**

A seventh Protection Worker was added which increased the service delivery to families of Quinte West.

A Child & Youth Worker was added to the Children's Services Team to offer more support and training to foster parents in South Hastings.

An additional Team Administrative Assistant was added to support the Family Service Team.

The return of the Belleville Protection Team to Main office has allowed for expanded space for staff and foster parents in the Quinte West office.

### **North Hastings**

Office Expansion:

2003 was an eventful year for the North Hastings office. HCAS acquired an additional 1,800 sq. ft for a total of approximately 4,000 sq. ft. The expansion allowed for adequate office space for each worker, a boardroom, Foster Parent waiting room and a roomier, more welcoming waiting room. The expansion included an outside fenced in area to facilitate supervised access in an outdoor setting. Linsey Murphy, Gayle Murphy's daughter, in memory of her father, Keith Murphy, painted a special tribute mural in the waiting room.

Frontline service to children and families remained consistent over the past year. Continued effort was directed to providing support and resources to maintaining North Hastings' children in their home community.

The Family Support Worker Program was expanded to North Hastings with the hiring of a .8 worker. This additional support was able to provide crisis intervention along with parental instruction and risk reduction.

### **Child Protection**

We have three main areas of service in the Child Protection and Family Services Department: Intake, Ongoing Service to Families, and After Hours Support. This department is responsible for the gathering of information, assessment and ongoing help to children and families. This past year we completed 1,779 calls received which did not warrant further assessment, and 1,245 calls where an assessment was completed but no further service was required. 302 families were assessed and transferred to ongoing service. In addition, 412 families were receiving ongoing services at the end of the year.

### **Child and Family Support Services**

A supervisory position that was created to oversee the Family Support Worker Program, Supervised Access Program, Volunteer Program and Child and Youth Worker Program assisting with placements has allowed for improved service and direction within this area. These programs provide necessary supports to the core elements of our service to families.

## **Children In Care**

Despite a period of stabilization early in the year, the number of children admitted to the care of the Society continued to increase, particularly in the last half of the year. There were 419 children in our care at the end of the year.

We did well on our Crown Ward Review with an 81.5% overall rating, based on compliance in a sample of our files. For a child's case file to be considered compliant, it must meet each and every one of the numerous standards. The high rating we received reflects above average service and documentation.

During the year we hired a second Children's Service Supervisor for the Belleville office and divided the Children's Service Team between the two supervisors. We also collaborated with the Hastings and Prince Edward District School Board in the addition of an elementary alternative class that was jointly funded to assist children in care who were experiencing school difficulties.

## **Residential Treatment Program**

In this past year we had an external consultant review our program. The review was positive and highlighted the good work being done by this team. Some suggestions for change were made, including the relocation of the residence, which we are in the process of implementing. A new anger management course has been added to the program for the boys, and we continue to work closely with the local boards of education to ensure educational needs are met. There were a total of 2,883 care days in our agency RTP for 2003/2004. 14 boys were admitted and 12 were discharged.

## **Treatment Foster Care**

This program continues to expand, ensuring that more of our most troubled children are having their needs met in our own foster care system in our own community. We have been achieving excellent results allowing us to serve more children closer to home and reduce our referrals to outside operators who provide residential services to our children.

Two Child and Youth Workers were added to the program over the past year, to assist both children and foster parents on an individual and group basis. We have also contracted with a clinical consultant to help us understand and respond to some of the more troubling behaviours our children display.

## **Resources**

As part of the service plan, a Resource/Adoption Team was created and a Resource Supervisor was added to manage and support the Resource Team and the foster care system. As well, we have added a number of new foster homes which has allowed us to care for more children within our own foster care system. This continues to be a goal for the Society.

The Foster Parent Recruiter was added recently to carry out a marketing approach to recruitment and further the expand our foster care system. We plan to add different resources to our spectrum of care including two parent model staff assisted homes for older youth learning independent living skills. Although, the increasing number of children in our care has stretched our current resources, we are committed to reducing the reliance on the resources outside our own foster care system. Over the next year, it is our goal to increase support, training, and relief services to our foster parents.

## **Adoption**

Significant progress was made in the last year with 13 finalized adoptions. This more than doubled the number of children adopted in the previous year and reflects our investment in this area. Adoption is one of the key ways that provides permanency and belonging to children, especially those children who cannot return home. In keeping with the direction across the province, we will continue to increase the number of finalized adoptions each year.



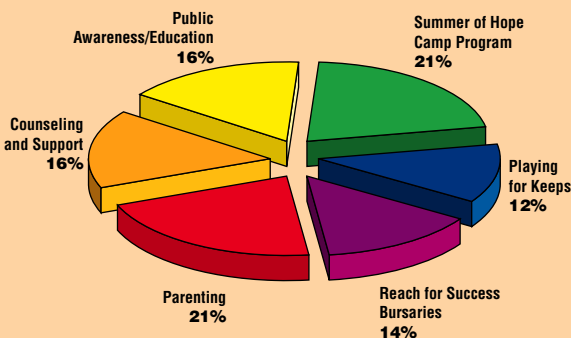
## Thanks to you...

Thanks to the generosity of hundreds of donors from every community in Hastings County and the Quinte Region, we were able to help more than 400 kids and families.

Your gifts came through many avenues – individual gifts, direct mail response, corporate gifts, employee campaigns and a multitude of events and donation drives including the McDougall Insurance golf tournament, the Bayshore Credit Union ATM donations, employee Christmas drives, the Rotary Loves Kids golf tournament, hockey tournament, and many, many more. Your contributions to the Guardian Angel Gala, the Cheering for Children with the Belleville Bulls, and the Purple Ribbon Campaign delivered more than \$40,000 toward our goal!

Without your help the Quinte Regional Children's Foundation would not be able to provide bursaries and awards for post secondary education, give children at risk of abuse or neglect the opportunity to attend summer camp or to play on a soccer team.

We're committed to using the funds you so generously gave to support prevention programs. Read on to learn more about the impact you have helped to create.



### Summer of Hope Camp Program

Every year, children at risk of abuse enjoy the enriching experience of attending summer camp through the Summer of Hope Camp Program. For some, it's their first chance to venture outside their neighbourhoods. For others, it's an exciting opportunity for exploration and growth. Each child/youth's worker, teacher, or counselor will recommend a camp for that particular child/youth. It may be simply for its fun activities, or it may have some therapeutic value. The children who participate in this program come from stressful and disadvantaged home environments that contribute to delayed emotional and social growth. The Summer of Hope experience provides them with an opportunity to develop their social skills, self-esteem, self-confidence, independence, and leadership skills.

### Breaking the Cycle of Abuse and Neglect

Teaching parents the skills they need to raise their children in a loving and healthy home, even through the difficult times, helps to break the cycle of abuse. Programs like Parenting for Success and Parenting Your Adolescent provide parents with proven techniques and alternatives to corporal punishment.

### Playing for Keeps

It's really the little things in life that matter. For children, things like joining Brownies or taking swimming lessons are the highlights of their childhood. Activities like these actually help children develop socially by teaching them how to conduct themselves in a group or team environment. They also provide an escape for some children with an unhealthy home situation. The Playing for Keeps Program strives to give high-risk children/youth the opportunity to experience the fun of being a child and not be excluded from the activities their friends are enjoying by providing funding for the cost of registration in a sport or recreational activity.

Experts agree, when children participate in a recreational activity, they are not only learning a specific ability or talent; they are learning skills that will last them a lifetime... they are Playing for Keeps!

### Purple Ribbon Campaign

2003 marked the third year the Quinte Regional Children's Foundation and the Hastings Children's Aid Society participated in the Purple Ribbon Campaign. More than 20,000 purple ribbons were distributed throughout Hastings County last October to observe Child Abuse and Neglect Prevention Month. Almost \$10,000 was raised to support prevention programs!

### Reach for Success Bursaries and Youth Awards

Within the Reach for Success program, bursaries and awards are given to youth who have overcome personal barriers and have demonstrated academic ability. This program is the result of our belief that a lack of funds should not stand in the way of the educational aspirations of young people who have already faced far too many obstacles at such an early age. Bursaries range from up to \$1,500 for college and up to \$3,000 for university students.



## HASTINGS CHILDREN'S AID SOCIETY

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Kristopher Churchill  
Christine Claus  
David Klenavic  
Jim Mallon  
Gail Orr  
(Jun-Dec 2003) \*Ernie Parsons  
Doreen Reid  
Janet Richardson  
Albert Vader  
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\*FPA Representative

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