

# It Takes a Village to Raise a Child



2013-2014 Community Report  
A Story about Partnership



**Family and Children's  
Services** OF FRONTENAC,  
LENNOX and ADDINGTON  
Safety. Comfort. Hope. Together.



## Board Chair

Dr. Mary-Stewart Ross

**“We are lucky to have so many of you doing your part.”**

Welcome to our report to the community.

As Board Chair of Family & Children’s Services of Frontenac Lennox & Addington (FACSFLA), I can look through a window that many of you can’t. The window is to the work that this Agency does. There are other ways that people can see the work we do – at our website, when we’re interacting with community partners, on social media, on YouTube.... It’s only in the pages of a report like this that many of you can see that big picture, too. I like what I see. I hope that after you read this report, you’ll like what you see too.

I ask you to join me in thanking all the people who have worked so hard this year to make this Agency a success and to make a difference in the lives of so many families and children in our community. We could easily fill an entire report like this with their names. There are that many. Our staff, volunteers and foster parents continue to amaze me with their commitment and drive. Then there are the many donors who give generously to Bursaries for Youth in Care to go to College or University, or to programs designed to help send deserving kids to Summer Camp. Many of our community partners work with us to help families in need. And there are those who support our work in important, but subtle ways...like the summer camps that call us for information about how to recognize abuse, the college students who want to learn more about the work we do, the people who subscribe to our emails, follow us on social media or watch our YouTube videos.

If it does in fact take a village to raise a child, then we are lucky to have so many of you doing your part. For your continuing support of our Agency, please accept my heartfelt thanks and the gratitude of all the people whom we serve

**Dr. Mary-Stewart Ross**

Chair, Board of Directors



**OUR PARTNERS**  
Barry and Donna Smith of  
Cloyne have been Foster Parents  
for more than 10 years

# Executive Director

Steve Woodman

**“We urgently need foster homes for teens.”**



It takes a village to raise a child. That describes our approach to the work we do, and our vision of how we will eventually solve the issues of child abuse and neglect. In a word, it is partnership. That's why we chose this as the theme of our 2013-2014 report to the community.

Partnership starts in our own Agency. Our staff work very closely with our key internal partners – foster parents and volunteers. We're all part of the same team. Our work flows into and out of many other government and non-profit agencies. Our clients are often the same clients that our community service partners serve. There are things that our government funded services don't pay for. Important things that our families need. Here, we rely on the generosity and partnership of donors to help fund programs that send deserving kids to summer camp or buy presents at Christmas.

And finally, there's you. You are our partner, too. We have always been and always will be a community organization. You may not see or hear the actual day-to-day work we do but in a sense you are always there because we do it on behalf of the community. Making this community a better place is always on our mind whenever we visit a home, check on a child, work with a foster parent or give a bursary to a deserving youth in care to go to university.

Going forward, we need your help. **We urgently need foster homes for teens.** More than half of the kids in our care are teens. Because there are so many and because of the new Vision we have announced for Fostering and Adoption we will need more foster parents even though the number of kids in care is dropping. The best place for these youth to grow up and develop into young adults is in family-based care. You may not want to be a foster parent for a teen, but chances are you know someone who would. Help us spread the word that these teens need foster homes now.

There are other ways to help. We need adoptive parents, too. We need donors to help fund important services for kids that aren't covered by government funding. We need volunteers to do important things, like tutoring or driving a child to an appointment. Contact us to find out more.

Thank you for being our partner.

**Steve Woodman**

Executive Director

# Our Mission

Our mission is strengthening families, protecting children and youth and promoting their well-being.

# Our Vision

## Children Growing Up in Families

We are committed to trying to keep families in crisis together. Through our support, and linking the family with other community services, the vast majority of the children we see stay in their homes with their parents. When that can't happen, we look for another family to care for them. This could be the child's extended family. Or, if that option is not available, a foster family. We make an effort to reunite children with their parents whenever possible. And in our vision, if a child has to be permanently separated from their parents, then we will do the best we can to find them a permanent home and family through adoption or connection with family or other significant persons in their lives. Every child in our care will experience a safe and nurturing family. That's what our vision means.



## PHOTOVOICE

Our youth in care got a special opportunity to express themselves this year with a project called Photovoice. They received a camera and a six-week training program from Henry's Photography on how to use it. They took pictures of what the world meant to them. By doing so they told their own story. In the process they learned how to advocate for themselves and for a safe supportive place



# Who We Are

## **We are a Children's Aid Society**

Ontario's Children's Aid Societies (CAS) are not-for-profit agencies that protect children from physical, sexual and emotional abuse and neglect. For more than 100 years in Ontario, these Societies have been keeping children safe, helping parents build healthy families and providing safe and nurturing environments for young people. Each CAS is locally based in order to understand and respond to the specific needs of children and families in their communities. Many CAS's, like ours, are known as Family and Children's Services.

The Government of Ontario funds each CAS for child protection services we're required to provide by law. Some CAS's, like ours, have fundraising programs to raise and distribute money for services that the province doesn't fund. These may include parent education programs, enrichment programs to promote healthy development and educational opportunities for children in care.

Child protection is our mandate. We investigate any situation where a child under 16 has been or is at risk of physical or emotional harm, sexual abuse, or neglect by a caregiver or a person in a position of authority. Our goal is to keep families together. Removing a child from their home is the last option and only used when there is substantial risk to the child's health and safety.

## **We also provide developmental services in Lennox & Addington**

Our Family Support Program offers assistance to parents and children with developmental and/or physical disabilities in Lennox and Addington County. This is a voluntary service funded separately from our child welfare service. Staff within the Family Support Program assist families to access and coordinate services for themselves and their children. In situations where the child's needs are such that specialized residential care is required, our staff will advocate for, and facilitate, out of home placements and work closely with the family to oversee the planning for their child. The Family Support program staff also assists with transitioning to adult services as the child ages.

## **We are a local community agency**

We are led by a voluntary Board of Directors made up of local community members. Our staff, volunteers and foster parents come from various backgrounds. We all share the same goal of protecting children in our community.

## **Board of Directors**

Dr. Mary-Stewart Ross	Chairperson
Paul Fleming	Vice-Chair
Yvonne Neatby	Secretary-Treasurer
Emma Bassett	
Kaili Gabriel	
Heather Morrison	
Geoff Pond	
Allan Proulx	
Carolyn Rice	
Drew Strickland	



**ADVANCE**  
Our office at 99 Advance  
Avenue in Napanee

# OVERVIEW

## Urgent need for Foster Homes for Teens

We are facing a critically urgent need for foster homes for teens in our care. We will be asking the Community for help in finding foster parents for teens. Even though we know most people don't want to be foster parents, chances are most of us will know someone who could help. We're asking people to spread the word and tell everyone they know.



There are a number of reasons why we urgently need foster homes for teens. We have a large number of teens in care. Teens have a lower chance of being adopted than younger children and therefore tend to stay in foster care longer.

We've also made changes to our vision of fostering and adoption which means that even while the number of kids in care keeps dropping we will need more foster parents. We're calling it the "Journey to Permanency". When children come into our care we begin a journey with them to a place called permanency. It's a place where we will help them find a home and a family to care for them and where they belong. On this journey, foster care is a temporary stop along the way. We will try to find a way for them to return home or to live with extended family. If those aren't options, then we will find them an adoptive family. Our new vision will see foster parents take on the role of adoptive parents if and when a child needs them. This is our vision. Our goal is to give every child the permanency they deserve.

To find out more about our vision or if you want information on fostering for teens, visit our website at [www.FamilyandChildren.ca](http://www.FamilyandChildren.ca) or call (613) 545-3227.

# BE the help kids need A FOSTER PARENT

## OUR COMMUNITY PARTNER

### K3C Counselling Centres

K3C is a not-for-profit agency that provides counselling and support services to encourage individual and family strengths. Our Agency partners with K3C in a number of areas, including the Caring Dads program and the Youth In Transition program (aimed at supporting youth leaving our care). We're proud to have them as our partners.

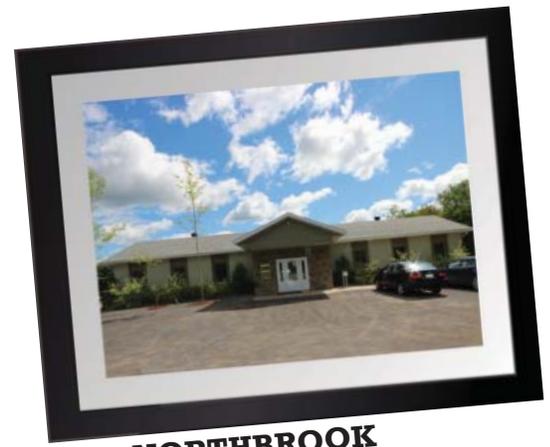
Find out more at [www.k3c.org](http://www.k3c.org)



## Strategic Plan

Work continues on our Strategic Plan, which we introduced last year. The plan has five pillars:

- Strengthening families to keep children in their own home
- Finding timely alternative permanent families for children that cannot stay in their family
- Being the best parent for children in our care by giving them family-based care, positive educational outcomes, placement stability and more
- Promoting and developing professional excellence
- Being accountable and efficient



**NORTHBROOK**  
Our office at 12497A Hwy #41  
in Northbrook

Most of the initiatives under the Strategic Plan are now underway, and this report talks about several of them. You can also see more about the Plan at our website, including our new 4-minute video that explains the Plan in detail.

## Signs of Safety

Our Agency is moving towards a new service framework called Signs of Safety. It is an approach to child protection work that is used in Canada, the US, the UK, Sweden, the Netherlands, Australia, New Zealand and Japan. The approach focuses on how we can build partnerships with the parents and children we work with. The Signs of Safety risk assessment process integrates professional knowledge with local family and cultural knowledge, and balances a rigorous exploration of danger/harm alongside indicators of strengths and safety. It creates comprehensive risk assessment that is designed to be used all the way through the process – from beginning to end. Adopting Signs of Safety will take some time. This year, we began with training, sharing and discussion. We're already using it with some families and we plan to increase its use as we become more familiar with it.

## Child Protection Information Network

The way we work is about to undergo a fundamental change due to a new information system called CPIN. It will allow children's aid societies to securely share with one another confidential child protection information and better manage case files and finances. With CPIN, likely to be introduced at our Agency some time in 2015, we will be able to track what protection services children have received and the results, regardless of where in Ontario services were provided. The network will also help the provincial government oversee the child protection system by providing consistent data on demand for services, costs and outcomes. We have spent considerable time and effort this year preparing for the change-over to CPIN, including delivering hundreds of hours of training and sending some of our staff to the provincial CPIN secretariat.

## 120<sup>th</sup> Anniversary

We celebrated 120 years of service to the community August 1st. The Kingston Children's Aid Society was recognized by an Order-in-Council by the Government of Ontario August 1, 1894. The Lennox and Addington Children's Aid Society was formed a few years later in 1899. In 2012, both organizations merged to create Family and Children's Services of Frontenac, Lennox and Addington. The Agency still has the original letters of incorporation from both legacy Children's Aid Societies, as well as historical pictures and documents. Most of those were used to create a new history video on the Agency's YouTube channel called "The Idea that Started 120 Years Ago". The Anniversary is a time to give thanks to all the people who have been a part of the Agency.

# PERFORMANCE INDICATORS

## Key Service Numbers

	2012-2013	2013-2014
Investigations	1923	1599
Adoptions	27	52
Children in Care	385	351
Kinship Service	69	67
Kinship Care	22	23
Aboriginal Children in Care	32	21

All numbers as of March 31<sup>st</sup> in specific year

There were two important changes this year to our key numbers – one relates to our strategy of strengthening families to avoid having to take children into care and the other is to create more permanency for children who do come into our care. The number of children in our care dropped by nearly nine per cent. This continues a trend started last year. Our plan is for this number to drop slowly but surely over time. The number of adoptions nearly doubled this year. These are children who, for one reason or another, need a new family. For them, adoption is the road to permanence. Another item of note is our work with kin – the extended family or friends of the children we work with. Instead of placing children in unfamiliar homes, we actively seek a place for them with their kin – grandparents, uncles, aunts and so on. Some of these placements are “In Care” homes where we provide the same support as we do to a foster family. And some are homes in the community, where the kin provides direct care and support. Both types are very important to our work.

## Teens

One of the reasons why we urgently need more foster homes for teens is the large number of 13-to-17 year olds in our care. As of September 2014, just over half of the kids in our care were teens\*. That’s an increase from previous years. We project the high percentage of teens in care will remain at these levels for some time to come.

\*Excluding those 18 and over who receive services

## Family Based Care

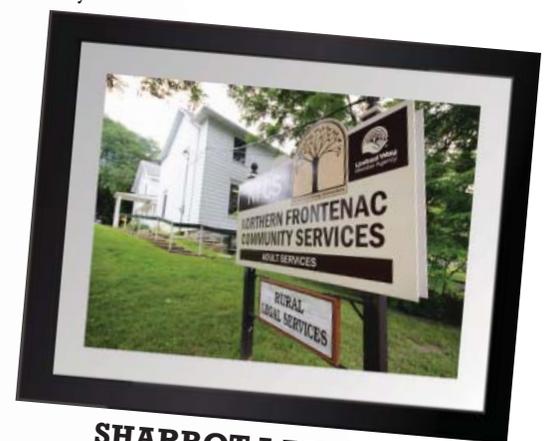
Our Vision statement says it all – “Children growing up in families”. We believe strongly that children in our care should receive care in a family setting instead of, for example, a group home. One of the ways to measure this is to look at the number of children in Group Care. That number fell by nearly 40 percent in the last year alone.

### Number of Children in Group Care

2013: 42

2014: 26

As of March 31<sup>st</sup>



**SHARBOT LAKE**  
Our office at 1020 Elizabeth  
Street in Sharbot Lake

## Time to Permanency

One of the ways which we measure permanency is to track where the children in our care go after they leave our care. In 2013-2014, we discharged 155 children from our care. Roughly one in three went back home. A further 20 percent went to extended family. A third were adopted. Ten percent left after they reached 18 (although some of them still received services from our Agency). The rest were transferred to another agency for care. The years that it took them to find permanency tell their story. Those who went back home or to kin stayed a matter of months on average. Those who were adopted stayed a few years. Those who left at 18, or beyond, usually stayed the longest.



**DIVISION**  
Our office at 817 Division Street in Kingston

2013-2014	% of Clients	Years to Permanency (average)
Adoption	34	2.98
Reunification: Returned Home	32	0.58
Kinship (extended family)	19	0.70
Those over 18 years old	10	9.86
Transfer to other CAS/Agency	5	3.30

Out of 155 Discharges

## Early Help

As part of our Strategic Plan, we've been focussing our efforts on strengthening families to avoid a crisis that could lead to a child coming into our care. Some people call this "admission prevention", but we call it Early Help. The more we can do to help at the beginning usually means better outcomes. We can measure this in two ways. The first is our Admission Prevention number – this is the number of families we have helped with funds to solve potential issues before they become problems. These funds go to a variety of things – everything from groceries and rent to baby cribs and diapers. The second is to look at the link between investigations and admissions. In the vast number of investigations, children don't come into care. And the number is dropping.

### How many families did we help with Admission Prevention funds?

2013-2014: 260

## Finding Resolution

Family court plays a pivotal role in how we work, but taking a case to court is not always the right answer. We've been trying to work with families to resolve issues without going to court. One way we do this is to have Family Conferences. This is where we bring together parents, extended family and others together with our staff and other service partners to talk about issues and create a plan of action to solve issues involving children. The process works. We're using it more and more. But in some cases we can't come to an understanding. Here, we often send cases to Alternative Dispute Resolution, where an impartial third-party tries to bring all sides together.

**Number of Family Conferences:** 439

**Number of cases referred to Alternative Dispute Resolution:** 42

(2013-2014)

# FINANCIAL INDICATORS

## Overview

Our financial picture looks very similar to last year. Most of our revenue comes from the Government of Ontario. That funding is decreasing based on a new formula that saw our government revenues fall by 2 percent in 2013-2014 and in the following two years. On the expense side of the equation, two major items dominate our spending. Almost half of the money we spend goes to salaries and benefits. Another 37 percent goes to direct client costs.

REVENUE	2013-2014	Percentage of overall revenue
Province of Ontario	\$31,063,422	92%
Recoveries and Income	\$2,763,447	8%
<b>Total Revenues</b>	<b>\$33,826,869</b>	<b>100%</b>

EXPENSES	2013-2014	Percentage of overall expense
Salaries and Benefits	\$16,788,185	49%
Boarding (Residential) Costs	\$9,239,386	27%
Client Personal Needs	\$1,860,704	5%
Client Health and Related	\$652,794	2%
Client Professional Services	\$1,007,459	3%
Training and Recruitment	\$137,199	0.4%
Programs & Financial Assistance	\$32,925	0.1%
Building Occupancy	\$1,328,547	4%
Transportation related to agency service	\$992,510	3%
Administration Expenses	\$1,195,788	3%
Amortization of Capital Assets	\$1,260,728	4%
<b>Total Expenses</b>	<b>\$34,496,225</b>	<b>100%</b>

Provincial Funding adjustments	\$2,922	
<b>Excess of revenue over expenses</b>	<b>-\$666,434</b>	



### SWING FOR SUCCESS

Our annual charity golf tournament raises money for post-secondary education bursaries for kids in our care. On Sept. 11, 2014 we raised more than \$20,000. Earlier this Spring we were able to award more than a dozen youth a total of \$21,000 in bursaries thanks to golfers and donors who helped us at Swing For Success.

# WORKING TOGETHER

## CROWN WARD EDUCATION AGREEMENT

Six Southeastern Ontario institutions signed agreement to help our Crown Wards get a better post-secondary education. Crown Wards are children who are in the care of a children's aid society. Traditionally, they don't have the same educational outcomes as their peers and often face challenges going on to get a post-secondary education. The new agreement, signed at St. Lawrence College January 10<sup>th</sup>, commits the local post-secondary institutions to work together with children's aid societies to help Crown Wards go to university or college.



## DOMESTIC VIOLENCE PROTOCOL

The Kingston Frontenac Anti-Violence Coordinating Committee signed a new protocol on domestic and sexual violence May 5th. Our Agency was one of more than a dozen government and non-profit organizations that signed the agreement which will help coordinate training and services for people who experience violence in the home.

## WORKING TOGETHER FOR CHILDREN AND YOUTH

This year, we worked together with other partner agencies in the KFL&A Children and Youth Services Planning Committee to better coordinate and plan services for kids across our service area. We're better when we work together. See our video about partnership with other agencies at our website.





Give them a  
good **START**



Make a  
donation  
to the  
**Futures  
Fund**

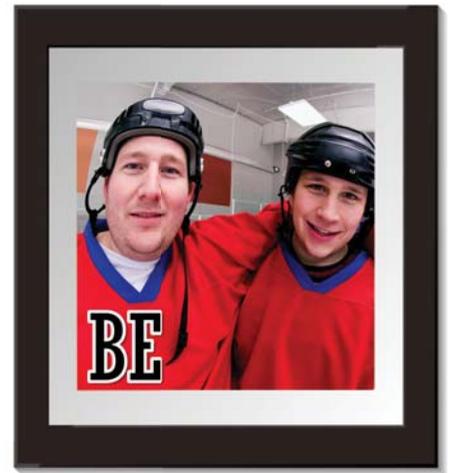
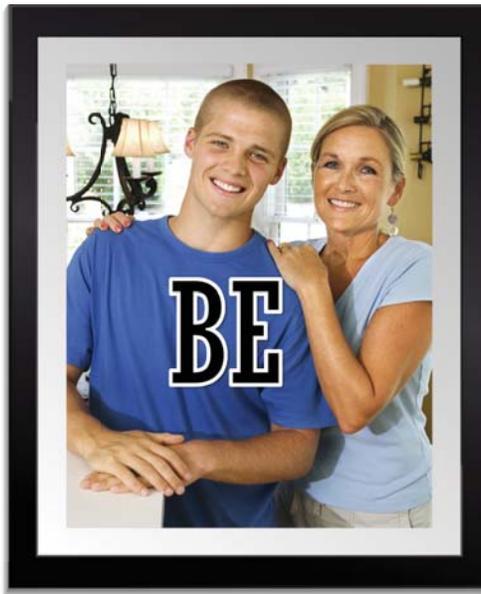


[www.FamilyandChildren.ca](http://www.FamilyandChildren.ca)



### **TREE OF HOPE**

Every year, our Tree of Hope campaign helps deliver toys and food to families in need and also raises money for our Enrichment Fund, which helps fund activities for deserving children all year long. In 2013, The Tree of Hope helped nearly 1,000 people in nearly 400 families with gifts of Christmas presents and food. Family and Children's Services has been running Christmas appeals since it started in 1895, making the Tree of Hope campaign and its predecessors one of the oldest continuing Christmas fundraising drives in Southeastern Ontario. Thanks to everyone who donated.



# **BE** the help kids need A FOSTER PARENT

How can you help kids who face abuse and neglect?  
The best way to help them is to become their Foster Parent.

**We're recruiting right now for foster homes for teens.**

There's people waiting to talk to you about fostering. Contact us.

[www.FamilyandChildren.ca](http://www.FamilyandChildren.ca)

(613) 545-3227



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