

## Report from Ashley Thomson, Board President and Elaina Groves, Executive Director

This past year has been a very active year for staff and the Board of Directors.

Last year we reported that the Board was beginning to reform governance practices and this year we saw a big revision to our bylaws. Some highlights include the cap on the length of time board members may serve (from 12 to 9 years), a limit on the term of Board chair (2 years), and the end of the category of Honorary Members (to be replaced by "Friends of the Society"). All this—and more—has been accomplished by the Governance Committee working on drafts supplied by TNG, our consultants.

Still to be done: complete a Board manual as well as a strategic plan.

In some sense, it is good that the strategic planning process is starting a little late. This has given us time to set out the values that drive the agency, and these values are the *sine qua non* of any strategic plan. More, the environment is fast changing. A new government is in place and who knows whether it will continue on the path of the previous government or start a new one. What we do know is that provincial debt is huge and any government will continue to look for efficiencies in its operations. As you know, Sudbury Manitoulin is a smaller society, having transferred Indigenous to several new Indigenous Child Wellbeing agencies now serving this area. There is certainly a big push to find efficiencies and increased consistency in the child welfare sector. The new shared services model in the province for the child welfare sector is one example of the move toward finding these efficiencies.

Meanwhile the Agency itself has been making big strides as it successfully emerges from earlier turmoil. One of the major accomplishments is the implementation of the Child Protection Information Network or CPIN. This achievement came after 18 months of planning and in April 2018 we became the 25<sup>th</sup> Children's Aid Society to join CPIN.

In January of this year, the Society also began to deliver services to youth aged 16 and 17, a change brought about through the new legislation the *Child and Youth Family Services Act (CYFSA)*. The child welfare sector has long advocated for the change in the age of protection and to bring Ontario on par with the rest of Canada. While this change brings new challenges and additional pressures on our existing resources, we applaud this amendment to the legislation in increasing the age of protection and embrace our new role with this age group.

The new legislation has also anchored critical principles into our work, Katelynn's Principle. Named for a little girl who died as the result of abuse, Katelynn's Principle is foundational to all areas of child welfare practice. Katelynn's Principle embeds a child-centered practice that places the child at the centre of all service-related decisions. Implementing Katelynn's Principle includes shifting practices to ensure that everyone who provides services to children or services that affect children are child advocates. Over the coming year, the Society will partner with our community service providers to develop and enhance ways to introduce Katelynn's Principle into our service delivery models.

We would like to take this opportunity to thank the staff, numerous alternate caregivers, volunteers, students and community partners who care deeply about children, youth and families and who work tirelessly to provide help and support. Although we anticipate a busy year, we look forward to the opportunities that lie ahead.



### CASDSM Learning & Development

In 2017-2018 CASDSM offered significant learning opportunities for all employees and Alternate Caregivers. In addition, individualized CPIN Learning Pathways were created for each employee, ranging from 2 to 7 days in duration. From January until the end of March 2018, the Society's CPIN Training Team provided nearly 100 training sessions covering a variety of modules designed to support all employees in developing their capacity to utilize the Child Protection Information Network (CPIN) by mid-April.

In total, training was provided to over 2,000 participants (note: participants are counted each time they attend a training session).

As the agency worked toward a cultural transformation, training sessions were provided to our members of our leadership team as well as all staff. This work was critical in the agency moving toward embedding our values.

In this new fiscal year, our focus will be for volunteers to ensure that they are provided with diverse and relevant learning opportunities.



### Board of Directors 2017-2018

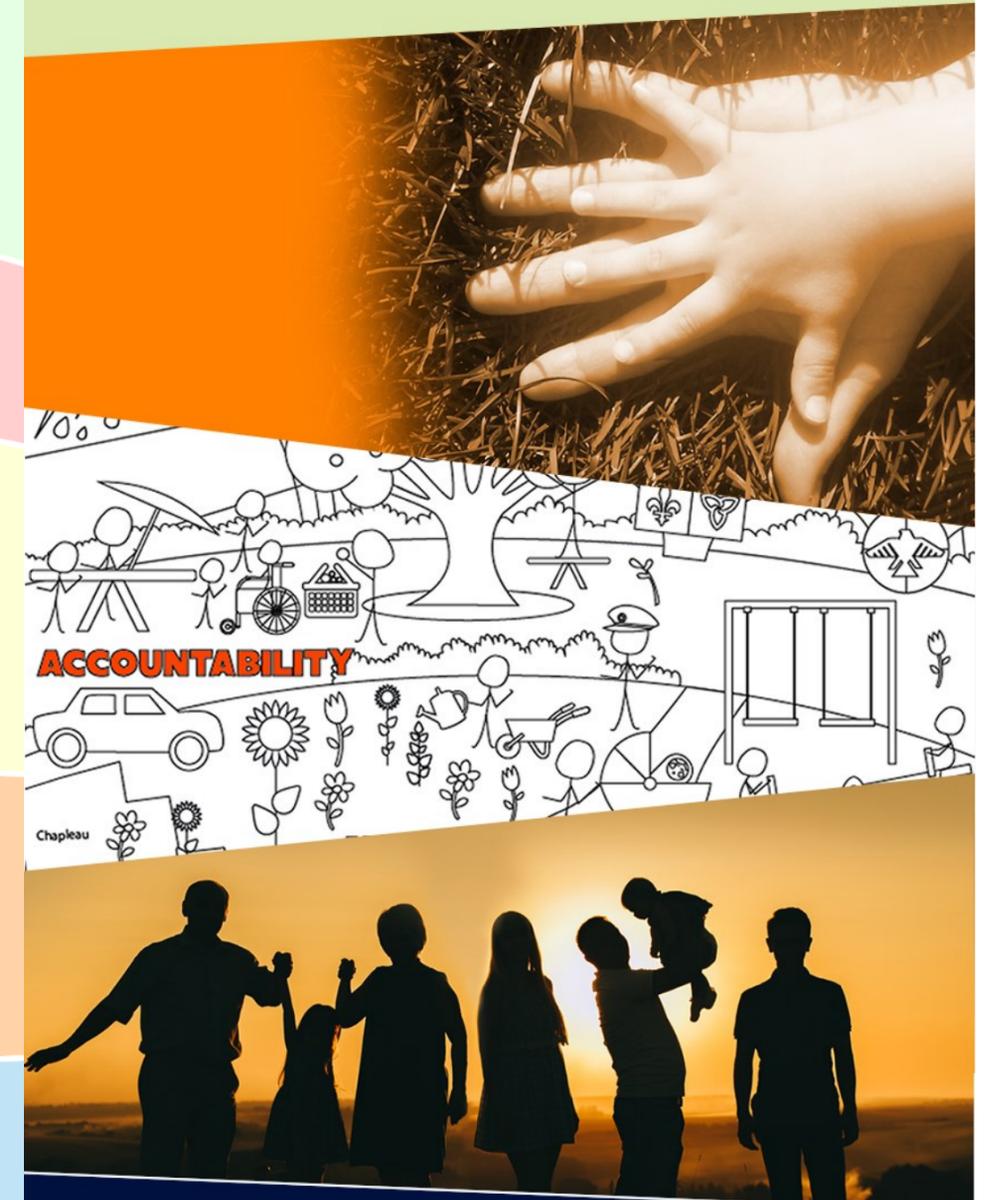
Ashley Thomson  
René Quesnelle  
Tannys Laughren\*  
Vincent Lacroix  
David Vares  
Natalie Harrison  
Carolyn Jodouin  
Sara Kunto  
Derek Lalonde  
James Tregonning\*

President  
Vice-President  
Secretary/Treasurer  
Executive Committee  
Executive Committee  
Director  
Director  
Director  
Director  
Director

\*Will not be continuing as a Director

# Building *positive futures* for children

## Annual Report 2018



The Children's Aid Society of the Districts of Sudbury and Manitoulin



La Société d'aide à l'enfance des districts de Sudbury et de Manitoulin

Le Rapport Annuel est disponible en français

### Wendy's Wonderful Kids

*What is Wendy's Wonderful Kids (WWK)?* The Wendy's Wonderful Kids program focuses on finding potential families within a child's immediate network before moving on to consider families outside the child's circle. This program is designed to move children more quickly out of foster care and into adoptive families. Currently, there are two recruiters working with the CAS in Algoma and Sudbury/Manitoulin.

#### What is the Role of the WWK Recruiter?

The Wendy's Wonderful Kids program works to place foster care children/youth by focusing on children/youth who may have physical, emotional, developmental, and/or educational needs and who have remained in the foster care system with no permanent plan. A recruiter completes an extensive review of the child/ youth's individual history, experience, and needs, and conducts an intensive child-focused recruitment. They search for potential parents and family connections while building a relationship, preparing the child for adoption, and building networks.

**Our successes:** There have been family connections made for several of the children involved; however, the success of the program can be summed up in the story of one child. Through the work of the recruiter, this child was placed with an extended relative through legal custody. For this child, this meant returning to the child's own family, own home community and leaving the care of the Society. We fully anticipate seeing more stories like this one in the future through the work of the recruiters.

### Joint Message from the Foster Parent Association and the Children's Aid Society for the Districts of Sudbury and Manitoulin

The Foster Parent Association (FPA) is the collective voice for families who foster children and youth in the care of the Children's Aid Society of the Districts of Sudbury-Manitoulin. The FPA works to support all resource families by acting as a liaison between the families and the society as well as between families and provincial and national fostering organizations such as the United Foster Parents Corporation of Canada (UFPCC), League of Ontario Fostering Families (LOFF) and the Canadian Foster Family Association (CFFA). Through funding from the agency and through fundraising initiatives, the FPA is able to provide additional training and supports to foster parents and is able to organise and host different activities for families. The Foster Parent Association represents foster families in the community highlighting the rewarding work foster parents do in caring for children and youth.

Some highlights of the FPA over the past year include: Organizing and hosting the annual Christmas Party, the first Easter egg hunt, the "End of school year party"; creating a quarterly newsletter; representing foster parents on agency steering committees such as the LGBTQ+ and Crown Ward Education Championship Team; monthly FPA meetings; and supporting alternative caregivers.

In October 2018, the Society will be holding the bi-annual foster parent recognition event to celebrate alternative caregivers who open their doors and provide a home to children and youth. Our theme is "The Voice of the Child". The work we do at the Children's Aid Society is work we can't do alone. We rely on the hearts of all alternative caregivers who open their doors. The recognition event in October serves to highlight and acknowledge all of the hard work done by alternative caregivers and recognize that they play an integral role in the lives of children and youth. We give our heartfelt thank you.

### Child Protection Information Network (CPIN)

Last year, CASDSM reported that it was on track to implement the provincial Child Protection Information Network (CPIN) with a go-live date of April 2018.

In its simplest form, CPIN is a provincial database that allows for the electronic sharing of case information and thus keeps children safer by tracking information about them and their families. After eighteen (18) months of dedicated collaboration, coordination, communication, consultation and committee work, on Sunday, April 15, 2018, our Executive Director said "go", and "go" we did, making the CASDSM the 25th Children's Aid Society to join the Child Protection Information Network (CPIN). The day was a flurry of activity as thirty-six (36) staff comprised of CPIN trainers, Super-users, Legal staff, Supervisors, Senior Managers, Administrative Assistants and Ministry support staff focused on fulfilling specific functions from data validation, to the inputting of required data, and to the provision of administrative support. Anticipation was high and the technical support team was on full-alert as staff arrived for work on Monday, April 16, 2018 our first day as a new CPIN agency.

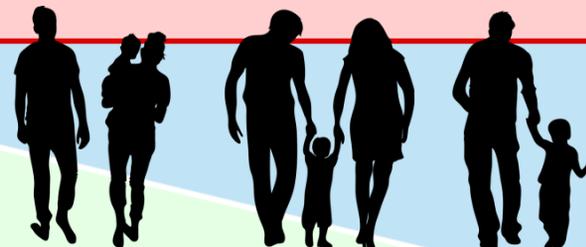
CASDSM has officially entered the sustainment phase with its migration to CPIN. While any change of this magnitude can be challenging, all staff members remain committed to this new system, recognizing that one-data system benefits children, youth and families. This philosophy is what guided us through implementation and is what will support us through sustainment. We thank all staff for their continued commitment and our partners for their patience as we worked through this massive implementation.

### Parent Advisory Committee

Through the cultural transformation work, the organization continues to find ways to live the values, of bringing them to life. Through this work we are putting to life the belief that the most effective services are those provided in a responsive and respectful manner and in a partnership with families. We recognized that we need to incorporate the voice of the service user. To this end, the CASDSM established a Parent Advisory Committee (PAC).

In February 2018, the Children's Aid Society of the Districts of Sudbury and Manitoulin held its first PAC. The five parent members of this committee essentially represent the parents' interest as a whole by bringing their voice to the table through genuine discussions and input to improve services. Though the committee is still very new, they have already caused the Society to affect change. Working together we firmly believe we can create better outcomes for children, youth and families.

We are appreciative of the parent members and welcome their feedback. We promised to be open to their voice even when it may be difficult to hear. We promised that we would ensure that their voice results in meaningful and timely change. We promised that we are committed to continuous growth and improvement. Their involvement promises resourcefulness, ingenuity and creativity to the organization to deliver services. People at the heart of an issue, if given a voice, will find a way to improve it. The parents sitting on this committee have this voice.



### CASDSM Cultural Transformation

Last year, members of the organization were able to accomplish a great deal together as we continued to marshal our efforts in transforming the workplace culture at CASDSM. Led by our Change Management Team, this multi-year initiative compelled us to reconsider what matters most - our values, and identify concrete ways of bringing them to life in our work with children, youth and families.

With consultant support, CASDSM members from across functions participated in training events and several "Use Your Voice Day" engagement sessions. We rolled out a "Pulse Check" to ascertain any changes in the culture since the first Engagement and Culture survey was launched in 2016. As well, we held a focus group and asked that all Teams validate information collected for the purpose of arriving at core values and behaviours. We are still on our way! Our next steps will involve gathering input from children, youth and families we serve as well as key service partners.

**RESPECT:** The recognition that everyone is unique and, as a right, entitled to be treated in a manner that promotes the dignity and equality of each other\*, the families, children and youth we service and our community as a whole.

**INCLUSIVITY:** Inclusivity is the commitment to include people who might otherwise be excluded or marginalized by race, class, gender, abilities, gender identity, age, etc. The act of striving to empower people to have their voices heard, to remove individual and systemic barriers to enhance participation, achieve equity and better outcomes for each other, the children and youth we service and our community as a whole.

**ACCOUNTABILITY:** Everyone is equally responsible to voice and empower change, to own and acknowledge decisions, actions and inactions while recognizing our collective commitment to living the values with each other\*, the families, children and youth we service and our community as a whole.

**INTEGRITY:** The quality of being honest, open, transparent with ethical standards toward each other\*, the families, children and youth we service and our community as a whole.

**KINDNESS:** Displays of politeness, active listening, courtesy, communication and caring to make a positive and practical difference to the lives of each other\*, the families, children and youth we service and our community as a whole. Being kind does not mean giving up one's beliefs or values. It is simply a matter of adapting one's behaviour to make it more pleasing to others.

*\*Equitable outcomes for each other, regardless of role or position at the agency, Board Members, Volunteers and Alternate Caregivers.*

Revenues	2017/2018	2016/2017
Province of Ontario	\$30,106,229	\$28,757,421
Ontario Child Benefit Equivalent		\$401,973
Children's Special Allowances	\$11,070,927	\$1,205,313
Other	\$11,829,178	\$1,485,774
<b>Total Revenue</b>	<b>\$33,006,334</b>	<b>\$31,850,481</b>
Expenditures		
Salaries	\$14,931,012	\$14,061,775
Benefits	\$4,112,718	\$4,118,067
Travel	\$1,314,327	\$1,340,350
Boarding	\$6,773,441	\$7,666,291
Other Client Costs	\$2,365,845	\$2,509,706
Amortization	\$310,162	\$305,244
Operating Expenses	3,134,745	\$2,689,856
<b>Total Expenditures</b>	<b>\$32,942,250</b>	<b>\$32,691,289</b>
<b>Excess (Deficiency) of revenue over expenses</b>	<b>\$64,084</b>	<b>(\$840,808)</b>