



Chatham-Kent
Children's Services

Services pour les enfants
de Chatham-Kent



Annual General Report 2019-2020

Board of Directors

Carol Moore, Chair
Robin Greenall, Past Chair
Kelly Farrugia, Vice Chair

Emily Demers, Secretary/Treasurer
Stanley Ing, Director
Evan Rogers, Director

Jennifer Morrow, Director
Joel Johnson, Director
Jennifer Goodal, Director

Michelle Romses, Director
Kevin Allman, Director
Trevor Crane, Director

Message from the Board Chair and Executive Director

As we reflect on our past year at Chatham-Kent Children's Services, the overriding theme was change and more change to come. The modernization of Child Welfare, a change of Ministry for Children's Mental Health, and the implementation of a regional service plan for our Special Needs Resourcing supports held both opportunities and concerns for the form that change might take.

Under a shifting environment, we set out a one-year strategic plan aimed at Strengthening Children and Families for a Better Future - a plan built together with staff and stakeholders to keep focus on what is most important in our work, preparing ourselves for the coming change.

A large part of our strategic plan was to continue work on strengthening our relationships, internally and externally. To build a supportive, collaborative workforce, several wellness initiatives were implemented as a result of feedback from staff. In an effort to build relationships with youth served by the agency, a new Youth Advisor brought forward the youth voice through a focus group and support group, as well as to Associate Minister of Children' and Women's issues, Jill Dunlop.

Our work on relationship building extended to how we work with Children, Youth and Families. Our efforts to embed the Signs of Safety approach with families continued. Signs of safety is a strengths-based approach that places a high value on the voice and experience of the child and family. We extended training in the approach to all staff, our Board, and community partners. Our partners have told us they've noticed a difference in our approach and in their interactions with us.

Our plan also included a commitment to equity. As an organization, we have started down the path to learn more about the systemic

inequities that lead to groups of people being disproportionately involved in all of our services; in the hope to challenge those inequities and interrogate the bias, racism, colonialism and classism, inherent and built into our services since they began. We have recommitted to continue along this path, with our communities, to undertake the difficult work of unpacking systemic racism, to reduce the inequities of our system in the aim of a more equitable future.

Operationally, in response to inclusion in the Child, Youth and Family Services Act, Part X Privacy legislation came into practice on January 1st. This legislation addresses the collection, use and sharing of personal information. It further supports the rights and voice of the children, youth and families we support.

Additionally, the agency has embarked on a shared service partnership with Sarnia Lambton CAS and Windsor Essex CAS. Financial operations for both Sarnia and Chatham have been centralized out of the Chatham location. By capitalizing on opportunities as they present, we can leverage our talent and resources to drive innovation and efficiency. Collaboration such as this is our commitment to a sustainable service model that is responsive to the needs of children, youth and families.

Toward the end of the year, the COVID-19 pandemic challenged us again, to think about how to serve our community. All of our staff have responded to the call to find ways to ensure we were able to continue to serve children and families, developing new and innovative approaches to meet with families digitally, and develop supports and resources that could be delivered at a distance. A truly heroic effort from every single department of the organization was needed to successfully navigate the new pandemic normal - and there's no better evidence of our supportive, collaborative workforce than how they came together in a time of crisis.

As we look forward to 2020-2021, it looks to be another year that will challenge us to be resourceful and adaptable in our approach.

Carol Moore, Board Chair
Teri Thomas-Vanos, Executive Director

Service Statistics

	2019-20	2018-19
Intake/Family Services		
Total Reports Received	2086	2372
Total New Investigations	929	1105
Investigations Not Required	283	435
Cases Opened	145	218
Cases Open At End of Year	219	307
Children in Care		
Children Admitted to Care	67	79
Children Discharged From Care	92	108
Children in Care At End of Year	126	148
Total # of Children Served in Care	218	262
Total Days Care Provided	50302	59747
Total Adoptions Completed	10	12
Total New Foster Homes Opened	4	8
Total Foster Homes at End of Year	47	56
New Kinship Service Homes Opened	64	57
# of Kinship Service Homes at End of Year	51	48
Adoption Disclosures Completed	28	26
Children's Mental Health		
Intake Referrals	744	702
Brief Services and Walk In	281	218
Counselling and Therapy Services	470	638
Psychological Assessment	74	94
Youth Engaged with the Criminal Justice System Served	18	12
Child Development		
Childcares and Early Learning Programs	46	35
Infant Development	149	204

2019-2020

Strategic Plan Highlights



Strategic Direction #1

Supportive, collaborative Workforce

- **Staff Survey:**
 - In follow up to the results of the survey, four areas of improvement will be focused on; psychological protection, organizational culture, clear leadership and expectations, civility and respect
 - A psychological health and safety policy and procedure was developed
 - Training on psychological health and safety for all staff was completed
- **Decrease in Grievances:**
 - 2018/2019 - 20
 - 2019/2020 - 4
- **Succession plan will be in place for management and senior management positions:**
 - Staff will be chosen to attend training appropriate to advancing their level of skill and knowledge
- **Wellness initiatives will be informed by identified staff needs:**
 - Staff-Management Wellness committee has been established, Terms of Reference and budget has been approved
 - Lunch and Learn workshops were offered
 - Staff surveys were administered in January and February to help identify future wellness initiatives

Strategic Direction #2

Child, Youth & Family Engagement

- **Youth Advisor Position:** Youth Advisor Position has been in place since end of 2019. Efforts were focused on recruitment and engagement with the Youth drop-in group, conducting a focus group with high school students, providing updates to the Executive Director related to concerns and priorities of local youth related to mental health, education and the community
- **Child's Voice is Engaged:** A Youth & Family Engagement team has been formed, consisting of a Youth Engagement Consultant and a Parent Engagement Consultant. As well, an Engagement Coordinator is being hired in the fall of 2020, at which time a formalized youth and family engagement plan will be developed
- **Service User Survey:** A part of the work that the Youth & Family Engagement team will undertake is gathering ongoing feedback from service users, which will inform service planning moving forward

Strategic Direction #3

Signs of Safety

- **95% of staff, volunteers, foster parents and Board members will be trained:**
 - Staff: 100%, Volunteers: 0%, Foster parents: 100%, Board members: 91%
 - Ongoing training for Signs of Safety will continue to occur throughout the upcoming year
- **Increased Family-based Care:**
 - Feb 2019 - 14 children/youth residing in a group care setting
 - Oct 2019 - 11 children/youth
 - August 2020 - 6 children/youth
- **Decreased # of Children in Care:**
 - Jan/19 - 147; Oct/19 - 137;
 - August/2020 - 128
- **Decreased Court Involvement:**
 - 2017/18 - 30% of files were involved in court proceedings
 - 2018/19 - 29%
 - 2019/20 - 33%

Strategic Direction #4

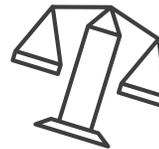
Governance

- **Development of a menu of Board training opportunities that align to the skills matrix:**
 - Board training survey distributed twice
- **Evaluation of new Board structure:**
 - Completed in February 2020; new structure allows members to better understand all aspects of the board and enables richer discussions
- **Development of a recruitment strategy**
 - Revised recruitment manual and Board of Directors brochure created
- **Development of a community engagement plan:**
 - Program Supervisors attend Board meetings and for quarterly updates and review; Ongoing program and service updates; Regular CMHO/OACAS meetings
 - Director attended Pre-Budget Submission 2019; Ontario Health Team Meeting in April 2019; Building Youth Futures in January 2020;
 - MPP Engagement in February 2020
 - Completed Signs of Safety training, Diversity Training, Heart & Spirit Training
 - Directors joined agency Walking tour with Minister Jill Dunlop in October 2019
 - Director attended Foster Parent Appreciation night - October 2019; CCSY Christmas Dinner
 - Guarding Minds at Work survey reviewed in January 2020

Strategic Direction #5

Equity

- **Identity-based information is collected by HR:**
 - The agency now asks all new employees 6 identity-based questions. Existing employees will update their profiles in Dayforce to include answers to these questions. Additionally, the OACAS provincial staff census working group is leading an initiative and our agency will be included
- **Facilities support cultural practices:**
 - A Smudging Room and a Reflection Room are now available to staff and clients
- **Increased collaborative community partnerships with equity-seeking groups:**
 - The One Vision One Voice Committee will become a Committee of a larger Equity Committee, which will work with all diversity/equity/inclusion groups within the community. Equity training has been provided to some staff and the Board of Directors, and additional staff and community training will take place. A corporate policy and a practice statement are in place



Our Mission

Strengthening children and families for a better future.

CKCS is an accredited multi-service agency that responds to the unique dynamics of our families. We support the well being and safety of our children and their families through evidence based practices and collaboration with community partners. Together, CKCS employees strive to foster an environment that encourages positive growth, professional development and progressive change.

Collaboration. Respect. Equality. Trust. Support.
 Accountability. Empowerment of families.

Financial Information

	2019-2020	2018-2019
Revenue		
Province of Ontario	\$ 20,962,599	\$23,307,417
Municipality of Chatham-Kent	2,204,682	2,301,966
Hope Housing	87,000	80,495
Catholic School Board	17,788	17,600
United Way	31,198	31,250
Chatham-Kent Health Alliance	200,000	200,000
Other	126,490	25,051
Expenditure Recoveries, Rebates, Interest	829,456	825,238
	24,459,213	26,789,016
Expenses by Program		
Child Welfare	18,193,666	20,364,175
Specialized Children's Services	2,843,174	3,017,197
-Infant Development and Other; Special Needs		
-Resourcing and Autism Classroom		
Child & Family Intervention, Children's Mental Health 0-6 and Youth Criminal Justice Act	3,238,002	3,247,801
Other Programs	184,370	159,843
	24,459,213	26,789,016
Operating Surplus (deficit) for the year	\$0	\$0



**Strengthening
 Children and Families
 for a better future.**