



2016-17 Annual Report



Highland Shores CHILDREN'S AID

Protect Care Empower

We want to be transparent and accountable about the work we do and the outcomes children, youth and families have experienced as a result of being involved with Highland Shores Children's Aid (HSCA).

Meeting provincial standards is an important part of ensuring we achieve the best possible level of service. The Quality Improvement Process came about as a result of the last Auditor General's report, which indicated some standards were not being met by all CASs. Over the past year, HSCA developed an Organizational Quality Framework and Quality Improvement Plans (QIPs). We, along with all other CASs in the province, provide compliance results for all standards and requirements identified in our QIPs on a quarterly basis to the Ministry of Children and Youth Services. We also report publicly on our website each year on several key performance indicators associated with those standards.

Being transparent with the public is important but so is transparency amongst CASs. The Child Protection Information Network is a provincial initiative designed to merge the information of Ontario's 47 Children's Aid Societies into one central database so that we are able to share confidential child protection information between us in a secure way. Over the past year, we have been working on our implementation plan at Highland Shores which will involve "going live" on the network in late fall of 2017.

Being transparent and accountable is only a part of the way we do our work. We also need to make sure that we continue to evolve our approach to working with children, youth and families. Using the Signs of Safety (SofS) practice is one way we are changing how we work with both families and community partners. In the past, the role of the Children's Aid Society was largely to "dictate" what needed to be done in order to keep children safe.

The benefit of the SofS approach is that it places the needs of the child or youth at the centre of all discussions. It allows their voice to be heard and builds on the strengths that exist within every family to help identify the steps needed to keep that young person safe and well-cared for. In 2016, training sessions were provided to service staff to further their learning of the SofS practice principles and use of the tools in their work with children and families. A plan has been developed to continue to build on this momentum over the next two fiscal years.

Work also began last year to ensure that all children, no matter their ethnicity, are being treated fairly and appropriately within child welfare. The Ontario Human Rights Commission (OHRC) requested information from CASs to learn what data and data collection practices they use to monitor Indigenous and racialized children and youth as well as their families. This was in response to the Truth and Reconciliation Commission's calls to action and to similar calls from racialized communities, to address the goal

of preventing and reducing the overrepresentation of Indigenous and racialized children and youth in the child welfare system. Highland Shores had already begun work in this area as a result of a partnership with the University of Toronto and we plan to publish some of the findings on our website in 2017.

Last year some significant changes to child welfare were initiated at the provincial level. Bill 89, the Child, Youth and Family Services Act (CYFSA) was tabled in December and passed third reading on June 1, 2017. The Bill introduces historic amendments to the Child and Family Services Act (CFSA) which it replaces and contains amendments that reflect many of our sector's long-standing advocacy efforts. While we welcome the important changes contained within the CYFSA we also realize that good ideas implemented poorly can have negative consequences. For instance, raising the age of protection to 18, if a young person consents to that assistance, while failing to understand and address the underlying requirements faced by Children's Aid Societies and communities prior to implementing this and other changes within the new Act can lead to failure. We are committed to getting this right and we will be engaging with the Ministry to work with them in order to do so.

Our staff continued to implement further efficiencies within our organization. The audited financial statements, which include items such as amortization and payroll accruals, show a 2016-17 deficit of (\$464,233). However, from a Ministry funding perspective, which doesn't include these, we ended the year with a surplus of \$475,900 and our balanced budget fund now stands at \$2,513,188. The Society will face additional financial challenges in future years as our funding decreases according to the Ministry funding model, but we will strategically use our balanced budget fund to allow us to manage within our allocation. This past year many board members took a more active role on the provincial level representing HSCA in a number of child welfare working groups and will be helping guide not just our work but with our colleagues across the province, the work of child welfare in Ontario.

In closing, we recognize the recent retirement of several long-serving HSCA staff members. The fact that many of you have devoted 25, 30 or even 35 years to the field of child welfare is a testament to your caring and compassion and your commitment to one of our most important core values...kids come first.



Michael McLeod
President, Board of Directors



Mark Kartusch
Executive Director

2016-17 Strategic Priorities

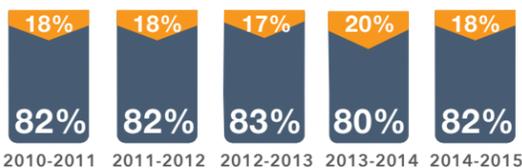
In 2016-17 we continued with activities that support both the priorities outlined in our Strategic Operating Plan and our overall vision of helping to create communities in which children and youth thrive, families are healthy, all staff, foster families, caregivers and volunteers feel supported and fulfilled, and Children's Aid is seen as a valued community partner. Here are some of those activities:

- Continued training our staff on using the Signs of Safety practice in their work. Implementing this new service approach across our agency is a multi-year project but initial feedback from families and community partners has been very positive.
- Began planning our implementation of the Child Protection Information Network (CPIN) scheduled for the fall of 2017. CPIN will help CASs in Ontario share important child protection information more effectively by being able to track what services children have received and the results, regardless of where in the province those services were provided.
- Partnered with the Me to We organization to offer a two-week cultural and work experience trip to China in August of 2016 for 15 youth in our care.
- Worked to enhance our transparency with the public by publishing five performance indicators related to the outcomes Highland Shores is achieving for children, youth and families. We also continued to conduct audits of our files for quarterly reporting to the Ministry on compliance to standards.
- All HSCA staff attended Aboriginal culture training at Tyendinaga Mohawk Territory or Alderville First Nation in June of 2016. The training was developed by members of our Aboriginal Advisory Committee in response to survey results related to staff knowledge of First Nations communities.

RECURRENCE OF CHILD PROTECTION CONCERNS...

- % of families with no recurrence of child protection concerns within 12 months
- % of families with verified recurrence of child protection concerns within 12 months

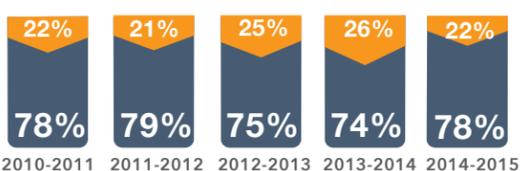
in a family after an investigation.



RESULTS:

Data suggest that the majority, 80-83% of families do not return for service within 12 months of case closure. A minority of families return to Highland Shores Children's Aid Society with verified child protection concerns within 12 months: between 17-20% in each of the years under review.

in a family after ongoing protection services were provided.

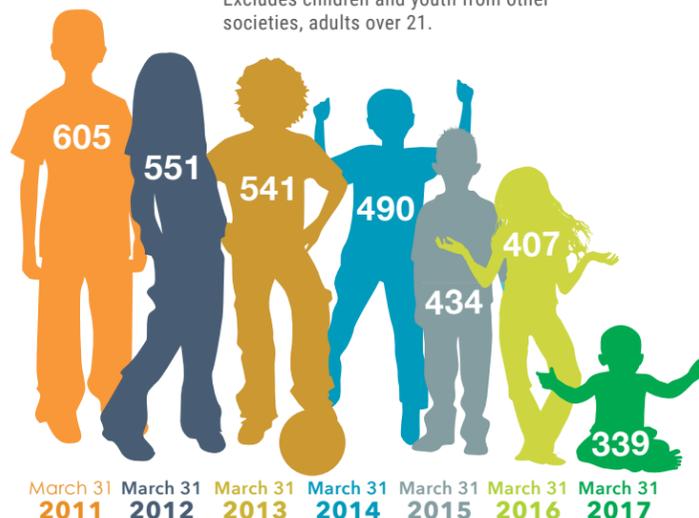


RESULTS:

Data suggest that the majority, 74-79% of families do not return for service within 12 months of service closure. A minority of families return to Highland Shores Children's Aid Society with verified child protection concerns within 12 months: between 21-26% in each of the years under review.

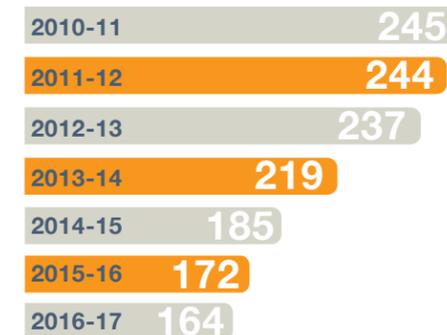
CHILDREN & YOUTH IN OUR CARE

Excludes children and youth from other societies, adults over 21.



NUMBER OF CHILDREN AND YOUTH COMING INTO CARE

Excludes children and youth from other societies, adults over 21.



WHERE THOSE IN CARE OF THE SOCIETY RESIDE

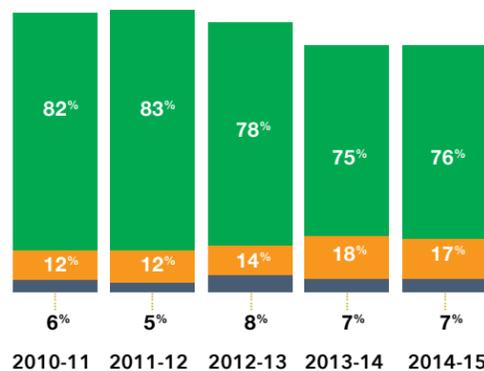
by placement type.



As of March 31, 2017



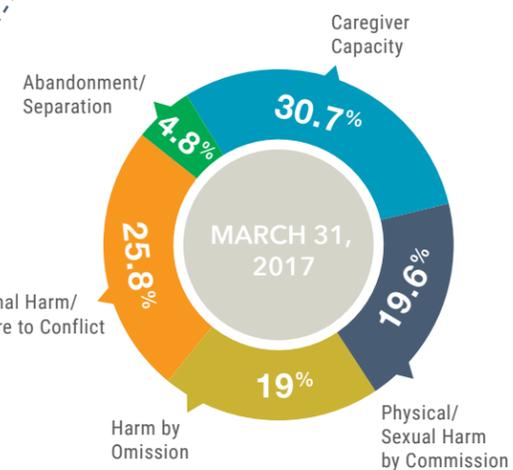
FAMILIES REFERRED to other community partners.



DAYS OF CARE by placement type.

FAMILY-BASED CARE
GROUP CARE
OTHER

RESULTS: The majority, 75-83% of days of care provided are family-based in each of the years under review.



OPEN ONGOING PROTECTION CASES based on reason for service.

Our Core Values

In pursuit of our Vision and Mission and in our work with each other, our Aboriginal and other community partners, we are committed to:

Kids Come First

Ensuring that children and youth are in homes where they experience psychological, physical, emotional, cultural and spiritual safety and the opportunity to develop resilience and a sense of hope and optimism for their future.

Respect

Demonstrating acceptance, empathy, and honesty.

Integrity

Showing genuineness, courage, and mutual accountability for our actions and attitudes.

Advocacy

Giving voice to children and families, ensuring safe solutions, and championing the rights and resource needs of children.

Open Communication

Ensuring that people have input into decisions that affect them, are listened to respectfully and given timely feedback.

Responsibility

Ensuring effective use of resources through systems and processes that are efficient, accurate, appropriate, and accountable.



FINALIZED ADOPTIONS

Includes children and youth from other societies.

Highland Shores Children's Aid Society

Financial Report for the Year Ended March 31, 2017

Audited

	2016 - 2017	2015 - 2016
REVENUE		
Province of Ontario Child Welfare	\$ 42,627,432	\$ 43,302,259
Other funds	3,012,139	3,241,117
Total Revenue	\$ 45,639,571	\$ 46,543,436
EXPENDITURES		
Salaries	\$ 18,513,664	\$ 18,946,291
Benefits	5,105,861	5,149,366
Travel	1,494,080	1,559,487
Training and recruitment	174,426	169,652
Building occupancy	1,309,468	1,221,851
Purchased services non-client	685,471	538,348
Program expenses	109,281	141,754
Boarding	9,458,799	10,750,595
Professional services client	1,456,749	1,526,521
Client personal needs	1,929,391	1,847,604
Health and related	805,341	833,444
Financial assistance	195,388	171,968
Promotion and publicity	51,630	27,321
Office administration	566,311	554,248
Miscellaneous	469,831	412,153
Technology	498,213	506,232
Other funds	4,203,526	2,801,571
Amortization	500,083	571,184
Total Expenditures	\$ 47,527,513	\$ 47,729,590
Expenditure recoveries	(128,512)	(157,566)
Non-retainable revenues	(1,295,197)	(1,180,402)
Net Expenditures	\$ 46,103,804	\$ 46,391,622
SURPLUS / (DEFICIT)	\$ (464,233)	\$ 151,814

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