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A WORD FROM THE EXECUTIVE DIRECTOR AND THE PRESIDENT OF THE BOARD OF DIRECTORS:

2010-2011 was a very busy and exciting year for the Children's Aid Society of the united counties of Stormont Dundas and Glengarry. So much happened this year that it seems difficult to remember it all.

One project that we clearly remember was the massive construction project involving our building last year. This project finally came to an end with the reopening of our reception area last fall and installation of our logo in the lecture hall. With our home makeover, we were able to welcome the community and clients into a professional yet cheerful environment, creating an ambiance of an agency that is "here to help".

Last year the Minister of Children and Youth Services announced the creation of the *Commission to Promote Sustainable Child Welfare*. We met with one member of the commission last summer to present our various transformation initiatives. We took full advantage of this visit and invited some of our youth in care, foster parents and community partners to discuss our partnerships and some of the challenges faced by this community. It was a very productive and positive day that allowed us to feature our unique strengths and problem solving abilities as well as our perspective on the future of child welfare.

In order to help with our recruitment strategies and be more involved in community events, we created a Public Relations position this year. As you will read in her report, she has been quite busy organizing community events and amazing activities all year. We also created our first fundraising event. Our camp fund project was created to help send community children to summer camp. It was a complete success, sending more than 35 children to camp last summer. We hope to send many more this summer with our first annual golf tournament held on June 3rd this year.

Another big project was the launch of our new data system *Matrix* was fully implemented at the end of March. Although it is not yet perfect, we are well on our way to a system that is tailored to our needs and will be able to provide us with very important data on our families.

We have also started working on two long term projects. The first is *Signs of Safety* and the second is *Triple P*.

The agency is undertaking to implement an adaptation of the *Signs of Safety* theoretical framework. This well established and researched approach will help to eliminate organizational barriers to client/community engagement and service continuity. We anticipate the Society in achieving better child welfare outcomes. The *Signs of Safety* model is very much in keeping with our now established agency commitments to client engagement, empowerment, and early permanency. We strive to incorporate a model of practice that recognizes that all families have competencies and strengths, and that families are potential partners in building safety as are other professionals, extended family and friends. Last winter, 8 staff from management to front line attended a week long training session in Minnesota to learn how to implement and use *Signs of Safety* in our day to day work. We hope to start implementation of this remarkable framework in the fall of this year. Our employees who have been hearing more and more about *Signs of Safety* are looking forward to this new direction.

Our second initiative started with a dynamic partnership in late fall 2010 with the Eastern Ontario Health Unit and Valoris for children and adults of Prescott-Russell to lead our agencies in the implementation of *Triple P*. This is a common, evidenced based, consistent network of positive parenting instruction. The ultimate goal is for all services and agencies who teach parenting or support parenting programs to use the same materials, language and framework of materials from *Triple P* so that parents in our ►

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community receive consistent messaging and instruction. *Triple P* is a flexible system of positive parenting and family support that has a strong basis in professional research literature across countries, cultures and sites. Community forums were held last winter to share this exciting, collaborative opportunity with our community partners. It is being actively embraced and a steering committee across the 5 counties was set up to move the work forward. Much more will come of this exciting initiative in 2011 and the years that follow as we hopefully move to become a *Triple P* Community!

The year has been a full one and our objectives were ambitious. While there have been many changes, the one constant is our commitment to improve upon our services to families, and to increase positive outcomes for our children. We believe that our children and families deserve no less.

In closing, I would like to recognize the work of three members of the Board of Directors who are stepping down after many years on the board.

First, I would like to recognize a very special and important friend of our organization, Mr. Ron Samson. Mr. Samson, who has been a member of our Board of Directors for more than 12 years and who was the President of our Board of Directors for most of 2010-2011, decided to step down this year to pursue other projects. Mr. Samson has been a tireless and dedicated supporter of the Children's Aid Society. He was an invaluable support to me, always available to help at community events, and always present at staff recognition events. Although we will miss seeing him as often as we have in the past, he will always have a special place at the agency and we know that he will visit us when we need his help.

Secondly I would like to recognize Mr. Kevin Lydon, who dedicated the past seven years to the Society as a director, but who also was President of the Board of Directors for many years. Mr. Lydon always volunteered to represent the organization at provincial events. I have learned a lot through Mr. Lydon's guidance and I will always be grateful.

I would like to recognize the contributions of Mr. Peter Scammell, who spent the past four years as a director and the past year as Chair of our Quality Assurance Committee. It is with great sadness that we are letting these amazing directors go. We appreciated their dedication and support.

One project that we clearly remember was the massive construction project involving our building last year. With our home makeover, we were able to welcome the community and families into a professional yet cheerful environment.



I would like also to recognize the President of the Board of Directors, Mr. Gabriel Gratton, and the active members of the Board of Directors: Dave MacLean, Jeanette Despatie, Stephen Gill, Vincent Foy, Peggy Campbell, Kevin Cooper and Benoit Veilleux. You are always so helpful and we appreciate your advice very much.

Finally I would like to recognize the employees of the Society for their dedication to the cause of protecting children; to our foster and adoptive parents for their generosity of heart in welcoming children into their families; to our volunteer drivers who never tire of ensuring our children get to their appointments; and to our community partners for helping us deliver services in a more coordinated fashion so that it is easier for children and families to receive the help they need as close to home as possible. We are an agency of helpers who inspire each other to work together for the safety and well-being of children and their families. Every one of us has a role to play that is crucially important to the life of a child. It is your commitment and belief in the importance of the mission that makes the work possible, effective and, meaningful. ■

Rachel Daigneault and Gabriel Gratton

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QUALITY ASSURANCE

This past year has seen the development of our Strategic Plan 2010-2013 and four strategic priorities:

- 1) OUR COMMITMENT TO STRENGTHENING CHILDREN, YOUTH AND FAMILIES IN OUR COMMUNITIES.**
- 2) OUR RESIDENTIAL MODEL SUPPORTS THE DEVELOPMENT OF THE CHILD WITHIN A PERMANENT FAMILY SYSTEM INCLUDING THEIR OWN FAMILY.**
- 3) BE A LEADER IN THE FIGHT AGAINST CHILD ABUSE AND NEGLECT IN SDG AND,**
- 4) DEVELOPING OUR PEOPLE AND STRENGTHENING OUR ORGANIZATIONAL CAPACITY AND ACCOUNTABILITY.**

These priorities have shaped our services and work in all areas in the past year and have been the base for quality assurance activities. From these priorities, an Action Plan was designed to target our service activities and measure select indicators for each. So far, we have identified high compliance rates with the initial Ministry standards for child protection, such as responding to families within required response times and completing assessments in a timely manner. We also have identified areas for improvement in this work and endeavour to move forward in better documenting our planning with families in the future and continue increasing our community linkages.

In our work with our children and youth in care, the number of our youth in *Outside paid resources* has decreased to about 15% of children as we continue to look to bring children in care back to our jurisdiction. This year we have had a record number of adoptions completed with 24 children and youth moving to their forever families. We continue to move children in care to permanency and also seek to further enhance all educational opportunities for excellent achievement for them. Further we are continuing to examine the needs of children in care with respect to the use of medication.

This year we have had a record number of adoptions completed with 24 children and youth moving to their forever families.

Our community presence in addressing child abuse and neglect has been highlighted this year with targeted campaigns to promote awareness and enhance the visibility of our cause. We continue to actively seek opportunities with community partners at events to promote the need for foster families and further local awareness and increased prevention.

Finally our staff and organizational capacity continue to be strengthened by our ongoing search for excellence in service delivery through the development of a strong team of staff committed to these priorities and reinforced by our valuable resources and suitable tools to do the work. This has required some transitioning to a new documentation and data management system which is being implemented this year. This system will allow us to best serve the families, children and youth and enable a higher efficiency and increased accountability in all areas. We look forward to sharing more results of our efforts to serve the children, youth and families in SDG. ■

COMMUNITY ENGAGEMENT

Over the course of this last year, we have made intentional efforts to become more visible in the community and more involved in community events.

With the support of Ministry funding, the agency's leadership team was quickly able to realize the value and merit of a Public Relations position. Overall, this concentrated focus has helped the agency significantly increase its visibility in the community, improve its public image and begin to form and build strong community

partnerships. Planning for such success over the last eight months has been devised in two tiers: Awareness/Public Image and Foster Recruitment, both of equal importance. **Here are several highlights of the agency's events:**

OCTOBER'S 2010 PURPLE RIBBON - CHILD ABUSE PREVENTION AWARENESS CAMPAIGN - *The agency's visibility by way of numerous articles and advertisements in multiple newspapers on many occasions, our awareness kiosks at key community locations and our final family fun day event at the agency are just a few things that brought the agency positive publicity and visibility. Many community members reported it was the first time they had ever heard of this campaign.*

NOVEMBER'S SANTA CLAUS PARADE - *The agency entered a float reflecting our foster recruitment campaign with the ducks and penguins. It messaged "one child for every foster family". Over 1500 candy canes were passed out to the crowd with the message "Think Adoption" to reflect November as adoption month. The agency received 1st prize for best float in our category.*

FEBRUARY - WINTERFEST/FAMILY DAY. - *CAS was a significant sponsor and an active member of the Winterfest activities. We sponsored 4 events - Free skate, Angels in the park, Fireworks and the magic show. We also set up 3 different information kiosks at key locations on both days.*

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STRENGTHENING OUR PRACTICE

We are pleased to announce our continued efforts over the course of this last year to further develop and build on our residential model. Our agency has striven to provide excellent service to our children and youth and to all of our resource families.

One of our priorities this year has been to offer permanence to all of our children and youth. Every permanent plan has been designed to help each child succeed and reach his or her full potential. We have focused our planning efforts to ensure that every child is in a family, has a sense of belonging, is developing significant relationships that are long lasting, and is maintaining his or her birth culture and heritage.

Our focus has been to stop labelling our children and youth and their behaviours, and instead to strive for positive outcomes for them. Within our residential services, we have developed a model that reinforces and rewards outcomes achieved by our children and youth and the efforts put into achieving those outcomes by our resource parents.

Results from an internal medication review this year demonstrated that very high numbers of our children and youth in care are being prescribed psychotropic medications. Our agency has committed to working closely with our community health professionals to gain a clearer understanding of psy-cho-tropic medications and advocating for better planning for our children and youth.

What we want for our children and youth is simple; it is what every parent wants for their child. We are committed to offering our children and youth every opportunity to learn how to dream and succeed and do well for themselves as they grow into adulthood. ■

Every permanent plan has been designed to help each child succeed and reach his or her full potential. We have focused our planning efforts to ensure that every child is in a family, has a sense of belonging (...)



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YOUTH CAMPAIGN

Fostering a child is a very rewarding experience that can make a world of difference.

- Do you love children and want to make a difference?
- Are you able to expand your family to make room for one more child/youth?
- Can you offer a normal life for a child/youth?
- Do you get satisfaction from helping children/youth reach their potential?

If so, the Society
welcomes you to apply
to become a foster parent.

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INSPIRE A YOUTH

Become a Foster Family.



The Children's Aid Society
La Société de l'aide à l'enfance
of the United Counties of | des comtés unis de
Stormont, Dundas & Glengarry

We are here to help.

Fostering a youth is a very rewarding experience that can make a world of difference.

Be a parent who inspires passion.

MyFosterFamily.ca

613 933-2292 | 1 866 939-9915

KEEPING CONNECTIONS

The past year has seen the Children's Aid Society of the united counties of Stormont Dundas and Glengarry continue to make changes to our service model with a focus on strength-based practice.

Specific team-based training on enhancing our engagement skills has been implemented along with agency-wide training on Solution Focused Intervention occurring in May 2011. This approach continues to build upon our commitment to fully engage families, youth and children in seeking solutions to ensure child safety.

Last year, our commitment to utilize Alternative Dispute Resolution methods, Family Group Conferencing and Mediation began, resulting in a number of successful Family Group Conferences occurring. In these situations, families and their extended family met and found solutions to keep the family together while ensuring the safety of their children. As we move into 2011, ADR will increasingly become a method to assist families to utilize their strengths and build their own safety plans.

Our agency continues to work with our goal to ensure permanency for all children in SD&G. Our Kin program continues to grow and seek out family members to ensure that children remain within their family network. When children must come into care, our focus continues to be reintegration with their family. Permanency remains our first priority, and all efforts to fully engage families from a strength-based perspective are essential in providing excellent service within SD&G. ■

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ANNUAL STATISTICS

as of March 31, 2011

FAMILIES HELPED IN OUR COMMUNITY THIS YEAR

Total calls received (Protection/Foster/Kin/Adoption/AHS)	3113
Assessments/Investigations opened/reopened	1206
Community Links	369
Assessments/Investigations closed	916
Investigations/Assessments transferred to ongoing service	290
Total investigations/assessments completed	1206
Number of files opened in Ongoing as of March 31	293

STATUS OF CHILDREN IN CARE



Crown Ward	198	59.1%
Society Ward	18	5.4%
Temporary Care Agreement	7	2.1%
Temporary Care and Custody	32	9.6%
Extended Care	70	20.9%
Other (OPW and OSW)	10	3.0%

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OUR CHILDREN IN CARE



Age of our Children in Care

0-5 years	42	12.5 %
6-9 years	65	19.4 %
10-14 years	93	27.8 %
15-17 years	94	28.1 %
Over 18 years	41	12.2 %
Total	335	100 %

TYPES OF PLACEMENTS



Foster care	169	50.4 %
Kinship care	34	10.1 %
Outside paid resource	53	15.7 %
Independent Living	51	15.2 %
Adoption Probation	12	3.6 %
Free home/institution	11	3.5 %
Other	5	1.5 %

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CHILDREN ADOPTED

24

OUR RESOURCES

Foster Homes	118
Kin Homes	18

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FINANCIAL REPORT

The Statement of Operations for the year ended March 31, 2011 is included for your review in this annual report. Full Financial statements are available upon request.

We ended our fiscal year with a surplus of \$ 180,872. This is a result of our ongoing efforts to look for efficiencies in case management and client services in order to reduce costs without disrupting service delivery.

The Ministry's continued support in recognizing and assisting the unique needs of our agency and the ongoing challenges of funding Child Welfare services is appreciated.

REVENUES	2010-2011
MCSS Transfers	24 781 230
Child Welfare Recoveries	932 668
Investment Income	21 822
Amortization of deferred contributions	122 437
Other	620 333
TOTAL REVENUS	26 478 490
EXPENDITURES	
Salaries and Wages	8 224 078
Benefits	1 815 272
Building Occupancy	557 465
Office Administration	388 172
Training & Recruitment	261 837
Promotion & Publicity	288 585
Professional Services Non-Client	163 479
Travel	1 153 575
Boarding Rate Payments	10 811 995
Professional Services Client	276 890
Health & Related	762 779
Client's Personal Needs	847 909
Camp/Program Fees	1 977
Miscellaneous	144 433
Technology	599 173
TOTAL EXPENDITURES	26 297 619
NET REVENUES OVER EXPENDITURES	180 871



AMAZING STORIES

We are proud to share some story highlights about some of our children and youth.

This year, two of our youth are winning recipients of an OACAS provincial bursary competition, Diana and Valerie.

Diana is an extraordinary young lady who is dedicated to her school and the community while maintaining an impressive grade average. She will be attending McGill University this fall as she dreams of becoming a lawyer, and we wish her all the best.

Valerie will be attending La Cité Collégiale this fall in Early Childhood Education, as she aspires to work with young children. Valerie has had special people help her along her journey, especially her aunt and uncle who have stood by her and watched her grow into a strong young woman. Valerie is very grateful for the commitment her family has shown her. She is, in turn, trying to be a great role model for her three younger siblings.

Maria is a very talented, driven and energetic young woman. She is currently enrolled in a nursing program as she dreams of becoming a nurse in the "Nurses Without Borders" organization. Her determination is a true source of inspiration for many of us.

Finally, Angel is another special young lady who is the example of resilience and high expectations. She is working very hard

Our children and youth have dreams and aspirations and we will do everything we can to help them achieve great success.

to graduate from high school even though she was told growing up that she had a deficiency that would impede her ability to do well academically. With the help of her foster parents, with whom she has lived since a young age, she is maintaining an average in the mid-70s and is working hard to graduate and enrol in a local college program. She is a true inspiration.

It is for these reasons and so many more that we are so invested in our children, our youth, and our resource parents. Our children and youth have dreams and aspirations and we will do everything we can to help them achieve great success. ■

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