

Transformation

Principles in Action

Engage families

Respect

Teamwork and
Collaboration

Balanced Service Approach

Permanence

Accountability through
personal excellence



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Our mission statement

The Catholic Children's Aid Society of Toronto, on behalf of the Catholic community is committed to providing social services that protect children and strengthen family life.

What we value

- Human dignity
- The courage and integrity to take a stand
- Partnership and teamwork
- Cultural, racial, and individual differences
- Professional excellence

A message from the President & Executive Director

As anticipated, the past year has been one of further transformation of the child welfare sector in Ontario. CCAS is realigning its service delivery with the evolution of provincial policy and in response to funding pressures. A three-year Sustainability Plan was developed in the summer of 2013. The Society's mission and service principles served as a touchpoint in planning.

The principles were developed by the Senior Leadership Team in 2009 and provide a consistent framework of reference to guide our day-to-day work with the children and families we serve. The principles are aligned with the Ministry's Transformation Agenda and they are: *Engage Families, Respect, Teamwork and Collaboration, Balanced Service Approach, Permanence and Accountability through Personal Excellence*. They guide our actions, while ensuring our Paramount Principle – *The safety, well-being and best interests of the child are paramount* – is met. This year's Annual Report is structured to describe our service activities in the context of service principles – in short, they are Principles in Action.

The Ministry of Children and Youth Services implemented a new funding model and accountability agreements across the Child Welfare sector in 2013. Some agencies received funding allocations for three years that increased their funding, while others experienced a reduction. CCAS was one of the agency's that was faced with a reduction. The Society's Sustainability Plan focuses on improvements to four areas of operation. They include, Intake and admission prevention and post admission work with families when there are emerging safety issues, permanency strategies for children and youth in care through family re-unification, adoption and kinship arrangements, expansion of our partnerships with community organizations and strengthening/optimizing internal resource management. These efforts allowed CCAS to finish the year with a surplus.

A six-month-long Inquest into the Death of Jeffrey Baldwin took place from September of 2013 to February of 2014. Jeffrey was a young child who died while in the care of his grandparents, 11 years ago. Jeffrey received protective services from CCAS in the mid-1990's. This inquest highlighted the vulnerability of small children in our communities who can easily be 'hidden

from view'. At its conclusion, the inquest jury returned 103 recommendations directed to 14 different institutions. Three recommendations were directed to CCAS. Early next year, CCAS and other parties with standing will report to the Coroner's Office to update the public on progress related to these important recommendations.

CCAS has been intensely involved in preparing for the sector-wide implementation of CPIN (Child Protection Information Network).

We are one of the early adopters of this province-wide data system that will eventually allow all CASs in Ontario to more effectively and consistently share information on child protection cases. The sharing of information among protection agencies improves safety for children.

For the 10th year in a row, CCAS was chosen as one of Canada's Top 100 Employers. In addition, CCAS was selected as one of Canada's Top Family Friendly Employers and one of Greater Toronto's Top Employers.

The Society completed another successful Ministry Foster Care Licensing Review in 2013-2014. This is an important accountability process the Ministry has to support the monitoring of the well-being of the children and youth in our care, as well as providing us the opportunity to continuously improve support to our foster parents.

So many people and organizations help us in our work. On behalf of the Board of Directors and staff, thank you to our heroic foster parents, our generous volunteers and donors, Catholic Charities and to our many community partners.

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Mary A. McConville

Mary A. McConville
EXECUTIVE DIRECTOR

Stephen Taylor

Stephen Taylor
BOARD PRESIDENT

Engage families

We actively engage with families in helpful, welcoming and supportive ways.

This year, the Society shifted its Parent Support Program from Centralized Services to Intake. This means that families who need support receive referrals to the program as soon as they become involved with the Society. The results have been positive. The wait time for support services has decreased significantly, so families are receiving the help they need sooner.

More children and youth served by CCAS are able to remain with their families and receive services in their homes. Parent Support Workers in collaboration with parents, children and the community are setting goals that strengthen relationships and reduce risks for children. By working directly with families, Parent Support Workers also assist families with referrals to community programs which provide ongoing support.

Respect

We respect human dignity and diversity.

An integral part of a Child Protection Worker's job is building strong relationships with the children, youth and families we serve. At CCAS, we strive to ensure our work is respectful of our clients. CCAS has embraced the principle of Anti-Oppressive Practice (AOP) – a perspective toward social work that acknowledges some of the barriers that can hinder the growth of strong, respectful and trusting client/worker relationships. The Ontario Child Protection Training System has integrated this practice perspective into the provincial training curriculum for child protection workers.

CCAS serves a culturally diverse community and marginalized groups. Adopting AOP provides Child Protection Workers with a framework that ensures they are sensitive to each client's culture and environment.



Teamwork and collaboration

We value and practice teamwork, collaboration and partnership.

As part of our ongoing commitment to working with community partners to better support families, children and youth, CCAS has developed a number of pilot projects and supports service collaborations with community partners. These include:

The Child & Youth Advocacy Center at Boost – The goal of a Child & Youth Advocacy Centre (CYAC) is to ensure that children, youth and families who have experienced abuse receive the very best child-focused investigation, treatment, support services and advocacy, all under one roof. The CYAC is a partnership between the community, private and public sectors. CCAS has joined seven other community partners in committing staff and resources to the planning and implementation. The CYAC partners are committed to creating an interdisciplinary service where all elements of a child abuse investigation can be performed in one location. The CYAC opened its doors on October 1, 2013.

Violence Against Women Project – CCAS has partnered with the Violence Against Women (VAW) sector on a project to increase collaboration by locating VAW Workers with Children's Aid Society Intake teams. This partnership strengthens supports and services to women and children who have experienced domestic violence. Women are partnered with a VAW specialist at Intake and VAW workers accompany CAS staff on home visits involving domestic violence. This results in faster access to community supports and enhanced safety planning for families. Currently a pilot project, the goal is to expand the current program to all three of our protection sites.

CCAS Volunteers

CCAS has almost 200 volunteers whose support and dedication to the children and families we serve allows the Society to provide valuable services. A new initiative, The Homework Club, was launched by Volunteer Services in fall 2013. This program matches tutors with children in grades four through eight to assist with homework, provide educational support and build relationships. The program has been well-received and plans are already in place for future expansion.

Balanced service approach

We ensure that our service emphasizes child safety and well-being by utilizing a comprehensive assessment and intervention model that addresses the risk to children and acknowledges family strengths and needs.

In 2013, the Government of Ontario introduced a new funding model for Children's Aid Societies and accountability agreements for Boards of Directors. In response to the challenges of the funding approach, the Society developed a three-year Sustainability Plan that will allow the Society to live within its funding allocation, while still providing effective protection services to children and families.

The plan's service strategies reflect the policy directions of the 2006 Child Welfare Transformation Agenda. These service strategies have significantly improved child welfare practice in the province.

There are three major areas of focus in the Sustainability Plan:

1. Early intervention and admission prevention using formal community partnerships and service agreements, and by engaging families in facilitated conferencing to resolve issues and set goals;
2. Timely permanency decisions/planning for children in care;
3. Increasing family-based care options.

These service directions support good outcomes for children. They increase safety, provide more opportunities for permanence and promote collaboration with families. The Society is committed to ongoing improvement to our policies and practice in support of our mission to provide social services that protect children and strengthen family life.



Permanence

All children need and are entitled to enduring family and/or significant relationships, that provide a sense of stability and belonging.

As part of the Society's Permanency Strategy, CCAS has invested in a new Facilitated Conference Model, the development of a Family Finder Program and the re-alignment of staffing to enhance our Adoption and Kinship Services.

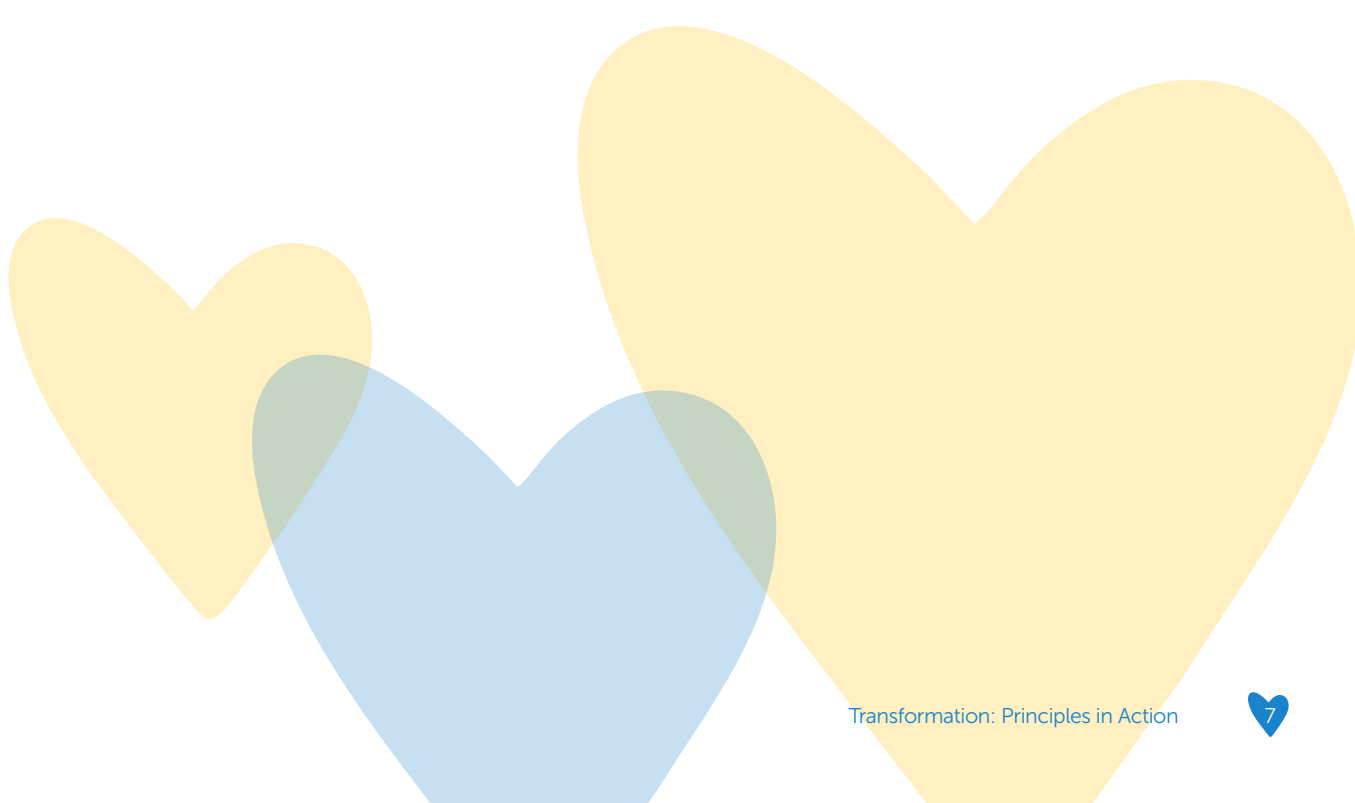
The **Facilitated Conference Model** actively engages families to resolve issues, wherever possible, together with the Society. Using a dedicated Conference Facilitator, participants in a conference include the family, CCAS staff and community partners, who all come together to discuss the family's strengths and the Society's protection concerns, to work collectively, to develop a plan and goals for a safety net for children. The Society has four Conference Facilitators, one at each service location, and has already seen a decrease in admissions to care as a direct result of the conferencing model.

CCAS has four dedicated **Family Finders** who use highly-developed research skills to locate relatives, extended family members or members of a child or youth's community in order to develop caregiver or lifelong relationships between the family and the child or youth.

We have seen many successful outcomes, including one young man with no family connections who desperately wanted to connect with a grandmother he remembered from his childhood. He had very little profile information to give, but through extensive digging a Family Finder discovered his grandmother in the United States. The young man is now back in touch with her and planning a summer reunion with the assistance of the Hope for Children Fund.

Plans for permanence for some children and youth include being placed with family (a kinship arrangement) or for adoption. The Society has strategically increased staffing in our **Kinship and Adoption** departments to support community outreach, provide greater capacity to assess prospective families and allow more opportunity to work with older Crown wards.

CCAS is committed to ensuring that children and youth have lifelong connections within their family and community.



Accountability through personal excellence

We are all responsible for performance excellence. We will measure performance, participate in research and use evidence informed practice, provide feedback and engage in continuous reflection and learning in order to provide the best service to children and families.

CCAS is proud to be one of 14 early adopter agencies of the Child Protection Information Network (CPIN).

CPIN is a province-wide information system for children's aid societies (CASs) that will enhance child safety by providing CASs with improved capacity to consistently track children and seamlessly share critical case information. Currently, there are several independent record-keeping systems used by CASs across the province.

The CCAS CPIN Implementation Committee has worked for more than a year preparing for implementation. The Society worked with the Ministry's CPIN Project team to develop a local plan which in-

cluded training the entire staff for a launch in 2014. Undertaking a systemic change of this magnitude takes hard work and planning, supported by staff at all levels.

The implementation of a shared information system is an important step in the evolution of Ontario's child welfare system, ensuring children and youth across the province are better protected and enabling more effective systems management.



Hope for Children Fund

The Hope for Children Fund supports the Catholic Children's Aid Society of Toronto by raising funds for education, summer camp experiences for children and youth, and emergency financial assistance.

In 2013-2014 the Fund supported 171 families with emergency assistance grants. These grants provide critical funds for families on the verge of eviction or in need of groceries or baby supplies. These one-time grants provide relief when families need it most.

During the Christmas season, more than 700 families and youth-leaving-care received gifts or gift cards, as well as food vouchers for Christmas dinner. For families and children living in poverty, Christmas can be a difficult time. The programs developed by Hope for Children help relieve the stress of the season and support a happy holiday for thousands of our children, youth and families.

The Hope for Children Scholarship Fund provides much-needed funding to help youth leaving care attend post-secondary education. In 2013-2014 the Fund supported \$118,000 worth of grants to assist more than 100 youth in pursuing college, university or training opportunities. The Ontario government now provides tuition

for Crown wards, but not all post-secondary institutions are participating in this program and not all Crown wards are eligible. The affordability of college or university remains a challenge for many of our youth who do not have the financial and emotional support of a family. Hope for Children scholarships are a critical resource to help ensure our youth have the opportunity to pursue their studies.

The summer camp program helped 144 children experience camping, a wonderful formative activity.

These programs would not be possible without the generosity of our donors. Thank you to our donors who supported Hope for Children in 2013-2014. For more information or to donate visit www.hopeforchildren.ca.

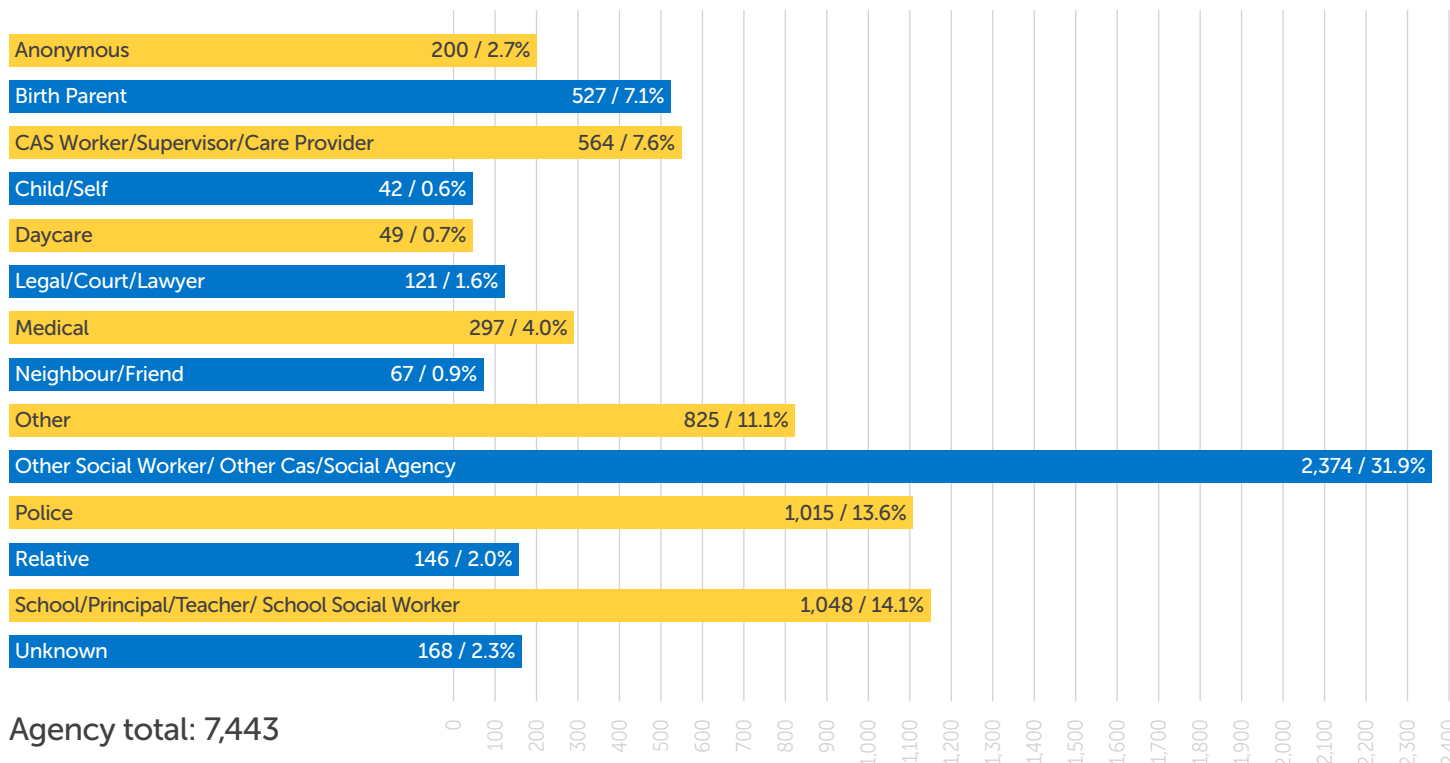
"Without the Hope for Children Fund scholarship I would be in deeper debt or perhaps not even able to complete my education. I am grateful for the additional help," Anthony, Hope for Children Scholarship recipient.



Service statistics for 2013-2014

Referral source

Number of referrals / percentage of referrals



Total families served in the community.....	9,663	Total days in care.....	327,602
Non Protection Complaints	3,443	Adoptions completed.....	36
No Direct Client Contact.....	822	Adoption disclosures completed	103
Community Links.....	92	Other disclosure services	2,571
Families Served at Investigation.....	3,590	CCAS Foster homes.....	120
Families served at ongoing protection.....	2,724	CCAS Group homes	10
Children Served in the Community at Protection.....	11,403	Total CCAS Foster and Group Homes	130
Children Served in the Community at Non-Protection	3,734	Volunteers.....	195
Children served in care	1,215	Total investigations Completed	3,077
Number of Children on CCSY Served	290	(Closed at Investigation/Transferred to Ongoing)	

Financial Statement* (in thousands of dollars)

Revenue	Year ended March 31, 2014	Year ended March 31, 2013
Province of Ontario	97,783	102,404
Government of Canada	2,403	2,631
Hope for Children Fund	263	333
Other	2,974	2,662
Total	103,423	108,030
Child and Family Services Expenses		
Boarding Rate Payments	34,620	41,590
Salaries and Benefit	45,081	44,559
Travel	2,575	2,827
Children's Personal Needs	2,510	2,701
Health and Related Services	1,184	1,362
Purchased Services	3,431	1,321
Financial Assistance and Special Programs	495	697
Total	89,896	95,057
Administrative Expenses		
Salaries and Benefit	6,712	6,927
Building Occupancy	2,154	2,866
Office Administration and other	1,828	2,088
Technology and Purchased Goods and Services	1,942	873
Training and Recruitment	189	202
Total	12,825	12,956
Total Expenses	102,721	108,013
Excess of revenue over expenses for the year	702	17
Accumulated deficit, beginning of year	(507)	(748)
Funding for prior year deficit	456	224
Accumulated surplus (deficit), end of year	651	(507)

* Full consolidated financial statements, as audited by Ernst and Young LLP, are available from the Society upon request.

Board of Directors

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DIRECTOR OF FINANCE, ADMINISTRATION AND I.T.

Terry Daly, CHRP
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