

Annual Report

2004-
2005



*Family & Children's Services
of Guelph and Wellington County*

Financial Report

	Year End 31/03/2005	Year End 31/03/2004	Year End 31/03/2003
REVENUE			
Province of Ontario – eligible funding	16,183,079	15,736,469	13,284,836
Non Retainable Income	700,994	671,927	586,958
	16,884,073	16,408,396	13,871,794
EXPENSES			
Salaries and Wages	7,765,984	7,404,574	6,569,759
Boarding Rate Payments	4,324,361	4,182,684	2,507,724
Benefits	1,700,528	1,382,073	1,012,763
Professional Services – Client	704,349	806,297	758,470
Building Occupancy	584,260	663,798	587,727
Travel	514,123	520,578	698,777
Clients Personal Needs	380,926	452,842	771,745
Technology	255,294	331,171	320,853
Office Administration	223,219	233,531	219,010
Health and Related	154,163	144,238	115,514
Miscellaneous	91,914	81,923	78,003
Professional Services – Non Client	51,805	40,624	75,167
Financial Assistance	39,256	48,013	43,355
Training and Recruitment	37,708	41,173	58,592
Capital Acquisitions – Non Client	26,744	35,342	32,024
Promotion and Publicity	19,386	13,302	16,234
Program Expense	10,053	26,880	26,550
TOTAL Gross Expenditures	16,884,073	16,409,043	13,892,267
Excess of Expenses over Revenue	-	(647)	(20,473)
Fund Balance, Beginning of Year	(647)	(171,329)	(150,856)
Adjustment to Prior Year Funding	327	171,329	
Fund Balance, End of Year	(320)	(647)	(171,329)

Cover photo: Kalan Michael Carl Popp, nephew of Pat Giles, Director of Service

Service Statistics

	Year End 31/03/2005	Year End 31/03/2004	Year End 31/03/2003
NON RESIDENTIAL SERVICES			
Inquiries	232	399	696
Reports Received – Not Investigated	1855	1,366	1,501
New Investigations	1,334	1,469	1,486
Investigations Completed – No Further Service	992	1,508	1,225
Investigations Completed – Transferred to Ongoing	274	314	350
Ongoing Protection Caseload	388	478	484
FOSTER HOMES – Homes Open			
	126	121	127
RESIDENTIAL SERVICES			
Children Admitted into Care	120	172	143
Children in Care – Average	200	223	192
Children in Care – at year end	189	226	204
Children in Outside Paid Institutions	7	19	9
Total Days Care Provided	71,214	81,506	73,552
ADOPTION			
Adoption Placements	17	30	35
Children on Adoption Probation (year end)	20	36	30
Post Adoption Services – Families Served	4	12	30
Adoption Disclosure Cases	125	107	95
VOLUNTEERS			
	137	131	125

Board of Directors 2004-2005 (as of March 31, 2005)

President:

Councillor Gordon Tosh

Past President

Janet Kaufman

Vice-President

Barry Walker

Secretary-Treasurer

Kendra Pagnan

Allan Asselin

Todd Breedon

Amy Doherty

Councillor Cathy Downer

Wayne Hong

Gilbert Lavalley

Lois MacDonald

Michele Preyde

Brendan Soye

Wanda Thompson

Wilma Tosh



President's Report

“Kids are Job One”

After several years of rapid expansion within the agency, it is refreshing to see that demands for service and the number of children in care have leveled off this past year. This has provided us with the opportunity to regroup and reflect. It is timely that we embarked on reviewing our strategic plan.

As we worked hard on developing our strategic plan, it became clear that children are our number one focus. We work to strengthen families in order to improve the lives of children. We create community partnerships in order to better serve our children. We build community protocols with other service providers in order to better protect the children. Whatever tasks we take on, helping children is our primary goal.

Dr. Jean Clinton, psychiatrist, recently spoke to a group of foster parents on the science of learning. She explained how the skills of learning develop as a child matures. As a child grows older, it becomes increasingly difficult to develop new learning skills. A child living in turmoil cannot learn easily. If events happen to impair a child's development, the opportunity may be gone forever.

It is just as difficult to learn trust, love and patience if not taught early in a child's development. An infant who does not learn he can trust his caregivers in the first few months will always have trouble trusting. A child who is living in fear cannot put that fear aside in the classroom and learn at the same rate as their classmates.

Thus, we must intervene early on behalf of children at risk. We must work closely with other community partners to support these children and their families in order to avoid any missed opportunities. Foster families have a critical role to play in helping children recover from missed opportunities. Adopting families can provide long-term nurturing and care to help children rebuild from a difficult past.

As we launch our new strategic plan, I would challenge us as an agency and as a total community to make our community a place where **“Kids are Job One”**. Together let us strive to ensure our children have safe places to live and grow to their full potential.

*Gordon Tosh, Board President
Wellington County Councillor Ward 8*

Executive Director's Report

This is a time of great excitement and anticipation. Child welfare in Ontario is on the verge of a major transformation and the new directions are consistent with our own community-based service model. Minister Bountrogianni was very enthused by what she saw when she visited Guelph last summer. She noted that F&CS services, the community network of partnerships and initiatives such as the Shelldale Centre reflect the very ideals she is promoting for Ontario. She commended us for having already achieved many of the desired results.

Seven years ago, in the wake of a number of child deaths, child welfare reform initiatives were implemented to ensure that children would be protected at all costs. While more children have been protected in recent years, many more children have been taken into care, costs have escalated to unprecedented levels, and many of us became concerned that interventions had become overly intrusive and families were no longer receiving good support services.

Two years ago, the Child Welfare Review recommended a better balance between the child protection focus and a renewed emphasis on family support, prevention and early intervention, and community partnerships. In 2004, the Minister established the Child Welfare Secretariat with a mandate to implement these recommendations. The Secretariat has recently unveiled the new directions that will unfold over the coming months.

A new Differential Response direction will ensure that children are protected through intrusive interventions when necessary, while also ensuring that families in need of help receive appropriate supportive services. Agencies will be encouraged to develop meaningful community partnerships. The new Permanency Planning direction will promote more preventive family support, more kinship care for children who cannot be protected at home, and more adoptions for children in care. A third direction will promote reduced Court involvement, with other directions to include quality assurance, outcome measurement and increased accountability.

In Guelph and Wellington County, we have built a strong foundation from which to embrace the new

directions. We have a strong, experienced and positive staff group, a fantastic network of foster families, numerous community partnerships, and well-established agency programs. Because of our service approach, our family support programs and our effective community partnerships, we have a very low rate of children in care. We have had many years experience in placing children privately into kinship care with extended family members. Because foster parents are always willing to go the extra mile for kids, we have very low rates of group care placements. Our adoption team already places proportionately more children for adoption than most any other agency in the province. Our community service system is on the leading edge with programs such as Shared Services, the Guelph Neighbourhood Support Coalition, and a full range of community service protocols.

In the past two years, we have implemented an aggressive cost constraint plan. Our staff complement has been reduced by more than 20 positions, largely through attrition. One supervisor and one service manager position have been eliminated. Two of our branch offices have been closed. We have achieved substantial reductions in legal service costs through the use of more voluntary care agreements, increased mediation and clinical involvement, reduced Court ordered assessments, and increased clinically managed access.

We recently reorganized senior management to create a new department of family and community support and to integrate quality assurance throughout all service areas. Funding from the Trillium Foundation and Heritage Canada has enabled us to launch a diversity initiative designed to ensure an anti-oppressive environment and to improve responsiveness to the growing diversity within our community.

These achievements set the stage for moving forward. At the same time, we face many challenges. We must build greater capacity for quality assurance, program evaluation and outcome measurement. Implementation of differential response will require further reorganization and training for family service workers and further development of the new family and community support programs. To serve the best

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Executive Director's Report, continued

interests of children in care we are implementing the Ontario Looking After Children (ONLAC) program for all children in care. We are also looking to develop a new headquarters office in Guelph. The greatest challenge will be to achieve positive results in all areas in an environment of ongoing cost constraint.

In every annual report, we strive to acknowledge everyone who has made a positive difference for kids and families over the past year. That is no easy feat, as the list grows longer each year. There are thousands of foster families, volunteers, agency staff and management, community partners, the Children's Foundation, neighbourhood leaders, government members, Ministry staff, and children and families who work together to make our community a great place for kids to grow up safe, protected, nurtured and valued.

We appreciate the Ministry's ongoing funding support during these challenging fiscal times. The Ministry's new directions, along with additional funding for children's mental health, early childhood and developmental service programs will further enhance the network of support for children and families.

Domestic violence is one of today's most troubling issues for families. We are pleased to have an especially positive and collaborative working relationship with Women-In-Crisis. Congratulations to W-I-C on being selected to receive an Award of Merit at our Annual General Meeting this year!

Finally, I want to acknowledge a dear friend who has made a huge contribution to many children and families and to the entire child welfare system over more than three decades. Pat Giles will be retiring next month and will be severely missed by all of us. Thanks, Pat, for all of your hard work, your tireless dedication, your love for kids, and your support and friendship for all of us at Family and Children's Services. We love you and we will do our best to sustain your goals, wishes and dreams for the years to come.

At the Annual General Meeting, we will be launching a new strategic plan. This will be followed later this year with a new agency logo. Together, these will set the stage for a major community education and marketing plan later this year.

As we move into the new environment, let us mobilize our collective strength and take action to create the best possible future for the next generations of children. Thanks again to everyone for your ongoing support.

Moe Brubacher, Executive Director

2004 Life Members of the Society

Abraham Acker	Nancy MacDonald
Lois Armstrong	Alex Macrae
Robert Armstrong	Margaret MacKinnon
Peter Barrow	Dr. Bruce McCraw
Lynn Bell	Patricia McCraw
Barbara Brownell	Dr. G.A.B. Moore
Mary Carlin	Robert Musselman
Amy Cousineau	Debbie Musselman
Don Drone	Jassy Narayan
Elizabeth Fisk	Lorraine Paddock
Anne Godfrey	Dr. John Pate
William Granger	Wilma Roefs
Laurel Harrop	Dr. Bruce Ryan
Joyce Hartung	Judge Harold Slater
Laverne Hartung	James Thompson
Barbara Hurren	Paul Truex
Larry Hurren	Janet Wardlaw
Norm Jary	Jeff Watson
Catherine Keleher	Roy Wheeler
Robert Leavitt	Charlie Whittaker
Jean Little	Jim Whitechurch
Faye Lund	





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Foster Family Association Report

The Foster Family Association has had another productive year as we continue to work with the agency to establish best practices as we work with children.

This year, we had 25 foster parents attending the Foster Parent Society of Ontario conference.

Some of the things we are working on this year are; smoke-free foster homes, foster parent support team implementation, points review regarding children's needs, foster parent allegation support team training, social gatherings for all foster families to meet and get to know one another.

We have enjoyed another great year working with the agency on different issues and concerns, and look forward to another great year.

CUPE Local 4325 Report

Over the past year, the incredible, hardworking women and men who make up the bargaining unit at Family & Children's Services have continued to carry out their important work with steadfast dedication and commitment to the families and children that we serve – in the face of many internal, as well as Provincial systemic changes. Eligibility for service has gone down across the Province and pressure has gone up to reduce spending – as a result, we have had a significant reduction in the number of jobs in our bargaining unit.

We have weathered Child Welfare "Reform" in recent years – now we are awaiting Provincial announcements regarding the new Child Welfare "Transformation". In principal, it appears at the Transformation agenda will be somewhat more congruent with our preventative service model, but it also includes many yet unknown impacts revolving around "quality control", "sustainability" and "outcome measures".

Our hearty bunch has certainly been resilient in managing the never-ending change in Child Welfare, but what we really want is to be able to spend more time doing the real work with our clients to support strong and healthy children, families and communities – and less time with all of the paperwork and hyper vigilant administration that has become so familiar in our jobs. We are all holding our breaths hoping the next wave of change will see improvements, for our workers and for those that we serve.

Our CUPE Local has just completed a successful round of negotiations to renew our Collective Agreement. We hope that the spirit of cooperation will continue to help us work constructively with the Management team as the Provincial changes are announced.

Debbie Megens
President
CUPE Local 4325

Staff Members (as of March 31, 2005)

Administration:

Moe Brubacher, Executive Director
Colleen Reardon, Executive Assistant
Pat Giles, Director of Services
Alison Scott, Manager Planning, Q. A. & Communications
Shelley Adams, Deb Gollnick, Radenka Lescesen

Human Resources:

Jeanne Forsythe, Director
Laurie Thyssen, Human Resources Assistant
Cathie Hodsdon, Eva Marmurek

Finance & Information Services:

David Huson, Director
Chris Tremeeer, Manager Accounting Services
Hazell Bain, Jocelyn Boyd, Adriana Diaz, Leigh D'Sylva, Sonya Hoerd-Munn (on leave), Jill Huson, Jason Mattiussi, Jane Shewman

Children's Services Department:

Cathy Smith, Manager
Cheryl Cain, Maureen Ulias

Adoption Team:

Leslie Pirie, Supervisor
Karen Blayney, Jan Feduck, Carol Glass, Lynn Green, Beth Chalmers, Moira Middleton, Ann Perk

Children's Services Team:

Ron Harder, Supervisor
Lynda Brethauer, Kim Kehler, Johnathan Lloyd, Joëlle Martin (on leave), Debbie Megens, Janice Morgan, Rita Ryce, Cindy Trodden

Children's Services Team:

Susan Schwartzentruber, Supervisor
Tom Caley, Karen Duby, Amy Henderson, Bobbi Stewart, Heather van der Sluis

Foster Care Team:

Sheila Markle, Supervisor
Cris Calley Jones, Rosemary Ceschan, Mary Jaroszynski, Kirk Jenkins, David Oates, Catherine Paynter, Michele Stranz, Sylvia Wilvert

Family Services Department:

Wanda Rae and Anne Marie Simpson, Managers
Kim Gadoury, Cindy Graziotto, Linda Lariviere, Della Main, Carol Mast, Barbara Peeren,

Initial Intake & After Hours Team:

Susan Wilson, Supervisor
Lori Damaren-Hesch, Joyce Fyn, Erin Harvey, Todd Perreault, Andy Phillips, Phil Sohler (on leave)

Intake Teams:

Mary Zilney, Supervisor
David Lohnes, Melanie Love, Danielle Wilson, Daana Wright

David Morrow, Supervisor
Jennifer Brittenden, Amanda Cowperthwaite, Carrie Dwyer, Andrew Glascott, Alana Post (on leave), Trisha Unwin (on leave), Craig Walraven

Lorrie Schnurr, Supervisor
Melissa DeNoble, Danielle Gumz, Kim Iezzi, Heather Roberts, Jolene Spear

Ongoing Teams:

Carolyn Albrecht, Supervisor
Cecilia Ayala, Don Bens, Stephanie Bush, Pat England, Linda Sauhammel

Shelley Snyder, Supervisor
Connie Belrose, Raechelle Devereaux, Kelly Peters, Karyn Thompson, Tanya Young

Suzanne Coorsh, Supervisor
Monica Beirith, Cuc Dang, Jeff Krell, Terri Thompson

Mary Lou Fretz, Supervisor
Katie Berry, Ed Burchell, Lyndsay Catherall, Beth Farquharson, Michaela Wilvert

Marsha Dewar, Supervisor
Celia Blair, Merle Fast, Peter Huggins, Nicole Stewart, Deanna Strauss (on leave), Nico van der Sluis

Family Support Team:

Eydie Marion-McCrae, Supervisor
Billie-Jo Bennett, Jennifer Bulyaki, Yvonne Evans, Penny Goodall, Hong Lam, Tamara McCleary, Linda McGillivray, Jack Mooney, Angela Podmore, Tammy Rombout

Legal Services Team:

Mitch Snip, Supervisor
Jennifer Defoe, Deb Ecclestone, Kathleen Goretzas, Amanda Hurtibese, Susan Lynch, Lisa Mills, Amanda Reimer, Corinna Ridgeway, Karyn Roscoe