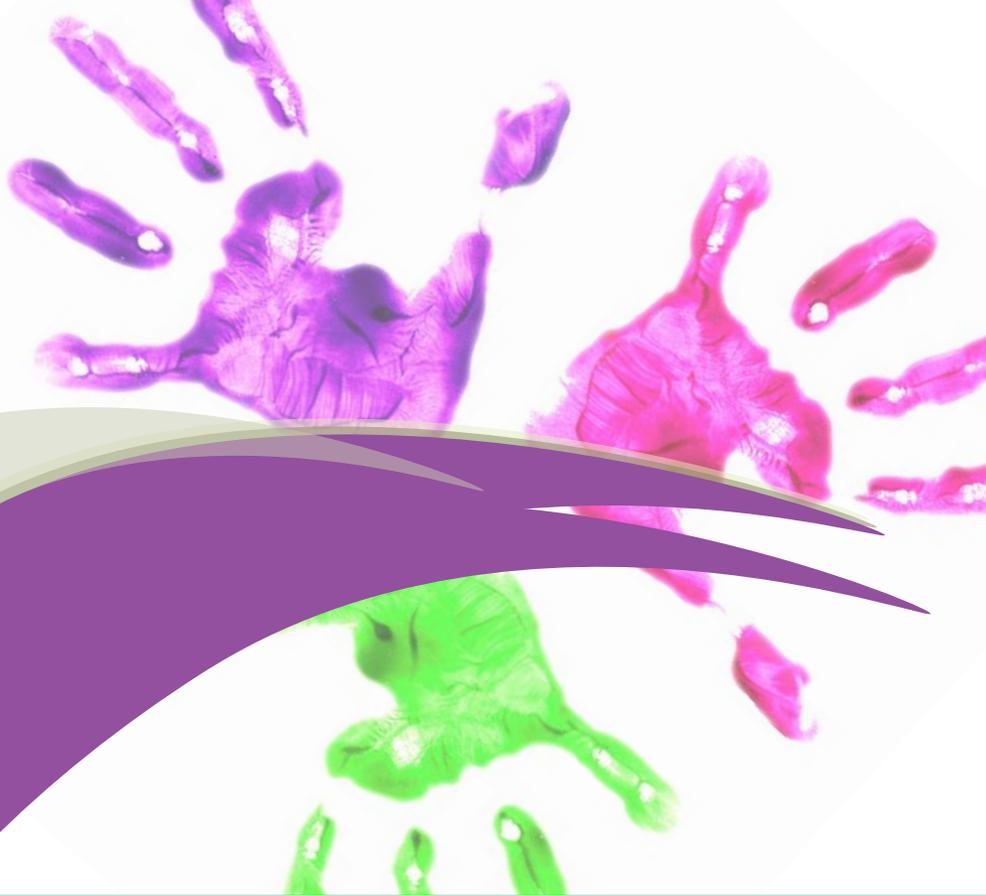




BRUCE GREY
**CHILD &
FAMILY
SERVICES**



ANNUAL REPORT 2012-2013

OUR VISION - Engaged and caring communities where children thrive in strong families.

OUR MISSION - We are dedicated to the quality of life, safety and well-being of vulnerable children and youth, honouring diversity, culture and heritage.

OUR VALUES - Caring ~ Respect ~ Integrity ~ Collaboration ~ Accountability



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All statistics as of March 31, 2013

Executive Message

During 2011-2012, thirteen children's aid societies in Ontario amalgamated into six newly designated child welfare organizations. The Children's Aid Society of the County of Bruce and The Children's Aid Society of Owen Sound and the County of Grey were two such agencies.

Boards, staff, foster parents and volunteers of both legacy societies spent many hours and effort to merge the two organizations while retaining the cultural differences and practices of each. We created Project Teams for each service area and significant contributions were made in the planning process. By soliciting and valuing input, we endeavoured to be as transparent as possible about how final service decisions were made. The Senior Team ensured that all recommendations made by Project Teams fit within the big picture and service model of the organization. The Government's commitment to eliminate historical debt for agencies moving forward with amalgamation relieved some of the additional pressures facing us.

As a newly created organization, our first weeks following merger were about 'settling in' and adjusting to our new organization. The success of our merger was a tribute to the planning and the preparation of a dedicated Board of Directors and staff group.

The new organization successfully hosted its inaugural Recognition Event at the Cargill Community Center in the Fall where, for the first time, we brought together and celebrated foster parents, volunteers and staff for length of service and presented a number of annual awards as well.

We then embarked on the development of a new Mission, Vision and Values, and want to acknowledge the invaluable contributions of the many foster parents, volunteers, staff and community partners who participated in on-line surveys, focus groups and private interviews to help us set our course of action. Their involvement reflects on the importance that they place on having a clear vision and direction to strengthen the organization and the services we provide to children and families in our communities. The result of this work is our recently developed Strategic Plan, which will guide our work over the next four years.

On behalf of the Board of Directors and our leadership team, we thank anyone who took an interest in the well-being of children and youth in Bruce and Grey Counties this past year, played a role in making a difference in their lives, and supported our work during a very challenging, yet exciting time.



Gary Harron
Board Chair



Phyllis Lovell, MSW, BSW, RSW
Executive Director

1048

New investigations completed

262

Children in Care



Encourage their dreams.

Our Core Services

Our primary responsibility and focus is to respond to your concerns and protect vulnerable children and youth.

During its first year of operation as an amalgamated organization, Bruce Grey Child and Family Services received 1,934 calls from schools, police, doctors, nurses, day care staff, family and friends, about concerns they had for children and youth in their communities. About 54% of these calls were serious enough to warrant our involvement. As an organization and as a community, we made every effort to ensure that these children and youth were safe. Many of these calls were initiated by caregivers themselves who knew they needed support in raising their children.

We assess child safety and family need. We look for ways to collaborate with families to build healthy and safe environments. Our work with families is focused on helping them nurture their children and youth to grow and reach their full potential. We complete a thorough assessment and focus our efforts to meet the specific and unique needs of each family we work with.

Our decisions are based on the best course of action to ensure that children and youth grow up in a supportive environment. We encourage families to problem-solve independently and connect them to community service providers to develop relationships and ultimately provide and care for their families without our involvement.

We are committed to community partnerships that allow for a family to receive comprehensive supports that will help them meet their needs. We want families to thrive and for children to be better prepared to grow and succeed in the future.

Should it be necessary for a child to come into our care, we want them to feel valued, nurtured and able to grow. Our goal is for children to have a permanent home where they can be healthy and safe. We will guide them to become responsible, contributing members of society with the knowledge and skills necessary to achieve their full potential. We will encourage them to take charge of their own health, well-being and learning, to problem-solve effectively and to be resilient in the face of any and all challenges that they may face in their lives. We will help them find a “forever family”.

Some children may need foster family care for just a few days or a week, while others may need to live with a foster family for several months or years. Foster families are an integral part of our team and work together with us to develop a plan for each child in care. They play an essential role in their daily life, by providing a family environment as well as consistency and structure.

Permanence for every child is our goal, and the number of successful adoptions completed over the last year is a testament to that goal. This past year alone, 7% of our entire child in care population legally became members of a new family. Every year, we will do all we can to guarantee that this number grows. To further promote permanency, we have expanded our kinship service and encourage the involvement of family or community members to consider providing comfort and safety as an alternative for children who cannot safely live with their parents. By already understanding the history, community and/or culture of a child or youth, they can more easily offer a child a sense of belonging and of worth.

Bruce Grey Child and Family Services appreciates the support provided by countless volunteers - from drivers to evening greeters to event volunteers - who give of their time and of themselves to help us deliver our services to families, children and youth. We also want to acknowledge our volunteer Board of Directors who helped guide the organization through its recent amalgamation. All of them play a critical role in support of our work.

Bruce Grey Child and Family Services is committed to providing assistance to our Crown Wards between the ages of 18 and 21, and beyond whenever possible. We believe that our parental obligations do not end on their 21st birthday but should extend past the expiration of their Crown Wardship. We are invested in continuing to engage with our youth in beneficial ways that will result in successful outcomes for their futures. We strive to work and maintain a strong connection with former Crown Wards for as long as possible.

183

Active Foster Homes

46

Active Adoptive Homes

128

Volunteers

19

Completed Adoptions



Remind them every day that you love them.



2013-2017 Strategic Plan

Our Vision: Engaged and caring communities where children thrive in strong families.

Our Mission: We are dedicated to the quality of life, safety and well-being of vulnerable children and youth, honouring diversity, culture and heritage.

We achieve our Mission through:

- **Quality Services:** early intervention, child protection, support to families and care services that are responsive, timely, consistent and equitable
- **Partnerships & Collaboration:** working with our partners to provide for the best outcomes for children, youth and families
- **Advocacy:** on behalf of, and for, children, youth and families.
- **Continuous Learning:** on-going efforts to strengthen our knowledge, expertise and practice

Strategic Directions

1

BGCFS will be a cohesive organization that lives its values and has a culture of service, engagement and empowerment.

- Demonstrate our values in everything we do
- Foster and strengthen leadership and teambuilding within the organization
- Strengthen our capacity for decision-making, communication and collaboration
- Be an organization of choice for parents, staff, foster parents and volunteers.

2

As good stewards, we will seek innovative opportunities and balance our needs and resources to be sustainable.

- Ensure a balanced budget focused on providing quality, core services
- Pursue funding opportunities/partnerships for services and enhancing non-core services
- Retain competent, confident and trained staff, volunteers, family-care providers
- Support the Foundation to meet our non-funded services needs

3

We will focus and reorient for service excellence in delivering a family-centered service experience.

- Improve service quality and accountability through evaluation, evidenced-based practices, and reporting on service performance indicators
- Develop and adapt service delivery through innovation and best practices in child & family-centered care
- Strengthen the integration, continuity and consistency of services across the organization and with our community partners

4

We will be a trusted community presence and work in partnership for best outcomes. We are committed to open dialogue with First Nation communities that facilitates mutual understanding.

- Strengthen the voice of parents, youth and foster parents
- Foster greater confidence, openness and a sense of mutual contribution with our partners
- Create greater awareness and visibility in our communities
- Invite a dialogue with First Nation communities to develop respectful, responsive relationships

Our Values: Caring ~ Respect ~ Integrity ~ Collaboration ~ Accountability

144

Full-time Staff

7

Office Locations



Let them know they are cherished.

Corporate Services

Working behind the scenes to support the work of child protection workers, in addition to the implications brought on by our merger process had huge impacts on staff of Bruce Grey Child and Family Services this past year. Some of the highlights of our human resources, administrative, financial and information technology services included:

- Incorporating CUPE Local 2864 and CUPE Local 2194 into CUPE Local 5058, a first for any of the provincial amalgamating agencies.
- A four year first collective agreement between BGCFS and CUPE Local 5058, negotiated for the period of April 1, 2012 to March 31, 2016, and ratified in early March 2012.
- The deployment of staffing positions across three geographic locations.
- Merging two different payroll systems including the harmonization of paydates.
- Creating one new BGCFS Employee Benefit Plan within the existing expenditure levels for benefits.
- Working with a development company to complete a building design and renovations for our new Owen Sound site at the former Family Y.
- The development of policies, standards and procedures for every department and function of the organization.
- The creation of a new website and intranet.

At Bruce Grey Child and Family Services, we also endeavor to be accountable to service users and community partners, and our focus on quality is part of that commitment. In order to accomplish this, we have become early adopters of the Child Protection Information Network (CPIN). This provincial database and its accompanying processes for managing our records will help us place a high priority on truly understanding the needs of the families we serve and will ensure that we are accountable to you.

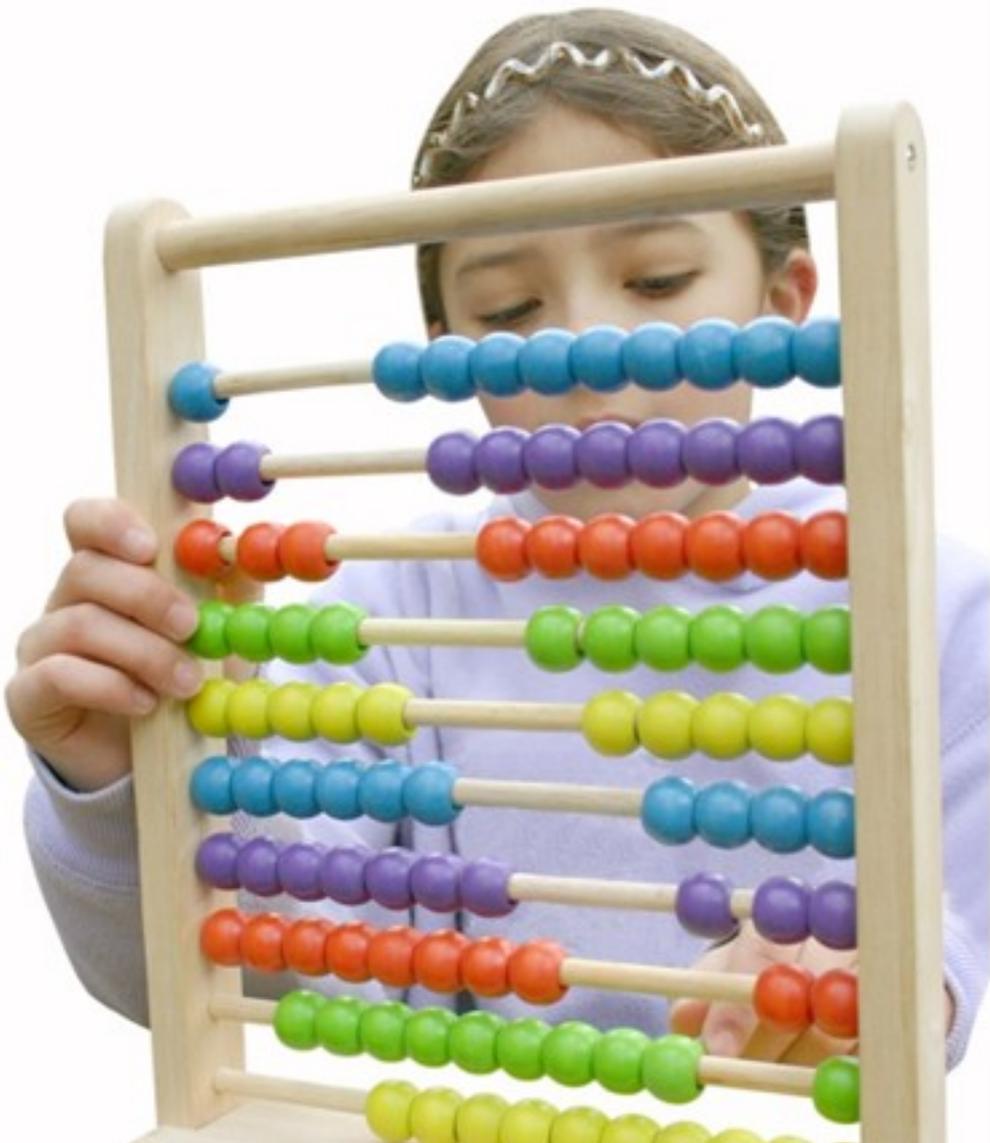
A commitment to anti-oppression has been embedded in our values and strategic directions. Our challenge will be to ensure that anti-oppression principles and best practices are broadly understood and incorporated into the work of the new organization. This work, supported by solution-focused and appreciative inquiry-based approaches, will help to build the foundation of a healthy organization that is equipped to deliver quality services to children and families.

121

Children discharged from care

106

New admissions



Encourage their curiosity.

Financial Statements

For the year ended
March 31/13

REVENUE

Province of Ontario	\$22,204,782
Other	1,131,972
	<u>\$23,336,754</u>

EXPENSES

Assessment & Investigation Services	2,156,947
On-Going Services	3,882,359
Non Residential Client Services	359,014
Children in Care Services	2,787,831
Foster Care Services	1,419,221
Residential Client Services	1,108,205
Adoption Subsidy	270,945
Kinship Service	154,457
Boarding Rates - Foster and Other	3,785,182
Group Care - Outside Paid Resources	1,569,894
Legal Services	671,638
Direct Service Travel	1,496,476
Infrastructure and Administration	3,503,875
Technology	170,465
	<u>\$23,336,509</u>
Excess of revenue over expenses for the year	<u>\$ 245</u>

\$186,000

Money Raised

255

Donors



Help them thrive.

BGCFS Foundation

The amalgamation of the two legacy child welfare agencies in this region laid the groundwork for the creation of the *Bruce Grey Child and Family Services Foundation* in 2012. The Foundation was established to support the work of BGCFS and to raise money for programs and services that they couldn't otherwise provide. Some of these include summer camp experiences, bursaries for post secondary education and winter wear program.

The BGCFS Foundation hosted three major events this past year. The Annual "Fore the Children" Golf Tournament, "An Evening with Wendel Clark" and the Annual "Gourmet Dinner". Through the generosity of donors and participants at our events both big and small, the Foundation was delighted to gift \$125,000 to Bruce Grey Child and Family Services in its first year of operation.

While we know that the services provided by Bruce Grey Child and Family Services are crucial to keeping children safe, we also know from experience that those "extras" can mean a world of difference to a child or youth. Participating in sports, going to camp, or attending college or university can ultimately change their future.

The Board of Directors of the BGCFS Foundation believes that an investment in our children and youth is an investment in our community. Along with our donors and supporters, we look forward to continuing our alliance with the Board and Staff of Bruce Grey Child & Family Services.

Kim Burns
BGCFS Foundation
Board Chair



Board of Directors

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Vice-President
DAVID WYLES

Treasurer
DR. GEORGE SANZ

Secretary
GORDON HAMMER
MELISSA MOCKLER *

Directors at Large

MIKE DAZÉ
ROYANNE GALE
SELWYN HICKS
CHRISTINE JOHN
ROBERT LIGHT
DONALD MOORE
JUNE SURGEY

* Resigned January 2013

Senior Team

PHYLLIS LOVELL, EXECUTIVE DIRECTOR

ANNE BESTER, DIRECTOR OF PROTECTION SERVICES

KELLY FERRIS, DIRECTOR OF CORPORATE SERVICES

LORNA GRANT, DIRECTOR OF CONSOLIDATION

SHAUN JOLLIFFE, DIRECTOR OF CHILDREN'S SERVICES AND RESOURCES

JULIE LIPSETT, DIRECTOR OF QUALITY IMPROVEMENT AND STRATEGIC INITIATIVES



1290 - 3RD AVENUE EAST, OWEN SOUND, ON N4K 2L5

TEL: 519.371.4453 | FAX: 519.376.8934

TOLL FREE: 1.855.322.4453

OFFICES ALSO LOCATED IN WALKERTON AND WIARTON