



2018•2019
ANNUAL REPORT



BRUCE GREY
CHILD &
FAMILY
SERVICES



Phyllis Lovell
Chief Executive Officer



Dr. George Sanz
Board Chair

the promise of safer children and engaged families with outcomes supported by the Signs of Safety framework.

BGCFS has also completed an extensive internal and external consultation with respect to a renewed Strategic Plan. We will introduce the plan to the community at our Annual General Meeting. We have been well supported in this work by Karen Beitel and Jay Kaufman who served as our facilitators from KTA Inc.

You will see that our plan acknowledges the importance of our service to Saugeen First Nation and the Chippewas of Nawash. We continue to work to ensure that Indigenous children are cared for in their communities and in a manner that reflects the traditions and cultural practices of their community.

It has been a year of growth and consolidation for Bruce Grey Child and Family Services. Despite a provincial climate of change and challenge, we are focused on the introduction of a practice framework that puts support to families and a focus on child safety at the forefront of our work. We are proud to adopt 'Signs of Safety' as our approach to struggling families and vulnerable children. Signs of Safety is an international approach developed in Australia by Andrew Turnell and Steve Edwards. It is being concurrently implemented in Alberta and has been utilized by many other Ontario child welfare agencies and in many other countries across the world.

We are proud of the staff at BGCFS who have worked hard to embrace Signs of Safety. We are looking forward to helping the communities of Bruce and Grey understand



You will notice that BGCFS has a strong focus on equity practices and we made a commitment to serving all families in need and children and youth in a manner that respects race, class, gender, culture, sexual orientation and creed.

BGCFS is making a commitment to integrating the voice of service users in all of our work with families.

BGCFS believes that children belong in families and in their community. We are especially grateful to Customary families, Kin families and Resource families for their care of children and youth. We are proud of their commitment.

BGCFS is proud of:

- ☛ our provincial leadership to the development and introduction of the Child Protection Information Network

- ☛ our provincial leadership to Signs of Safety, Governance, and Shared Services
- ☛ our partnership with the United Way of Grey and Bruce. Together we supported 177 children and youth to attend camp, provided 801 children and youth with warm winter clothing and offered 334 families the gift of celebratory food to mark the holiday season
- ☛ our volunteers who drove 509,617 kilometers to support kids and families and who assisted in our family visit service
- ☛ our commitment to maintaining a balanced budget for the last 7 years as our budget has been reduced by 2 percent each year
- ☛ 12 of our youth in care attended post-secondary programs last year. BGCFS also provided bursary supports to an additional 5 adults who are still in school after their 21st birthday.

Thank you to the ‘village’ of board members, staff, volunteers and Customary/Kin/Foster/Adoptive families who are the heart and engine of Bruce Grey Child and Family Services.

“Nothing you do for children is ever wasted. They seem not to notice us, hovering, averting our eyes and they seldom offer thanks, but what we do for them is seldom wasted.” – Garrison Keiller



BOARD OF DIRECTORS



George Sanz
Chair



Christine John
Chair Elect



Selwyn Hicks
Past Chair



Don Porterfield



Linda Van Slightenhorst
Secretary



Marie Tudor



Christena Dawson



Tim Nicol



Julie Lawrence



Gordon Hammer
Treasurer



George Mackowski



Dave Wyles



James McKinnon



Don Moore
Community Committee Member



SENIOR MANAGEMENT TEAM



Julie Lipsett, Director of Service; Phyllis Lovell, Chief Executive Officer; Kelly Ferris, Director of Corporate Services; Deborah Pope, Director of Service and Anne Bester, Director of Service

The Senior Team welcomed Deborah Pope to the team in August of 2018. Deb brings years of local child welfare experience to her role at BGCFS. She most recently was a Director of Service at Family and Children's Services of Lanark Leeds and Grenville. After years of planning and learning, Anne Bester is leading the introduction and implementation of 'Signs of Safety', a service framework that was developed in Australia. We will be introducing this framework to the community in the coming months. Julie Lipsett has added Legal Services to her portfolio and will chair BGCFS's Equity work. A commitment to equity is a key feature of our new strategic plan. Kelly Ferris is applying her creativity to introducing Signs of Safety as Signs of Success, to the business practices of our organization. We believe that our human resource, administrative and financial processes will be enriched by this adaption.



As of March 31, 2018; we had:

428

FAMILIES WHO RECEIVED A
COMMUNITY BASED PROTECTION
SERVICE

952

CHILDREN BELONGING TO FAMILIES
WHO RECEIVED A COMMUNITY
BASED PROTECTION SERVICE

OF THESE 952 CHILDREN:

83.3%

CHILDREN RECEIVED SERVICES IN
THEIR HOME

10.92%

CHILDREN WERE CARED FOR IN A
'KINSHIP SERVICE PLACEMENT'

5.78%

CHILDREN WERE CARED FOR IN AN
'IN CARE PLACEMENT' (TEMPORARY
CARE & CUSTODY/TEMPORARY CARE
AGREEMENT/INTERIM SOCIETY CARE)



111

CHILDREN IN CARE OF OUR AGENCY

71

CHILDREN WHO LEFT CARE
(DISCHARGED)

3

ADOPTIONS COMPLETE

19

CHILDREN ON ADOPTION PROBATION

10

'NEW' APPROVED RESOURCE HOMES

CHILDREN IN CARE BY AGE:

55 AGES 0 - 5

18 AGES 6 - 11

28 AGES 12 - 15

10 AGES 16 - 17



RESOURCE FAMILIES



The Bruce Grey Child and Family Services' Foster Parent Association was formed to be a place where foster parents can meet with others to offer support to each other in the day to day challenges and delights of fostering. Foster Parents meet on the third Tuesday of the month from September to June at the Community Centre in Chesley. Training and support is offered to try to make the fostering journey easier. Special events are held throughout the year to meet up with everyone on a more social level. Everyone is welcome to join.

Nancy Craig, President of the Foster Parent Association

If you are interested in exploring the possibility of becoming a foster parent, please email inquiries@bgcfs.ca or call (519) 371-4453.



KIN PLACEMENTS

Our goal, first and foremost, is to help ensure the safety and wellbeing of children.

Bruce Grey Child and Family Services (BGCFS) is committed to using kin placements as the preferred alternative for care when children cannot live at home safely. Extended family and friendship networks are able to provide a lifetime commitment to children when they need it even after BGCFS is no longer working with a family. We know this leads to better outcomes for children, youth and family through staying connected. Family Finding and Family Centered Conferencing has helped BGCFS work with parents to identify and find options for children to stay out of

care and live within their own communities, with siblings and they are able to stay connected to their family traditions, cultures and lifestyle that has helped them experience less loss and trauma when separation has been necessary.

77

PROVIDERS WITH AN ACTIVE KINSHIP SERVICE PLACEMENT IN THEIR HOME.

59

OPENED NEW KINSHIP HOMES THIS YEAR.

104

**CHILDREN IN KINSHIP SERVICE
(we had 72 in 2017/18 & 65 in 2016/17).**





FAMILY ACCESS PROGRAMS

In the last year, BGCFS launched the use of group access programs in Owen Sound and Hanover, for families separated from their children. This has enabled families to have consistent visit times. The society provides more families with access in a more efficient manner and helps to build stronger connections between families.

Visiting off site of BGCFS has allowed families to have access visits away from the office. Some families still need a more individualized access plan to meet their needs or their child's need and this type of plan is still offered. Having a continuum of options has allowed families and children to receive the type of access they need.

28

FAMILIES RECEIVED SUPPORTED ACCESS AT OUR OWEN SOUND OFFICE

8

FAMILIES RECEIVED SUPPORTED ACCESS AT OUR WALKERTON OFFICE



PARTNERING WITH UNITED WAY BRUCE GREY

The United Way Bruce Grey is proud to partner with Bruce Grey Child and Family Services with the common goal of supporting the most vulnerable children and families in our region.

In 2018, thanks to the generosity of our donors to our Hope for Our Kids Fund, 177 children attended summer camp, 801 children received a full set of winter wear and boots and 360 families were given access to emergency food supplies.

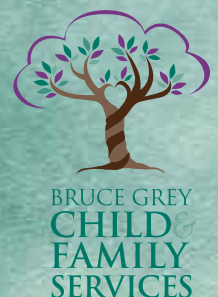
In 2019, our goal is to help even more children and we remain committed to doing all that we can to make that happen.



Secure online donations can be made by visiting www.DonateHope.ca. Donations may also be made by phone by calling 519-376-1560 and in person at 380 9th Street East in Owen Sound.



United Way
Bruce Grey
Change starts here



VOLUNTARY YOUTH SERVICE AGREEMENT (VYSA)

On January 1st, 2018; Ontario increased the age of protection to include all children under the age of 18 years. By increasing the age of protection, 16 and 17 year olds will be given the same supports and service as we give our other youth. The goal is to give them a better opportunity to get the support they need, and to have better outcomes as they transition to adulthood. When we do an investigation, there is a new Voluntary Youth Services Agreement (VYSA) that will be made available to youth who are aged 16 and 17; who cannot be adequately protected at home or in their current living situation; have no other safe options with family or friends and youth who need an out – of home placement. We have seen some growing numbers that we work with under VYSA agreements although we do not yet know what the trend will be in the coming years as this is a fairly new introduction to the responsibilities of a child welfare organization. Youth under these agreements work voluntarily with our organization and have been supported to find housing, employment, continue with their education and connect with services in our community. Some have transitioned into our Continued Care and Support for Youth (CCSY) program for further support as they turned 18. New initiatives are underway to intervene earlier with our adolescent population to avoid separations from parental care at this critical stage of development in their life. We know that keeping families together and helping strengthen families to respond to adolescent behavior differently will lead to better outcomes and healing for youth. To successfully do this, we need to work closely with our partners in the community, families and youth differently and are early in our stages of using a Signs of Safety (SOS) approach to create safety network plans with families to work through these difficult times more effectively.

7 VYSA agreements

30 16 & 17 year olds that we serve





67
ACTIVE VOLUNTEERS



7,622
DRIVES COMPLETED



509,617
KILOMETERS DRIVEN BY VOLUNTEERS
IN 2018/2019



9871
VOLUNTEER HOURS



7348
TOTAL NUMBER OF DRIVES PROVIDED



6 Programs That Use Volunteers:

- ☛ Creating Life Books
- ☛ Family Visit Program
- ☛ One to One Support for youth
- ☛ Child Care
- ☛ Drive Program
- ☛ Special Projects



'Signs of Something' is an adaption of SOS in the business side of our work. The SOS tools support us to build cohesive teams and create clarity about desired outcomes. SOS asks us to 'listen' and to inquire versus 'tell' and require. SOS tools help us clarify and map what we need to do; what is most important presently; and who must do what. It reinforces shared understanding and accountability.

The Corporate Leaders have used these tools with successful outcomes:

- ☛ Danger Statements
- ☛ Scaling
- ☛ Appreciative Inquiry
- ☛ Three Column Conversations

We have been successful in using it in:

- ☛ BGCFS committees and teams - how are we doing our business together, are we meeting our objectives and mandates?
- ☛ Performance Feedback
- ☛ Program and Budget considerations and challenges
- ☛ Analysis and improvements of work processes/business processes
- ☛ Individual performance challenges that arise
- ☛ Interpersonal conflict between individuals
- ☛ Team Work Assignment Reviews
- ☛ Job interview template to assess candidates using the 3 Column, along with Scaling and Appreciative Inquiry questions.



The inclusion of a Danger Statement along with 3 Columns has supported us to be clear about the bottom line issue and focus on what needs to happen.

Scaling is frequently used in Corporate Services (on a side note, many of us are using these tools at home in our personal lives). We ask participants to rate something on a scale of 1-10, we then ask what it would take to move the number up one step; and finally we ask what will tell us when we attain a 10. This shifts our conversation from 'telling' to 'inquiring' with a real focus on the issue. Signs of Something has simple tools and yet is powerful in transforming the business side of how we identify and solve challenges and problems and how we work with each other. It is a whole system reform!

CORPORATE LEADERSHIP TEAM



OUR COMMITMENT

EQUITY

Bruce Grey Child and Family Services is continuing its journey towards equity where we acknowledge the voices and identity of the children, youth and families that we serve.

It is a core principal of SOS that we engage in Appreciative Inquiry and learn about the identity of each person we serve.

In order to assist us on the path, we have decided to form several working groups. Our wish is that the working groups will represent all employees of BGCFS as the journey we are on involves all staff and all aspects of our organization.

ONE VISION ONE VOICE

We continue to work to address the over representation of Black children in care within the child welfare sector by implementing recommendations from the province-wide One Vision One Voice project.

Oppression exists in our society and can be found embedded in all aspects of society including our social structures and institutions of power. It is often difficult to discern; however, its effects can be profound.

The Ministry of Children and Youth Services, Ontario Children's Advocate (formerly Provincial Advocate for Children and Youth) and the Ontario Association of Children's Aid Societies' is committed to incorporating an antioppressive framework in child welfare practice.



MENT TO CHANGE

TRUTH AND RECONCILIATION JOURNEY

On October 3, 2017, the non-Indigenous Children's Aid Societies of Ontario acknowledged and apologized for the harmful role child welfare has played historically, and continues to play, in the lives of Ontario Indigenous children, families and communities.

Historical injustices perpetrated against Indigenous communities have resulted in community impairment, intergenerational trauma and the overrepresentation of Indigenous children in the child welfare system.

The child welfare sector has acknowledged that it must do better, be held accountable to results and work collaboratively with Indigenous communities.

LGBT2SQ+

The Ministry of Children and Youth Services, Ontario Children's Advocate (formerly Provincial Advocate for Children and Youth) and the Ontario Association of Children's Aid Societies have been devoting increasing attention to this endeavor to ensure equity of outcomes for this group of service users.

BGCFS recognizes that the LGBT2SQ+ population experiences barriers in society and in the service it receives from child welfare services.

BGCFS is a proud supporter of the Owen Sound PRIDE Parade.





2019-2024 STRATEGIC PLAN

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

Our Mission:

We are dedicated to the safety, well-being and quality of life of children and youth.

- We honour diversity, culture and heritage.
- We affirm the identities and lived experiences of those we serve.
- We will challenge ourselves to recognize the impact of power and privilege and work to reduce barriers and promote inclusivity.
- We are committed to equitable services for children, youth and families.

Strategic Direction #1:
Equity, Safety & Excellence in Services

We will provide equitable, consistent and inclusive services to our families and communities while actively seeking and being responsive to the voices of all partners

- Centre decisions, practices and relationships around a framework of equity and inclusivity
- Incorporate voices in design, delivery and evaluation of services
- Strengthen a family's ability to raise their own children and ensure all children in care are raised in a family
- Achieve a higher standard in consistency of services locally and provincially

Strategic Direction #2:
Reconciliation & Engagement with Indigenous Communities

We will support Indigenous families and communities in achieving their goals for safety, wellbeing, identity and quality of life of their children and youth.

- Build meaningful relationships with Indigenous communities that guide and direct our work with their children, youth, families and communities
- Partner with Indigenous communities to develop and strengthen capacity leading to the restoration of jurisdiction
- Expand our learning, engage and honour the lived experience of Indigenous peoples
- We will personally and professionally commit to make a new positive chapter in the story of our relationship with Indigenous communities

Strategic Direction #3:
Collaboration, Partnership & Facilitative Leadership

We will offer partnership and leadership in building a community of caring that empowers families, their networks and communities to meet the needs of their children and youth.

- Create opportunities for dialogue, education and action with our community partners to meet the safety needs of children, youth and families in our communities
- Facilitate network meetings that support the plan for safety and wellbeing of the child or youth
- Ensure a rapid response to engage and re-engage the support network at critical times for children, youth and families
- Contribute capacity and expertise to local, regional and sector-wide initiatives

Strategic Direction #4:
Organization & People

We will be a resilient, healthy and transparent organization that is trusted and effective in supporting the safety of children and youth.

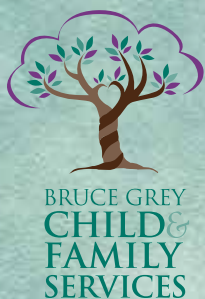
- Improve organizational performance and effectiveness through efficiencies, continuous improvement and shared service opportunities
- Create greater awareness, understanding and presence of the agency with families, partners and communities
- Promote a healthy and supportive workplace for staff, volunteers and resource families

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

Bruce Grey Child and Family Services has developed a new 5-year Strategic Plan with the participation of staff, our leadership team, the Board of Directors, Community Partners, Resource and Kin Families and our Youth. The new Strategic Plan has allowed us to continue to move forward as a strong, highly motivated and forward-looking Agency that is connected and engaged with children, youth, families and

the communities that we serve. We are committed to focusing on partnerships, collaboration and community connections. We also wish to continue to strengthen our relationship with our Indigenous communities.

Thank you to Jay Kaufman and Karen Beitel from KTA Inc. for their invaluable support. Thank you to Christena Dawson, Chair of the Community Governance and Stakeholders, for her efforts during our Strategic Planning process. Thank you also to Kim Fleming, Executive Assistant to the Board and the Office of the Director, for her tireless support to both the Board and the Strategic Planning Process.



CHILD WELFARE FINANCIALS

for the fiscal year of April 1, 2018 to March 31, 2019

REVENUE

Province of Ontario
\$19,447,265

Province of Ontario –
Balanced Budget Fund
\$92,587

Other Revenue
\$830,212

TOTAL REVENUES
\$20,370,064

EXPENSES

Salaries \$10,342,791

Benefits \$2,955,043

Travel \$1,019,744

Training \$95,513

Occupancy Costs \$510,654

Professional Services –
Non-Client \$203,339

Program \$12,613

Boarding Payments \$3,083,497

Professional Services –
Client \$154,121

Client Personal Needs \$363,338

Health & Medical \$74,609

Financial Assistance \$60,921

Adoption Subsidy \$597,610

Promotion & Publicity \$31,241

Office Administration \$257,698

Miscellaneous \$270,550

Technology \$336,782

TOTAL EXPENSES \$20,370,064

Excess of revenue over
expenses for the year \$0





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