#### **Executive Message**

# LOOKING BACK & MOVING FORWARD

This past fiscal year marked the final year of our 2012-2017 Strategic Plan. It's an appropriate time to take stock of our accomplishments while recognizing and planning for the work that remains. For the past five years, OACAS with its member Children's Aid Societies, embarked on an ambitious—and necessary—change agenda. Most of the accomplishments outlined in this year's annual report are the result of several years of hard work involving hundreds of child welfare professionals.

The impetus for many of these changes comes either directly from children, youth, and families we serve or from those who advocate on their behalf. They have consistently expressed their need for child welfare services to be offered equitably across Ontario, for improved outcomes for the most disenfranchised and marginalized communities, for Children's Aid Societies to become better integrated into the broader children's services system, and for greater transparency and accountability.

Our 2012-2017 Strategic Plan focused on addressing these concerns. Through our three mission pillars of leadership, advocacy, and service excellence, OACAS and its member agencies led and supported significant changes in these four strategic areas: system leadership and partnerships; public confidence and accountability; Reconciliation with Indigenous communities; and strengthening capacity.

This annual report sets out to answer four broad questions that capture our accomplishments in these areas. Yes, we've made progress, but we acknowledge there remains a great deal of work to be done before we achieve our vision.

We feel confident the work we did this year is solid bedrock on which to continue building a reimagined child welfare system. As always, we are grateful for the dedication over 8,000 child welfare professionals in this province show to children, youth, families, and communities every day.

91/7/20

Mary Ballantyne
OACAS Chief Executive Officer

Margaret Bowman

**OACAS Board Chair** 

#### Ontario Association of Children's Aid Societies Statements of Revenue & Expenses

Year ended March 31, 2018 with comparative information for 2007

	2018	2017	
Revenue:			
Government of Ontario	\$ 10,732,499	\$ 9,713,543	
Membership fees	4,107,583	3,411,210	
Donations	327,116	651,335	
Other	662,484	478,019	
Registration fees	533,152	685,345	
Publications	20,248	79,742	
	16,383,180	14,799,294	
Expenses:			
Salaries	0,201,750	5,199,991	
Contracted Professional Services	3,179,619	3,459,095	
Direct Contract	3,976,345	2,695,811	
Emplayee Behefits	3,509,622	1,242,124	
Office and Administration	701.204	313,332	
Facilities and Equipment	439.775	345,860	
Business Travel and Hospitality	358.357	245,815	
Bursaries and Grants	128,057	988,250	
Other	319,887	241,139	
Amortization of capital assets	138,917	204,156	
Training, development and			
recruitment	81,255	120,926	
Loan interest	89,145	43,055	
	16,183,835	14,500,57	
Excess (deficiency) of revenue over			
ехрепяез	[655]	289,711	
Fund balances, beginning of year	3,970,142	3,660,421	
Fund balances, end of year	3,960,487	3,970,142	

#### **Balance Sheet**

Year ended March 31, x018 with comparative information for 2017

		201B	2017	
Assets				
Current assets:				
Cash	ş	1,809,167	ş	2,350,046
Accounts receivable		3,303,864		1,581,418
Prepaid deposits and expenses		5,392		234,014
		5,118,423		4,166,478
Capital assets		5,143,013		3,355,080
	Ś	10,361,436	Ś	7,501,558
Liabilities and Fund Balances				
Current (rabilities:				
Accounts payable and accrued				
liabilities	Ś	1,731,587	\$	1,290,242
Deferred revenue		2,110,528		1,205,586
Credit facilities		2,449,734		1,054,488
		6,391,949		3,551,416
Fund balances:				
Invested in capital assets		2,793,179		2,300,592
Externally restricted		123,452		103,452
Unrestricted		1,052,755		1,566,048
		3,969,487		3,970,142
	ş	10,361,436	ş.	7,521,538

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Robert Morton
Associate Member Director











**Annual Report 2017-2018** 



With our 2012-2017 Strategic Plan now at a close, read some of the highlights of our change initiatives from the past year. To view our full Annual Report, visit www.oacas.org.

To see how we're continuing to build on these changes, be sure to read our 2018-2023 Strategic Plan.

### L. ARE WE ACTING LIKE A SYSTEM?

We have heard from families,

provincial stakeholders, inquest

reports, and the media, that the child

welfare system is fragmented and

is inadequately integrated with the

broader children's services system.

Over the past few years, we've been

addressing this through several

• As a sector, agencies across

the province implemented

progress in addressing the

Recommendations coming

and systematically evaluated

out of the Jeffrey Baldwin and

Katelynn Sampson Inquests.

provincial initiatives, and this year

we realized significant milestones.

### We've made a strong start.

- The Shared Services Program launched, with 37 agencies participating, which will help build sector capacity, improve service quality, consistency and performance, and reduce costs.
- We collaborated on shared advocacy with Children's Mental Health Ontario and Ontario Association of Children's Rehabilitation Services towards the shared goal of improving outcomes for children, youth, families, and communities.
- For the first time, Children's Aid Societies began systematically sharing information about group homes to provide a better standard of care for children and youth.

## 2. HAVE WE INCREASED PUBLIC CONFIDENCE IN CHILD WELFARE?

#### Yes, but work remains to be done.

We have been working hard to become more accountable and transparent with the public. We are reporting on our performance and engaging with partners in new and innovative ways. However, the communities we work with have told us we must continue to greatly expand in these areas.

- Children's Aid Societies have continued the important work of transparency through the public reporting of performance indicators.
- Every agency has developed a Quality Improvement Plan, to improve their ability to meet the Ontario Child Protection Standards.

- Every new frontline worker received the same provincial-level training before being authorized to do child protection work.
- Our provincial Dress Purple campaign successfully engaged schools and their boards and provided online resources to support teachers to engage in age appropriate conversations about child abuse and neglect with children grades JK to 5 (a key Baldwin Inquest recommendation).
- OACAS developed and executed a multi-pronged election strategy with eight key asks to all parties to better support children, youth, and families.

### 3. HAVE WE MADE PROGRESS ON RECONCILIATION?

For several years, in recognition of the legacy of residential schools and the Sixties Scoop, non-Indigenous child welfare agencies have been building relationships with Indigenous communities and transitioning the responsibility of the provision of child welfare services.

- OACAS, on behalf of all non-Indigenous agencies, acknowledged and apologized for the harmful role child welfare has played historically, and continues to play, in the lives of Ontario Indigenous children, youth, families, and communities.
- Children's Aid Societies have made nine Reconciliation Commitments, which include: reducing the number of Indigenous children

#### We are on the path, but the journey must continue.

in care, increasing the use of customary care, providing good access to information requested by individuals affected by the Sixties Scoop, and continuing to develop relationships between their agency and the local Indigenous communities.

- Our training program for new workers contains greater content focused on working with Indigenous families and communities and we continue to deliver Indigenous-focused workshops across the province.
- OACAS and local Children's Aid Societies have supported the transition of services to two newly designated Indigenous Child and Family Services agencies this year.

# 4. HAVE WE STRENGTHENED OUR CAPACITY TO DO THE WORK?

We know that to realize transformation, we must let go of old ways of doing things, and embrace new ideas. This year, we changed the way we work with each other, and started implementing programs and practices to change the way we serve children, youth, and families.

 One Vision One Voice, a program led by the African Canadian community through OACAS, is implementing practices that address the overrepresentation and experiences of disparities faced by African Canadians in the child welfare system.

### We have, and we continue to identify areas where we need to be stronger.

- In partnership with Ontario's CASs and OACAS, Peel Children's Aid Society opened Ontario's first Child Welfare Immigration Centre of Excellence which will provide expert knowledge and services to CASs.
- Thirty Children's Aid Societies are now using the Child Protection Information Network (CPIN), a transformational system that gives caseworkers across the province seamless access to the information they need to do their jobs.
- Children's Aid Societies adopted a new Decision-Making Framework and new Strategic Councils aimed at guiding provinciallevel work for the sector.