



Healthy Thinking -
New perspectives for success!



**Family and Children's
Services** OF FRONTENAC,
LENNOX and ADDINGTON
Safety. Comfort. Hope. **Together.**

Annual
REPORT
2021/2022

Land Acknowledgement

Family and Children's Services of Frontenac, Lennox and Addington honours and celebrates these traditional lands as a gathering place of the Original Peoples and their Ancestors. We recognize the longer history of these territories that predates the establishment of the European Colonies. We recognize since time immemorial the roots of the Anishinaabe and Haudenosaunee in these territories and the significant contributions of the Metis and First People from other Nations across Turtle Island that have been and are here today. Indigenous Nations of Turtle Island have had unique practices, values, approaches, and knowledge around raising healthy and thriving children and youth. We acknowledge these practises and the strength and resilience of Indigenous families, communities, and Nations. We recognize the colonial approach to child welfare causes harm to all Indigenous Peoples and communities, and we are open to continuous learning as we strive to change this approach with humility, authenticity, and honouring spirit.



Sharbot Lake

Welcome

2021-2022 was a year of immense pride for Family and Children's Services of Frontenac, Lennox and Addington. As the Board Chair and Executive Director, it was heartening to see how our employees stepped up to the challenge, adapting their everyday routines to not only continue to serve our community with compassion, but to demonstrate flexibility and innovation in many extended efforts to keep our community safe and healthy as we all navigated a global pandemic.

As an agency, we modified our services to address the challenges and the opportunities created by the pandemic and have been given the opportunity to work with many who have been resilient through many challenges. We are a resolute team who have continuously turned to 'Healthy Thinking' to shape our days, weeks, and professional choices. Healthy Thinking is a frame of mind, when seeing the negative and choosing to focus on the positive. Working in Child Welfare comes with a set of mental and emotional stressors unique to our sector; healthy thinking has been critical to framing our positive approach to situations, while maintaining optimism for the future during difficult and trying times.

In this past year, healthy thinking has also led to new perspectives for success within our Strategic Directions of 'Anti Racism/Anti Oppression', 'Truth and Reconciliation', 'Wellness' as well as listening to the 'Voice of the Service Recipient'. You will read in this report how we are attempting to transform our services to address the disproportionate impact and outcomes on the diverse families, children and youth who receive services from our agency. As one example of this work, we helped to facilitate the Umoja Black Advisory Committee in partnership with the Limestone District School Board. We continue exploring successes through wellness and everyday healthy thinking with our Employees, Volunteers, and foster parents all so we can provide better service. We also continue to give priority and platform to the children, youth and families who are in receipt of service, with a continuing profile on Lilly, and how she has overcome great challenges to form her own success.

Together we approach the end of 2021-2022 with a new perspective of health, safety and community. We will bring 'Healthy Thinking' into 2022-2023, celebrate what we have overcome and share in the successes of those in our community.

Warm wishes,



Sonia Gentile
Executive Director



Norma Jean Barrett
Chairperson



Our Approach

Family, Culture, and Community are three words that have defined work at FACSFLA. With guidance from 'Anti Racism/Anti Oppression', 'Truth and Reconciliation', 'Wellness' as well as listening to the 'Voice of the Service Recipient' as an organization we are striving to do our work differently. This work is centered on children and youth growing up in their families, cultures and communities. To work differently we are continuing to shift our practice to support families by partnering with their networks and community. We know this shift will take a while and cannot be done without our continued focus on developing collaborative partnerships and a collective capacity to remove barriers and develop services that put children, youth and their caregivers at the center of planning. We are fully committed to grow and change to meet the needs of those who work here as well as those we serve.

Our Vision

Children and youth growing up in their Families, Cultures, and Communities.

We believe the best place for kids to grow up is their own family. That's why our primary goal is to keep families in crisis together. If that's not possible we will turn first to extended family for help. Foster care will always be a last resort and temporary as we search for permanency and connection to family. If a child must be permanently separated from their parents, then we will find them a permanent home and family. We will preserve and promote the culture and community of the child's family. They will know where they come from and who they are connected to. Every child in our care will experience a safe and nurturing family. That's what our vision means.

Kingston



Strategic Plan

Guiding Principles

Nothing about you without you and your people...

Inspired and inspiring learners...

Wellness in every step of the journey



Family Engagement

- Safety and well-being through a collaboration with families, their networks, and community services.

Connections and Opportunities

- Children and youth being socially connected, having a sense of belonging, and equipped for a promising future.

Truth and Reconciliation

- We acknowledge that our colonial approach causes harm to FNIM families and communities.
- We pledge to be guided by FNIM communities as we move forward in humility and hope.

Accountable and Transparent

- Take responsibility for our work, relationships and results.
- Voices of those we serve and employ evident in our evaluation.
- Publicly report our results.

Anti-Racism / Anti-Oppression

- We acknowledge that racism, anti-black racism and social inequity negatively impact outcomes.
- We will be guided by our commitment to diversity, equity and inclusivity.

Culture of Wellness and Growth

- A learning organization that promotes wellness and professional growth.

By the Numbers



3,400 Calls to
Agency



91 Youth on CCSY



29 Foster
Homes



24

Foster-with-a-view
Homes (adoption)



10 Finalized
Adoptions



964 Cases Opened
for a Full
Investigation



90 Children/youth
in Kinship Services

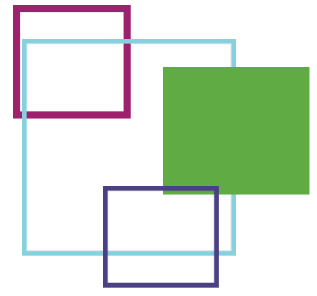


5, First Customary
Care Agreements for
the Agency

Sydenham



Transformational Equity



As we reflect on our Equity work over the last year, having staff, Board members, volunteers and community partners come together with one harmonious voice, loudly saying that now is the time to do child welfare differently, was eye opening and a call that we as an organization take seriously. As an agency, we are honoured and privileged to have this opportunity to change the course of history and craft a new narrative moving forward for FACSFLA based on a shared vision of equitability and respect for one another's humanity, and a fulsome, diverse and collaborative perspective.

Our Manager of Equity and Transformation, Msenwa Mweneake, has continued to challenge us in exceptional ways, leading us in deep reflection through ongoing dialogue, inviting us to shift our approach from "brain equity" to "heart equity"; this is the Equity that compels us to be our authentic and genuine selves, and to be gracious and empathetic with the children, youth and families we work with and the KFL&A community at large.

Our Equity focus throughout the year has been to engage with each other individually and collectively through honest and transparent relationships. Our inaugural Equity Scan gave us an opportunity to engage and listen to employees, Board members, volunteers, community partners and people we work with. Both internal and external Equity Scan reports have called on us to build a legacy of hope, belonging, transparency and an environment where everyone's humanity is dignified and liberated from oppression.

Our agency believes that knowing how to work with many cultures and individuals of all social identities is extremely important. While the Equity Scan reports highlighted many strengths, it also brought forward many areas requiring improvement; it is clear that our agency has not been good to all, and some people with marginalized identities have had very negative outcomes as a result.

As we reflect on the past, it has become clear for us that we, as an organization, need to listen and do better. We need to transform our services to address the disproportionate impact and outcomes on the diverse families, children and youth who receive services from our agency; an example of how we are working to do this is through the continued partnership that FACSFLA and the Limestone District School Board have made with the Black Community, the Umoja Black Advisory Committee. They will inform and support the agency and the school board in making sure programs we develop and service delivery responds appropriately to the needs of the Black Community in our jurisdiction.

In his reflection on where we need to be as an agency, Msenwa often refers to the Ubuntu African belief of a universal human bond, which says, "I am, only because you are". This embodies ideas of connection, community and mutual caring for all.

We are looking towards 2023 with so much excitement, humility, and courage to embrace this opportunity entrusted to us as we work to put recommendations from the Equity Scan into action and commit to doing better as an organization which aspires to helping shape the futures of many diverse young people and their families.



Voice of Wellness using Healthy Thinking

"I remember my overall goal, my passion to help people. I know there are negative things happening in these kids lives, but I focus on my time with them. I get to talk to them and teach them about life experiences. I've been doing this for 18 years and nothing makes me happier than someone coming up and talking to me years later!

- Wayne, Volunteer

"I stay positive by truly believing that change and growth is always possible whether that be myself, my colleagues, the child welfare system, our community or the families and children I work with. My optimism comes from the energy that change can bring and the hope that it fosters in all of us."

- Kim, FACSFLA Staff

"I remember one youth who stayed with me, I knew he came from a home that had several concerns. With gentle conversations and time I learned how much he loved food! It was my pleasure to meal plan and make dinners with him! That time in the kitchen and around the table was a joy that I often focus on!"

- Foster Parent

"Staying positive, that's easy, I love children and would spend every day with them if I could. Of course, I see and hear difficult things as a Volunteer Driver, but I know my duty to report and I trust the FACSFLA team, so after I report a concern, I move on and enjoy my time with the kids."

- Mary-Lou, Volunteer

"I like to surround myself with positive people, both at work and at home. I work hard, keep busy and try to build in things that I am passionate about, which is the main reason I joined the Wellness Committee. I think it's important to incorporate fun things into the work environment to lighten things up a bit when needed."

- Stacie, FACSFLA Staff

"It is easy to feel weighed down by negative experiences children and youth are experiencing, but I stay hopeful knowing I am working and planning each day for them to have a more positive life!"

- Amanda, FACSFLA Staff

Northbrook



Voice of the Service Recipient



As we reflect upon the changes that are occurring within the child welfare sector and the broader community, at FACSFLA we recognize that there is much work ahead for our organization. The experiences of people that we serve are each unique; informed by how that person identifies; their race; Indigenous heritage; faith; culture; sexual orientation and gender identity; how they may interpret the world around them as a result of their neurodiverse, cognitive, or physical needs; and whether they may be impacted by trauma, illness, or poverty. As we move forward in our next steps, the distinct and varied voices of the children, youth, and families we serve are essential to informing a shift in how we deliver services. One step towards these efforts is the Voice of the Service Recipient (VoSR) initiative that has been led by a number of employees to invite the perspectives of those that we serve to be shared with us.

FACSFLA has maintained service to the community using a variety of new and creative methods throughout the pandemic. In our attempt of Nothing About You Without You and Your People (your family and network), and in the spirit of accountability and transparency of working to do better, through the VoSR we embarked on our first survey. FACSFLA heard that we need to continue to find ways to creatively support families, to remember the importance of listening to the lived experiences of those we serve, and to have timely, individualized services to responsively meet the needs of children and youth in the community.

Over the past year we have also begun to work more with the youth in the care of the agency to support hearing their ideas and perspectives. The Youth Empowerment Committee and youth

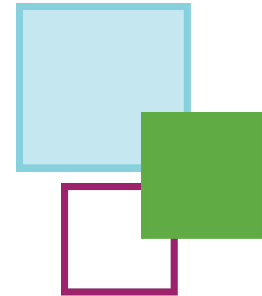
representation on the Building Educational Success Working Group has provided venues for youth driven planning as we emerge from the pandemic. Finding ways to support the longer-term goals and aspirations of young people need to be central to our work, young people like Lilly. Formerly in the care of FACSFLA, Lilly, is now a Trillium College graduate from the Medical Office Administration program. After receiving her diploma this past spring, Lilly shares that she feels very proud of her accomplishments. The Covid-19 pandemic made Lilly's post-secondary learning entirely online. Many students found online school challenging making it difficult to stay motivated. Lilly was familiar with online learning platforms as she had previous experience finishing high school from home, so the familiarity was a comforting contributor to her success in college. Now a mother of three, Lilly knows patience. She understands that there will be hard days, but she also knows the reward is worth it. When asked what advice she would give her high school self, Lilly said, "I wish I could go back and tell myself that everything you have gone through, and every hardship life has given you is worth it and all for a bigger purpose".

We thank Lilly, and other community members who continue to share their experiences to inform what we need to do to improve our service delivery to the people of this community.



Our Financials

April 2021-March 2022



REVENUE

	2021-2022	%
Province of Ontario	\$26,550,342	94%
Recoveries and Income	\$1,653,351	6%
Total Revenues	\$28,203,693	100%

EXPENSES

	2021-2022	%
Salaries and Benefits	\$16,856,978	58%
Transportation related to agency services	\$529,717	1.8%
Training and Recruitment	\$149,554	0.5%
Building Occupancy	\$1,387,368	4.8%
Professional services - non-client	\$329,594	1.1%
Client Programs & Financial Assistance	\$1,336,824	4.6%
Client Personal Needs	\$1,725,725	5.9%
Client Health and Related	\$183,182	0.6%
Promotion and publicity	\$17,588	0.1%
Administration Expenses	\$161,157	0.6%
Boarding (Residential) Costs	\$4,551,315	15.7%
Miscellaneous	\$364,874	1.3%
Technology	\$423,533	1.5%
Amortization of capital assets	\$1,019,479	3.5%
Total Expenses	\$29,036,888	100%

Excess of expenses over revenue	\$(833,195)
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Board of Directors



Norma Jean Barrett
Chairperson



Daphne Mayer
Vice-Chairperson



Darren Seymour
Secretary



Christa Walsh
Treasurer



Dr. Kate Brennan
Member



Elizabeth Coates
Member



Matthew Funnell
Member



Dr. Sarosh Khalid-Khan
Member



Constantin Mugenga
Member



Dr. Mona Rahman
Member

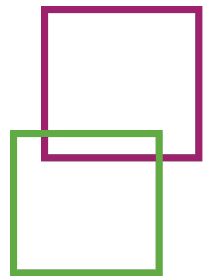


Paul Smith
Member





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