

Windsong Child and Family

Annual Report

1999-2000

Transitional Business Plan



Children and Families are First!



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Letter of Accountability

The Windsong Child & Family Services Annual Report for the year ended March 31, 2000 was prepared under our direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at June 30, 2000, with material economic or fiscal implications of which we are aware have been considered in the preparation of this report.



Dodie Gaudry



Brian Callaghan

Co-chairs, Windsong Board

At time of print the above named are the Co-chairs of the
Windsong Child & Family Services Authority Board,
Appointed by the Minister of Children's Services

***Windsong Child and Family Services
Mission Statement***

Windsong Child and Family Services will support the development of safe, healthy, responsible, strong children, families, individuals and communities, while protecting and assisting those in need.

Vision

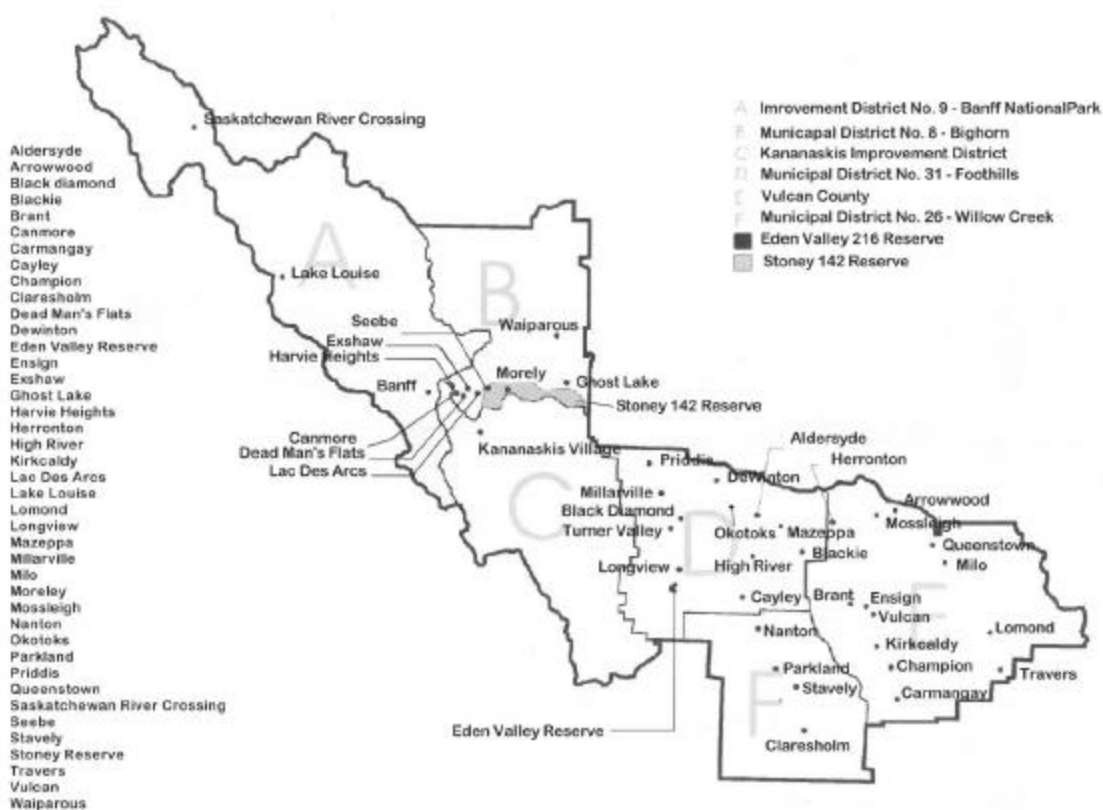
All children and their families
are valued and supported in a safe,
nurturing community that meets their needs.

Windsong Child and Family Services Authority

Regional Map

Map Produced by:

Strategies, communications & Research, Headwaters Health Authority
For Windsong Child & Family Services Authority (Feb.1999)



Service Sites

High River Base Office

(CEO, Administration, Services)
2nd Floor Provincial Building
129 – 4th Ave West
Box 5147
Phone 403/652-8360
Fax 403/652-8365

Canmore Base Office

(Services)
3rd Floor Provincial Building
#301, 800 Railway Ave
Phone 403/609-6414
Fax 403/678-6730

Claresholm Base Office

(Services)
2nd Floor Claresholm Corner
4901 – 2nd Street
Box 2079
Phone 403/625-1472
Fax 403/625-3771

Toll- Free 24 hours 1-888-652-8922

Message from the Board of Windsong Child and Family Services

The Board of Windsong Child and Family Services Authority is pleased and excited to put forward our first Annual Report. Although we have only had delegation since October of 1999, we believe the progress made by our CEO and staff to be outstanding and are eager to move forward into our first full year of operation. The transition to direct delivery has been long and sometimes difficult process, with many challenges, but we have come through it as a stronger more dedicated team.

The redesign has been in development for almost six years. A series of milestones have occurred, beginning with:

- 1994 – Alberta Government commissioned the report “Focus on Children” written by Ray Lazanick, the first commissioner of Services for Children, which began the process for regionalizing of services to children and families.
- February/March, 1995 - three regional meetings were held in Canmore, Okotoks and Claresholm to introduce the redesign to communities.
- January 1996 – Region 3 Steering Committee held it’s first business meeting to begin work on the Preliminary Service Plan.
 - working groups, stakeholders, focus groups and a focus group of youth were consulted for their ideas and input for the Preliminary Service Plan.
- March 1997 – Preliminary Service Plan submitted to government for approval.
- March 1998 – Service Plan completed and submitted to government for approval.
- June 1998 to June 2000 – Boards of 18 Regional Authorities were appointed by the Minister.
 - ✓ Work begins on the Business Plan.
 - ✓ Business Plan submitted and approved.
 - ✓ Chief Executive Officer hired.
 - ✓ Operational Plan developed
 - ✓ Annual Report submitted.

As you can see there have been many steps and a massive amount of work done to this point and we are only just beginning. We are excited about the difference already being made for children and families. The Board eagerly anticipates the significant improvements, which will occur over the next year in the way services, are delivered to children and families.

Windsong Child & Family Services is governed by a regional Board which is made up of individuals who live in communities throughout the region. The responsibility of the Windsong Board is to represent the residents of the region within the parameters of the Child and Family Services Act.

Windsong Board as of March 31, 2000 follows:

Andrea Fugeman-Millar, Co-chair
Dodie Gaudry, Co-chair
Brian Callaghan
Sharon Davis
Toni Garlock
Bryan Gerrie
Al Hagan
Marie Poelman
Wanda Rider

Management's Responsibility for Reporting

The Windsong Child and Family Service Authority Board has the primary responsibility and accountability for the delivery of mandated services to children and families in their region. The Child and Family Services Authority ensures compliance with all relevant legislation, regulations and policies.

Child and Family Services Authority business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Windsong Child and Family Services Authority for the year ended March 31, 2000, rests with the Windsong Child and Family Services Authority Board. Under the direction of the Windsong Child and Family Services Authority Board, I oversee the preparation of the Windsong Child and Family Services Authority's annual report, including its financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgements. The financial statements are prepared in accordance with the accounting policies stated in Note 2 to the financial statements.

As Chief Executive Officer, in addition to program responsibilities, I establish and maintain the Child and Family Services Authority's financial administration and reporting functions. The Child and Family Services Authority maintains systems of financial management and internal control that give consideration to costs, benefits, and risks that are designed to:

- Provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- Provide information to manage and report on performance,
- Safeguard the assets and properties of the province under Child and Family Services Authority administration,
- Provide the Child and Family Services Authority Board any information needed to fulfill their responsibilities, and;
- Facilitate preparation of Child and Family Services Authority business plans and annual reports required under the Government Accountability Act.

"Windsong Child and Family Services has restored my faith in the ability of "government" to efficiently and effectively deliver services to a small community...I am excited about my son's future and look forward to his full involvement in our community."

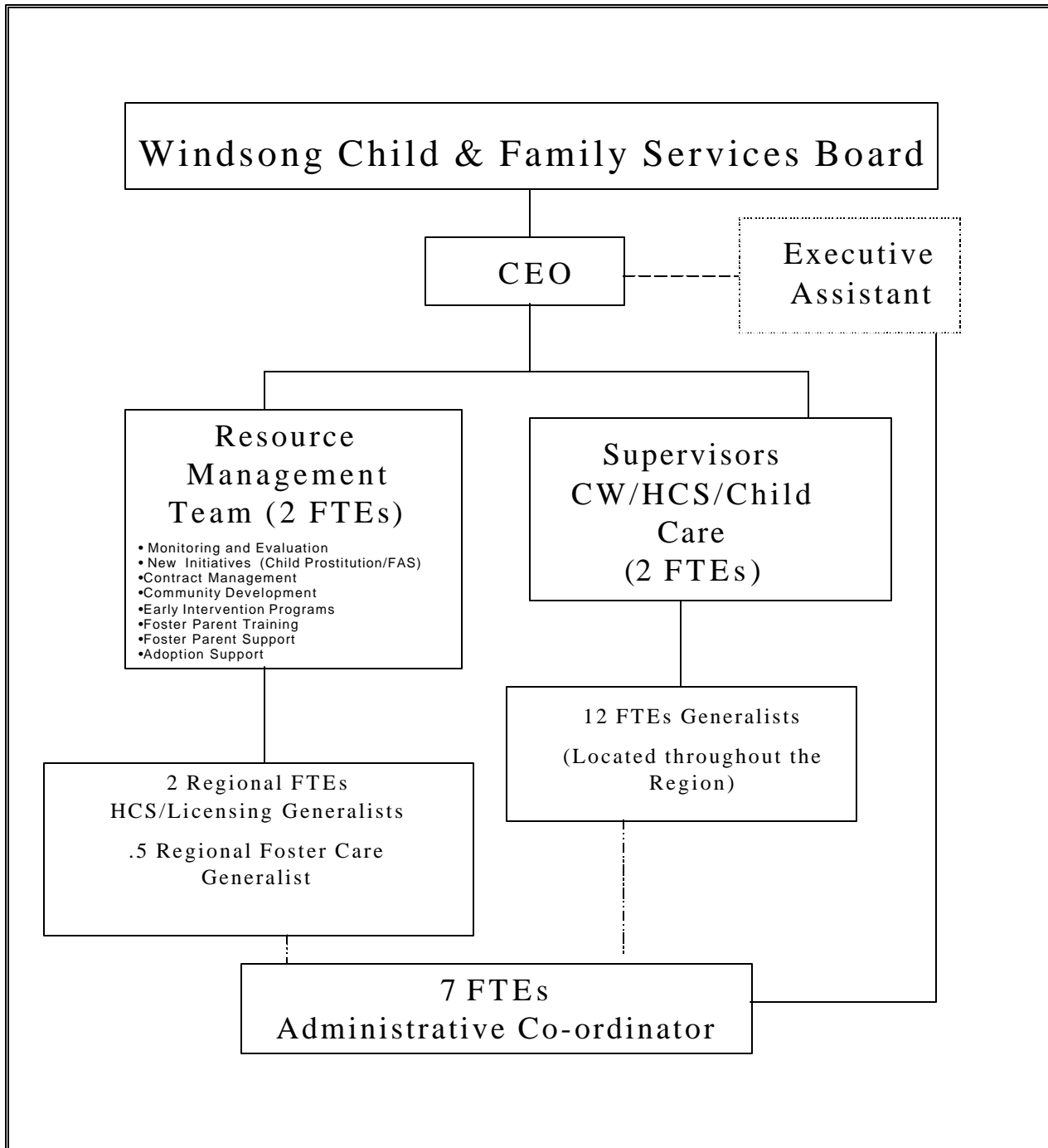
- Marnie Sponheimer



Larry Mathieson, Chief Executive Officer
Windsong Child & Family Services Authority

Operational Overview

Organizational Structure



Authority's Core Businesses

Children, families and individuals who live within the boundaries of Windsong Child and Family Services Authority have access to the following services. One of the most significant requirements for the Authority to become operational was developing a service infrastructure to deliver services for children and families. This involved developing direct services for children within the region and recruiting, selecting and training Authority staff to deliver mandated services in a new, emerging service delivery system. The Board and staff have spent the majority of this year developing this service infrastructure.

CHILD WELFARE SERVICES

Child Protection Services

Staff responds to referral from people in the community about children who might need protection if and when the guardian cannot or will not protect the child. Child protection workers provide children and families with a wide variety of services such as mediation, in-home supports, parenting support and guidance, counseling, therapy and in some cases protective placements. When this is necessary, children are provided foster care, group care or residential treatment care, depending on the child's needs.

"I can honestly say that [the work of my community social worker] helped in saving our daughter's LIFE...[she is a] champion that advocate[s] for the people in crisis."

- Martha McDiarmid

Adoption Services

Staff arrange for adoption of children in the Authority's permanent care, and for children whose parents have decided to adopt them out. Services include:

- Completing home assessments of people who apply to adopt;
- Matching children to approved families; and
- Providing financial assistance to qualifying families after they have adopted a child.

"I am writing to congratulate the staff of the Windsong office for the improved services we are experiencing in your first year of operation. As a client of HCS, I now am beginning to feel that my family has the assistance of an agency which is interested in the health and well-being of our family."

-Rosemary Thomson

This small but extremely important program area is operational by:

- Allocating variable portions of time of approximately four staff people;
- Out-sourcing home assessments on an "as needed" basis;
- Providing monthly financial assistance to approximately five adoptive families.

Day Care Programs

The Regional Authority has the legislated responsibility for Day Care Programs. The role of this program is to: oversee the licensing of child care facilities including day care centres, nursery schools, and before and after school care programs; and administer funding programs in support of families and child care services, such as day care subsidies to qualifying families.

This relatively small but important program area is operational by:

- Allocating variable portions of time of approximately three staff people;
- Holding contractual agreements with two Family Day Home Agencies that have a total of approximately 20 homes willing to provide daily child care services;
- Holding Integrated Child Care Service agreements with two Day Care Centres that provide specialized and individualized child care services for a minimum of 6 of children;
- Provide financial assistance in the form of Day Care subsidy to approximately 100 families on average each month.

Licensing of Social Care Facilities

During this fiscal year Windsong Child & Family Services have delivered these services with the assistance of specialists from the Calgary Rockyview and Sun Country Child and Family Services Authorities.

Early Intervention

Windsong Child and Family Services provides the full range of early intervention services that will strengthen children, families and communities throughout the Region. This is often done in partnership with local community-based agencies, such as, Family and Community Support Services, School Divisions, Headwaters Health Authority and Alberta Mental Health.

Operation of these services includes:

- An average of 12 Community Social Workers adopting a generalist approach to all work they do;
- Approximately twenty-five contract and standing offer agreements in place to provide in-home support, youth and family support, parenting guidance, therapy and counseling to those families requiring Child Welfare intervention;
- Approximately ten contract and standing offer agreements in place to provide the range of out-of-home placements for children and youth requiring same. These placement options include: foster care, agency treatment foster care, receiving and assessment facility, group home, long term residential facility and secure treatment facility.

" Our HCS worker is extremely knowledgeable and compassionate. She lives in our community and is aware of the dynamics and resources available here. I find her easy to communicate with and a true advocate for our family. She provides an extremely personal and individualized element to service which allows my family to feel empowered to navigate what would otherwise be a very complicated system for our special needs child. We feel very fortunate to live in the Windsong Region."

-Jodi Cameron

Handicapped Children's Services

Windsong Child and Family Services staff assists a family meet some of the extraordinary needs that arise from a child's disability. This program includes:

- Financial Benefits;
- Information and Referral Services; and
- Assistance to parents in obtaining a co-ordinating services for their child.

"...I have 3 children, 2 are special needs and since Windsong has taken over our HCS I have a better feeling about being a person & a family & not just a number on a file."

- Connie Pratt

Operation of these services includes:

- Allocating variable portions of time of approximately six staff people;
- Providing services directly in the homes of the families requiring same;
- Referring to and collaborating with agencies that provide services to families with children who have special needs;
- Holding standing offer agreements with approximately 4 agency service providers that specialize in provide services to families with children who have special needs;
- Providing monthly financial assistance to approximately 220 families per year.

Prevention of Children Involved in Prostitution

The Act provides for specialized services for these children and deals with prosecuting johns and pimps who abuse them. The Act came into effect February 1, 1999. The Act recognizes that children involved in prostitution are victims of sexual abuse and need protection.

Statement of Principles

- Children involved in prostitution are victims of sexual abuse.
- Children involved in prostitution require victim protection services.
- Children have a right to be safe from sexual abuse and protected from sexual exploitation.
- Their families should be actively involved with ensuring their safety.
- Children involved in prostitution and their families may access community support programs.
- Johns and pimps are perpetrators of child sexual abuse and must be held legally accountable for their behaviours.

Operation of these services includes:

- Active participation on the Provincial PCHiP Committee;
- Securing funds to develop an early intervention program to prevent youth from becoming involved in street life;
- Securing funds to develop a comprehensive education and awareness plan regarding the new PCHiP legislation.

Family Violence

The Regional Authority is responsible for family violence as well as crisis responses within its boundaries.

Operation of these services includes:

- Collaboration with community based volunteer groups, Family and Community Support Services and Office of the Prevention of Family Violence to provide education, outreach and referrals regarding family violence issues;
- Holding contractual agreements with two agencies that provide emergency lodging to victims of family violence.

Contracts

Windsong Child and Family Services currently holds 24 Child Welfare and Early Intervention individual contracts with 17 separate agencies. Four of these contracts provide residential services to the Authority. About five of the 24 contracts were “adopted” by Windsong; having been either fully or partially negotiated by Calgary Rockyview personnel in the first half of this fiscal year. There are also four Standing Offer Agreements in place with individuals or agencies providing services on a fee-for-service basis. We are in the process of increasing the number of Standing Offer Agreements to about 25 for the next fiscal year.

Performance measured outcomes is a relatively new concept for social service programs, and will only this spring be required of our contracted services. We must allow time for the providers to develop a means by which to measure their outcomes, as well as time for them to collect data. As such, some of the evaluative information in the following briefs is statistical or qualitative in nature, rather than outcomes based.

Contracts - Residential

Stampede Boys Ranch

This is a non-traditional, environmentally based residential treatment program for moderate to extreme, emotionally disturbed or acting out youth. This agency takes only males with Child Welfare status, up to the age of approximately 15 years. Most of the boys reside at the Ranch for 9 to 12 months. The contract is for 18 beds.

The provision of quality out-of-home care is legislated under the Child Welfare Act. The Stampede Boys Ranch provides a much-needed service in terms of residential treatment group care, as many natural or foster parents cannot cope with the behaviors of these children. The staff are flexible and willing to work with our Community Social Workers to achieve the child’s individual goals. They provide a comprehensive service including on-site counseling, education, daily care and transportation to off-site appointments.

This agency looks for “smiling faces ... (and the) removal of the look of trauma on a boy’s face” as a sign of positive outcomes of the work they do. As well, they look for:

- A reduction in risk behaviours;
- Improved or developed positive relationships with significant others;

- Improved or developed positive connection with their community culture;
- Improved client functioning;
- Meeting the service plan goals identified by the Community Social Workers.

This agency has been in existence for over 20 years. It is a member of the Alberta Association of Services for Children and Families (AASCF) and, as such, meet their standards on an annual basis.

Beulah Family Services

This agency is contracted to provide treatment foster care for 17 children with Child Welfare status. As noted earlier, the provision of quality out-of-home care is legislated under the Child Welfare Act. Beulah Family Services has 13 homes located within our geographical boundaries, including two in High River, four in Turner Valley, two in Black Diamond, four in the MD of Foothills and one outside of Nanton. Foster parents in these homes can and will care for children of all ages and both sexes. Working with the Community Social Workers, they ensure that the children's individual health, safety, and developmental needs are met.

This agency is a member of the Alberta Association of Services for Children and Families (AASCF) and, as such, meet their standards on an annual basis.

Eagle Receiving and Assessment Emergency Home

This facility just opened in the middle of January 2000 and is open 24 hours per day, 7 days per week. There are a total of six beds available to youth requiring short-term residential care. They are considered "multi-purpose" beds in that they may be used for emergency placement, stabilization, receiving and assessment purposes, short-term treatment, or whatever the youths' needs may be. The staff expects to work closely with Windsong's Community Social Workers to ensure the youth makes progress towards his/her goal. As well, they will work and liaison with the parents to assess familial issues that may need to be resolved. Positive working relationships have already been developed with the schools and RCMP. The facility is centrally located in the Region making it relatively accessible to all families in the Region.

In addition to being able to address the broad range of needs for our youth, Eagle R&A Emergency Home is designed and equipped to meet the needs of victims of family violence in our Region. The basement of this large bungalow has two additional bedrooms, washrooms and a kitchenette area that can temporarily shelter up to two women with two or three children each. Families fleeing domestic violence can stay at this facility while on the wait list for entrance into one of the city shelters or while making a decision and/or plans about the family's future. The average length of stay in a city shelter is 7 – 10 days, and this would probably be the maximum length of stay at this facility. An appropriate security system has been put into place in the unlikely event that an abusive partner discovers the location of the facility and attempts to break in.

Since the facility has just recently opened, it is too soon to evaluate any program outcomes. It has recently become a member of the Alberta Association of Services for Children and Families (AASCF) and, as such, have committed to their standards on an annual basis.

Hull Child & Family Services

The contract with this agency is for a secure treatment bed. It involves a unique relationship with Region 2 whereby we share the costs for one secure bed between the two Regions. The agency knows to accept an intake on a “first come, first serve” basis from either of the two Regions. This contract is necessary because, even with concerted efforts to support families and be as least intrusive as possible, some youth still require intensive stabilization and treatment services that only a lock-up, secure treatment facility can provide.

Banff YWCA

Windsong holds this contract to ensure an emergency placement is available in one of the furthest corners of our Region. The facility, paid for through this contract, is a semi-secure apartment/suite at the YWCA. Is it open 24-hours per day, 7 days per week. The primary target client group for this space are victims fleeing family violence, but other client groups may use it as well.

While having a place to house victims of family violence is important, providing preventative and/or support services to the clients utilizing the facility is equally important. As such, this contract may be renegotiated to include such services upon its expiration date.

The above briefs have described our “residential” contracts, which are essential to Windsong fulfilling its mandate regarding Child Welfare and domestic violence. The following descriptions are of contracts that provide family and community support services thereby fulfilling much of Windsong’s mandate for Early Intervention services.

Contracts – In-home Family Support

Wild Rose Community Connections

This program embraces the principles and approaches of the Healthy Families model within the MD of Foothills. It provides preventative supports to at-risk families of newborns. The focus of supports will be to help enhance and develop healthy parenting skills to prevent issues of abuse and neglect. Intensity of service is based on the family’s need and level of risk. Families will receive services such as:

- Developing effective parenting and coping skills;
- Emotional support;
- 24 hour crisis support;
- Assistance with accessing community services such as housing, food, child care, addictions treatment/education, emergency shelter, health care, education and employment training.

This program is intended to serve families with or without Child Welfare status. They will have been identified through Windsong Child and Family Services, Headwaters Health Authority, Family and Community Support Services or the families themselves.

Foothills Families Foremost

This is an early intervention contract that allows for the provision of in-home support services to families with Child Welfare status. The program provides a parenting-partner to work with families in their home to build on their current strengths and empower them in skill areas that are

lacking. The program is designed to increase the competency of individuals in families, thereby reducing the potential of future crises and the possibility of out of home placement and the related trauma.

This program serves the central part of our Region, including Black Diamond, Turner Valley, Okotoks, High River and the Municipal District of Foothills. There are three support workers available each with approximately 10 families.

Richmond Family Services

This early intervention contract is much the same as Families Foremost (above) with the difference being in the area served. This agency is out of Lethbridge and serves the Claresholm, Vulcan, Nanton area of our Region. Currently this contract provides for up to five families, but there is a fee-for-service arrangement in place if the demand is greater.

Literacy for Life Foundation Rainbow Literacy Society

The program contracted with these two agencies provides an in-home family support service focused on literacy and learning. The workers go directly into the families' homes for a total of twenty sessions over a six week time period. Between the two programs there are approximately 10 – 12 part-time workers entering the homes of approximately 20 families per month on average in the geographic area including High River, Okotoks, Longview, MD Foothills, Vulcan, Lomond, Arrowwood and Vulcan County.

The service providers act as a “home visitor” to Windsong Child and Family Services. In the process of teaching literacy skills to the family, the workers support parents in spending direct contact time with their children, understanding their children's needs, developing strategies to meet those needs, and advocating for their children when required. They are in the position to identify families that may require our Early Intervention. The program was designed to overcome barriers to services that are prevalent in our Region such as lack of transportation, and child-care, isolation, and confidentiality.

Contracts – Community/Family Support

Foothills School Division – Family School Liaison Worker;
Foothills School Division – Native School Liaison Worker;
Livingstone Range School Division - Family School Liaison Worker;
Palliser School District – Family School Liaison Worker;
Town of Banff, Family and Community Support Services - Family School Liaison Worker.

The role of a Family School Liaison Worker is to act as a resource person and provide liaison between families, the school systems and/or other community agencies, including Windsong Child and Family Services, to identify difficulties and improve social and scholastic functioning of the student. The worker provides services that foster better communication and problem solving among individuals who are involved in supporting the family. This may include an initial assessment of family needs, referrals, support to the family to access resources, and information on specific children or families to involved agencies.

Each contract has different means of evaluating their outcomes, usually involving surveys with students, parents and school staff. All submit monthly statistical reports that indicate the number of students seen by the worker, number of direct service hours, etc. Verbal reports from our Community Social Workers indicate that they are an invaluable resource to them in terms of providing on-going support in implementing a family's service plan. Success is again tracked at the individual case level. A means of quantifying individual successes, and rolling up the information into performance measures is currently being developed for all contracts.

Our Partners

Windsong Child and Family Services is committed to working with our partners to strengthen and enhance the new service delivery model. The following represents our involvement and ways we work together with our partners:

Education	➤ Student Health Initiative,	➤ Interagency Meetings
	➤ Youth Workers	➤ Drug and Alcohol Program
	➤ FSLW	
Justice	➤ In Progress	➤ Interagency Meetings
Health	➤ Student Health Initiative	➤ Family Resource Centres
	➤ Fetal Alcohol Effects Initiative	➤ Interagency Meetings
	➤ Healthy Families	
Family & Community Support Services	➤ Early Intervention	➤ Interagency Meetings
	➤ Family Resource Centres	
Mental Health	➤ Children's Mental Health Project	➤ Interagency Meetings
	➤ Family Resource Centre	➤ Student Health Initiative

Our vision for people receiving services is that they will experience seamless service. The service will focus on co-ordination that empowers communities and their members to seek family and child-centred solutions. Integration will occur at all levels of government: political, provincial departments, regional governance and at the local level. Relationships with partners will be developed and nurtured and information will be shared across professions and community agencies to help children and families. This will keep our focus and energy on the children and families, and minimize energy put into structures and systems.

Services Provided to Individuals and Families (April 1, 1999 – March 31, 2000)												
Program	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Child Welfare *	161	174	185	176	183	189	194	189	189	188	196	189
Screenings Completed *	14	11	15	18	18	20	18	40	31	37	48	50
Investigations Completed *	9	10	6	9	31	23	33	34	40	39	40	40
Handicapped Children's Services	191	196	193	193	197	195	194	199	206	208	217	222
Family Violence	5	5	3	1	7	7	5	4	3	0	3	Not Known
Child Care Subsidy	67	71	75	80	94	87	96	105	100	101	108	113
Early Intervention Services	658	901	633	173	176	377	669	764	1,321	695	875	677

***NOTE:** Refer to discussion of these results in the “Results Analysis” section.

Regional Operations & Services

Windsong Child & Family Services Authority received its delegation from the Minister of Children's Services to deliver the services as mandated by the Child and Family Services Authorities Act on October 1, 1999. The Windsong Board and Staff have used this year in preparation for delivering the above services to children and families within Region 3. By October 1st of 1999, the technology and staffing were in place to deliver services within the region using a community based approach, as described in the Windsong Business Plan.

The Board and Staff of the Windsong Child & Family Services Authority have endeavored to create an organizational direction that adds up to a culture of serving children and families by:

- Putting children first instead of putting the needs of the organization first;
- Using resources in the community. E.g.: empowering volunteers, engaging those people who have been skilled through life experience and have a depth of human compassion which should not be wasted integrating the scattered community resources into a more unified and efficient system which works better for all participants;
- Respecting children and families in communities by honouring their input, seeking collaborative decision-making and suiting programs to individuals instead of trying to fit the person into the program.

The Regional Authority is committed to incorporating the Four Pillars into our service delivery model: community based, integrated services, improved services for Aboriginal people, and early intervention.

The Four Pillars

The Four Pillars are threaded throughout our service delivery model, from the way front line staff deal with clients, contract management, corporate culture to Board governance. All contracts are required to demonstrate a commitment to the four pillars.

Early Intervention

- Establishing Family Resource Centres;
- Families Foremost;
- Wild Rose Community Connections (Healthy Families/Healthy Start);
- Family School Liaison;
- FAS Co-ordinator/Project;
- Partnership with Mental Health.

Improving Aboriginal Services

- Family School Liaison;
- Implementation of an Aboriginal Task Force.
Formatting Board agendas to place an emphasis on the importance of this committee;
- Seeking to develop a knowledge base with respect to the aboriginal culture such as reading Aboriginal News, attending a Wellness Conference at Eden Valley;
- Continued participation of Aboriginals on Windsong Child & Family Services Board; Metis, and Stoney.

"Our organization is excited about the opportunities that have started to appear because of community based service delivery. The opportunity for dialogue and input is a positive step to sharing the experience and knowledge of the Metis community."

- Floyd Sayese

Local-333 Metis Nation of Alberta

Integrated Services

- Partnerships with the school Divisions, Family and Community Support Services, Headwaters Health Authority and Alberta Mental Health focussed around projects such as family school liaison, Family Resource Centre, Healthy Families/Healthy Start and the children's mental health project;
- Regional Integration group.

Community-based and Community Involvement

- Regional integration group;
- Developing service infrastructure with grassroots organizations and community-based agencies;
- Locating services closer to children and families' homes.

Key Factors Affecting Operations

Emergence of a New Organization

Windsong Child & Family Services has been delivering services to children and families for less than a year. The Board and staff have faced the growing pains associated with a new service delivery model. The Authority has faced challenges in attracting staff from within the Ministry to the Region. This has presented a need for high levels of training and staff development.

Establishing a base of operations, and developing a service infrastructure to deliver services for children and families have been challenges this year.

The transfer of services from numerous sites to services within the Windsong

Child & Family Services has also created a call for a high level of training.

"Thank you for all your help. You have been very thoughtful during this troublesome time for us."

- Lyness Family

Geography

The Windsong Region is a largely rural region that has an area of approximately 27,000 square kilometres. The Region does not have an identifiable large urban centre. The Authority is committed to increasing the accessibility of services and to overcome the barriers of financial cost and time associated with the geography of Windsong. The Authority must develop a continuum of services, which are locally available and easily accessible. In the current year, the staff and Board have worked at partnering with grass roots organizations, community agencies and other government departments to facilitate the creation of such a continuum.

Rapid Population Growth

Despite having a widespread geographic population, the Region is also experiencing centres with rapid population growth: Canmore, Okotoks and High River. The Authority must be prepared to respond to the challenges and opportunities that such rapid population growth presents when delivering services to children and families.

Results Analysis

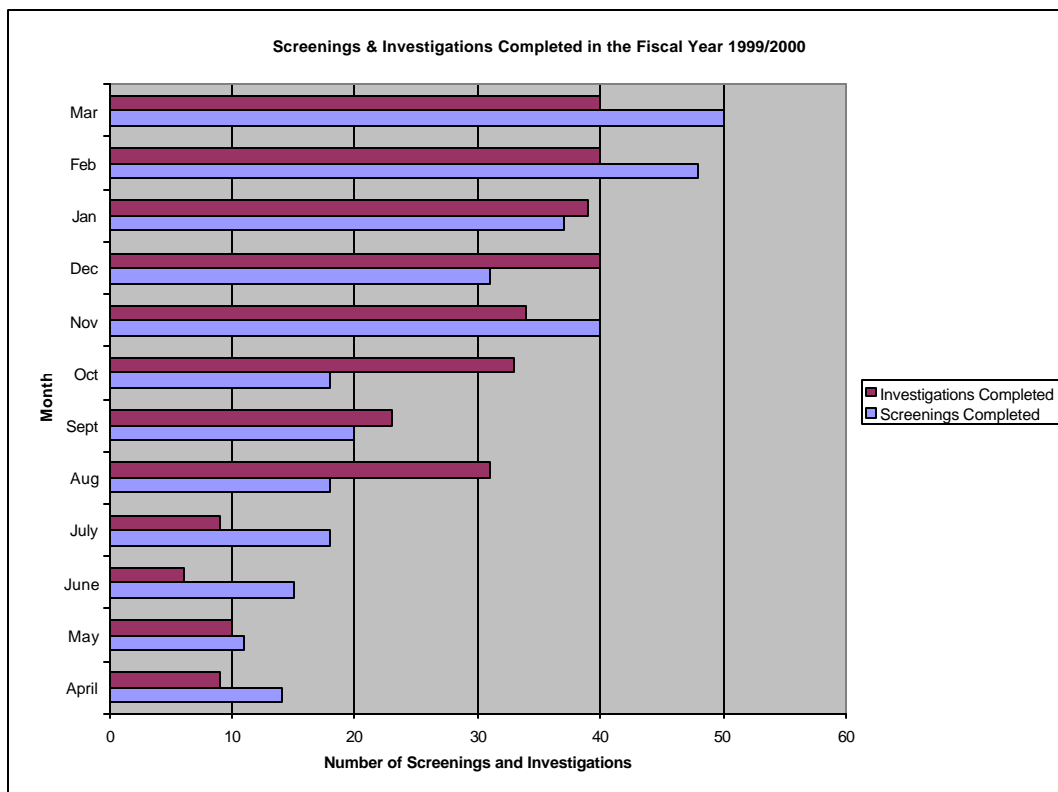
Strategic Directions

1) Intervene when children and families and communities are unsafe. (Implementation year: 1999 – 2001)

Windsong, in partnership with the YWCA and Eagle Receiving and Assessment, has established three family violence rooms located within the Region (In the Bow Corridor and the central portion of the Region). These family violence rooms were operational within this year to provide a safe place for families experiencing domestic crisis or violence.

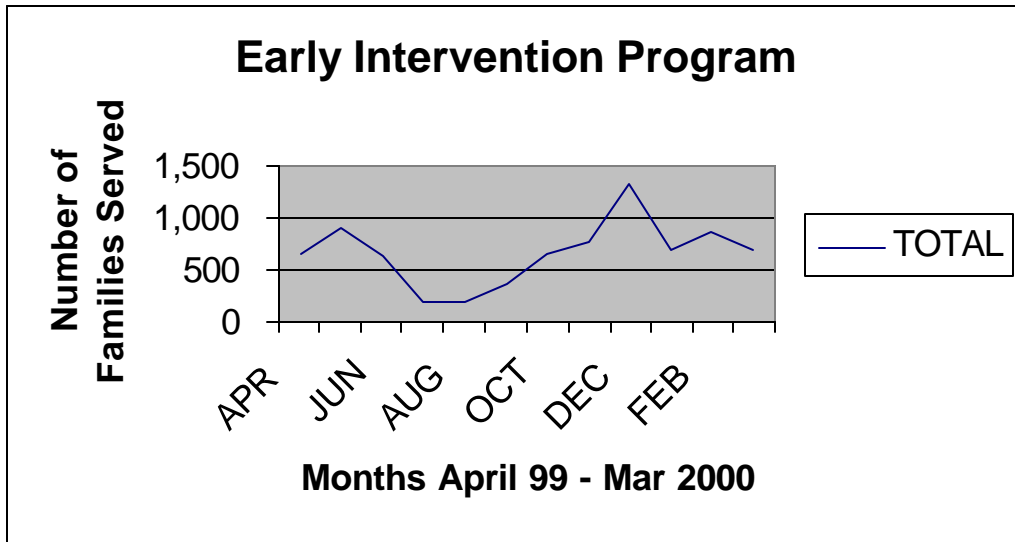
The Authority has also attempted to capitalize on early intervention approaches as a strategy to reduce risk for children and families. During the past fiscal year, the Families Foremost program has worked with approximately 42 families/month on average to prevent risk and child protection concerns.

In partnership with Wild Rose Community Connections and Headwaters Health Authority, Windsong has established a "Healthy Families/Healthy Start" program. This program began working with families in January 2000. This initiative is geared toward identifying potentially at-



risk children before they reach school age (preferably at birth). The Authority is making efforts to identify the potentially at-risk children as early as possible when intervention can be the most effective and least intrusive.

As indicated in the chart on the previous page, the number of screenings and investigations of potential child abuse/neglect has increased over the last year (Apr 99 – Mar 00) The strategic advantage of having staff locally based and accessible, is that allegations of abuse or neglect are investigated in a more timely manner. Overall this equates to reducing risk of children and allowing for less intrusive supports to be provided to families.



2) Encourage communities in Region 3 to be intolerant of activities that may harm children and families. (Implementation years: 2001 – 2005)

One of the strategies identified in our current Business Plan, is a greater emphasis on public awareness and education. To increase awareness of the services provided by Windsong Child and Family Services a pamphlet has been developed as well as a 1- 800 number has been implemented. These will be distributed in June to all school age children in their report cards. Strategies to provide this education and track the community impact will be implemented starting in the current fiscal year.

Windsong Child and Family Services Authority has provided support to early intervention programs that encourage communities to be intolerant of activities that may harm children and their families. One example of a program that has attempted to reach this goal is the Community Alcohol and Drug Abuse program in the Bow Valley. This program has provided support in a region that has had high reports of substance abuse. The program has served individuals and families in Canmore, Exshaw, Banff and Lake Louise.

As indicated on the graph above, and the chart *Services Provided to Individuals and Families* on page 17, the Authority is working with a number of children and families through early intervention programs. On a monthly basis, the number of children served by early intervention

programs far exceeds the number of children served under child welfare status. Windsong views these Early Intervention programs as an investment in Alberta's children. The intention behind these programs is to reduce the number of children who are exposed to neglect and abuse. The programs attempt to do this by supporting families in the most human, preventative manner possible. We believe that in the long run this is also the most cost-effective manner of reducing the risk of abuse/neglect.

As mentioned earlier in the report, Windsong staff are working with community groups and organizations in the development of Prevention of Family Violence services for families.

Windsong in partnership with Headwaters Health Authority has supported the work of our regional FAS/E Co-ordinator. The Co-ordinator has provided education and awareness training throughout the region. Additionally the FAS/E Co-ordinator has provided direct support and advocacy for a number of children and families.

3) The Regional Authority will assist in identifying and reducing barriers to maximize children and families' fullest potential. (Implementation years: 2002 – 2005)

The Authority will endeavour to ensure that people are able to access services and interventions. The Authority is striving to reduce the number of times the client must explain his or her situation or circumstance to get assistance. The Authority is using a combination of staff expertise and technology to meet these goals. The strategy is to offer children and families in our community the expertise our staff have, making services more accessible for them. In addition to being accessible to community members throughout the Region, the Authority is establishing visiting space throughout the Region. Currently, Windsong staff make use of visiting space on a regular basis in Okotoks and Black Diamond. Visiting space in Vulcan and Nanton is available for our staff and community in co-ordination with Family and Community Support Services (Family and Community Support Services). In partnership with the Alberta Association for Community Living, Windsong Authority intends to initiate a project (From Protection to Inclusion) to support children with special needs. This project is intended to begin in the next fiscal year.

4) The Regional Authority respects families and seeks to develop their capacity to make decisions affecting the safety and security of the lives of their children. (Implementation years: 2002 – 2005)

The Authority is developing Consumer Evaluation Forms. Baseline data should be taken during the current year to indicate the percentage of families that indicate the case management team include them as part of the team.

I believe Windsong Child & Family Services is a great part of our community, and we are grateful for the services that "our community Social Worker" and "in-home support worker" offered us"

- Christine Strait

5) Children growing up to be healthy (positive) contributors to their community. (Implementation years: 2002 – 2005)

During this year, the Windsong Authority has collaborated with the five School Divisions, Headwaters Health Authority and Alberta Mental Health to support positions like family school liaison workers and the children's mental health project to ensure our children are growing up to be healthy and positive contributors in their community.

Partnering with Windsong and the Alberta Mental Health Board Children's Initiative is a very positive and creative move intersectoral collaboration for meeting the needs of children and youth with mental health issues.

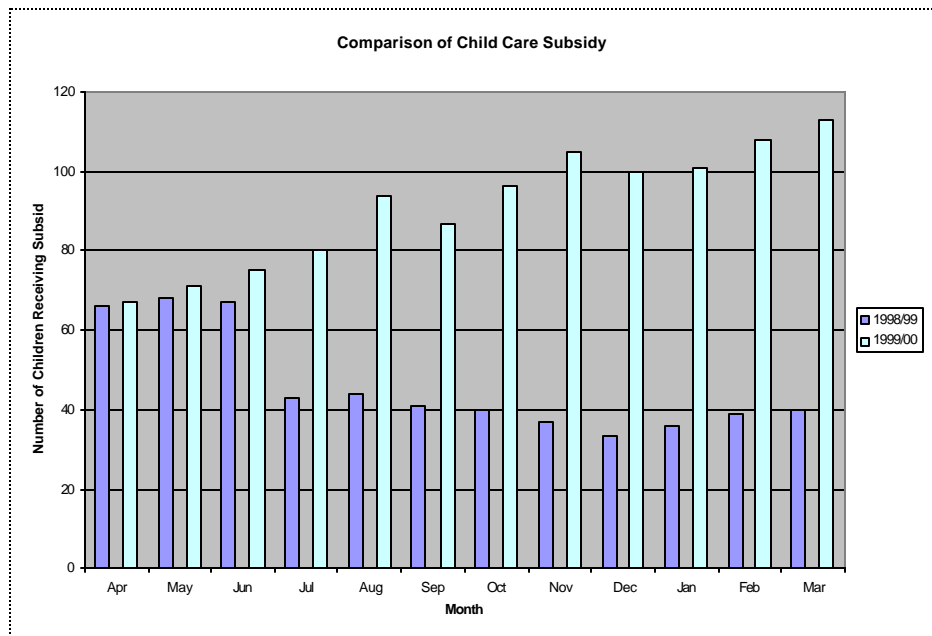
- Norma Boulton

6) Partnering authorities within the Region responding to the needs of children and families in a flexible and integrated manner. (Implementation years: 2002 – 2005)

In partnership with the municipalities and local Family and Community Support Services', the Authority has established Family Resource Centres in Canmore, Claresholm, Vulcan and Nanton to increase the accessibility of services to children and families. These Family Resource Centres represent the first steps in integrating services and resources in a manner, which increases accessibility to children and families. A new partnership between the Town of Okotoks, Family and Community Support Services, Headwaters Health Authority, Alberta Mental Health and Windsong Child and Family Services Authority has established the formation of a Family Resource Centre in Okotoks. This Family Resource Centre should be operational within the next fiscal year.

7) The Regional Authority will provide services within the community wherever possible. (Implementation years: 2002 – 2005).

The Authority, working with a local community agency (Eagle Receiving and Assessment Services) has developed a continuum of child protection services and family violence prevention services. This continuum includes services such as family shelter rooms, receiving group home beds, semi-independent



living services, treatment foster care and family support services. In addition, our staff are working together with a variety of service providers to develop specialized services to be delivered locally to children with special needs.

Windsong Child and Family Services Authority had identified the need to improve access and quality of child-care in the region. During the current fiscal year the number of children and families receiving child-care subsidy has increased significantly. The graph on the previous page indicates the number of children (by month) who received child-care subsidies this year as compared to the number receiving subsidy last year. The increase in number of children receiving subsidies is a positive step in assisting families to access these vital services. Two factors have influenced this increase in the number of children receiving subsidy. The first factor is increased availability of day care services for children.

The Vulcan Day Care became operational in June providing services for children in that portion of the region. Windsong supports the Vulcan Day Care through child-care subsidies and an early intervention contract. The second factor impacting the number of children receiving subsidies is the reduced number of barriers to obtaining service and subsidy. Under the new Authority, families have greater access to information and staff assistance in applying for subsidy. In the past families may have needed to travel greater distances, to a larger centre, to apply for subsidy. In this year, families have been able to apply for assistance locally in one of the three offices throughout the region. A number of Family and Community Support Services offices also assist families in applying for subsidy.

8) Provide services that are culturally congruent. (Implementation years: 2002 – 2005).

Baseline information has been taken in this area. Our Aboriginal Task Force is assisting the Board and staff in identifying strategies to recruit and retain qualified Aboriginal staff.

9) Barriers coming down and attitudes shifting among providers (Implementation years: 2002 – 2005).

The Authority is developing a consumer evaluation system to solicit feedback from providers, partners and stakeholders. The system will gather feedback on concepts such as advocacy, collaboration, and ease of access for referrals. The Authority will begin collecting benchmark data with this tool during the fiscal year.

10) Children's Opinions being considered: advocacy of children and families (Implementation years: 2002 – 2005)

Consumer questionnaires are being developed for parents and children accessing services under Child Welfare or Handicapped Children's Services. Benchmark data will be collected during the upcoming fiscal year.

11) The Regional Authority will develop the capacity of the Community to be a supportive environment for children and families.

The development of Family Resource Centres and other partnerships described above are the first steps in building the community capacity to meet this goal. The Regional Authority will support the use of volunteers in all contracted services.

12) The Regional Authority will develop the capacity of the Community to be a supportive environment for off-reserve Aboriginal communities, children and families. (Implementation years: 2002-2005)

The Authority, in partnership with Eden Valley, has supported a family school liaison project to assist off-reserve children attending schools within the Region.

13. Empowers children and families to find responsible solutions. (Implementation years: 2002-2005)

“Involvement in case planing” will be a concept identified in the parent consumer questionnaires described above. The Authority will also monitor the percentage of parents signing their child’s case plan.

<h2 style="text-align: center;">Future Challenges</h2>
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This year has been one of preparation and start-up in delivering services to children and families. The Board and staff have expended considerable time and effort preparing to deliver these services in a manner consistent with the Region's Service and Business Plans. The Authority has begun to identify strategies to collect baseline data and indicators that the Authority is meeting the performance measures outlined in Windsong's 2000 – 2003 Business Plan. Challenges described early in this document will continue to be challenges in the Authority. Recruiting a culturally diverse, skilled and qualified staff group to meet Windsong’s entire mandate has been and will be a challenge for the Authority.



Windsong Child and Family Services Authority

Financial Statements

March 31, 2000

WINDSONG CHILD AND FAMILY SERVICES AUTHORITY

FINANCIAL STATEMENTS

MARCH 31, 2000

Auditor's Report

Statement of Operations

Statement of Financial Position

Notes to the Financial Statements

Schedule of Expense Detailed by Object

Schedule of Disclosure of Salary and Benefits



AUDITOR'S REPORT

To the Members of the Windsong Child and Family Services Authority and the Minister of Children's Services

I have audited the Statement of Financial Position of the Windsong Child and Family Services Authority as at March 31, 2000 and the Statement of Operations for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Authority is required to follow accounting policies and reporting practices established by Alberta Treasury and the Department of Children Services, including the following policies that are exceptions from generally accepted accounting principles:

- Accommodation costs, estimated by the Department of Children Services to be approximately 85,000, and certain information technology and administration expenses, which have not been quantified, incurred in the operation of the Authority have not been recognized as expenses. The government departments that paid the expenses on behalf of the Authority have recorded these costs. In addition, recoveries of certain costs from the Department of Children's Services and from other Child and Family Services Authorities are netted against expenses. If the Authority had recognized these transactions in accordance with generally accepted accounting principles, expenses and revenues for the year would have been increased by amounts that have not been quantified and further related party transactions would have been disclosed.

- Authority did not accrue vacation pay and achievement bonus payable at March 31, 2000. If the Authority had recognized the vacation pay and achievement bonus payable in accordance with generally accepted accounting principles, the net operating result for the year would have been changed by an amount that has not been quantified and the accounts payable and accrued liabilities would have been increased and the net assets reduced at March 31, 2000 by approximately \$47,000.

In my opinion, except for the effects of the matters referred to in the preceding paragraphs, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2000 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles.

“Original Signed by Peter Valentine”
FCA

Auditor General

Edmonton, Alberta
May 18, 2000



Windsong Child & Family Services Authority
Statement of Operations
For the year ended March 31, 2000

(in thousands of dollars)

	Budget	Actual
REVENUES		
Grant from the Department of Children's Services	\$ 6,020	\$ 6,092
	<u>6,020</u>	<u>6,092</u>
EXPENSES (Schedule 1 and 2)		
Board Governance and Core Administration	360	264
Day Care Programs	530	392
Child Welfare	4,014	4,003
Early Intervention Services	356	370
Handicapped Children's Services	588	541
Mediation and Court Services	20	B
Prevention of Family Violence	152	96
	<u>6,020</u>	<u>5,666</u>
NET OPERATING RESULTS	<u>\$ B</u>	<u>\$ 426</u>

The accompanying notes and schedules are part of these financial statements

Windsong Child & Family Services Authority
Statement of Financial Position
As at March 31, 2000

(in thousands of dollars)

ASSETS

Accounts receivable (Note 3)	\$ 1,088
	<u>1,088</u>

LIABILITIES

Accounts payable and accrued liabilities (Note 4)	\$ 662
	<u>662</u>

NET ASSETS

Net operating results	426
Net assets at end of year	<u>426</u>

\$ 1,088

The accompanying notes and schedules are part of these financial statements.

**Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2000**

Note 1 Authority and Purpose

The Windsong Child and Family Children's Services Authority (the Authority) operates under the Child and Family Services Authorities Act, the Agreement respecting the transfer of responsibility for child and family services effective April 1, 1999, and directions provided by the Minister of Children's Services.

The Authority is to provide community-based child and family services, programs and other supports that build on community strengths, individual and family responsibility with organizations and community groups by collaboration partnerships and sharing resources.

Note 2 Summary of Significant Accounting Policies and Reporting Practices

These financial statements are prepared in accordance with the following accounting policies that have been established by government for all departments. The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. Recommendations of the Accounting Standards Board of the Canadian Institute of Chartered Accountants, other authoritative pronouncements, accounting literature, and published financial statements relating to either the public sector or analogous situations in the private sector are used to supplement the recommendations of the Public Sector Accounting Board where it is considered appropriate.

(a) Reporting Entity

The Authority was accountable to the Minister of Family and Social Services. As a result of the government reorganization announced on May 25, 1999, the Authority became part of the Ministry of Children's Services effective April 1, 1999.

(b) Basis of Financial Reporting

Revenues

All revenues are reported using the accrual method of accounting. Cash received for which good or services have not been provided by year-end is recorded as unearned revenue.

Expenses

Expenses represent the costs of resources consumed during the year by the Authority operations.

Manpower costs reflected in Schedule 1 relate to employees assigned to the Authority from the Department of Children's Services and are not employees of the Authority.

**Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2000**

Note 2 Summary of Significant Accounting Policies and Reporting Practices (Continued)

(b) Basis of Financial Reporting (Continued)

Full Cost Accounting

Certain expenses, primarily for office space, legal advice, and banking services, incurred on behalf of the Authority by other Ministries are not reflected in the Statement of Operations.

Information technology, communications, financial and human resources were provided to the Authority by the Ministry of Children's Services at no cost to the Authority.

Assets

Financial assets of the Authority are limited to financial claims which include receivables from the Department of Children's Services, other Child and Family Services Authorities and external parties.

Liabilities

Liabilities include all financial claims payable by the Authority at fiscal year end except vacation accruals and achievement bonus, which are reflected in the financial statement of the Department of Children's Services.

Statement of Changes in Financial Position

These financial statements do not include a Statement of Changes in Financial Position as this would not provide additional information from that already presented in the Financial Statements.

Note 3 Accounts Receivable

The accounts receivable are comprised of transactions with related parties including Children's Services and other Child and Family Services Authorities, and the remaining transactions are with external parties.

	(in thousands of dollars)
Children's Services	\$1,056
CFSAs	<u>32</u>
	<u>\$1,088</u>

Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2000

Note 4 Accounts Payable

The accounts payable are comprised of transactions with related parties including Children's Services and other Child and Family Services Authorities, and the remaining transactions are with external parties.

	(in thousands of dollars)	
CFSA's		\$175
Other		<u>487</u>
		<u><u>\$662</u></u>

Note 5 Voluntary Contributions

These financial statements do not include voluntary contributions received for materials and services.

Note 6 Approval of Financial Statements

The financial statements have been approved by the board of the Authority.

Windsong Child & Family Services Authority
Expenses Detailed by Object
For the year ended March 31, 2000

Schedule 1

(in thousands of dollars)

	<u>Budget</u>	<u>Actual</u>
	(a)	(a)
Salaries, wages and employee benefits of staff assigned to the Authority	\$ 1,044	\$ 941
Supplies and services	4,636	4,358
Grants	340	365
Other	<u>B</u>	<u>1</u>
Total Expenses	<u>\$ 6,020</u>	<u>\$ 5,666</u>

(a) Additional funding in the amount of \$72,000 was provided by the Department of Children's Services resulting in a net operating surplus of \$426,000.

Windsong Child & Family Services Authority
Disclosure of Salary and Benefits
For the year ended March 31, 2000

Schedule 2

	Salary ⁽¹⁾		Benefits and Allowances ⁽²⁾		Total
Co-Chairman of the Board	\$ 41		B		\$ 41
Co-Chairman of the Board	\$ 19		B		\$ 19
Board members (7 members)	\$ 52		B		\$ 52
Chief Executive Officer ⁽³⁾	\$ 63	\$	6	\$	69

(1) For the Chief Executive Officer, salary includes regular base pay, bonuses, overtime and lump sum payments. Chair persons and board members receive honoraria only.

(2) Benefits and Allowances include the employer's share of all employee benefits and contributions or payments made on behalf of employees, including pension, health care, dental coverage, group life insurance, long and short term disability plans.

(3) Represents salary, benefits and allowances for two holders of the Chief Executive Officer position during the year.