

**WINDSONG CHILD AND
FAMILY SERVICES AUTHORITY**

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

**Annual Report
2001-2002**

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1) Co-chair's Accountability Statement

The Windsong Child and Family Services Authority Annual Report for the year ended March 31, 2002 was prepared under our direction in accordance with the *Government Accountability Act* under the government's accounting policies. All of the government's policy decisions as at March 31, 2002 with material economic or fiscal implications of which we are aware have been considered in the preparation of this report.

2) Message from the Co-chairs

The Windsong Board continues to believe in the development of services that provide long-term, safe and secure homes for children within our region. Windsong has a dedicated CEO and staff, who are committed to delivering mandated services in an effective and efficient manner, with emphasis on the Four Pillars: community-based, integration, early intervention and improved services for Aboriginal people.

The Authority realigned our regional business plan to mirror the core business and priorities of the Ministry. The Board is encouraged by the Government's newly developed "Alberta Response Model" which provides directives that reflect our vision for children and families. The Minister of Children's Services, Iris Evans, continues to provide excellent leadership and personal support to our Authority. The Board continues to support the use of interventions that may reduce the likelihood of familial abuse or neglect. There has been an enhanced focus on permanency planning and adoption of permanent guardianship children.

The Windsong Board believes in open communication with community members and, in keeping with this philosophy, held community consultations throughout the Region in January 2002 to gather input into this Business Plan. We are eager to provide a qualitative assessment of the achievement of success in stated priorities throughout the body of this report.

Participating in activities such as the "National Aboriginal Day Poster Contest" and "Funding Luggage for Youth" (FLY), has afforded the opportunity for the Board to increase community awareness of the needs of the children the Authority serves.

The Board is invested in cost effective management of the financial resources provided for children. To this end, Board policies have been implemented to reduce governance costs. The Windsong Board was encouraged with the results of the Financial Practice Review indicating that Windsong had achieved the lowest governance costs of the CFSAs. Governance costs include: governance, management, program support and community co-ordination expenditures.

The Board is looking forward to the positive impact for children that the implementation of the Alberta Response Model will create. The Board is confident that opportunities for community input and collaboration with partners and stakeholders will continue. The Board and Management of Windsong look forward to continued progress toward our vision for children and families; families are valued and supported in a safe, nurturing community.

Original Signed
Dodie Gaudry Sharon Davis
Co-chairs

3) Board Governance Overview

As indicated in the Child and Family Services Accountability Framework for CFSA's, governance is: "...the exercise of authority, direction and control of an organization or system, in order to ensure its purpose is achieved."

In addition to relevant legislation and provincial policy, the Windsong Board is governed by a set of Board Policies which define the parameters under which the directors of the Board will behave. The Board has one employee, the CEO, through which governance priorities are administered.

Essential to Windsong's ability to successfully achieve the goals of the organization are the positive relationships to the Board include those with the Authority's Chief Executive Officer, Executive Assistant, Supervisors, staff, other Authorities, Ministry staff, other organizations and agencies. These relationships are enhanced by joint planning initiatives, a business planning retreat, community consultations and regular interaction. Windsong is a relatively small organization with only three organizational levels. It is this structure that supports regular interaction between the Board and staff and the ability to be responsive to unanticipated changes. Windsong has offered staff the opportunity to be involved in decision making through Quality and Efficiency Groups program evaluation and recommendations.

The Windsong Board values the importance of stakeholder and consumer input into developing the strategic direction for the Authority. The Board holds annual meetings with consumer and stakeholder groups to obtain this feedback. Feedback obtained from these meetings is used in the

Using the community based governance model, Windsong Child & Family Services Authority Board conducted a comprehensive evaluation in the previous year, which included feedback from community, stakeholders and partners. The evaluation and feedback was used to develop strategic activities for the 2001-2002 fiscal year. The Windsong Authority Board has successfully acted upon these strategic activities. The Board Evaluation for the current year is well underway. Assessing the performance of the Board at the local level, and acting upon the recommendations is intrinsic to continuous improvement in the area of integration and achieving the desired outcomes.

Boards' annual strategic and business planning activities. The Board has used consumer feedback tools to check the social validity of feedback provided in the community consultations and prioritised direction to the CEO.

Financial constraints within the last fiscal year, and growing needs of the communities served, have been responded to with frequent Board review of priorities and ongoing cost containment plans or strategies. In addition, the Board has met with key stakeholders to review recommendations related to cost containment strategies and development of service delivery models such as the Alberta Response Model.

The Board ensures transparency in its governance functions by publishing board meeting schedules and minutes of board meetings on the Authority's web page. On an annual basis, the Board conducts Board and CEO evaluations. Consumer and stakeholder feedback from a variety of groups are used to determine the essence of feedback provided to the CEO and the Board. The feedback has fostered improved performance by shaping the manner in which the Board and CEO interact with stakeholders as well as how services should be prioritised within the Region.

In June the Board, with the assistance of Alan Shugg (Governance Supports, Ministry of Children's Services) undertook a risk assessment to determine priorities to improve the Authority's ability to meet its goals. In its strategic planning, the Board followed a risk management process in assessing possible barriers and opportunities in pursuing goals; responses to manage those situations were built into the development of the business plan. Focus has also been placed on reducing barriers which may impede compliance with the Ministry's Safety Standards. The Board is prioritising development of capabilities consistent with the Alberta Response Model. The capabilities will assist the Authority not only meeting the community's needs in a more effective manner, but will ultimately assist the compliance to the safety standards.

The Board set policies to guide the CEO and was assured that the CEO is monitoring risks at the operational level. Its experience in using risk management thinking in planning will be enhanced by the upcoming risk management model of the Ministry; this will enable it to more formally incorporate risk management into policies to guide the entire Authority.

The Annual Board/CEO Evaluations reaffirmed our commitment to a continuous improvement approach to governance. To this end, strategies to enhance stakeholder communication, identifying governance efficiencies and improving the Region's response to the Aboriginal pillar will be prioritised during the upcoming year. The Board was encouraged that the evaluation indicated significant gains in the above areas, and believes that an excellent foundation has been laid to continue progress on these important objectives.

4) Management's Responsibility for Reporting

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

WCFSA 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 WCFSA for the year ended March 31, 2002 rests with the CFSA Board. Under the direction of the WCFSA Board, I oversee preparation of the WCFSA'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 CEO, in addition to program responsibilities, I am also responsible for the adequacy of the WCFSA's financial administration and reporting functions as carried out by the Alberta Corporate Services Centre. The CFSA maintains systems of financial management and internal contracts that give consideration to costs, benefits, and risks that are designed to:

- Provide reasonable assurance that transactions are properly authorized, executed in accordance with the 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 CFSA administration
- Provide the CFSA Board any information needed to fulfil their responsibilities, and
- Facilitate preparation of CFSA business plans and annual reports required under the *Government Accountability Act*.

Early Intervention

Case planning begins when a child or family first become involved in the child welfare system. Windsong Authority has created a permanency plan for each child that Windsong Child & Family Services Authority has become involved with. When returning to the natural family is not an option, the Authority has looked to adoption as a permanent solution. The Authority has completed 13 adoptions this fiscal year and has another 7 children placed view to adopt.

(Original Signed)
Larry Mathieson, Chief Executive Officer

5) Operational Overview of Windsong Child and Family Services Authority

In the fiscal year ending March 31, 2002, the Authority was challenged with budget constraints and the provincial hiring freeze. These constraints challenged the Authority to identify creative management strategies to ensure efficient and effective delivery of mandated services. The Alberta Response Model provides a template to identify how better outcomes for children may be achieved while improving resource efficiencies. For example, the Authority has established a practice in which every case where the Authority is the guardian of a child, a comprehensive review of the case occurs to determine if the situation in the natural or extended family, which required the child to come into protective custody has changed. These reviews are completed every two years.

Child Protection Services

The Authority responds to referrals from people in the community about children who might need protection, in instances 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. In the past fiscal year, **the average child protection caseload of the Authority was 218 per month.** What does this mean for the children and families in our region? Workers are able to invest in the families that they serve. They do not act as brokers for services; rather they are doing much of the work with the family themselves: supervising visits when it is required, transporting children and families to services and serving court documents directly to the family. This direct contact in many cases allows the worker to develop a level of trust and respect from their clients. Workers have been known to actively become involved in significant events in a child's life, such as graduation.

Maintaining a consistent staff group has led to solid communication with school personnel, health practitioners, mental health, private agencies and the RCMP. Linkages have also been solidified with the local FCSS directors, and Windsong staff are in regular attendance at inter-agency meetings in many of our rural communities. These relationships have helped to ensure that families in need of assistance receive the appropriate supports from the most suitable agency. The current staff are knowledgeable, and have developed into a cohesive team demonstrating a strong commitment to the families and communities they serve.

Adoption Services

Staff arrange for adoption of children in the permanent care of a Regional Authority, and for children whose parents have decided to adopt them out. Adoption 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.

Child Care Programs

The Regional Authority has the legislated responsibility for Child Care Programs within the Region. 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;
- administer funding programs in support of families and child care services, such as day care subsidies to qualifying families.

Based on a monthly average **the Authority has provided subsidy to 92 families in the fiscal year ending March 31, 2002. As at March 31, 2002, the Authority licenses 4 drop-in Day Care centres, 7 Child Care facilities, 15 Nursery Schools, 6 Before-and-After-School Care – Program for School Age Children (PFSAC), 5 Children’s Social Care Facilities, 7 Foster Homes, 2 Family Day Home Facilities and 1 Adult Social Care Facility.**

Early Intervention

Windsong Child and Family Services strives to provide the full range of early intervention services that strengthen children, families and communities throughout the Region. This is often done in partnership with local community-based agencies, Family and Community Support Services, School Divisions, Headwaters Health Authority and Alberta Mental Health. During the past year, the Authority was faced with some difficult decisions due to budget constraints. As a result, the Board based their program cuts on criteria that would ensure all communities within the Region would continue to have an adequate early childhood and community resource services component and that these cuts would remain furthest from the children we serve in our mandated program areas. While this was a challenging and painful experience, our partners expressed their desire to continue with the practices that had been established as a result of Early Intervention programs. As a result, partnership groups throughout the region continue to meet on a regular basis.

Resources for Children with Special Needs (formerly called Handicapped Children’s Services)

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

- Financial benefits for the family;
- Information and referral services for the family; and
- Assistance to parents in obtaining co-ordinating services for their child.

Community-based

Wildrose Community Connections project has been operating since January 2000. This is an early intervention project that works in partnership with Headwaters Health Authority and other local agencies to identify families who may be overburden. In an effort to alleviate stress and promote a positive healthy home in-home support services are provided. The Windsong Authority is beginning to see a reduction in the 0 – 6 age caseload.

Having this structure in place has resulted in a second benefit; the Authority has had the opportunity to partner in a Parent-Child Literacy Strategy Home Visitation Demonstration project.

Windsong has supported 256 families on a monthly average during the past fiscal year.

Prevention of Children Involved in Prostitution

The Protection of Children Involved in Prostitution Act provides for specialized services for these children and allows police to prosecute perpetrators. The Act came into effect February 1, 1999. The Act recognises that children involved in prostitution are victims of sexual abuse and need protection. The Authority offers protective services under the jurisdiction of this Act.

Family Violence

Windsong Regional Authority is responsible for crisis responses to family violence within its boundaries.

Operation of these services include:

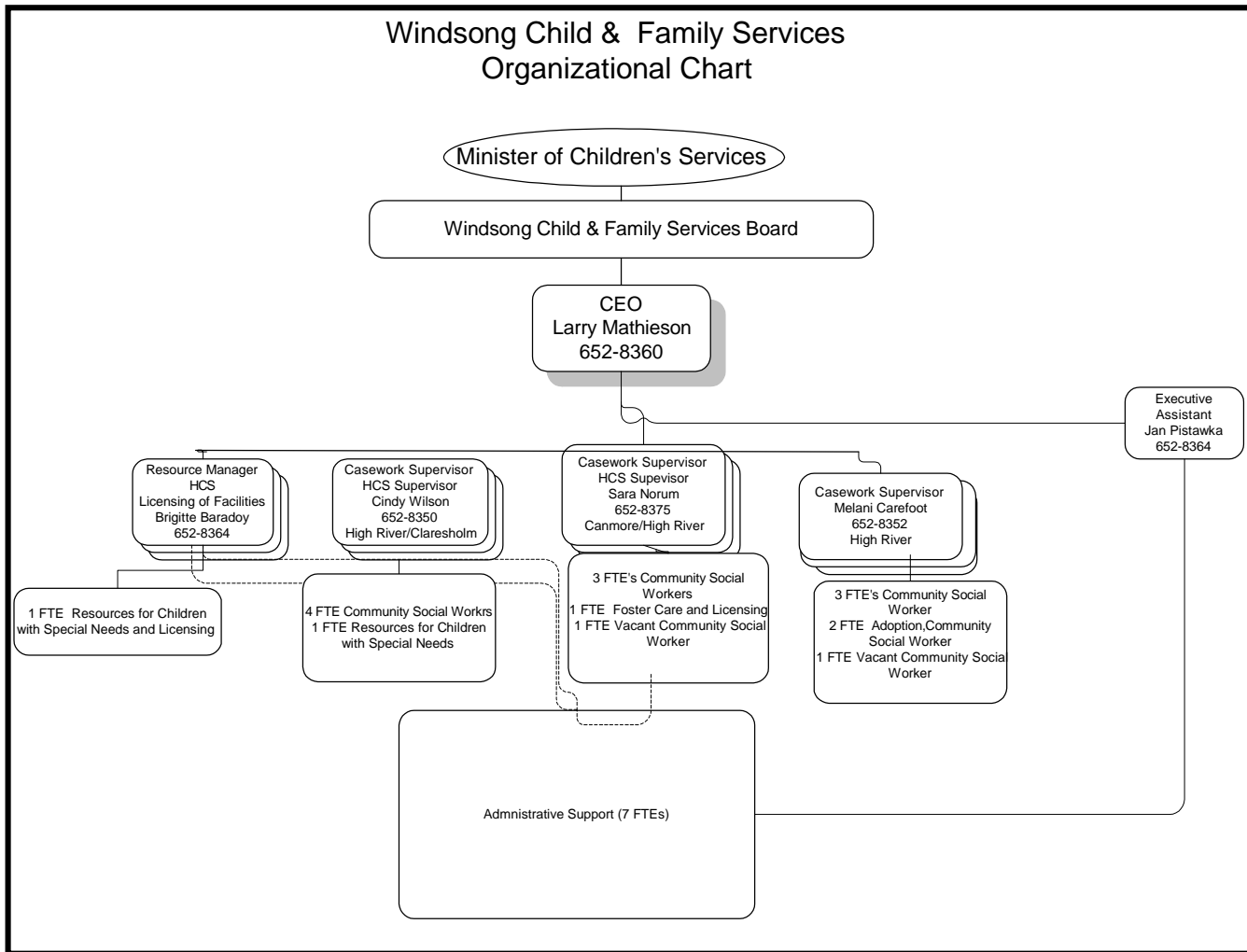
- Collaboration with community based volunteer groups, Family and Community Support Services and The Office of Prevention of Family Violence
- Provide education, outreach and referrals regarding family violence issues;
- Holding contractual agreements with one agency that provides emergency lodging to victims of family violence.

The shelter within the Windsong Region has served 38 women and their children. 13 of these women are from within Windsong geographic boundary.

Child Financial Support Program

The Child Financial Support Program is intended to provide financial and medical assistance for a child whose parents are unable to properly care for their child and who is being properly cared for in another home of a responsible adult caregiver. The program promotes stable, longer-term relationships for children and supports caregivers who are offering an alternative out of home placement. The guardian must be in support of the placement. On average, **Windsong Authority has served 17 children on a monthly basis within the past fiscal year.**

Windsong Child and Family Services Authority Organizational Structure



Key Factors Affecting Performance

Windsong CFSA is largely rural covering an area of approximately 27,000Km². Population for the Region as of 2000 was 75 549. This compares to 71 038 in 1998. This represents an approximate 8% increase in the population. Rapid growth; therefore, continues in the main centers of the Region, such as: Canmore, Okotoks and High River. Smaller towns such as Nanton and Vulcan have also been growing; this is due partly to the lower cost of living while still being close enough to commute to larger urban centers. This increase in population has led to a higher need for support services at the same time that the need for cost containment measures have become a priority. Continuing to provide professional, timely, effective service within this large rural region will be a challenge as the demands of the communities' increase, while financial resources become scarcer. The hiring freeze and 1 % decrease in funding created challenges in maintaining a number of existing Early Intervention programs. The Authority also deferred hiring of the Aboriginal Worker.

The Authority engaged in contracting three agencies throughout the Region to provide in-home support to families. This service is provided to families that have an open child protection file and as well to those who voluntarily are seeking supports. This service allows a differential response practice, which provides early assessment and support services to lower risk children and families who are open to this method and clearly links to the Alberta Response Model.

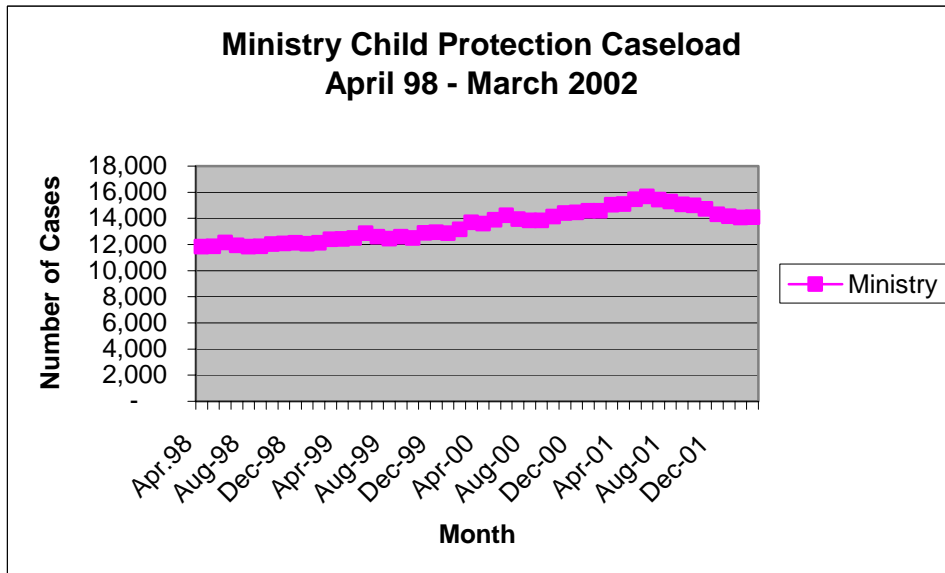
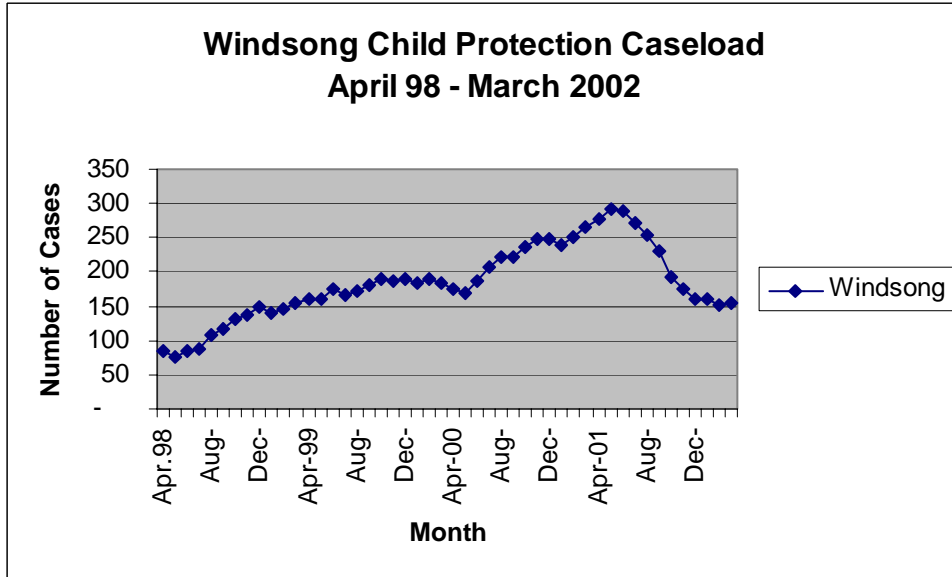
The Authority is privileged to have a committed staff group, who rose to the challenge of reviewing program and organizational operations looking for efficiencies to create a balance between fiscal responsibility and quality accountable program delivery.

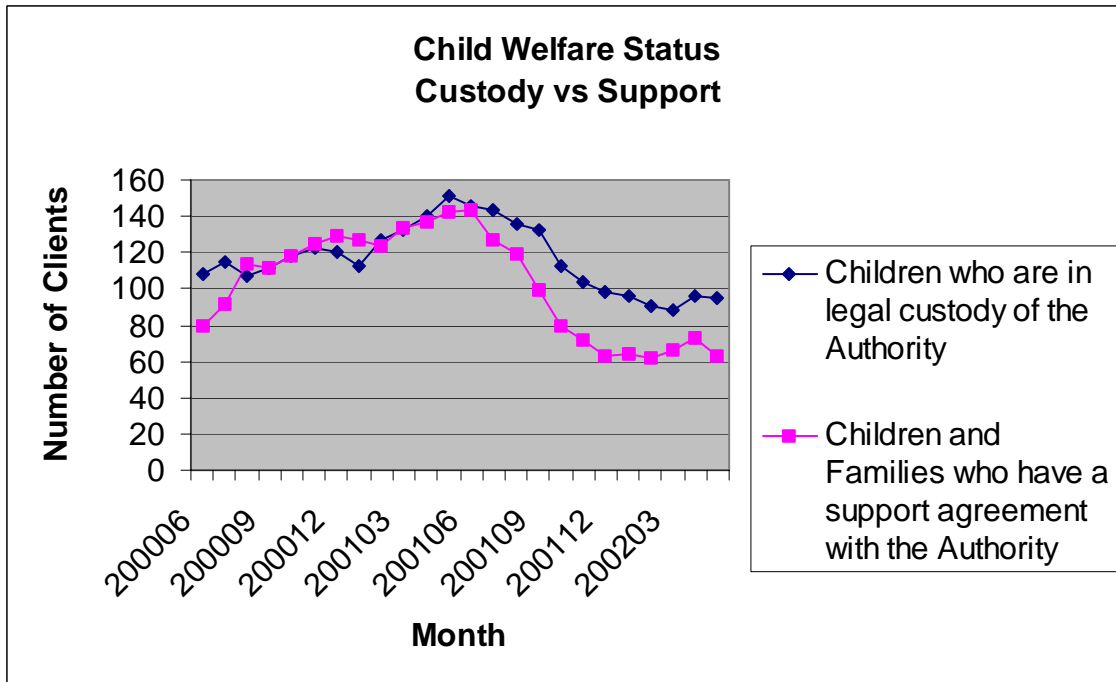
6) Results Analysis of Windsong CFSA Goals

Core Business 1

To assist children and families to achieve their fullest potential in a nurturing environment that includes, supports and empowers them.

Goal 1.1 To provide opportunities to enable children and families to reach their potential.





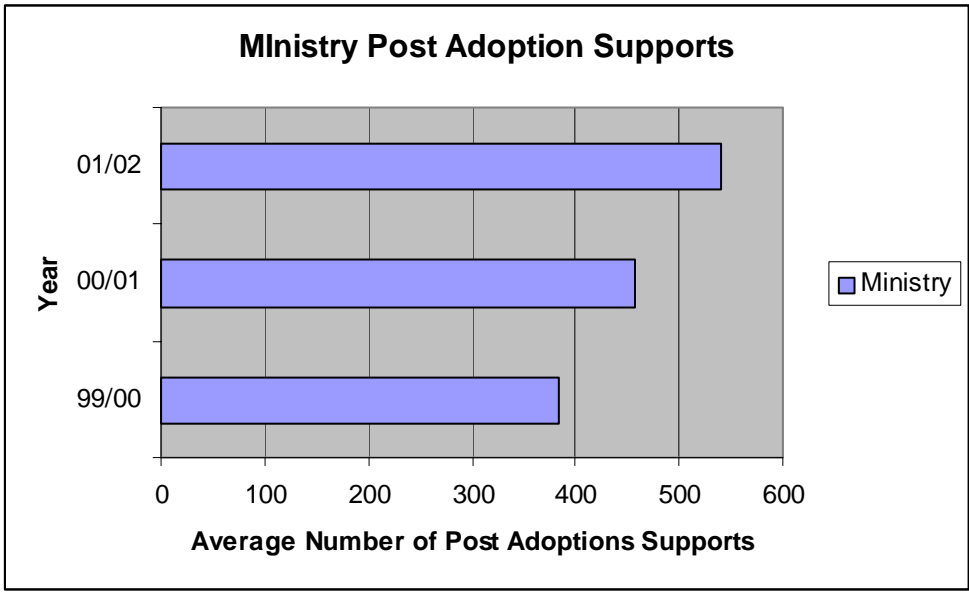
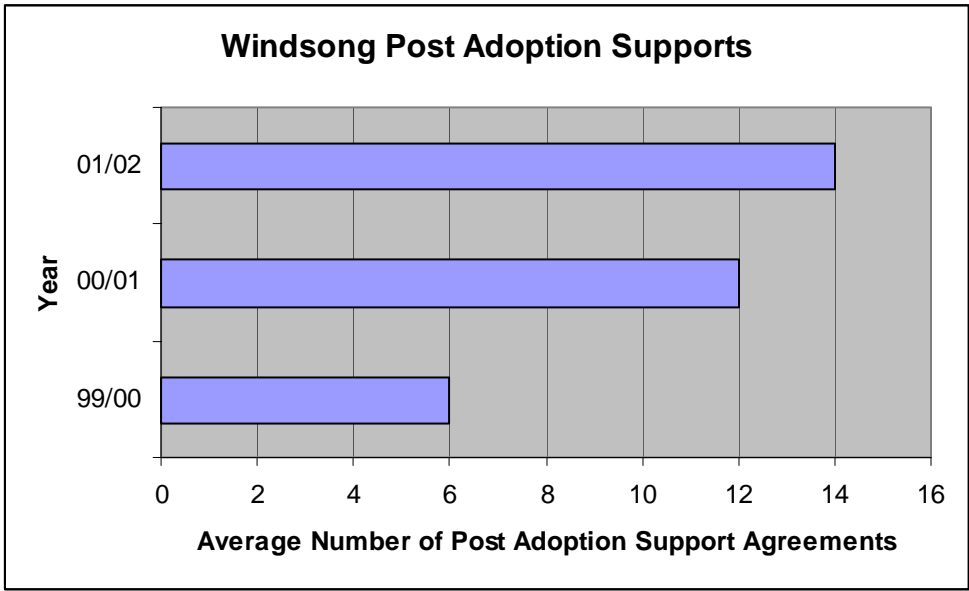
The graph above illustrates the proportion of Windsong’s child welfare caseload served in the least intrusive manner. Families that are willing to enter into a support agreement by mutual agreement versus more intrusive measures, such as obtaining some type of legal custody. Support agreements allow community social workers to utilize preventative services such as: in-home support, counselling or parent training to maximize the likelihood that child welfare issues are resolved in the natural family environment.

Performance Measures

A. Percentage of children served within their family setting.

Over the last year, the Windsong CFSA has focused on serving children in a manner consistent with the Alberta Response Model. This approach has emphasized providing support to families so that children may return to their family’s care. In addition, human resources have been deployed in a manner to ensure permanency for children who cannot remain with their biological parents. Overall within the last year these efforts have resulted in fewer children requiring continued protective services. Resultantly, there has been a decrease in the number of children who require more intrusive care, where a custody agreement is in place as compared to children the Authority is able to support in a manner that allows the child(ren) to be served in a family setting. This appears to be related to gains made in strategies such as family mediation, counselling, or support being achieved at a more rapid rate than efforts in the area of adoption / permanency planning. The Authority has experienced an increase in the number of children/families supported by Post Adoption Supports. This increase is consistent with the CFSA’s focus on increasing the number of permanent placements and adoptions for children under permanent guardianship status. The growth in the number of Post Adoption Support agreements suggests that the Authority is continuing to provide

support for high needs children who have been adopted. Moreover, the increase is related to the increase in number of permanent home's secured for high needs children. This data will serve as the baseline data for future reporting.



- B. Percentage of children in and out of home placement, who maintain contact with families or relatives where appropriate.

A sample of Windsong’s child welfare files of children in protective care as of March 31, 2002 indicated that **71.2% of children maintained contact with parents or family members**. While it is clear that in some cases it is the mandate of the Authority to sever parental involvement, in cases where possible, it is in the best interest of the child to maintain family contact. This data will serve as the baseline data for future reporting.

- C. Percentage of Aboriginal children living in out of home placements who maintain contact with families, relatives or community members where appropriate.

A sampling of 20 aboriginal children in Windsong with child welfare status, in protective placements, indicated that **70% of these children maintained contact with parents or extended family members**. This data will serve as the baseline data for future reporting.

Goal 1.2 To support a continuum of services to develop and maintain strong, healthy, well-adjusted lifestyles.

- D. Percentage of Service Plans signed for by the child, parents and partners.

Children, parents and partners signatures on service plans indicates agreement with the community social workers plan to assist families maintain strong, healthy well-adjusted lifestyles.

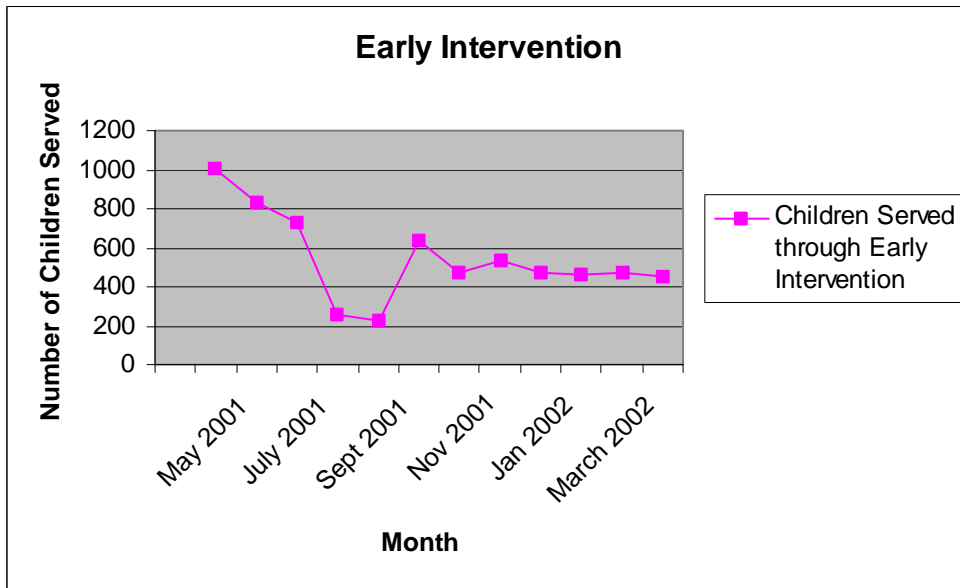
Percentage of Service Plans Signed		
	Signed by Parents and/or Child	Signed by Partners
Random Sample of 48 Child Welfare Files	91.3%	57%

A random sampling of child welfare files (as of March 31, 2002) indicated that 91.3% of the files were signed by the parents’ and/or the child in need. In addition, 57% of these files indicated that a community partner, such as foster parent, family support worker, or youth worker had signed on with the service plan goals. These high levels of signatures on case plans indicate not only involvement in planning but agreement with the goals and activities on the children’s service plan. Windsong Authority did not achieve its target that 100% of all service plans would be signed by the child and/or parents and partners in the fiscal year ending March 31, 2002. This will continue to be an area of focus during the upcoming year.

Goal 1.3 To support initiatives, which provide a continuum of services for children and families to access affordable, efficient and integrated community supports.

E. Number of children and families accessing Early Intervention Services.

On average Windsong Authority served 545 children each month through Early Intervention Services during the fiscal year ended March 31, 2002. Due to in-year financial constraints the Authority reduced its supports to Early Intervention programs. The Authority prioritised supporting Early Intervention Programs, which demonstrated the close relationship to reducing the likelihood of child abuse or domestic violence. This reduction in funding has reduced the overall numbers of individuals served by Early Intervention programs.



Goal 1.4 To support the Government of Alberta in their initiative to enhance the well-being of Aboriginal people in Alberta.

F. Percentage of Aboriginal children served with extended family.

Aboriginal Children Served In Care vs. Out of Care

	Jan/March 2001		Jan/March 2002	
In Care	32	91.43%	29	90.63%
Out of Care	3	8.57%	3	9.38%

On a percentage basis the Authority has achieved some success in increasing the percentage of Aboriginal children served within their natural or extended family. The Authority has not met its target of achieving 13% increase in children served within natural/extended family.

G. Percentage of families achieving service plan targets in Early Intervention Programs.

A review of all families receiving Early Intervention services from the Authority's Healthy Families project (Wildrose Community Connections) indicated **that 80% of these families are meeting service plan targets**. These individual family outcomes are critical to reducing risk for individual children and overall impact on child welfare caseload. This data will serve as the baseline data for future reporting.

H. Percentage of Aboriginal children served with family and extended family.

The performance indicator is reported in section 1.4 F above.

I. Percentage of Aboriginal children meeting service plan goals.

A sample of 36 child protection files in Windsong Authority indicated **that 89% of Aboriginal children are meeting their service plan goals**. The importance of measurable and achievable goals is imperative for the long-term success of children served by the Authority. Outcomes linked to: relationships with families and significant others, education, academic achievement and enhancing personal safety. This data will serve as the baseline data for future reporting.

Core Business 2

To create an environment in which children and families feel safe and protected.

Goal 2.1 To protect children in Region 3 from abuse and neglect.

J. Percentage of screening and investigations completed within 20 days.

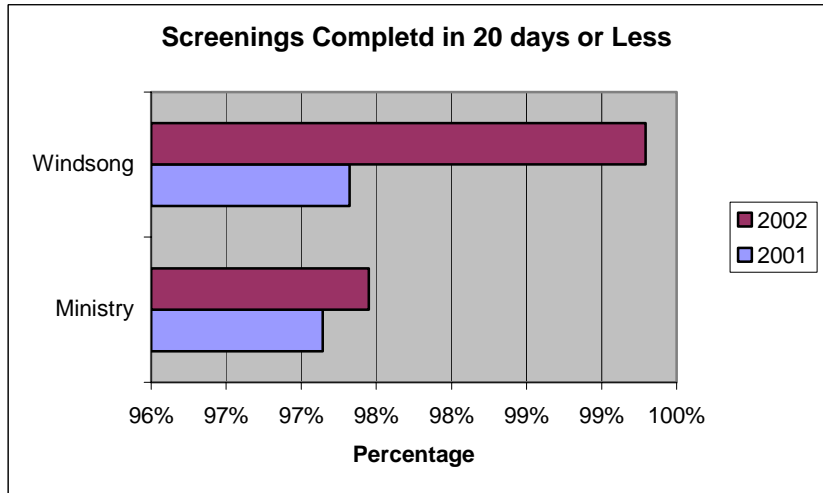
Responding to allegations of neglect or abuse reduces the risk experienced by individual children or the probability that children will continue to experience abuse. The chart below indicates the percentage of screenings and investigations completed within 20 days for the Authority as compared to the overall Ministry average.

The Authority has met its goal of responding to screenings in a timelier manner. Additionally, internal process changes in the way human resources are organized around screening activities has resulted in a small increase in performance over the previous year. The Authority has met its target to meet or exceed the provincial average of screenings and investigations completed within 20 days.

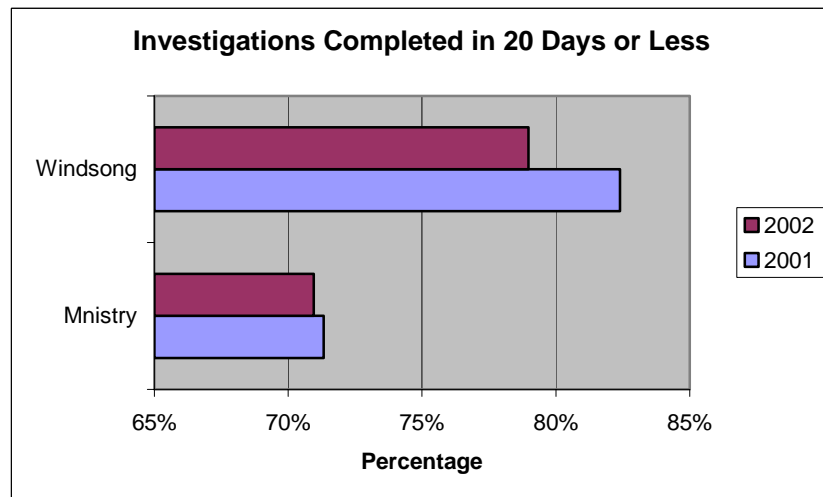
Goal 2.2 To reduce family violence and its impact on children and families.

K. Percentage of screening and investigations completed within 20 days.

The Windsong CFSA has met its performance target of exceeding the provincial averages in the percentage of investigations completed within twenty days or less. Due to cost containment strategies in the previous fiscal year, the Authority deferred covering off staff vacancies, which has had a negative impact on the timeliness of completion of investigations relative to the previous years' performance.



The Authority has met its target to meet or exceed the provincial average of screenings and investigations completed within 20 days



L. Ratio of family members who must travel outside the Region to access emergency shelter options when in crisis relative to family members who access local supports.

As indicated in the on the following page the Eagle Shelter has accommodated victims of family violence from other regions. This statistic is evidence that Windsong CFSA regional boundaries are not barriers to family member's who are in crisis and need protective shelter.

Overall during the last three years the percentage of women required to travel out of region for access to emergency shelter has decreased. It is clear that in some cases a victim of family violence may prefer to travel outside of region for reasons of additional

security, it is apparent that a greater percentage of victims of family violence now have more access to shelters.

Comparison of clients accessing Region 3 Shelters for the past three years.			
	99/00	00/01	00/02
Region 3 Clients accessing out of Region Shelters	46	41	25
Region 3 Clients accessing in-region Shelter	0	2	13
Clients from Other Authorities Accessing Windsong Beds	0	4	15

This data will serve as the baseline data for future reporting.

Goal 2.3 To continually improve the quality of services for children and families.

M. Percentage of Consumers reporting satisfaction.

Program Area	Total Children Served in fiscal Year	Average Number of Files per month in fiscal year	Number of Administrative Reviews in fiscal year	Number of Action Requests in fiscal year	Number of Appeals in fiscal year.
Resources for Children with Special Needs	274	259	2	2	0
Child Welfare Files	756	218	6	16	1

Due to cost containment within the fiscal year, the Authority did not engage in the consumer satisfaction surveys that had been planned. On an average day, the CFSA was responsible for 259 Resources for Children with Disabilities files and 218 child welfare files. The above chart indicates the number of administrative reviews, action requests, and appeals relative to the caseload numbers. The low incidence of reviews or appeals as a percentage of the overall caseload is a positive indicator of satisfaction with planning and decision-making. This data will serve as the baseline data for future reporting.

Goal 2.4 To encourage communities in Region 3 to be intolerant of activities that may harm children and families.

N. Percentage of Family Members obtaining services within regional boundaries relative to the percentage of family members required to travel to another region.

On March 31, 2002, four children under child welfare status required specialized services and two children under the Resources for Children with Disabilities, required an out-of-region placement. Placing children out-of-region requires parents to travel for purposes of visitation or to access services. As a percentage of the overall caseload, the percentage of family's required to travel outside of the Region has been reduced due to increased availability to Receiving and Assessment Homes, Agency Foster Care

and Foster Care beds within the regional Authority. This data will serve as the baseline data for future reporting.

Core Business 3

To assist families and communities in being as responsible as they can for their children’s well-being.

Goal 3.1 To support communities to plan, design and deliver services appropriate to their children and families.

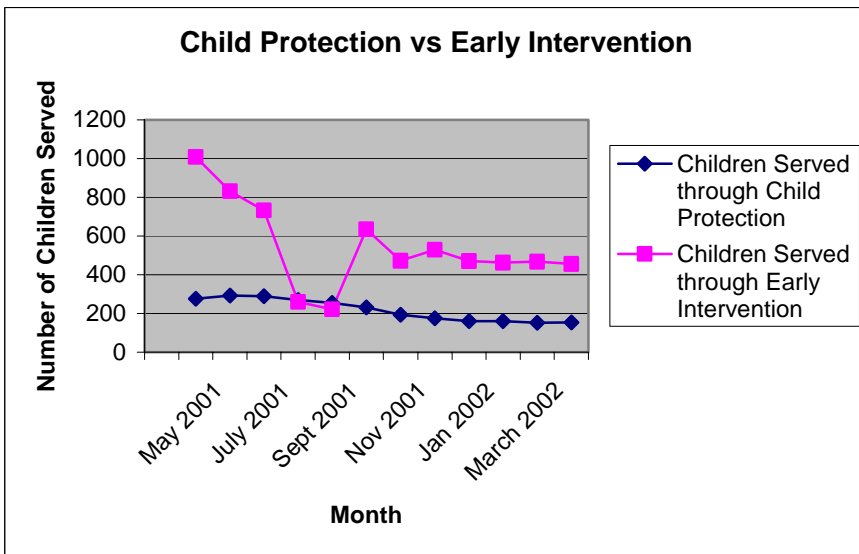
- O. The number of family members reporting satisfaction that they were involved in the planning of services

Due to cost constraints consumer satisfaction questionnaires regarding satisfaction with planning were not conducted. As indicated in D above, the high percentage of parental sign off on children’s service plans indicates agreement with planning for their children. This data will serve as the baseline data for future reporting.

Goal 3.2 To empower children and their families to find responsible solutions.

- P. The number of children and families accessing Early Intervention Services relative to the number receiving service in mandated programs.

As indicated in E above, the Authority reduced the financial commitment to some Early Intervention programs during the fiscal year. The Windsong CFSA has taken a targeted approach to supporting Early Intervention Programs which impact children who are likely to require mandated services.



As indicated in the chart, Early Intervention Programs have been maintained at a level focused on reducing child abuse and intra-familial violence. As a result, the overall effect has been a reduction in the child protection caseload. This trend is important as effective Early Intervention programs are not only more cost effective than more intrusive measures, but they also tend to be more satisfactory and pleasant to the service recipient.

Comparison of Early Intervention Clients vs Child Protection Clients		
	2000/01	2001/02
Ratio Early Intervention vs Child Protection	3.9:1	2.6:1
Average Early Intervention Families Served each month	867	545
Average Child Protection Cases Each month	223	214

Due to the mid year reductions to Early Intervention Program funding the Authority was not able to meet its target of a 10% increase in the proportion of families receiving Early Intervention services versus Child Welfare service. However, it is apparent that the proportion of children and families receiving Early Intervention services continues to exceed the number served under Child Welfare. It appears that Early Intervention Programs are assisting in decreasing the average number of children requiring protective services as evidence in the figures reported in the chart above. In the upcoming year Authority staff will track the number of children diverted from requiring protective services via referral to Early Intervention services.

Goal 3.3 To increase public understanding and knowledge of issues affecting children and families.

Q. Percentage of contracted resources utilizing volunteer resources.

The Authority has met its target of supporting organizations which maximize provided financial resources by employing volunteer support. **74% of the contracted agencies utilize volunteer support** during the fiscal year. This data will serve as the baseline data for future reporting.

R. Number of Aboriginal staff employed by Windsong and contracted agencies.

The Authority was unable to hire the aboriginal liaison staff position identified in the previous business plan due to the provincially mandated hiring freeze. Twenty four percent of Windsong Authority's contracted agencies reported employing aboriginal staff members to deliver direct services to children. This data will serve as the baseline data for future reporting.

Progress toward the Alberta Response Model (ARM)

Windsong CFSA has established working relationships with community resources and will continue to work towards this objective. Windsong will participate and maintain involvement with FCSS and prevention of Related Birth defects (Fetal Alcohol Syndrome- FAS). The Authority will promote Early Childhood Development (ECD) programs. Early Childhood Development Programs (ECD) and home visitation programs have been implemented to address the Alberta Response Model in their outcomes and regional service delivery.

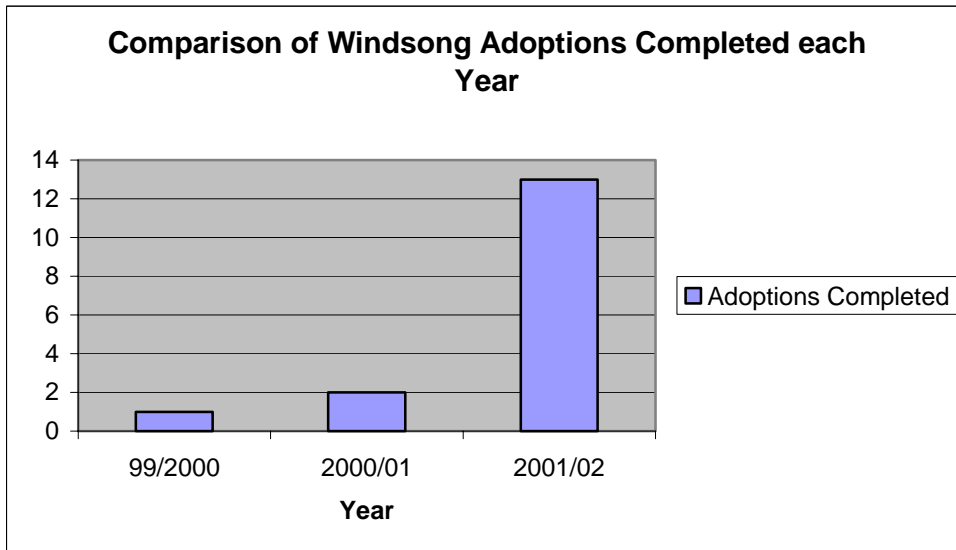
Windsong Community Social Workers engage in a screening practice that involves the provision of early assessment and support services to lower risk children and families who are open to this method. For those cases where the risk to children is higher or where the family

will not address their needs voluntarily, further investigation, assessment and in some cases mandatory protective services will be enlisted. This can only be achieved by working closely with our partners and community. The Authority is working with Family Resource Centers to develop and facilitate educational programs for parents.

Children need stable nurturing relationships in permanent homes. Windsong has placed emphasis on finding permanent homes for children. Windsong has been successful in completing 13 of adoptions in the last fiscal year. The Authority has also increased supports to adoptive parents through both the number of post-adoption supports and services provided through the Resources to Children with Disabilities Program.

Parents are the nurturers and providers for their children. The Authority will assist families by providing services so that parents can better assume their responsibility. Although few in number, there are parents whose children receive services and who are able to provide a financial contribution towards those services. There will be an increased expectation that for parents, who can contribute to services will do so according to their ability.

The Authority is committed to working with youth at risk and youth in transition to assist them to become responsible contributors to society. Generalist workers are working in concert with each individual youth to develop a service plan that clearly articulates their role and responsibility and will pursue signed agreement by the youth to increase the likelihood of success.



7) Financial Analysis

In response to provincial direction to reduce in year spending by 1% and the fiscal effects of caseload growth in the previous year; the Board and staff engaged in cost containment planning within the current year. The Authority made decision regarding reductions in spending based on the notion of creating savings that would have the least impact on children served by mandated program areas. The Board prioritised strategies that would be most likely to achieve core goals as identified in Alberta Response Model. That is the CFSA prioritised efforts and strategies which would have a positive impact on permanency for children (for example adoption, view to adopt, post adoption supports). Programs, which had demonstrated ability to reduce the likelihood of child abuse and neglect and potentially reduce the need for protective services, were prioritised for ongoing support. The CFSA made decisions to reduce the scope and breadth of consumer evaluation activities. In addition, some programs, which had a less direct impact on children in need of mandated services, were reduced or eliminated. The Authority also made in-year decisions to defer hiring for staff vacancies or leave of absences.

Financial Variance Analysis

- A. Actual expenditures in Board Governance were lower than budget targets due to Board vacancies and implementation of policies to reduce honorarium.
- B. The expenditures for children with disabilities exceeded budget targets due to growth in caseload.
- C. Expenditures for Day Care are below budget targets due to reduced demand and caseload for day care subsidy.
- D. Expenditures for Early Intervention Program were below budget targets due to contract restructuring of under utilized resources.
- E. Inter-Authority recoveries and expenditures were below budget targets as a result of reduced usage which was inconsistent with historical patterns. In addition, Calgary Rockyview moved a number of children to resources closer to their family which reduced the usage in Windsong facilities.
- F. The growth in actual expenditures for 2002 versus 2001 in the program areas for: Children with Disabilities and Prevention of Family Violence are related to population and caseload growth.
- G. In March the Authority experienced an expenditure recovery of \$840,000 from Health & Wellness for services rendered to children with specialized mental health needs. The expenditure recovery late in the fiscal year, created an overall operating surplus.
- H. Revenue reduction in the line item Resident on Reserve was a result of the reduction in the number of children who are ordinarily on reserve served by the Authority.

WINDSONG CHILD AND FAMILY SERVICES AUTHORITY

Financial Statements

March 31, 2002

WINDSONG CHILD AND FAMILY SERVICES AUTHORITY

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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, 2002 and the statements of operations and changes in financial position 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 Canadian 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.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2002 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

Edmonton, Alberta
May 17, 2002

Original signed
Fred Dunn, CA
Auditor General

Windsong Child and Family Services Authority
Statement of Operations
For the year ended March 31, 2002

	(in thousands)		
	2002	2001	
	Budget	Actual	Actual
REVENUES			
Grant from the Department of Children's Services (Note 4)	\$ 7,396	\$ 7,633	\$ 6,749
Recoveries - Resident on Reserve	10	267	472
Recoveries - Inter-Authority Services	640	437	979
Miscellaneous Revenue	-	34	136
	<u>8,046</u>	<u>8,371</u>	<u>8,336</u>
EXPENSES (Schedules 1 and 4)			
Program Support:			
Board Governance	360	237	225
Program Support Services	76	76	5
Services to Children and Families:			
Child Welfare	4,583	4,636	4,875
Children with Disabilities	819	1,139	877
Day Care	497	454	502
Early Intervention	808	585	726
Prevention of Family Violence	263	164	107
Inter-Authority Services	640	437	979
Valuation Adjustments:			
Vacation Pay (Note 2)	-	33	32
	<u>8,046</u>	<u>7,761</u>	<u>8,328</u>
NET OPERATING RESULTS	<u>\$ -</u>	<u>\$ 610</u>	<u>\$ 8</u>

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

Windsong Child and Family Services Authority
Statement of Financial Position
As at March 31, 2002

	(in thousands)	
	<u>2002</u>	<u>2001</u>
ASSETS		
Cash	\$ 560	\$ 106
Accounts Receivable (Note 5)	<u>1,047</u>	<u>878</u>
	<u><u>1,607</u></u>	<u><u>984</u></u>
LIABILITIES		
Accounts Payable and Accrued Liabilities (Note 6)	<u>563</u>	<u>550</u>
	<u><u>563</u></u>	<u><u>550</u></u>
NET ASSETS		
Net Assets at Beginning of Year	434	426
Net Operating Results	<u>610</u>	<u>8</u>
Net Assets at End of Year	<u><u>1,044</u></u>	<u><u>434</u></u>
	<u><u>\$ 1,607</u></u>	<u><u>\$ 984</u></u>

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

Windsong Child and Family Services Authority
Statement of Changes in Financial Position
For the year ended March 31, 2002

(in thousands)

	<u>2002</u>	<u>2001</u>
Operating Transactions:		
Net Operating Results	\$ 610	\$ 8
Non-Cash Items:		
Valuation Adjustments	<u>33</u>	<u>32</u>
	643	40
(Increase) Decrease in Accounts Receivable	(169)	259
Decrease in Accounts Payable and Accrued Liabilities (a)	<u>(20)</u>	<u>(193)</u>
Cash Provided by Operating Transactions	<u>454</u>	<u>106</u>
Cash, Beginning of Year	106	-
Cash, End of Year	<u>\$ 560</u>	<u>\$ 106</u>

(a) Adjusted for valuation adjustment

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, 2002

Note 1 Authority and Purpose

The Windsong Child and Family Services Authority (the Authority) operates under the authority of 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 utilizing partnerships and sharing resources.

Pursuant to the "Management Services Agreement" between the Authority and the Minister, the Department of Children's Services has assigned certain departmental staff to the Authority. With the exception of the Chief Executive Officer, all individuals working for the Authority are assigned under this agreement. The agreement provides that the Minister will delegate to the Chief Executive Officer of the Authority, powers and duties under the Public Service Act, as are necessary to appoint, manage and direct these individuals. In addition, the Minister has agreed to provide certain administrative services relating to finance, human resources, information technology and communications at no charge to the Authority.

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 the government for Child and Family Services Authorities. The recommendations of the Public Sector Accounting 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.

Reporting Entity

The reporting entity is the Windsong Child and Family Services Authority, which is part of the Ministry of Children's Services.

Basis of Financial Reporting

Revenues

Revenues include the reimbursements or recoveries of costs incurred on behalf of other Authorities, and on behalf of children meeting the definition of ordinarily resident on reserves.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Authority has primary responsibility and accountability for, as reflected in the Authority's budget.

Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2002

Note 2 Summary of Significant Accounting Policies and Reporting Practices (cont'd.)

Directly incurred costs include:

- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from the provision for accrued vacation pay for employees assigned to the Authority by the Department of Children's Services, and
- the cost of salary, wages and employee benefits related to employees assigned by the Department of Children's Services to the Authority are included in manpower expenses. Pension costs comprise the cost of employer contributions for current service of employees during the year.

Incurring by Others

Services contributed by other entities in support of the Authority's operations are disclosed in Schedule 4.

Assets

Cash and accounts receivable are recorded at carrying values, which approximate fair values, due to the short-term nature of these items.

Capital assets of the Authority are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is \$100,000 and the threshold for all other capital assets is \$15,000. Only major enhancements of existing systems of \$25,000 and over are capitalized.

Liabilities

Accounts payable and accrued liabilities are recorded at carrying values, which approximate fair values, due to the short-term nature of these items.

Budget (in thousands)

The Authority receives its financing by way of a grant from the Department of Children's Services. The Authority is economically dependent upon the Department of Children's Services since the viability of its on-going operations depends on the grant revenues from the Department. The budget presented in the Statement of Operations was included in the 2001-2002 Government and Lottery Fund Estimates tabled in the Legislative Assembly on May 31, 2001. The Authority approved the budget of \$8,046 on April 18, 2001.

Measurement Uncertainty (in thousands)

Measurement uncertainty exists when there could be significant variance between the amount recognized in the financial statements and another possible amount.

Accounts payable and accrued liabilities recorded as \$563 in these financial statements is subject to measurement uncertainty. The accruals are estimated assuming that there is a four to six week delay in processing service provider invoices and capturing the amounts in the accounts. If the processing time lag varies the accrual estimate will be either over or under the actual amount of services purchased.

Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2002

Note 3 Accounting Policy Change (in thousands)

Effective April 1, 2001, the accounting policy on information technology costs changed. The cost incurred to support the Authority was recorded in the financial statements of the Department of Children's Services in 2000/2001, but is included in the Authority's financial statements for the 2001/2002 fiscal year. The reason for the change is to show the full costs of the services that the Authority provides.

This accounting policy is applied prospectively as the necessary financial data to restate the prior year is not reasonably determinable. The effect of the change is to increase the grant from the Department of Children's Services and increase the program support services expense by \$76 on the Statement of Operations. On Schedule 1, the effect of the change is to increase supplies and services by \$76. Net assets at the beginning of the year would not have been impacted by the accounting policy change as any expenses recognized would have been offset by an increase in the grant from the Department of Children's Services.

Note 4 Grant from the Department of Children's Services

The grant was determined as follows:

	(in thousands)	
Original budget	\$	7,396
Additional funding provided for the current year		237
Grant for the Year	\$	<u>7,633</u>

Note 5 Accounts Receivable

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

	(in thousands)			
	2002		2001	
Department of Children's Services	\$	132	\$	598
Child and Family Services Authorities		13		280
Alberta Health and Wellness		847		-
Other		55		-
	\$	<u>1,047</u>	\$	<u>878</u>

Note 6 Accounts Payable and Accrued Liabilities

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

	(in thousands)			
	2002		2001	
Department of Children's Services	\$	23	\$	8
Child and Family Services Authorities		38		54
Accrued Vacation Pay		110		-
Trade Payable		326		488
Other		66		-
	\$	<u>563</u>	\$	<u>550</u>

Windsong Child and Family Services Authority
Notes to the Financial Statements
For the year ended March 31, 2002

Note 7 *Commitments*

As at March 31, 2002, the Authority has the following commitments:

	(in thousands)	
	2002	2001
	(Restated)	
Long-term leases ^(a)	\$ 39	\$ 63

(a) *The Authority leases vehicles under operating leases that expire on various dates to July 4, 2005. The aggregate amounts payable for the unexpired terms of these leases are as follows:*

	(in thousands)	
2003	\$	23
2004	\$	13
2005	\$	3

Note 8 **Comparative Figures**

Certain 2001 figures have been reclassified to conform to the 2002 presentation.

Note 9 **Approval of Financial Statements**

The financial statements have been approved by the Authority.

Windsong Child and Family Services Authority
Expenses Detailed by Object
For the year ended March 31, 2002

Schedule 1

	(in thousands)		
	2002	2001	
	Budget	Actual	Actual
Manpower (a)	\$ 1,609	\$ 1,457	\$ 1,241
Supplies and services	5,632	6,300	5,625
Grants	805	432	451
Inter-Authority Services	-	437	979
Other	-	35	32
	<u>8,046</u>	<u>8,661</u>	<u>8,328</u>
Less: Recovery from Alberta Human Resources and Employment	-	(53)	-
Recovery from Alberta Health and Wellness	-	(847)	-
	<u>\$ 8,046</u>	<u>\$ 7,761</u>	<u>\$ 8,328</u>

(a) Manpower expenses include salaries, wages and employee benefits paid to employees of the Department of Children's Services, assigned to the Authority. This includes \$4,000 (2001- \$3,000) in achievement bonuses for management and non-union staff.

Windsong Child and Family Services Authority

**Disclosure of Salary and Benefits
For the year ended March 31, 2002**

Schedule 2

	(in thousands)			
	2002		2001	
	Salary ⁽¹⁾	Benefits and Allowances ⁽²⁾	Total	Total
Co-Chair of the Authority	\$ 9	\$ -	\$ 9	\$ 6
Co-Chair of the Authority	\$ 8	\$ -	\$ 8	\$ 14
Board Members (6 members)	\$ 29	\$ 10	\$ 39	\$ 38
Chief Executive Officer	\$ 86	\$ 33	\$ 119	\$ 75

(1) For the Chief Executive Officer, salary includes regular base pay, bonuses, 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, professional memberships and tuition fees.

Windsong Child and Family Services Authority
Related Party Transactions
For the year ended March 31, 2002

Schedule 3

Related parties are those entities consolidated in the Province of Alberta's financial statements. Related parties also include management in the Authority.

The Authority had the following transactions with related parties measured at the exchange amount of consideration agreed upon between the related parties:

	(in thousands)			
	Entities in the Ministry		Other Entities	
	2002	2001	2002	2001
Revenues:				
Grant from the Department of Children's Services	\$ 7,633	\$ 6,749	\$ -	\$ -
Recoveries - Resident on Reserves	267	472	-	-
Recoveries - Inter-Authority Services	437	979	-	-
	<u>\$ 8,337</u>	<u>\$ 8,200</u>	<u>\$ -</u>	<u>\$ -</u>
Expenses				
Inter-Authority Services Received	\$ 470	\$ 462	\$ -	\$ -
Department of Children's Services	76	-	-	-
	<u>\$ 546</u>	<u>\$ 462</u>	<u>\$ -</u>	<u>\$ -</u>
Receivable from/(Payable to):				
Department of Children's Services	\$ 9	\$ 590	\$ -	\$ -
Sun Country Child and Family Services Authority	(7)	(11)	-	-
Calgary Rocky View Child and Family Services Authority	(18)	235	-	-
Hearthstone Child and Family Services Authority	-	1	-	-
West Yellowhead Child and Family Services Authority	-	3	-	-
Ribstone Child and Family Services Authority	-	(2)	-	-
	<u>\$ (16)</u>	<u>\$ 816</u>	<u>\$ -</u>	<u>\$ -</u>

The Authority also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to produce the service. These amounts are not recorded in the financial statements but are disclosed on Schedule 4.

	(in thousands)	
	Other Entities	
	2002	2001
Expenses (notional):		
Accommodation	\$ 148	\$ 121
Administrative	149	136
Legal Services	11	25
	<u>\$ 308</u>	<u>\$ 282</u>

Windsong Child and Family Services Authority
Allocated Costs
For the year ended March 31, 2002

Schedule 4

Program	2002					2001		Total Expenses	Total Expenses (Restated)
	Expenses ⁽¹⁾	Accommodation Costs ⁽²⁾	Administrative Costs ⁽³⁾	Legal Services ⁽⁴⁾	Vacation Pay	Doubtful Accounts			
Program Support	\$ 313	\$ 5	\$ 149	\$ -	\$ 1	\$ -	\$ 468	\$ 371	
Child Welfare	4,636	121	-	11	28	-	4,796	5,029	
Children with Disabilities	1,139	11	-	-	2	-	1,152	890	
Day Care	454	11	-	-	2	-	467	508	
Early Intervention	585	-	-	-	-	-	585	726	
Prevention of Family Violence	164	-	-	-	-	-	164	107	
Inter-Authority Services	437	-	-	-	-	-	437	979	
	<u>\$ 7,728</u>	<u>\$ 148</u>	<u>\$ 149</u>	<u>\$ 11</u>	<u>\$ 33</u>	<u>\$ -</u>	<u>\$ 8,069</u>	<u>\$ 8,610</u>	

1) Expenses as per the Statement of Operations, excluding valuation adjustments.

2) Accommodation costs (includes grants in lieu of taxes), which were paid by Alberta Infrastructure, represent the CFSA's buildings costs allocated by the number of authority employees per program .

3) Administration costs are for financial, human resources, and administrative services provided by the Regional Service Centre (Alberta Corporate Service Centre), and paid for by the Department of Children's Services. In the prior year, these costs were not included in this schedule. The comparative numbers have been restated.

4) Costs for Legal Services, which were paid by Alberta Justice, were allocated in proportion to the expenses incurred by each program.

5) Valuation Adjustments as per the Statement of Operations. The Vacation Pay and Doubtful Accounts provisions were recorded as follows:

- Vacation Pay Provision -value of vacation entitlements due to employees assigned to a program.
- Doubtful Accounts Provision - estimated expenses incurred by each program.