

Honouring the Past – Respecting the Future $\nabla P^n U^2 \Gamma b U \rangle \nabla C_2 \rangle Q d_2 - \nabla P \Gamma_2 \Gamma b U \rangle \sigma b^2 Q d_2$



Annual Report CYO"P N<CLIA-> 2010-2011

Tikinagan Child and Family Services

BOARD OF DIRECTORS

(at March 31, 2011)

Officers

Harvey Kakegamic, Chairperson Lorraine Crane, Co-Chairperson Ron Angeconeb, Secretary-Treasurer

Directors

Jim Bottle, Board Member Sonny Gagnon, Board Member Matthew Kakekaspan, Board Member Steven Turtle, Board Member Ananias Winter, Board Member

ELDERS COUNCIL

Moses Fiddler Elsie Fox Emily Gregg Georgina Neshinapaise

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(D°C LC FPYΔ·Λγ° 31, 2011)

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MESSAGE FROM THE BOARD CHAIRPERSON: Harvey Kakegamic

Greetings and welcome to the 2010 – 2011 Annual Report of Tikinagan Child and Family Services. The theme of this report and of our Annual Chiefs Assembly is *Honouring the Past – Respecting the Future*.

Tikinagan Child and Family Services continues to focus its efforts on the well-being of all children and their families, thus working toward creating healthy vibrant communities.

In ensuring we continue to deliver high quality services and meaningful programs to the communities, we are blessed with the guidance and wisdom of the Elders; the vision of our leaders; and the strong commitment of the Board of Directors.

We must also acknowledge the strong team of managers who steadfastly steer the organization in the right direction through good times and challenging times. And we must never forget to praise the tireless efforts of the dedicated workers who confront each day's issues and struggles with brave hearts.

Early this spring, as Chairperson of the Board of Directors, I was faced with the difficult task of saying "thank you" and "farewell" to three highly regarded and well respected managers of our organization. They are: Micheal Hardy, Executive Director; Barbara Hancock, Director of Services; and Arlene McClendon, Director of Finance and Administration. They will have left their positions by the time this Annual Report is released.

Through their combined years of service, they have given more than 30 years of dedication to the growth and development of this organization.

Please join me in saluting these exceptionally fine professionals for their sincere commitment and contributions in helping shape Tikinagan Child and Family Services as the organization it is today.

On behalf of the entire organization, I acknowledge and express appreciation to the outgoing Executive Director, Micheal Hardy, for sharing his gift of leadership skills to the benefit of all levels of the organization. We acknowledge Micheal's guidance, perseverance, dedication, fellowship, laughter and tears over the many years of service.

The board acknowledges the hard work and dedication of our Director of Finance and Administration, Arlene McClendon. Arlene's knowledge and skills as a financial manager are truly second to none. Her expertise has placed the organization on solid financial footing, especially at the end of this fiscal year. Arlene has soundly guided the organization to a state of financial well-being – for that we are thankful.

Over the years Barbara Hancock has devoted her energy to making sure the quality of services is nothing but the best for

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the communities. Her sense of direction, combined with her excellent leadership skills, contributed to making Tikinagan a strong service organization.

To Micheal, Arlene and Barbara, we say Kitchi-meegwetch and we wish you the very best in your endeavours.

They say change is inevitable and we cannot say 'no' to change.

As a board, we have earnestly tried to facilitate a process of change at the management level without causing too much disruption to the services and programs targeted to the clients and communities. The process ensured a smooth transition of duties and responsibilities.

Therefore, please join me as we welcome four people to our management team. A heartfelt welcome is extended to: Ernest Beck, Executive Director; John Harrington, Director of Finance and Administration; Eartha Davidson, Director of Services; and Thelma Morris, Director of Services.

As Chair of the Board of Directors, I can assure you that under the new management team Tikinagan will continue to provide excellent services. As always, we are committed to the highest standards in the services targeted to our catchment area.

To demonstrate and as an example of our commitment to work closely with the communities, we are engaged in a unique arrangement with the Pikangikum First Nation.

The Pikangikum Mamow Weecheewaywin Committee meets regularly and substantial progress has been made by improving service delivery. We have also improved our working relationship with the First Nation. Tikinagan has learned a great deal from this process and this model may serve as a pilot for improving services in other communities.

Tikinagan strives to build better support for families, children in care, foster parents and communities. We have introduced "Honouring Our Children Day" as an event that takes place on or about the 24th of June each year. This date closely coincides with the end of the school year and the beginning of summer holidays.

To show respect for and to involve our Elders, in this reporting year we were pleased to host an Elders Gathering in Muskrat Dam. An "Elders Hope List" was masterminded by those who attended the gathering.

In short, the Elders Hope List speaks of the responsibilities of traditional parenting based on the values of the people. Children are to be regarded as sacred gifts from the Creator and as such, children need respect and nurturing. The list emphasizes the important role of the Elders in the family setting and in the community. As a foundation of the people, children will learn about the traditional teachings and practices.

The list also emphasizes the desire to revitalize the community spirit so as to make sure children live in safe communities. And very importantly, it speaks of spirituality as an essential aspect of daily living.



Presenting a 2010 Tikinagan Oneesh Tam Key Award to Fort Severn foster parents Thelma and Moses Kakekaspan.

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The Elders Hope List is an important document for all to share. It is available on our website.

Tikinagan makes best efforts to stay in touch with all the communities it serves. Therefore, communication activity becomes increasingly important, especially when families and communities struggle with complex issues on a daily basis.

We have now developed a communications strategy complemented by a full-time Communications Co-ordinator. This new position has helped to get information out to the public about the agency's services, events and activities.

As well, Tikinagan has opened an office in Thunder Bay so the communities in the Eastern Time zone, mostly the Matawa communities, will be better served.

Another important way we have improved our link to the communities is through now having branch offices and staff in almost every community. We have dedicated staff working in all our communities.

Tikinagan strives to build capacity. Our emphasis in terms of human resources is to have more trained and certified staff. We have done our best to train the staff to be effective family and child support workers. The front line workers know their communities and know their language.

Tikinagan provides relevant training so that our workers acquire the specific skills needed to do specialized child welfare work. Providing quality service with specially trained staff hopefully demonstrates our commitment to serve in a good way.

I would like to thank not only the management, but all the staff of Tikinagan. I know your work is not always easy. Your high level of commitment is truly appreciated and I pledge my commitment to always work together as a solid team; to always focus on improving the quality of life for all, especially the children and their families.

I would also like to thank my colleagues on the board for the excellent work together over the past year. We are happy to welcome three new board members: Sonny Gagnon, Matthew Kakekaspan and Steven Turtle. And we thank former board members Moses Mawakeesick, Tommy Fiddler and Gideon Peters for their service on Tikinagan's Board.

In conclusion, we look forward to working even harder with all of our partners – the communities, the First Nations leadership and the Governments of Ontario and Canada – and with other stakeholders.

We hope you find this Annual Report useful. Should you have any concerns or questions, please do not hesitate to contact us.

Yours sincerely,

Harvey Kakegamic Chairperson Tikinagan Board of Directors C\JQ\σ' ρὸ\ ρσσι<\CΓ), ρCστοδο; QC φορα φασι<\JUΠΡὸ ΓισπΩδοριος Δαθσρσ, QC ρCδιος φασι<\Lαι- ρδυσιος, ρδ συρος, Δδ σιρστος ασρορος φος Γσι- ρδυσιος, ρδ συροςς, Δδ σιρστος, δοροσος

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EXECUTIVE DIRECTOR'S MESSAGE: Micheal Hardy

The Tikinagan Team

This is a special Annual Report message for me. After 25 years working in the area of child welfare, twelve of them with Tikinagan Child and Family Services, I will be leaving at the end of July 2011. I look back on my career in First Nations child welfare with many wonderful memories and I continue to believe there is no work more deeply satisfying and rewarding than child welfare. I am proud I have spent 25 years of my career doing the best work I could in the interest of the well-being of our children.

This last message to the members of Tikinagan Child and Family Services is one filled with both pleasure and sorrow. Of course I am looking forward with excitement to the next phase of my professional and personal life. But I cannot leave Tikinagan without a profound sense of sadness, as I will miss very much all the members of our truly impressive Tikinagan team.

We have built an outstanding team here – a team that has worked tirelessly to protect our children. It's a team composed of management and staff, Board and Chiefs, parents, grandparents, foster parents and children. The work to protect and support children is the heart of Tikinagan and it is work for which we must never apologize. We exist so that our children have a chance to develop and flourish in their lives. We are all involved in this work together – members, board, staff and communities. I look back at these 12 years and am intensely proud of the team we have built and the work we have done. All to protect children.

I know we are all suffering in one way or another at this time. Child welfare, which is never easy, has never been more difficult than it is now in our area. Communities are suffering. Parents and grandparents are suffering. Youth and children are suffering. We are, quite frankly, in the middle of the challenge of our lives and it is not an easy challenge. The growing abuse of prescription drugs in our communities demands more and new services. We have endeavoured to meet these challenges in the past year. I am proud Tikinagan developed and implemented a drug-testing policy this year, with the Board leading the way to model our commitment to a drug-free workplace and community.

But whatever the issues that come to challenge us, our vision and goal do not and will not change. We will overcome these challenges together because we cannot lose the most valuable resource we have: our children. I leave Tikinagan not knowing the future, but I am convinced the Tikinagan team will do everything in its power to keep our children safe and thriving. To you all I pass on the torch of hope for our children. You will

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not let them down. If you follow the original spirit and intent on which Tikinagan was founded, you will not fail. This is in keeping with the theme for this report and your Annual Chiefs Assembly: *Honouring the Past – Respecting the Future*.

The Answers Lie in the Communities

Over the past year, Tikinagan has continued and enhanced our unique approach to partnering with communities in the unshakable belief that communities have the solutions to their problems. Our service model and all our programs are about proactively reaching out to families and communities as our partners. This is Tikinagan's homegrown approach to child welfare and I am proud we have made every effort this year, as always, to be true to the original vision of the Chiefs and Elders.

This year saw Tikinagan continuing to develop our unique model of service by building better support for families, children in care, foster parents and communities. The introduction of Honouring Our Children Day is one example of this approach. Tikinagan sponsored these first annual Children's Days to reinforce our collective love of and responsibility to our children.

We also began our annual Community Fall Feasts in many of our communities this year. Here again we wanted to strengthen our relationship with the communities we serve and to show our appreciation for the partnership that has developed between Tikinagan and the communities. Most of our staff now live and work in the 30 First Nations we serve. We have continued our efforts to establish more community-based offices this year as fulfillment of our commitment to the communities we serve and our belief that strong communities and healthy families are the solution.

We wanted to give something back to our communities and send out the message that we appreciate the collaborative relationships we have. We anticipate the Honouring Our Children Days and the Fall Feasts will continue in years to come.

Tikinagan launched our new website at the Annual Assembly last August to further increase the organization's visibility in our communities and to encourage people to get engaged with our work at all levels. Accessible at www.tikinagan.org, the site has helped increase awareness of the organization in the communities. In particular, the site has helped in our ongoing recruitment efforts for community staff and foster parents in the north. The addition of a Communications Co-ordinator to staff this year is another measure we have implemented to highlight our stories and our successes to ourselves, and to continue to send a message of engagement and hope to all communities.

Tikinagan in Review

The Tikinagan 25 Year Review was completed this year. The purpose of the review was to determine if Tikinagan has



Peggy Belmore embraces her grandson Keith during Honouring Our Children Day in Saugeen, June 24, 2011.

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fulfilled our original vision and to look at the progress made on the decentralization of our agency. The Review summarized Tikinagan's achievements in our first 25 years and suggested valuable solutions to improve services in the key components of our organization.

In looking forward to the next 25 years, the Review reaffirmed the role of Tikinagan as a dynamic leader in the ongoing evaluation of an indigenous child welfare service model, and as a supportive resource and advocate of First Nations governance in all matters related to children and families. Tikinagan is to continue to support our communities in finding their own indigenous, homegrown solutions by encouraging communities to: give voice to the wisdom of Elders; develop a capacity-building framework in a dedicated training institute; continue to advocate for sufficient resources to carry out our work; and recognize we must collaborate with all partners and stakeholders to fulfil our mandate.

The Ministry of Children and Youth Services conducted a review of Tikinagan's use of residential placements outside of its geographic jurisdiction. A Management Retreat was held in January to begin planning to address this report and its recommendations. A residential care conference was held in February to work towards a new vision for residential services.

Government Liaison

Tikinagan worked in close partnership with the Ministry of Children and Youth Services this past year and was able to continue solid working relations with them, as with all our other partners.

The Ministry established a Commission to Promote Sustainable Child Welfare in 2009 to develop and implement solutions to ensure the sustainability of child welfare in Ontario. Since the Commission's decisions will impact services across Ontario, including this region, Tikinagan coordinated a tour in November for Commissioner Barry Lewis to Pikangikum, Deer Lake, Webequie and Neskantaga.

The Commission is reconfiguring the organization of CAS structures and service delivery, which will include CAS mergers. It will also involve cross-sector amalgamations to create integrated agencies delivering multiple services to children, youth and families. To determine which agencies will be affected, thresholds are being set partially based on child population served and agency size/budget. The Commission is currently indicating that due to the distinctiveness of aboriginal child welfare, the criteria will only be applied to non-aboriginal agencies. However, I feel Tikinagan should take this opportunity to consider resubmitting its expansion of jurisdiction proposal to the Ministry. Tikinagan has forwarded the Commission information on the 2006 Jurisdictional Realignment Project, which addressed realignment of CASs in Northwestern Ontario.

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From Hopelessness to Hope

Our Chairperson, Harvey Kakegamic, has described in his message to this Annual Report the intensive Elder engagement process Tikinagan completed this year. This process culminated in the development of our Elders Hope List – a list I share with you here because for me it is the best possible depiction of the heart and spirit of our work here at Tikinagan:

Parents always remember and practice our traditional parenting responsibilities – Obiki-ahwahsoowin (raising the children) and Kanootawhasoowin (teaching our children). Parents will teach their children daily on family values and planning.

Elders are involved in an active way with our families and communities. They are our Foundation, our Wisdom and Our Spiritual Leaders.

Political leaders will seek guidance and direction from the Elders on traditional leadership customs.

The community will work together to take back ownership of our customs and practices to help our people that are lost in this epidemic of alcohol and drug abuse.

Children, as sacred gifts from our Creator, need respect and nurturing.

Language is sacred. It is our identity, our culture and our traditional value. Be proud of our language.

Continue teaching our children about traditional teachings and practices because it is the foundation of our ancestors.

Tikinagan Child and Family Services provides practices and teachings on traditional Obiki-ahwahsoowin (parenting) tools as a way to deliver services.

A revitalization of community spirit to ensure our children have a safe place to live. Our children are our future.

Spirituality is an essential aspect of our daily lives and is used as an everyday teaching with our families.

Relationships that Work

Our management, finance and human resources units were adjusted this year, with the primary change being the creation of two Director of Service positions (protection and residential resources). In addition, we added a Prevention Services Manager position to our management team. I am also happy to report a smooth transition is in place after my departure to ensure there is no lapse in service provided by our organization. All management positions are now filled, including my own. I wish Ernest Beck and his new team all good wishes for their future work in this amazing organization.

I feel one of the blessings I have experienced in working with Tikinagan has been the relationships I have had with my management team, the staff, the board members, the Elders,



Webequie council members, from left, Tommy Shewaybick, Harry Wabasse, Deputy Chief Randy Jacob and Roy Spence, share information with the Commission to Promote Sustainable Child Welfare in Ontario, Nov. 4, 2010.

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Levena Kenequanash, left, and Tamara Keeash paddle at Pelican Falls during a Tikinagan youth conference, June 2011.

the Chiefs and so many community members, as well as other colleagues and partners. In particular, I want to express my admiration, gratitude and respect to the members of the management team who depart with me, Barb Hancock and Arlene McClendon. I am grateful for the relationships I have had with all the management team members. I would also like all Tikinagan staff to know you are truly the arms, legs and heart of our organization. I was very happy that we could honour so many of you last June at our "Tikinagan Rocks" staff retreat at the Pelican Falls Centre, which was attended by approximately 180 of our staff.

I would like also to pay tribute to our Board and Elders who for 12 years guided my work and made the tough decisions that strengthened us and made us what we are. I would like to mention, in particular, the significant role played by the Board Executive under the capable and dedicated leadership of the Board Chairperson, Harvey Kakegamic. I acknowledge the Chiefs and Councils who have embraced the vision of working together to raise healthy children in healthy communities. I acknowledge the foster parents and supporting families who live our work every day and have done so for countless children over many years. Most of all, I acknowledge our families and children who often face impossible challenges in their lives with courage and the determination to rise again.

Micheal Hardy Executive Director



A fall feast in Pikangikum, November 2010.

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SERVICES HIGHLIGHTS 2010–2011

Although our work continues to be challenging, a major emphasis has been put on helping our staff and foster parents feel supported in the essential work they do. We have adjusted our management structure to incorporate two Director of Service positions, one to focus on Child Welfare and one on Residential Services. This has proven to be quite effective. We have also expanded to eight service managers to increase supervision and support to our front line workers. This includes a new position created to support our group homes in Kitchenuhmaykoosib Inninuwug (KI) and Cat Lake. In all, this has freed up more time to put our Mamow philosophy into action: spend more time in communities, meet with Chief and Councils, and provide more on-the-ground support.

Training has been another main focus for the agency this year. This was our most ambitious training period yet. The upcoming year will see a continuation of our capacity building and internal reorganization, with the same goals of supporting and developing our staff and valued foster parents.

Services for Children in Care

The agency began 2010-11 with 569 children in care and ended with 605 children in care, our highest number in five years. Our workers admitted 565 children, 308 of whom were admitted for the first time and 257 readmissions. We discharged 529 children.

Tikinagan workers are all too aware each one of these numbers represents a sad personal story. We heard this clearly at the Tikinagan youth conference we sponsored in Sioux Lookout this past June. Though it is not always possible, our workers try very hard to keep children not able to stay with their parents at least within their extended families or home communities. Our goal is always to work towards healing and reuniting families while keeping safety as our top priority.

At year end, the agency had 159 children placed outside of our jurisdiction. The percentage of children in care outside of Tikinagan continues to gradually decrease. It was 36% in 2008 and 2009; 27% in 2010; and this past year it dropped to 26% even though our numbers of children in care rose. A table included with this report shows more detailed information on Outside Placement Resources.

Tikinagan provided more than 226,000 days of residential service for children and youth last year, an all-time agency high. This is almost 18,000 more days than the previous year. As might be expected, this requires concerted efforts on the part of our residential unit staff to find appropriate placements for children, many of whom require specialized services. This

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Nicole Jacob, child care worker, reaches out to Bernie Bighead of Wunnumin Lake at Tikinagan's 'Stronger Youth for a Stronger Tomorrow' conference.

year we re-integrated our residential and specialized care programs so our staff in the communities can work with all local foster homes. We also increased support to this unit for case conferencing and foster parent support.

The Ministry of Children and Youth Services annually conducts a Crown Ward Review to determine how the agency is working with and planning for children under our care. This year the review was conducted in July 2010 and 68 child care files were reviewed.

In Ontario, service providers who deliver direct service to children and youth under the Child and Family Services Act must inform the Ministry of Children and Youth when there is an incident involving a child in care that is deemed to be serious. Tikinagan reported 217 serious occurrences this past year, 16% fewer than the previous year's 257 occurrences.

Intake and Family Services

Tikinagan workers handled 996 child protection investigation cases this past year, slightly less than 2009-10. We had 745 new cases and 94 re-opened cases.

The agency continues to be challenged with completing investigations on open family service files. We had 1,048 new investigations in ongoing protection cases last year and completed 778 investigations. Just over half of these (405) were transferred for ongoing protection work. We have consequently restructured our Intake/Investigations Unit to

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enable intake/investigation workers to team up with family service workers on home visits to complete new investigations. This new arrangement took effect April 2011 and we hope it will help resolve this situation. Meanwhile, Direct Service Units are working to complete the investigations that were outstanding at the end of March.

In terms of ongoing service, we ended the year with 923 open cases, our highest yet and a 14% increase over the previous year (808). We opened 431 cases and closed 317 cases over the year. Among the key reasons for such high numbers of families in crisis is the continued illegal use of prescription drugs in the communities. Our agency is committed to helping address this problem, which often has the disastrous effect of splintering families.

Residential Services

Alternative Care (Foster Care)

A major focus by the agency this past year has been to build in more proactive supports for our foster parents. We revised our Foster Parent Handbook and translated it into syllabics. Our Residential Care Unit sponsored 11 well-received foster parent training workshops in northern communities. We also implemented a foster parent help phone line run by experienced treatment foster parents out of Weagamow Lake. This facilitates peer mentoring for our foster parents and one-to-one support around northern foster care issues. Our plan in the near future is to start a foster parent portal on our website to operate an online question-and-answer forum.

We started 2010-11 with 380 approved foster homes and ended with 403 homes, our highest number in four years. Our staff conducted 177 home studies and approved 168 homes. However, 145 foster homes also closed. We completed the year with almost 800 beds available for children in care.

The annual Residential Licence Review process was completed by the Ministry from September 13-23, 2010 and the agency received a provisional licence to October 2011. Ministry staff reviewed 44 foster family files and 52 files of children in care, and conducted 38 interviews with foster parents, staff and children in care. The Ministry reviewer noted many positive improvements from last year's review and complimented our staff and foster parents for their hard work. Some areas that require improvement were outlined, and we have committed to address these. They revolve primarily around timing and quality of documentation on files; completion of our revised Children's Services Policy Manual; and bringing all our foster homes to minimum licensing requirements.

A highlight in residential services this past year was a first time two-day retreat held in February in Sioux Lookout. This brought together 43 alternative care and group care workers, supervisors and foster parents to discuss our vision with PV Pargay spake 2011 ∇b cy b4 skycty rp rakpky PV baky. Fcy dair, agasty lyc bryr sta dstoliatariatvava. Tb- palbocad rabbrrad ∇b br pyr parbubky rphank dash daph daph.

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residential resources in the next five years. The workshop resulted in establishing five subcommittees that will address priority issues: documentation, vision, foster parent support, community/information sharing and training.

Group Care

The licensing review for O-Shkee Meekena Youth Healing Centre in Cat Lake was conducted by the Ministry of Children and Youth Services in January 2011 and a full licence was received. The centre was closed from November to January for renovations, program revision and staff training. Starting in January, we expanded our youth healing program from three to six months to allow additional time for counselling and personal growth.

Oshka-Teesuk Neehgan Healing Centre in Kitchenuhmaykoosib Inninuwug (KI) received a provisional licence during its review in March 2011. In July 2011 we will undergo intake changes in our two centres: KI will focus on services for male clients and Cat Lake will work with females.

Our Agency Operated Homes continue to run at full capacity. These homes provide care primarily for special needs children. We operate five agency homes in Sioux Lookout, two in Eabametoong and two in Lac Seul.

Training and Capacity Development

The 2010-11 year was an exciting one for training at Tikinagan. We presented the largest variety of training topics in the history of the agency. Workshops were facilitated by a combination of internal and external presenters.

The Child Welfare Professional Series was offered again this year, taught by certified Ontario Association of Children's Aid Societies (OACAS) staff and sessional trainers. Our staff benefited greatly from the variety of perspectives brought by the different trainers. One series of eight modules was completed in April 2010 with 12 graduates, and a second series ran from August 2010 to February 2011 with 16 graduates. A new series began in mid-March and is ongoing. This is a comprehensive training program for our family service workers and supervisors. The series includes sections on the protection of children and strengthening of families; understanding and responding to children's needs; permanency planning and continuity of care; legal processes; and self-care.

Training for our foster parents was a high priority for the agency this year. Several staff members of our Residential Care Unit participated in the Fetal Alcohol Spectrum Disorder Train the Trainer program and their new knowledge formed the basis of the training provided to our foster parents. We sponsored foster parent training workshops in eleven First Nation communities, with 78 foster parents attending. Along with information on caring for children with FASD, foster

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parents received an orientation to our revised Foster Parent Handbook and Serious Occurrence Reporting Policy. Training was held in English and the local First Nations dialect, and the material presented has been translated into syllabics. Babysitting was provided during the sessions.

There were a variety of other training opportunities for our family services workers, child care workers, residential care workers, and group home workers. Ontario Looking After Children (ONLac) was offered twice during the year, with 44 workers participating. Training in serious occurrence reporting was held 11 times, in addition to this being covered in our foster parent training, with 41 workers participating.

A number of our staff participated in webinars offered through OACAS and this type of training has proved to be popular. Topics covered Prescription Drug Abuse, Fetal Alcohol Spectrum Disorder, Children and Youth Affected by HIV and Aids, Pillars of Permanency in Practice, and Supporting Families Affected by Substance Abuse. Eleven staff members participated in a video conference on Bipolar Disorder through Nodin and the Patricia Centre for Children and Youth (now called Firefly). There was also a boat safety course offered in Cat Lake First Nation that 8 staff members took part in.

Our process for writing case notes was revised and a trainer facilitated sessions in four locations, with 68 participants. We also sponsored sessions on Mamow Obiki-ahwahsoowin Part 1 and 2, WHMIS (employee health and safety training), First Aid with CPR, Aboriginal Women's Leadership, management training for our supervisors and management staff, advanced training for administrative staff, computer upgrading, and a new series of workshops on case assessment and planning.

The agency also sponsored four staff members to attend the Native Specialization Social Services Diploma Program through Oshki-Pimache-O-Win Education and Training Institute. The program combines on-site delivery in Thunder Bay for two weeks at a time with distance education courses during the evenings. Our employees have done so well that the agency has decided to sponsor four more staff to begin the program this fall.

In all, it was a productive year of training. Staff training and development will continue to be a high priority for Tikinagan. We are committed to building capacity and confidence amongst our workers and foster parents, and we appreciate their determination to work towards building new skills to provide a better service for children and families.

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Tikinagan Service Statistics 2010–2011

Eight Year Summary

	2003-	2004-	2005-	2006-	2007-	2008-	2009-	2010-	8 yr
	2004	2005	2006	2007	2008	2009	2010	2011	average
Inquiries									
Cases Served During Year	456	411	426	331	356	448	416	495	417
Report Received - Investigation Not Required									
Cases Served During Year	712	1,020	1,035	918	961	1,098	1,257	1,393	1,049
Child Protection: Investigations									
Cases Open at Beginning of Year	101	62	60	50	50	53	236	157	96
Cases Opened During Year	519	560	538	543	578	850	713	745	631
Cases Reopened During Year	62	61	56	74	60	109	131	94	81
Cases Served During Year	682	683	654	667	688	1,012	1,080	996	
Child Protection Investigations Completed: No Further Protection Service									
Cases Opened During Year	334	323	327	349	366	412	513	373	375
Child Protection Investigations									
Completed: Transferred for Ongoing									
Protection									
Cases Closed During Year	282	297	276	264	269	364	413	405	321
Ongoing Services (Part III)									
Cases Open at Beginning of Year	475	574	712	675	621	567	683	809	640
Cases Opened During Year	282	297	305	274	282	383	438	431	337
Cases Closed During Year	159	168	290	328	336	267	313	317	272
Cases Open at End of Year	598	703	727	621	567	683	808	923	704
Child Protection:									
New Investigation in Ongoing Protection Cases	361	211	243	443	461	755	947	1,048	559
Number of Investigations Completed	616	619	603	613	635	776	926	778	697
Average # of open cases Part III Ongoing Services	510	626	698	663	573	612	758	882	665
Total Children in Care									
Children in Care at Beginning of Year	437	523	607	544	502	518	538	569	530
Children Admitted During the Year	316	279	232	205	251	223	278	308	262
Children Readmitted During Year	140	193	165	230	230	223	249	257	211
Children Discharged During Year	370	388	460	477	465	426	495	529	451
Children in Care End of Year	523	607	544	502	518	538	570	605	551

Tikinagan Service Statistics Continued

	2003-	2004-	2005-	2006-	2007-	2008-	2009-	2010-	8 yr
	2004	2005	2006	2007	2008	2009	2010	2011	average
Boarding Days of Care and									
Rates									
Foster Care									
Regular	61,389	88,240	97,306	92,461	17,058	15,087	15,088	17,741	50,546
Specialized	73,490	71,427	65,661	47,981	22,319	13,683	13,328	13,230	40,140
Treatment	2,167	2,334	2,792	7,230	8,413	8,619	9,311	7,171	6,005
Customary Care					101,124	111,248	131,964	144,493	122,207
Outside Purchased Foster Care	10,575	8,034	13,646	9,534	4,689	4,648	5,970	8,395	8,186
Group Care									
Purchased	11,624	16,080	16,158	18,623	12,898	15,055	12,638	12,881	14,495
Society Operated	2,614	4,036	4,290	3,700	2,371	2,606	2,361	2,404	3,048
Other Care									
Independent Living	597	2,252	1,449	791	2,731	1,810	1,834	1,595	1,632
Extended Care and Maintenance	2,634	4,753	4,520	7,325	7,129	7,291	5,328	4,919	5,487
Free Days of Care									
Free Homes	12,649	18,511	9,429	4,737	5,210	5,498	7,593	11,169	9,350
Free Institutions	6,291	3,773	2,601	2,220	2,620	2,668	3,481	2,728	3,298
Free Other	731	594	117	739	142	188	63	19	324
Total Days Care	184,761	220,034	217,969	195,341	186,704	188,401	208,959	226,745	203,614
Foster Homes									
Homes Available at Beginning of year	360	470	431	356	276	256	344	380	359
Home Studies Completed	221	275	247	137	77	195	175	177	188
New Approved Homes During Year	123	162	171	126	73	191	172	168	148
Homes Closed During Year	104	201	248	206	93	103	135	145	154
Beds									
Beds Available at Beginning of Year	602	707	920	706	577	544	572	817	681
New Approved Beds During Year	194	356	311	315	207	267	341	290	285
Beds Closed During Year	81	396	420	444	240	239	262	308	299

at April 1, 2009		at April 1, 201	10	at April 1, 2011		
Resource name:	# of Clients in Resource	Resource name:	# of Clients in Resource	Resource name:	# of Clients in Resource	
Animikii Ozoson CFS	2	Animikii Ozoson	1	Animikii Ozoson	1	
Anishinaabe Abinoojii	1	Bayfield	2	Bayfield	4	
Brant CAS	2	Brant CAS	2	Brant CAS	2	
Children's Centre - Lansdowne	1	Children's Centre - Lansdowne House	2	2 Children's Centre - Lansdowne House		
Couchiching Receiving Home	2	Couchiching Receiving Home	2	2 Dilico CFS		
Dilico CFS	13	Dilico CFS	13	Ge-Da-Gi-Binez Youth Detention	1	
Giizhikaandag Healing Centre	3	Ge-Da-Gi-Binez Youth Detention	1	1 Giizhikaandag Healing Centre		
J.J. Kelso Centre	1	Giizhikaandag Healing Centre	1	Kenora Patricia CFS	79	
Justice Ronald Lester Youth Centre	1	Kenora Patricia CFS	94	Marymound	1	
Kenora Patricia CFS	127	Marymound	2	Muskrat Dam Treatment Centre	3	
Marymound	2	Norcare Inc.	16	Norcare Inc.	27	
Norcare Inc.	12	Portage Youth Centre	1	Oakville Children's Home	1	
Rainy River CAS	2	Syl Apps Secure Treatment Centre	1	Pelican Falls Centre	3	
Setterland	5	Thunder Bay CAS	3	Thunder Bay CAS	2	
Thunder Bay CAS	3	Thunder Bay Regional Health Centre	1	Weechi-it-te-win TLC	1	
Weechi-it-te-win CAS	2	Weechi-it-te-win TLC	1	Whiskeyjack Treatment Centre	1	
Weechi-it-te-win TLC	2	Yellow Turtle Youth Centre	4	Yellow Turtle Youth Centre	4	
Yellow Turtle Youth Centre	3	Young Star House	9	Young Star House	6	
Young Star House	7					
Total # of clients placed in OPRs: Total # of Children in Care -	189	Total # of clients placed in OPRs: Total # of Children in Care -	156	Total # of clients placed in OPRs: Total # of Children in Care -	159	
April 1.09	531	April 1.10	575	April 1.11	605	
Percentage of Children in OPRs	36%	Percentage of Children in OPRs	27%	Percentage of Children in OPRs	26%	

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF FINANCIAL POSITION

As at March 31	Operating Fund	Donation Fund	Children's Trust Fund	2011	2010
ASSETS					
Current					
Cash and bank (note 3)	\$ 2,399,361 \$	149,469 \$	14,900 \$	2,563,730 \$	5,338,937
Accounts receivable (note 4)	644,948	-	-	644,948	230,967
Due from the Ministry of Children	50.000			E0 000	E0 000
and Youth Services	50,000	-	-	50,000	50,000
Prepaid expenses	 19,828 3,114,137	149,469	14,900	19,828 3,278,506	307,514 5,927,418
	 3,114,137	149,409	14,500	3,270,300	0,027,410
Capital expenditures to be recovered					
in future years (note 1c)	 	+	<u>-</u> _	-	671,357
	3,114,137	149,469	14,900	3,278,506	6,598,77
LIABILITIES Current					
Accounts payable and accrued liabilities (note 5) Due to the Ministry of Children	3,046,082	-	-	3,046,082	2,308,86
and Youth Services	_	_	_		1,302,36
Deferred revenue (note 6)	3,073,437	-	-	3,073,437	2,588,59
Demand loans (note 7)	-	-	-	-	671,35
	 6,119,519	-	-	6,119,519	6,871,18
FUND BALANCE					
Unrestricted (deficit)	(3,005,382)	_	_	(3,005,382)	(583,86
Internally restricted	(0,000,002)	149,469	_	149,469	289,80
Externally restricted	-	,	14,900	14,900	21,65
	 (3,005,382)	149,469	14,900	(2,841,013)	(272,41
	\$ 3,114,137 \$	149,469 \$	14,900 \$	3,278,506 \$	6,598,77

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE

	•		Children's		
	Operating	Donation	Trust	Total	Total
For the year ended March 31	Fund	Fund	Fund	2011	2010
REVENUE	· -				
Child welfare (schedule 1) \$	43,945,717 \$	- \$	- \$	43,945,717 \$	42,812,266
Less: surplus due to MCYS (schedule 1)	-	-	_	-	(1,241,347)
Other programs (schedule 2)	2,537,134	-	-	2,537,134	2,494,682
Special projects (schedule 3)	909,281	-	-	909,281	287,610
Donation Fund (schedule 4)	-	176,552	-	176,552	400,430
Children's Trust Fund (schedule 5)	-	-	-	-	-
Ontario Child Benefit (schedule 6)	369,290	-	-	369,290	1,360
TOTAL REVENUE	47,761,422	176,552	_	47,937,974	44,755,001
	.,		1		
EXPENDITURE					
Child welfare (schedule 1)	46,863,507	-	-	46,863,507	41,936,742
Other programs (schedule 2)	2,537,134	-	-	2,537,134	2,494,682
Special projects (schedule 3)	828,831	_	-	828,831	287,610
Donation Fund (schedule 4)	-	316,883	· -	316,883	414,316
Children's Trust Fund (schedule 5)	-	-	6,750	6,750	2,750
Ontario Child Benefit (schedule 6)	369,290	-	-	369,290	1,360
TOTAL EXPENDITURE	50,598,762	316,883	6,750	50,922,395	45,137,460
				• • • • • • • • • • • • • • • • • • • •	. ,
EXCESS (DEFICIENCY) OF REVENUE					
OVER EXPENDITURE	(2,837,340)	(140,331)	(6,750)	(2,984,421)	(382,459)
FUND BALANCE - BEGINNING					
OF YEAR	(583,864)	289,800	21,650	(272,414)	159,190
ADJUSTMENT TO PRIOR YEAR'S					
FUNDING (note 8)					
Child welfare	415,822	-	-	415,822	(49,145
	(168,042)	289,800	21,650	143,408	110,045
FUND BALANCE - END OF YEAR \$	(3,005,382) \$	149,469 \$	14,900 \$	(2,841,013) \$	(272,414

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF CASH FLOWS

For the year ended March 31		2011	 2010
OPERATING ACTIVITIES	.,	•••	
Excess (Deficiency) of revenue over expenditures	\$	(2,984,421)	\$ (382,459
Net change in non-cash working capital balances:			
Decrease (Increase) in accounts receivable		(413,981)	262,205
Decrease (Increase) in due from / to Ministry of Children			
and Youth Services		(1,302,369)	1,594,302
Decrease (Increase) in prepaid expenses		287,686	(282,785
Increase (Decrease) in accounts payable and accrued liabilities		737,216	(178,341
Increase in deferred revenue		484,840	996,873
Decrease in capital expenditures to be recovered in future years		671,357	147,697
CASH PROVIDED (USED) BY OPERATING ACTIVITIES		(2,519,672)	2,157,492
FINANCING ACTIVITIES			
Repayment of demand loans		(671,357)	(203,942
Proceeds of demand loans		-	237,000
Repayment of long term debt		-	(180,755
Adjustment to Child welfare		415,822	(49,145
CASH PROVIDED (USED) BY FINANCING			
ACTIVITIES	- <u></u> -	(255,535)	 (196,842
CHANGE IN CASH DURING THE YEAR		(2,775,207)	1,960,650
CASH BALANCE - BEGINNING OF YEAR		5,338,937	3,378,287
CASH BALANCE - END OF YEAR	\$	2,563,730	\$ 5,338,937
CASH IS COMPRISED OF THE FOLLOWING:			
Cash - Operating Fund	\$	208,362	\$ 2,265,832
G.I.C.'s - Operating Fund		2,190,999	2,785,618
Cash - Donation Fund		54,482	171,193
G.I.C.'s - Donation Fund		94,987	94,644
Cash - Trust Fund		14,900	21,650
	\$	2,563,730	\$ 5,338,937
SUPPLEMENTARY INFORMATION:			
Cash paid for interest	\$	2,747	\$ 16,114
Property and equipment purchased with cash	\$	1,622,033	\$ 444,465



Creating a vision for Tikinagan's residential services during a two-day retreat, February 2011.



Staff Recognition

Tikinagan Child and Family Services would like to recognize employees who have reached their 10th, 15th and 20th anniversary of employment with the agency. Our thanks and congratulations go to the following employees for their many years of dedicated service to the families and children of this region.

(Years of service at March 31, 2011)

10 years

Harry Suganaqueb

Frances Greig

Deanna Mitchell

Dorrie Chisel

Terry Baker

15 years

Mary McKay

20 years

Phyllis Matthews

Marie Hudson

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Phyllis Matthews of Kitchenuhmaykoosib accepts a gift recognizing her 20 years of Tikinagan service from Micheal Hardy, former executive director, and Arlene McClendon, former director of finance and administration, March 25, 2011.

