

Tikinagan Child and Family Services

BOARD OF DIRECTORS

(at March 31, 2012)

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Elders Elsie Fox & Georgina Neshinapaise



Cover photos, counter-clockwise from top right: Austyn Lyon blows a bubble at a Tikinagan staff barbecue; Foster brothers Kneshin and Pesim spend time together at school; Levena Kenequanash plays guitar at the Tikinagan Stronger Youth for a Stronger Tomorrow Conference.

MESSAGE FROM THE BOARD CHAIRPERSON: Harvey Kakegamic

It is my honour to introduce the Annual Report of Tikinagan Child and Family Services. We have selected the theme of *Our Children – Our Future* for our 2011-12 report and for the Annual Chiefs Assembly.

The theme this year is inspired by a Cree teaching that provides the following advice: if you want to envision the future, look at your children. Tikinagan's Executive Director Ernest Beck recently interpreted this teaching to mean that what we invest in our children is the future we can expect for them and for ourselves.

This simple teaching gets to the heart of why Tikinagan was established. In 1984 our Chiefs and Elders created Tikinagan to support and strengthen our children, our families and our communities. They understood then, as we do now, that the future of our communities rests with our children. To have healthy communities, we must nurture and invest in our children.

When families and communities experience difficulties, it is Tikinagan's responsibility to ensure that children are protected and stay rooted in their culture. We ask the Creator's help every day to support us in this important role.

The Board of Directors is committed to support the work of Tikinagan Child and Family Services. As Chair, I speak for my colleagues when I commend the dedicated work of the Tikinagan team: the management, supervisors and front line workers. We also acknowledge the many extended families and foster families that fill in as substitute parents and siblings when children need alternative homes. It is their consistent support and guidance that ensures the continued investment in our children.

Tikinagan's new senior managers have developed into a strong team. In the summer of 2011 Ernest Beck (Executive Director), John Harrington (Director of Finance and Administration), and Eartha Davidson and Thelma Morris (Directors of Services) all accepted roles as members of Tikinagan's new management team. The Board of Directors appreciates the energy they have put into their roles. We pledge our support as we move forward together.

I am proud of Tikinagan's many accomplishments. Despite the challenges, we have made Tikinagan a northern-based agency. We have more community-based services than ever. We include Chiefs and Councils in our planning. We provide services using our Mamow Obiki-ahwahsoowin model – "everyone working together to raise our children." We have workers in the communities making sure children are OK. And when we



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must bring children into care, we turn to customary care using Mamow Obiki-ahwahsoowin care agreements that parents can sign voluntarily. Parents often know themselves when they need to seek help and when it is best for their children to be raised elsewhere for awhile. Mamow Obiki-ahwahsoowin ties this arrangement to the community and roots it within our culture. This is a major improvement from the way it was in the past.

Tikinagan is now participating in a process initiated by the Ministry of Children and Youth to help other child welfare agencies explore using the customary care process for their Aboriginal children in care. As a result, the example of Tikinagan's leadership in establishing Mamow Obiki-ahwahsoowin care could help First Nations and Aboriginal families in other parts of the province access customary care options.

These days there are more problems complicating the lives of families in our communities; in particular, the crisis caused by prescription drug addictions. Tikinagan is supporting community efforts to address these problems. We know this puts an extra burden on our staff and we give thanks for their commitment and professionalism.

Tikinagan continues to respond to specific issues in First Nations by supporting creative approaches to working with communities. Last year we embarked on a pilot service delivery approach in Pikangikum. We worked with the community to establish the Pikangikum Mamow Weecheewaywin Committee. We met regularly this year and satisfactorily addressed local child welfare matters. This year we initiated an Elders program in Kitchenumaykoosib Inninuwug. We supported the community to hire two Elders to partner with Tikinagan staff in visiting and working with families. Tikinagan is employing a traditional approach in these communities to resolve contemporary problems.

Tikinagan continues to place a high priority on staff training and development. We view capacity building as a way of improving

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the quality of service we provide to families and communities. This year Tikinagan hired a full-time training supervisor to coordinate the many child welfare training programs we provide. We also approved a policy to support employee higher education and certification.

Tikinagan also puts a lot of energy into supporting and building capacity with our foster families. They are our closest link with our children in care and we value them immensely.

I would like to thank the Chiefs for having the confidence in me to chair Tikinagan. This is a significant organization and it is a privilege to be part of the team that oversees the implementation of so many efforts to address the needs in our communities. It is inspiring to me to witness dreams turn into reality. We once only dreamed that we could keep our children home when their families encountered difficulties. We now help that dream become real every day. Our dream now is to help our families become whole and healthy again.

Thank you to all the staff and management of this impressive organization. Our Elders pray every day for you. We understand the work you do is difficult but very important. We remind you to stay healthy, keep a positive attitude and offer your encouragement to each other.

I would also like to thank my Co-Chair Lorraine Crane, my colleagues on the Board and the Tikinagan Elders Council for another year of good work. We bid farewell and thank you to Ron Angeconeb, our former Secretary-Treasurer, who resigned this March after four years on the Board. We also send our prayers to Moses Fiddler for his years of encouragement as a Board Elder.

We look forward to another year of work with the First Nation communities, the leadership and Elders, the governments of Ontario and Canada, and with our many partners and stakeholders. Working together, we can continue to invest in *Our Children, Our Future*.

Yours sincerely,

Harvey Kakegamic Chairperson Tikinagan Board of Directors σααdL' ΡΡLbα' βΡΓα∇·σΓΛι- Ρ∇· βσβσυβLθλη Πραβη ΑΛCL9Δι, Lα- ΡΔ· ΡΓανσΓλι- ΡΑ· βυραγβLθλη Παρκηρη Ελιτική ΑΛCL9Δι, Lα- ΡΔ· ΡΓανσΓλι- Ελυγαλιστική Γαρκηρη Ελιτική Ελιτ

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EXECUTIVE DIRECTOR'S MESSAGE: Ernest Beck

Our Children - Our Future

I am pleased to report on the 2011-2012 year for Tikinagan Child and Family Services. As we look back on a year in the life of our organization, we can acknowledge that our work to assist and protect children is work we are doing for everyone in our communities and, in fact, for our own future. The theme of this year's Annual Assembly, *Our Children – Our Future*, reflects this important idea. What we invest in our children is the future we can expect not only for them, but also for ourselves. We have a great many challenges to deal with as a child and family service agency; very unique and challenging situations that you'll find nowhere else in Ontario. I think we have worked hard to meet those challenges over the year and I am sure we will continue to put all our efforts into the meaningful task of creating healthy children and families for our collective future.

Year of Management Transition

This has been my first year as the Executive Director of Tikinagan. I am grateful for the opportunity to lead the Tikinagan team. There is no doubt it has been a period of intense transition for everyone. I joined Tikinagan to work with a relatively new senior management team of two Directors of Services, Thelma Morris and Eartha Davidson, and a Director of Finance and Administration, John Harrington. Most of us were new to our positions and to each other, so we have had to get to know each other and learn to work as a team. It has been challenging but rewarding to create a senior management team that is focused on ensuring front line staff have the support and tools they need to do the significant work at the community level.

I would like to say that I am impressed by the real commitment and caring for children and families in the region that I have sensed in the Tikinagan staff at all levels. I have learned the unique and difficult challenges all our staff face in their work this year and would like to convey to all staff praise and gratitude for "hanging in there" when the going gets tough, as it often does. The Board and Chiefs can be proud of the unique child welfare service they have created. Tikinagan is an amazing organization that has pushed the boundaries geographically, but also in the way our services are provided. The Mamow Obiki-ahwahsoowin model is a strong foundation for services to children, families and communities.

Some Highlights of the Year

I have enjoyed visiting some of the communities this year and have witnessed firsthand that Tikinagan has continued to champion the delivery of Mamow Obiki-ahwahsoowin,

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meaning "Everybody working together to raise our children." It has been useful for me to see for myself the daily realities community people and our staff deal with. I have been pleased to assist in whatever way we can to support and facilitate the wonderful work being done in every community to help children and families. Here are some of the year's highlights, which show we continue to make progress in insisting the answer lies within the community:

Pikangikum Mamow Weecheewaywin Project

Tikinagan has been working closely with the Pikangikum Chief and Council for two years to establish new processes to deliver services and deal with cases: The Pikangikum Mamow Weecheewaywin Project. The group leading the project includes representatives from Tikinagan's management and the Pikangikum Band Council. Tikinagan has provided resources to the First Nation to hire a Community Liaison Worker and four Elders. The Pikangikum Mamow Weecheewaywin Committee meets regularly and substantial progress has been made in improving service delivery, as well as improving the working relationship with the First Nation. The increased involvement of Elders has been key to the project's success and is triggering interest from other First Nations. A similar initiative has now been launched with Kitchenuhmaykoosib Inninuwug. I am pleased to have been part of this significant development in service delivery; we have learned a great deal from this process. I can envisage this model of service as a pilot for improving services in other communities.

Youth Conference

Another example of our determination to invest in our children was Tikinagan's hosting of an exciting conference for 40 youth in care, May 30-June 3, 2011. Held at Pelican Falls Centre, the conference theme was "Stronger Youth for a Stronger Tomorrow." Organized by our staff and a group of facilitators, it combined fun and recreational activities with presentations and forums to give support, courage and inspiration to our youth.

Honouring the Children

Tikinagan continued to support and facilitate the annual Honouring the Children Day on June 24 – a day set aside in our communities to show children in care they are special and valued. In communities all across the region there were games, feasting and activities for children in care, foster families and community members. Honouring the Children Day is now a tradition for Tikinagan and our communities. I see this as another important milestone in our calendar year and a very positive example of investment in children for our future.

The Challenges

I do not need to go over the Tikinagan service statistics for the year, as these are presented elsewhere in this report. These

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statistics reveal, however, an important reality that a significant number of our parents continue to lose the battle to keep their families together. It has been a good year for Tikinagan and I have been impressed with the work we have all done together to improve the lives of our children. But we must not deny the fact that there are still impressive challenges facing our families; unique challenges that you will find nowhere else in Ontario.

The prescription drug abuse crisis gripping many of the First Nations we serve is an example of one of these challenges. This crisis has affected all aspects of life in communities – employment, security, governance, and children and families. While the problem itself, drug abuse, is not directly within our service mandate, parents with addiction problems have difficulty caring for their children and Tikinagan becomes involved to ensure their safety and well-being. We cannot sit on the sidelines and wait for the problem to be solved. This year we participated in many discussions, forums and planning sessions whenever requested, and have provided whatever support and assistance we can to the many communities struggling to deal with this problem.

The Working with Families: Prescription Drug Abuse Training Conference Tikinagan organized in June 2012 was an important response to this epidemic. This training is part of our responsibility to ensure staff we have on the front line have the necessary tools to enable them to do the work that has to be done at the community level – dealing with some of the results of prescription drug abuse.

We will continue to co-operate with the First Nations and provide support and assistance in any way possible within our mandate.

Government Liaison

Tikinagan has worked hard to move towards culturally appropriate ways of delivering our services. The main emphasis to which I have dedicated myself this year has been the ongoing and constant effort of urging the Ministry of Children and Youth Services to address our issues related to our challenges as an Aboriginal agency delivering culturally appropriate services in a remote area the size of France. It requires a huge output of time and effort by me and the entire management team to work with the Ministry on this. Yet despite all efforts, this matter, while recognized by the Ministry as an important one, continues to move slowly.

We have continued to meet and interact with the Ministry's Commission to Promote Sustainable Child Welfare this year. This Commission was established in 2011 to develop and implement solutions to ensure the sustainability of child welfare in Ontario. The Commission has produced new approaches to accountability and system management, which we are reviewing to see if we can work within this framework. It has recently released a paper entitled *A New Approach to Funding Child Welfare in Ontario*. This paper recommends a new

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model of allocating funds to CASs in the province of Ontario, but it has not yet determined how it will address the issue with respect to the two remote Aboriginal agencies providing services in a predominately remote area of the province. The Commission will also be making recommendations specifically on Aboriginal child welfare. Tikinagan connects with the Commission whenever possible to help ensure recommendations are appropriate for our region and our Mamow Obiki-ahwahsoowin service model.

The Ministry is also in the process of developing a new database system (Child Protection Information Network or CPIN). Here again there are a number of concerns Tikinagan has regarding this new system and whether or not it is flexible enough for our unique way of providing services through Mamow Obikiahwahsoowin. We do not want the provincial database system to change this direction. The state of technology in the area we serve is an added complicating factor for Tikinagan. Another key area of concern is access to case information by other agencies. CPIN would put all child protection information in a provincial database. Tikinagan will continue participation in the CPIN committees/forums to ensure Tikinagan's unique situation is recognized and that the new database does not compromise our Mamow Obiki-ahwahsoowin service model.

With a deficit projected this year, Tikinagan applied for a Section 14 review of its funding allocation. The submission highlighted the fact that we continue to struggle with high caseloads and high numbers of children in care that take us beyond our annual financial allotment. Additional Ministry funding was provided resulting in good financial position for 2011-12.

The report of the Chief Coroner of Ontario concerning youth suicides in Pikangikum First Nation was released in September of this year. The report contained 100 recommendations to try to prevent the loss of life of youth in Pikangikum and all across Ontario. Tikinagan has reviewed the report's recommendations and formulated strategies to address the issues identified.

Liaison with other Agencies

I have been involved in numerous efforts to work with other child welfare agencies that work in close proximity to Tikinagan. This is necessary to advocate for the interests of our children and families when services to them intersects with other agencies.

Our Thunder Bay office was opened this year and is now fully staffed to work with the eastern time zone communities. At the Annual Chiefs Assembly in 2011 a resolution was passed directing that Tikinagan, Dilico and Aroland enter into a new working relationship for Aroland families in Thunder Bay that would include Dilico agreeing to recognize authority of Aroland First Nation and to utilize customary care methods when dealing with Aroland's children and families. Aroland was approved to take a lead role in developing this new process that could be used by other First Nations in the future. In conjunction with Aroland First Nation leadership, much effort has been invested in

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Φ ΕΡΡΑΦ: ΦΥ-COBLUΦΦ5 ΡΦΦΦ4, ΡΦ-COBΓΡ5, ΔΡ• Cn ΦΡ
ΦΣΦ- UΛ5CP-b5 ΑΦ-Λη LΦ UΛ5LΦΦ• ΥΠЬΦΦΦ5 ΑΦΦΦ-COBΓ, ΡΥ ΡΦΡΦCΓΘΦ- ΦΩΠЬΦΦΦ, ∇Γ ΡΦ≥ΦΦΠΦΦΑΛΥ



this and significant progress made in addressing this resolution.

To respond to another resolution passed at our annual assembly last October, we worked with Animikii Ozoson Child and Family Services in Manitoba to develop an interagency protocol to facilitate the return of our children to our communities, wherever possible, when they are apprehended by Animikii in Manitoba. This protocol was signed July 13, 2012.

I have also been engaging in dialogue with management of the Kenora-Rainy River Districts Child and Family Services. Working relations between our two agencies have now improved and I will continue to ensure we are able to communicate clearly with management and staff of that agency in the interest of providing the best possible care to our children.

Our Children - Our Future

I began and am ending my 2011-2012 message on the theme of our annual meeting: *Our Children – Our Future*. I would like to share with you a Cree teaching I was given that speaks to the need to recognize and invest in our children. The teaching is: *If you want to know what the future is, don't just try to sit there and envision what things might look like in the future*. Instead, get up, turn around and look at your children. I think that what is being said is that whatever we invest in our children is the future we can expect not only for them, but also for ourselves.

It is a teaching about why it's so important to ensure we provide children with the essential tools that are going to make them successful – being able to adapt, for example, and being resilient amongst all the trials and tribulations they're going to face. All of us – Tikinagan, parents and the communities – need to make a difference in their futures.

It is important to provide those tools no matter what a child's strengths or weaknesses are, or where they live, while being mindful that the future impact of any child's life is unknown. Our responsibility as we move forward to another year at Tikinagan is to ensure our children are gifted with the tools necessary to make a difference for us all.

In closing let me thank all those amazing people who have contributed to the work of Tikinagan: our management team and staff, Board, Elders and you, the Chiefs and Councils, who have embraced the vision of working together to raise healthy children in healthy communities, our most important investment in our future. I acknowledge the foster parents and supporting families who live our work every day and night. 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. I am pleased to move forward with you all knowing that we are all working together to build the foundation of a good future with our greatest strength – our children.



Facilitator Judy Angeconeb applauds a group presentation during Mamow Obiki-ahwahsoowin Service Model training.

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SERVICE HIGHLIGHTS 2011–2012

It has been a year of organizational change at Tikinagan Child and Family Services. To better serve our growing numbers of children and families in need, we implemented a restructuring process both at the service management level and the direct service supervisory level.

We now have a Director of Services (DOS) to oversee child protection, intake and family service work, and another DOS to manage residential services, training and information systems. This has helped us provide a more focused approach to our child welfare service and to the organizational and staff development we need to better serve our clients and communities.

At the direct service supervisory level, we adjusted our Residential Care Unit and Intake/Investigation Unit, increasing the number of direct service supervisors to offer more decision-making authority and greater accountability for our work. The need at the community level for more services has provided the impetus for Tikinagan's restructuring and we are seeing service delivery improvements as a result.

The agency also devoted more resources to training our staff this year and implemented a new policy to assist staff members who pursue higher education in relevant programs.

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Thelma Morris, centre, Tikinagan Director of Services, at the fall feast in Deer Lake.



Services for Children in Care

Over the past five years Tikinagan has experienced a steady increase in numbers of children who require alternative care and 2011-12 was no exception. We started the year with just over 600 children in care; we ended with 629 children, the highest number in our history. Tikinagan admitted 576 children into care this year, 264 for the first time and 312 who were readmitted. We discharged 553 children.

Tikinagan also provided the highest number of days in care for children in 2011-12: more than 238,000, representing a 5% increase over last year.

These high numbers give a glimpse of the difficulties some families in our communities are facing. We know parents don't want to relinquish care of their children, yet this is happening with increasing frequency.

Tikinagan's customary care arrangement, based on traditional approaches, allows parents to voluntarily have their children in the care of Tikinagan while they address their own challenges. Our aim is to give parents the opportunity to seek counselling or other assistance so they can provide a healthier home life for their children.

Tikinagan workers try first to find an extended family member to care for children while their parents work to improve their personal lives. If that is not feasible, we look for another caregiver within the child's home community. Our mandate is to support parents while placing a priority on the safety and minimal disruption in the lives of their children. This is consistent with Mamow Obiki-ahwahsoowin, Tikinagan's service model. Our model exemplifies a First Nations traditional approach that involves the whole community in taking responsibility for the protection and care of our children.

Where it is not possible to keep children in their home communities, Tikinagan strives to find appropriate homes close to their communities, including in other First Nations. But with hundreds of children needing care and many requiring specialized services, this is not always achievable.

Increasingly, we are encountering children whose needs are difficult to provide for in the north. Many need access to psychologists or specialized treatment programs. One urgent problem we are encountering is the need for placements for newborns who are withdrawing from narcotic drugs. Most foster homes in our communities are not equipped to handle this new challenge. Tikinagan is working to educate staff and foster families about the complex difficulties our children in care sometimes present.

A highlight of the past year was a three-day conference we sponsored at Pelican Falls Centre in late May 2011 for children in care. Forty youth participated in many events and activities including horseback riding, rock wall climbing, games, and cultural activities. The conference theme was "Stronger Youth

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From left, Shania, Casey and Linda participate in a hand drumming workshop at the 2011 Stronger Youth for a Stronger Tomorrow conference.

for a Stronger Tomorrow." A particularly moving session was a presentation by five former children in care, now adults, who shared their life stories, including their joys and sorrows, their dreams and aspirations. It was encouraging for current children in care to hear directly from these forthright young men and women who have endured similar experiences and met with success.

The Ministry of Children and Youth Services requires a review after 24 months and annually thereafter on all children who become crown wards. This year Tikinagan's Crown Ward Review took place July 11-20, 2011, with 66 crown ward files reviewed. Although Tikinagan still has significant work to do on these files, we acknowledge an improvement from last year. The Ministry found that 83% of our crown wards are placed in family settings and 80% are placed within our internal resources. They also found our foster placements are well supported with frequent contact and our foster families are knowledgeable about our children's Aboriginal heritage and culture. Tikinagan will focus in the upcoming year on responding to the Ministry's directives, which include ensuring more timely medical and dental examinations, and enhancing plans of care for our crown wards.

Tikinagan also has the responsibility to inform the Ministry of Children and Youth when there is an incident involving a child in care that is deemed serious. Recently the Ministry changed

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Celebrating the opening of a Thunder Bay office to better serve eastern communities.

the reporting period from the fiscal year to the calendar year. Tikinagan is changing to the new reporting period, but for comparative purposes provides the following statistics based on the 2011-12 fiscal year. Our workers reported 172 serious occurrences from April to December 2011 and 42 serious occurrences from January to March 2012. This is a total of 214 serious occurrences, which is similar to the 217 occurrences in the same time frame a year ago.

Intake and Family Services

Tikinagan ended the year with 954 ongoing cases, approximately 30 more than we started with and our highest number to date. Our rate of increase has slowed, however, since the previous year. Our percentage increase this year was 3% compared with 14% in 2010-11 and 16% in 2009-10.

Tikinagan workers conducted more than 1,500 new child protection investigations this year: 839 on open cases and just over 700 on new files. While these numbers are high, they represent a decrease in investigation numbers from the previous two years. Of the 700 investigations on new cases this year, 56% required no further protection service and 44% were transferred for ongoing protection work.

Tikinagan has made some progress in our attempts to complete investigations in a timely manner. In April 2011 we moved all investigations to the Intake/Investigations Unit to

address workload issues faced by family service workers in dealing with investigations. Tikinagan recognizes the additional workload this created for the Intake Unit and appreciates the extraordinary efforts of these and all our hard-working staff.

One new initiative we undertook this year was to set up a new office in Thunder Bay to help serve the eastern communities in Tikinagan's jurisdiction. Most of these communities have been understaffed locally and have received service from Sioux Lookout. Now, with more direct travel, we are able to respond more quickly to their needs.

A continuing issue affecting the families and communities we serve is prescription drug addiction. Several communities are tackling this issue and Tikinagan supports their efforts wherever possible. Training staff to be effective in helping communities deal with drug addictions is an ongoing endeavour.

Child welfare is stressful work that requires comprehensive training and support, as well as opportunities to debrief and share strategies with colleagues. Tikinagan faces continual challenges to recruit and train staff but places a high priority on building capacity and support within our ranks. We also try to support our supervisors in their demanding roles. In November we conducted a well-received, two-day meeting in Sioux Lookout in which 60 supervisors participated.

Residential Services

Alternative Care (Foster Care)

Tikinagan enhanced services to foster parents this past year. The agency also continues to make productive use of our Foster Parent Handbook, now translated to Oji-Cree syllabics and available on our website. The Residential Unit sponsored 19 well-received foster parent training workshops in northern communities. The foster parent help phone line is available to all Tikinagan foster parents, while extra support is offered to specialized and treatment foster parents. An experienced treatment home foster parent visits other foster parents in their homes to provide support and advice about caring for children with special needs.

We started 2011-2012 with 404 approved foster homes and ended with 411 homes, our highest number in four years. Our staff conducted 159 home studies and approved 149 homes. However, 142 foster homes closed. We completed the year with 811 beds available for children in care.

The annual Residential Licence Review process was completed by the Ministry from Sept. 19 to Oct. 30, 2011, with another on-site visit in February 2012. The agency received a provisional licence with conditions to October 2012. Ministry staff reviewed 44 foster family files and 52 files of children in care, and conducted 38 interviews with foster parents, staff and $\Delta \rho$, C, QQ ρρις αρα ρασικίς Ται- Qιιηδιφισί Δι νασιρ, $\Delta \rho$, C, QQ ρρις αρα ρασικίς Q ανισινής αν Γαι- Q αν Q αν

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Eartha Davidson, Director of Services, visits the Wolf's Den group home in Lac Seul.

children in care. The Ministry review noted many positive observations, including improvements to the Alternative Care Orientation package; development of the new Foster Home Assessment package; and the involvement of children in care in various activities, such as camping, fishing, hunting and learning how to prepare geese. Areas for improvement identified were the timely completion and quality of documentation, and the agency is committed to addressing these issues.

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 April 2012 and a full licence was received with no conditions. This centre is approved for eight residents and functioned for most of the year as an all-female program. It transitioned to a co-ed program in February 2012. We celebrated six graduates from the O-Shkee Meekena program in June 2011 and another five in January 2012.

The licensing review for Oshka-Teesuk Neehgan Healing Centre in Kitchenuhmaykoosib was conducted by the Ministry of Children and Youth Services in May 2012 and the agency is currently awaiting the results of this review. This centre is approved for 8 residents and is a co-ed facility as well.

Land-based programming continues to be the cornerstone at both centres. Youth in these centres are provided traditional teaching in hunting, fishing and camping. Additionally, group and one-to-one counselling is provided.

Tikinagan's Agency Operated Homes continue to run at full capacity. These homes provide care primarily to special needs children. We operate a total of eight homes with live-in foster parents in Sioux Lookout, Eabametoong and Pikangikum. We also operate and staff two group homes in Lac Seul.

Staff Training and Development

For training at Tikinagan, 2011-2012 was yet another exciting year. Many improvements were made to the training program

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within Tikinagan. The major emphasis was training for all frontline staff: Family Service Workers, Child Care Workers, Residential Care Workers, Group Home Staff, and Direct Service Supervisors.

In October 2011 a Training Supervisor was hired, followed by a Training Clerk and a Trainer certified by the Ontario Association of Children's Aid Societies (OACAS) to deliver the Child Welfare Professional Series to staff.

This training series, consisting of eight modules and taking place over several months, is mandatory for Family Service Workers and Direct Services Supervisors. We had 15 graduates in June 2011. A second series started in January 2011 was expected to finish in May 2012.

Some new developments included social history training, Mamow Obiki-ahwahsoowin Service Model training, and a five-module training series for Direct Services Supervisors. In addition, a training program called Ontario Looking After Children was offered to Child Care Workers and to group home staff in Cat Lake and Kitchenuhmaykoosib.

Training to foster parents continues to be a high priority for the agency. Several staff from the Residential Care Unit facilitated training to foster parents in 19 of the First Nation communities served by Tikinagan. Training topics included the Foster Parent Handbook, Fetal Alcohol Spectrum Disorder (FASD), car seat training and child development.

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Participants at a foster parenting workshop in Webequie.

Tikinagan Service Statistics 2011–2012

Five Year Summary

			<u> </u>			
	2007-	2008-	2009-	2010-	2011-	5 yr
	2008	2009	2010	2011	2012	average
Inquiries						
Cases Served During Year	356	448	416	495	486	440
Report Received - Investigation Not Required						
Cases Served During Year	961	1,098	1,257	1,393	1,516	1,245
Child Protection: Investigations						
Cases Open at Beginning of Year	50	53	236	157	114	122
Cases Opened During Year	578	850	713	745	655	708
Cases Reopened During Year	60	109	131	94	97	98
Cases Served During Year	688	1,012	1,080	996	866	928
Child Protection Investigations Completed Service	l: No Furt	her Prot	ection			
Cases Opened During Year	366	412	513	373	397	412
Child Protection Investigations Completed Ongoing Protection						
Cases Closed During Year	269	364	413	405	312	353
Ongoing Services (Part III)						
Cases Open at Beginning of Year	621	567	683	809	923	721
Cases Opened During Year	282	383	438	431	335	374
Cases Closed During Year	336	267	313	317	334	313
Cases Open at End of Year	567	683	808	923	954	787
Child Protection:						
New Investigation in Ongoing Protection Cases	461	755	947	1,048	839	810
Number of Investigations Completed	635	776	926	778	670	757
Average # of open cases Part III Ongoing Services	573	612	758	882	936	752
Total Children in Care						
Children in Care at Beginning of Year	502	518	538	569	606	547
Children Admitted During the Year	251	223	278	308	264	265
Children Readmitted During Year	230	223	249	257	312	254
Children Discharged During Year	465	426	495	529	553	494
Children in Care End of Year	518	538	570	605	629	572

	2007-	2008-	2009-	2010-	2011-2012	5 yr
	2007-	2008-	2009-	2010-	2011-2012	average
Danidia a Dana of Cana and Datas	2000	2007	2010	2011		average
Boarding Days of Care and Rates						
Foster Care						
Regular	17,058	15,087	15,088	17,741	17,144	16,242
Specialized	22,319	13,683	13,328	13,230	14,293	15,371
Treatment	8,413	8,619	9,311	7,171	5,237	7,750
Customary Care	101,124	111,248	131,964	144,493	159,253	129,616
Outside Purchased Foster Care	4,689	4,648	5,970	8,395	12,746	7,290
Group Care						
Purchased	12,898	15,055	12,638	12,881	11,619	13,018
Society Operated	2,371	2,606	2,361	2,404	2,146	2,378
Other Care						
Independent Living	2,731	1,810	1,834	1,595	1,757	1,945
Extended Care and Maintenance	7,129	7,291	5,328	4,919	3,876	5,709
Free Days of Care						
Free Homes	5,210	5,498	7,593	11,169	8,928	7,680
Free Institutions	2,620	2,668	3,481	2,728	1,609	2,621
Free Other	142	188	63	19	22	87
Total Days Care	186,704	188,401	208,959	226,745	238,630	202,702
Foster Homes						
Homes Available at Beginning of year	276	256	344	380	404	332
Home Studies Completed	77	195	175	177	159	157
New Approved Homes During Year	73	191	172	168	149	151
Homes Closed During Year	93	103	135	145	142	124
Beds						
Beds Available at Beginning of Year	577	544	572	817	813	665
New Approved Beds During Year	207	267	341	290	249	271
Beds Closed During Year	240	239	262	308	246	259

Outside Placement Resources

	at April 1, 2008	at April 1, 2009	at April 1, 2010	at April 1, 2011	at April 1, 2012
Total # of clients placed in OPRs:	187	189	156	159	163
Total # of Children in Care	526	531	575	605	618
Percentage of Children in OPRs	36%	36%	27%	26%	26%

STATEMENT OF FINANCIAL POSITION

As at March 31	Operating Fund	Donation Fund	Children's Trust Fund	2012	2011
ASSETS					
Current					
Cash and bank (note 3)	\$ 1,225,318 \$	153,413 \$	49,400 \$	1,428,131 \$	2,563,730
Accounts receivable (note 4)	696,759	-	-	696,759	644,948
Due from the Ministry of Children					
and Youth Services	4,211,997	-	-	4,211,997	50,000
Prepaid expenses	 730,748	-		730,748	19,828
	 6,864,822	153,413	49,400	7,067,635	3,278,506
Capital expenditures to be recovered					
in future years (notes 1c and 7)	 483,294		-	483,294	-
	7,348,116	153,413	49,400	7,550,929	3,278,506
LIABILITIES Current					
Accounts payable and					
accrued liabilities (note 5)	3,443,519	_	_	3,443,519	3,046,082
Deferred revenue (note 6)	3,511,892	-		3,511,892	3,073,437
Demand loans (note 7)	483,294		-	483,294	-
	7,438,705	44	-	7,438,705	6,119,519
FUND BALANCE					
Unrestricted (deficit)	(90,589)	_	2	(90,589)	(3,005,382)
Internally restricted	(1)	153,413	-	153,413	149,469
Externally restricted	-	-	49,400	49,400	14,900
	(90,589)	153,413	49,400	112,224	(2,841,013
	\$ 7,348,116 \$	153,413 \$	49,400 \$	7,550,929 \$	3,278,506

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE

	70				-
			Children's		
	Operating	Donation	Trust	Total	Total
	Fund	Fund	Fund	2012	2011
\$	51,295,656 \$	- \$	- \$	51,295,656 \$	43,945,717
	2,723,025	-	-	2,723,025	2,537,134
	172,489	-	-	172,489	909,281
	-	3,944	-	3,944	176,552
	-	-	34,500	34,500	-
	668,072	-	-	668,072	369,290
	54,859,242	3,944	34,500	54,897,686	47,937,974
	50 630 045	•		50.630.045	46,863,507
					2,537,134
					828,831
	172,400			-	316.883
	11Th	_			6,750
	668 072	_	-	668.072	369,290
	54,193,631	-		54,193,631	50,922,395
	665,611	3,944	34,500	704,055	(2,984,421
	(3,005,382)	149,469	14,900	(2,841,013)	(272,414
	2.329.632	-	-	2,329,632	-
		-		* -	415,822
	(756,200)	149,469	14,900	(591,831)	143,408
s	(90.589) \$	153.413	49.400 \$	112.224 \$	(2,841,013
	\$	Fund \$ 51,295,656 \$ 2,723,025 172,489 668,072 54,859,242 50,630,045 2,723,025 172,489 668,072 54,193,631 (3,005,382) 2,329,632 (80,450) (756,200)	Fund Fund \$ 51,295,656 \$ - \$ 2,723,025 - 172,489 - 3,944 - 668,072 - 54,859,242 3,944 50,630,045 - 2,723,025 - 172,489 668,072 - 54,193,631 - 665,611 3,944 (3,005,382) 149,469 2,329,632 - (80,450) - (756,200) 149,469	Operating Fund Donation Fund Trust Fund \$ 51,295,656 \$ - \$ - \$ - \$ 2,723,025 3,944 34,500 34,500 34,500	Operating Fund Donation Fund Trust Fund Total 2012 \$ 51,295,656 \$ - \$ - \$ 51,295,656 \$ \$ 2,723,025 2,723,025 172,489 172,489 172,489 172,489 172,489 172,489 172,489 172,489 172,489 172,489 172,4859,242 172,489 172,48

SCHEDULE 1: SCHEDULE OF REVENUE AND EXPENDITURE CHILD WELFARE

For the year ended March 31		Direct Services	Infrastructure and Admin	Block 4 - Capital and Technology	2012	2011
REVENUE						
Ministry of Children and Youth Services						
Block 1 - Core funding	\$	39,900,751 \$	5,215,469 \$	- \$	45,116,220 \$	34,684,397
Block 3 - Select Service Volume Growth		2,246,155	-	-	2,246,155	6,040,659
Block 4 - Capital and technology		-	-	683,159	683,159	885,135
		42,146,906	5,215,469	683,159	48,045,534	41,610,191
Non-Ministry						
Administration fees		225,470	-	-	225,470	212,859
Child care		177,373	-	-	177,373	18,411
Children's special allowances		2,236,890		-	2,236,890	2,066,284
Interest		23,548	-	-	23,548	18,559
Other		82,146	495,695		577,841	10,383
Rental		9,000			9,000	9,000
	Mission	2,754,427	495,695		3,250,122	2,335,496
TOTAL REVENUE		44,901,333	5,711,164	683,159	51,295,656	43,945,717
EXPENDITURE (Schedule 1.1)		44,177,899	6,023,053	429,093	50,630,045	(46,863,507)
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR	\$	723,434 \$	(311,889) \$	254,066 \$	665,611 \$	(2,917,790

SCHEDULE OF REVENUE AND EXPENDITURE OTHER PROGRAMS

For the year ended March 31		Prevention / BFSW Program	Aboriginal Training	Cat Lake Treatment Centre - AHWS	Cat Lake Treatment Centre - Fee for Service	2012	2011
DEVENIE							
Ministry of Children and Youth Services							
Base funding	S	1,315,202 \$	119,766 \$		9	1,434,968 \$	1,445,831
AHWS							
One-time funding - R&M		ì	•	120,000	1	120,000	25,442
One-time funding - Enhancement		T	,	31,993		31,993	1
Training revenue		,	1	32,505	ı	32,505	32,505
Treatment centre revenue		1	ı	683,393	t	683,393	683,393
Other		ı	ı	ı	420,166	420,166	349,963
		1,315,202	119,766	867,891	420,166	2,723,025	2,537,134
EXPENDITURE							
Administration		138,726	•	ſ	86,744	225,470	212,859
Benefits		78,451	7,787	74,431		160,669	148,849
Building occupancy		224,217	000'6	120,000	7,719	360,936	360,902
Capital acquisitions		•	,	,	4,913	4,913	14,318
Office administration		11,988		ï	16,070	28,058	50,460
Professional services - client		,	3	,	1	,	1
Professional services - non-client		26,200	23,289	,		49,489	48,600
Program expense		196,027	t	i	45,569	241,596	359,935
Promotion and publicity		ì	·		•	r	177
Purchased service fees		1	1		182,282	182,282	13,900
Salaries and wages		601,451	57,734	640,955	•	1,300,140	1,188,678
Training and recruitment		i	t	32,505	34,847	67,352	48,151
Travel		38,142	21,956		42,022	102,120	90,305
		1,315,202	119,766	867,891	420,166	2,723,025	2,537,134
EXCESS (DEFICIENCY) OF REVENUE OVER							
EXPENDITURE FOR THE YEAR	S	•	9		S		



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, 2012)

10 years

John Albany Victoria Carpenter Shirley Gray Mary Mamakwa Elizabeth Day Eartha Davidson Tanya Favot

20 years

Robert Cantin Linda Wilson

Tikinagan would also likely to give special recognition to former **Finance Supervisor Beverly McFee** who retired this year with almost 25 years of service.

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Γσσ' ΕΡ ΔσΡCL9Δ- Δσω' ΓΡγΔιλις 31, 2011



On behalf of Tikinagan, executive director Ernest Beck presents Bev McFee with a gift for her long-term service to the agency. Beck later talked about how our lives are influenced by the good people we meet. "That's what we have here – a person who has been a friend and someone who has guided and taught others. Lives have been molded and re-molded as a result. We become better for having had this person in our lives. We're here to recognize that and extend gratitude and appreciation."

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Tikinagan Child and Family Services