



Annual Report

2013 | 2014

Catholic
Children's Aid Society
of Hamilton



Catholique
Société d'aide à l'enfance
de Hamilton

Providing care beyond belief for 60 years

Report from the President and Executive Director



JAMES ANDERSON
President

As we celebrate the 60th Anniversary of the Catholic Children's Aid Society of Hamilton we are reminded of the many milestones in the Society's history. From our humble beginnings in 1954, with a staff of four and a budget of \$27,000, CCASH has grown as a dynamic organization with a staff of 175 and an annual budget of \$26 million. Through the years much has been achieved on behalf of children and families needing the Society's services. We are honoured by the strong foundation established by those who have gone before us and grateful for the Catholic community's support.



ERSILIA DINARDO
Executive Director

CCASH is recognized for providing service delivery which is anchored in permanency planning promoting timely child focused decision making and lifelong relationships for children and youth. The Society has a long standing commitment to excellence in adoption services and we proactively developed a kinship program that enables children to remain within their own family network and community during the Society's involvement.

Our commitment to strengthening families while ensuring the safety and wellbeing of children is evident in our Protection Services. Some of the highlights in our service provision over the years include our School Based Model of Services in partnership with the HWCDSB, our Domestic Violence Team who work closely with Catholic Family Services, and the Good Shepherd Centres and an emphasis on strength based practice with tools such as Signs of Safety.

Over the past two years the Society, in partnership with community French Language Service providers, the CAS Hamilton and FACS Niagara, is developing a model for the delivery of French Language Services. This model will continue to be developed over the next year

through a three year grant received from the Ontario Trillium Foundation.

Improving educational outcomes is an ongoing key organizational priority and the Society has avidly supported our young people in achieving their post-secondary educational goals. As well, we are committed to supporting parents in pursuing their educational aspirations through our bursary and scholarship program.

This past year we have continued to develop new programs that once again allow us to enhance how we meet the needs of the community we are blessed to serve. The Society's project entitled "Deepening our Faith to Strengthen Families and Children" made possible through a grant from the Ex-Corde Foundation of the Diocese of Hamilton is well underway. The project reaffirms the significant role that our Catholic values and traditions play in guiding and shepherding our work. Through the project, stakeholders are engaged in a process of discussion, reviewing policy, education around the agency's Catholic identity and the development of an ethical decision making framework.

The Society has also been engaged in the development of strengthening the Child Caregiver's Team. A project focused on reinforcing the critical role our resource families play in providing a safe and nurturing environment for children in the Society's care. Over the past two years a committee comprised of workers, supervisors and resource families has focused on how to strengthen the team of people who work together to plan and care for children and youth by celebrating agency strengths and identifying specific challenges. In 2013 a group of 20 Society staff and 20 resource parents came together for a three day workshop to advance this objective.



Participants came away with an enhanced respect for each other, increased role clarity and strengthened relationships amongst staff, supervisors and resource families. The three days provided an opportunity to acknowledge the learning, debunk myths and solidify planning for future team strengthening. The journey will continue with more facilitated workshops with resource families and staff from various service areas throughout 2014.

In 2013, the Government of Ontario introduced new funding and accountability directives for the child welfare sector which included a new funding model, accountability agreements, a fixed funding envelope, a requirement under Regulation 70 for balanced budgets and cyclical reviews. The funding model formula resulted in the Society, along with many other agencies in Ontario, scheduled to have a 2% reduction annually for five years. The Society has completed the first year of working within the new model and ended the year with a balanced budget. It was a challenging year and achieving a balanced budget included the difficult step of staff layoffs, with the Society reducing staffing complement by 10 positions. This past year has been one of thoughtful planning and prudent financial management with quality service delivery being our priority. We have continued to ensure that staffing service positions at levels which respond to our service volume and our clients' needs remain a priority. The Society is committed to effective and efficient service delivery and responsible management of the funds entrusted to us. At the same time we continue to engage in dialogue with our funders to ensure vital services for some of the most vulnerable children in our community.

The success of our organization is based on the commitment and hard work of many people we would like to acknowledge:

- Fantastic staff, who each and every day put the needs of others before their own
- A committed Board of Directors whose advice and good counsel help guide our work
- A wonderful team of Resource Families who open their hearts and homes every day for our children and youth
- A tremendous team of Volunteers who give from the heart
- A network of Community Partners who support our work

and together help us deliver only the best in services

- Bishop Crosby and the Diocese of Hamilton for their ongoing inspiration, commitment and prayers

For sixty years the Catholic Children's Aid Society of Hamilton has answered the call for children, youth and families in need. As we move forward we remain committed to the people we are blessed to serve and continue to explore new and innovative ways to provide the best in care. To that end the Society has adopted a new five year Strategic Plan that will act as our road map for the future. (An overview of our Strategic Plan and our Strategy map are included in this report.) This plan along with a dedicated and committed staff, a supportive community and a grounding in our faith teachings and traditions will allow us to continue to provide Care Beyond Belief for years to come.



Providing care beyond belief for 60 years



Catholic Children's Aid Society of Hamilton Financial Report 2013/2014

REVENUES

2013/2014

Province of Ontario Allocation	27,163,006
Other Revenue	1,629,565
	\$28,792,571

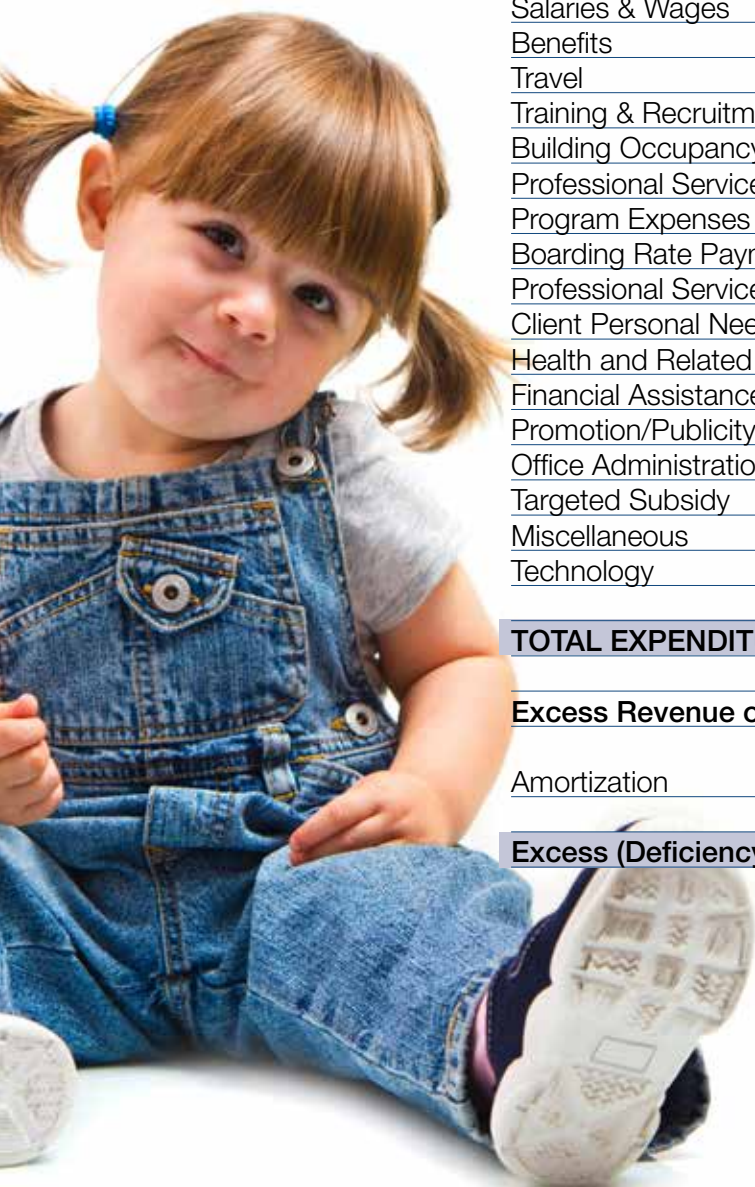
Salaries & Wages	11,547,896
Benefits	3,685,943
Travel	922,730
Training & Recruitment	73,476
Building Occupancy	486,750
Professional Services - Non Client Related	226,516
Program Expenses	44,221
Boarding Rate Payments	8,233,685
Professional Services - Client Related	694,622
Client Personal Needs	1,005,922
Health and Related	542,125
Financial Assistance Provided	9,121
Promotion/Publicity	127,159
Office Administration	130,101
Targeted Subsidy	102,600
Miscellaneous	280,564
Technology	291,704

TOTAL EXPENDITURES	\$28,405,135
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Excess Revenue over Expenditures before Amort.	387,436
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Amortization	122,781
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Excess (Deficiency) of Revenue over Expense	\$264,655
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25th Annual Serendipity Auction

For the past 24 years the community has come together in celebration and support of the Catholic Children's Aid Society of Hamilton at the annual Serendipity Auction. This gala event is an evening filled with fun, food and high stakes bidding in support of the work of the agency with children, youth and families in our community.

From its humble beginnings in 1998, the CCASH Serendipity Auction has grown into one of Hamilton's premier fundraising events. Today the event hosts more than 400 guests and offers an evening of spectacular auction items along with a full dinner and special draws and raffles. Over the past five years the theme of the evening has been focused around Christmas and has been seen by many who attend as a wonderful way to start their annual Christmas celebrations.

Although the evening is centered on fun and festivities the true meaning of the night is to support the many programs and services provided by the Society. Over the past 24 years the auction has raised more than \$1.2 million which has been used to fund post secondary education of our youth, summer camp, recreation and sports activities, support and to provide for parents.

2014 is a very special year at the Catholic Children's Aid Society of Hamilton. Not only are we celebrating our 60th year of service but we will also be celebrating our 25th Serendipity Auction. Plans are well underway to make this the best event yet. This special evening will be held on Thursday, November 20, 2014 and will once again be hosted at Carmen's Banquet Centre. For ticket information please contact Lisa Hostein at 905-525-2012 ext. 3256.

Come out and join us for a very memorable evening and help the Catholic Children's Aid Society of Hamilton continue to provide "Care Beyond Belief" for years to come.

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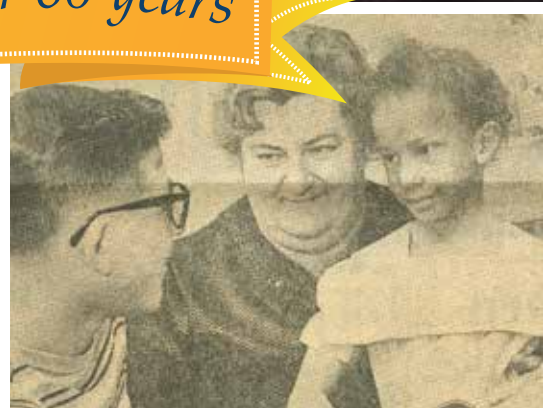




Our Vision

Safe and Thriving Children and
Youth. Empowered Families.
Stronger Communities.

Providing care beyond belief for 60 years





CATHOLIC HOMES URGENTLY NEEDED
FOR FOSTER CHILDREN
especially infants and boys 12-16 years

There is a special need
for work placements for
teenage boys on farm homes.

Please Call:

CATHOLIC CHILDREN'S AID
JA 8-7971

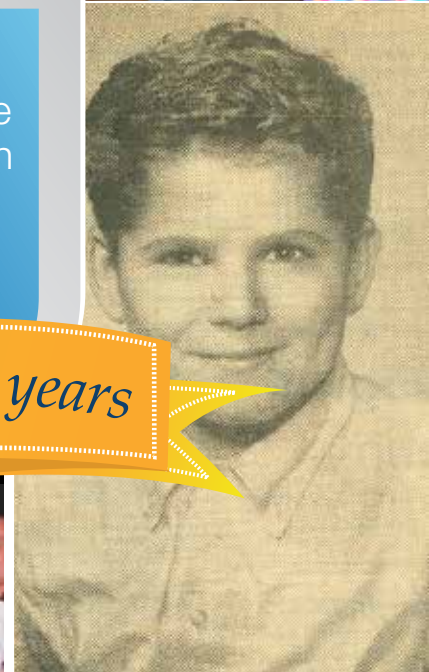
Monday to Friday — 9 a.m. to 4 p.m.



Our Mission

Guided by catholic values and teachings we serve children and youth within the Hamilton community by protecting their safety and well-being, strengthening their families and nurturing lifelong relationships.

Providing care beyond belief for 60 years



CCASH Strategic Plan

In June 2013, our Board of Directors enthusiastically approved the Catholic Children's Aid Society of Hamilton's (CCASH) 5-year strategic plan. The plan, 'Brighter Futures', was shaped and informed by the voices of over 200 individuals, including youth, birth parents, foster, kinship and adoptive parents, volunteers, employees, community service partners and government representatives. 'Brighter Futures', embodies the immense power of collaboration and provides us with unity of purpose and a clear direction for the future. The plan is anchored by a new vision and articulates our bold and ambitious goals and how we will achieve them.

The implementation of the plan is underway and a key pillar of bringing our plan to life is that each employee has an important role to play in its ultimate success. Staff at all levels of the agency have embraced this opportunity and many are actively involved in cross-functional project teams that will:

- Transform how we provide services to children, youth and families;
- Expand our organizational capacity;
- Enhance multi-disciplinary collaboration and communication, and
- Improve efficiency and effectiveness in how we perform our work.

We have also implemented a Balanced Scorecard to evaluate progress against the strategic plan and our collective impact. We selected over 50 performance indicators that have real meaning and will tell us when we are doing well, and more importantly, where improvement is needed. We will take action to address performance or quality gaps and to continually strengthen our agency.

Looking forward, in the coming year, we will begin to implement the project team recommendations which will ultimately touch many aspects of our work, from processes to training to technology solutions to service delivery initiatives. As this exciting work unfolds, we will support one another through the change process and stay true to the underlying reason for change and agency renewal to improve outcomes for the children, youth and we serve.

Our Vision:
Safe and thriving children
and youth.
Empowered families.
Stronger communities.





Strategy Map

Thus achieving our MISSION & VISION	OUR VISION					
	SAFE AND THRIVING CHILDREN AND YOUTH. EMPOWERED FAMILIES. STRONGER COMMUNITIES.					
	OUR MISSION					
	Guided by Catholic values and teachings we serve children and youth within the Hamilton community by protecting their safety and well-being, strengthening their families and nurturing lifelong relationships.					
And, MEET the NEEDS of the CHILDREN, YOUTH and FAMILIES we serve.	BRIGHTER FUTURES					
	Safe and secure children and youth.	Children and youth are involved in their own lives.	Parents are the best parents they can be.	Children & youth achieve a range of positive life outcomes.	Children and youth have strong and stable connections to their communities.	Children and youth have lifelong relationships with a caring, nurturing family or person.
So we can operate with EFFECTIVENESS & EFFICIENCY .	EXCELLENCE IN ALL WE DO					
	Strength-based, holistic, anti-oppressive practice.	Delivering a child / youth focused experience.	Permanency planning.	Child, youth and family engagement.	Consistent, clear and proactive communication.	Effective and efficient administrative practices.
We will build a STRONG & PREPARED Agency.	PASSIONATE & PREPARED TEAM					
	Supportive and inspiring leadership, at all levels.	Learning culture.	Skilled, empowered and valued workforce.	Interdependent teamwork.	Flexible and accessible technology, tools and resources that add value.	
And using our RESOURCES wisely.	PUBLIC & STAKEHOLDER CONFIDENCE					
	Fiscal stewardship and discipline.	Effective risk management.	Resource diversification, allocation and investment.	Continuous quality improvement.		
By acting on our BELIEFS .	OUR GUIDING BELIEFS					
	WE BELIEVE:					
	In the sacredness of human life, and the dignity and worth of each individual. Every child, youth and family is unique and has the ability to positively change. In anti-oppressive practice, which supports equity, inclusion, empowerment and social justice. Children and youth should be cared for within their family and community, as long as it is safe to do so. It is vital for children and youth to establish stable, dependable and lasting relationships. Employees and resource families must be supported and prepared to carry out this challenging and important work. The voices of children, youth and families must inspire and influence how we work and make decisions. It takes a community to ensure the safety and well being of children. When families and children receive help early, children and youth are safer. Our work is a vocation guided by Catholic values, teachings and traditions.					
OUR VALUES						
Success for Children, Youth & Families - Service Excellence - Integrity - Human Dignity & Respect Communication & Collaboration - Compassion - Shared Accountability - Our Team						



Thank You and God Bless



JAMIE ANDERSON

Jamie has been a member of the Board of Directors for the past 11 years and in that time served as a member of the Executive Committee in various Officer roles. He has just completed a two year term as President. Jamie has provided outstanding leadership to the organization along with true compassion and commitment to the children, youth and families we serve. Jamie championed the development of the Agency's most recent Strategic Plan. His leadership has resulted in a dynamic Strategic Plan which positions the Society well and provides a roadmap for the future.

This year the Board of Directors will be saying goodbye to five dedicated members who will be completing their terms. The CCASH Family would like to say thank you to each of them for their commitment to the work of our agency and wish them every blessing for years to come.



VITO COLELLA

Vito has been a member of the Board of Directors for the past 9 years and in that time has served as a member of the Executive Committee both as Secretary and 2nd Vice President. He has just completed a two year term as Chair of the Nominating Committee. Vito has shown great commitment to the agency and has been a driving force behind a number of fundraising activities highlighted by his support of the annual Christmas Hamper Program where Vito and the schools where he has been the principal have helped to ensure a very Merry Christmas to hundreds of children, youth and families.



SISTER MICHAELA

Sister Michaela has been a member of the Board of Directors for the past 9 years and in that time she has served as a member of the Executive Committee in the role of Treasurer. Sister was Chair of the Audit Committee for two years. Sister Michaela has been an enthusiastic ambassador for the Society leading the Sisters of St. Joseph in their generous support to the youth of the Society. Sister always appreciated the important role of foster parents in our work and was a keen participant at the annual foster parent recognition event.



CHRISTINE HENDRIE

Christine has been a member of the Board of Directors for the past 9 years serving on the Nominating Committee for the last three years. Christine supported the Board's work through her insightful and thoughtful deliberations. Her passion for our children and youth, combined with her background in education positioned Christine well in advancing the Society's mission.



JOE SPOTTS

Joe has been a member of the Board of Directors for the past 10 years and in that time has been an active member of the Internal Complaints Review Panel, served on the Executive as Secretary and was a member of the Audit Committee. Joe has been an active supporter of the agency's fundraising events and has also provided counsel to the agency in a number of business plans for the communications needs of the Society.





The Ralph and Rose Sazio Scholarship Fund

The Catholic Children's Aid Society of Hamilton is proud to announce the establishment of the Ralph and Rose Sazio Scholarship Fund. This new fund has been created through a generous donation by Mrs. Rose Sazio and her family and will be used to support educational achievement for individuals who have or are being served by the CCASH. The fund will be managed by the Hamilton Community Foundation and will generate annual income to support up to three scholarships for individuals attending post secondary education or skills training.

Ralph and Rose Sazio have a long and dedicated commitment to the Hamilton Community and in particular the Catholic Children's Aid Society of Hamilton. Ralph Sazio was one of the original Board members of the Society and served as the Board's second President.

On behalf of the Board of Directors, the Staff and most importantly the people we are blessed to serve, we would like to acknowledge and thank Mrs. Rose Sazio and her family for their commitment to the work of our agency and for their belief in the people we serve. This generous donation will be a lasting legacy of hope for years to come.

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2013 - 2014 CCASH Board of Directors

Jamie Anderson, President

Giulia Gambacorta, 1st Vice President

Vito Colella, 2nd Vice President

Anna Maria Brownlow, Treasurer

John Lewis, Secretary

Dr. Cynthia Cupido

Larry Dilanni

Marni Flaherty

Christine Hendrie

Msgr. Dan Hinsperger

Laurence Kavanagh

Deborah Lancaster

Sergio Manchia

Sister Michaela

Santina Moccio

Jerome Pepin

Joe Spotts

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