



## FAMILY AND CHILDREN'S SERVICES

of Lanark, Leeds and Grenville

Safe kids, strong families

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438 Laurier Blvd.  
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Perth  
8 Herriott St.  
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### SATELLITE OFFICES

Carleton Place  
123 Patterson Cres.  
Carleton Place, ON  
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Kemptville  
P.O. Box 1299  
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402-193 Water St.  
Prescott, ON  
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Gananoque  
215 Stone St. S.  
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K7G 2T8

1.855.667.2726

[www.fcslg.ca](http://www.fcslg.ca)

Ms. Kelley Denham

April 7, 2016

Dear Ms. Denham

Thank you for agreeing to speak with me by telephone today. I shared with you that I was having difficulty obtaining a file reviewer who was a RSW as per your request.

We agreed to pursue the following alternative solutions:

1. You will explore suggestions for independent third party reviewers for FCSSLG to consider.
2. Pursue two independent reviewers with child welfare experience who are not RSWs, to complete a case review.
3. Pursue the possibility of the Ministry of Child and Youth Services completing a case review.
4. Convene the ICRP with a panel member from FCSSLG or an outside agency who is an RSW.

We also spoke about what we would do differently in the future should FCSSLG need to work with you and your family again.

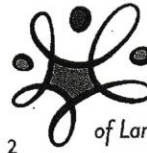
I acknowledged the following:

1. Attending your home with police contributed to you feeling threatened and intimidated by the investigation and assessment process. It would have helped to not bring police to your home. As we discussed in our February 3, 2016 interview, I have placed an alert on your case file stating that police should not be brought to your home unless absolutely necessary.
2. Changes in workers contributed to communication and follow up gaps in our work with you. I acknowledge that staffing gaps and staffing transitions within our organization had a negative impact on you and your family, and for that I apologize.

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Member Agency



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3. I acknowledge that it took FCSSLG too long to respond to your request for written reasons for our involvement with you and I apologize for that. I also acknowledge that it would have been helpful for FCSSLG to provide you with written expectations of what was required to ascertain the safety of your children and conclude our involvement with your family.
  4. I acknowledge that we did not follow through on our offer to engage in Alternative Dispute Resolution and I apologize for that. The lack of funding available should not have impacted you and your family.

You stated that in the future you would do the following:

1. Speak with a manager about your service concerns.
2. Provide the information you wanted placed on your file directly to the office rather than waiting for a worker to ask for it.
3. Speak up for yourself more.
4. Follow up with FCSSLG to determine the disposition of the case.

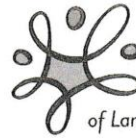
I thank you for engaging with me in trying to reach resolution and explore creative solutions. You have agreed to delay the Internal Complaint Review Panel while we explore the above options to better inform the process. However, should you decide at any time that you would like to pursue the Internal Complaint Review Panel immediately, just let me know, and I will comply.

Finally, I want to acknowledge again that we are aware of the videos and agency documents posted in social media regarding our staff and your complaint. We respectfully request that you remove these videos and documents, and cease public posting of any information related to our agency as we proceed through the complaint process. We do not agree to the recording of our meetings or conversations with anyone.

I look forward to your response.

Kim Morrow  
Director of Service

C: Raymond Lemay, Executive Director



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Member Agency

Ms. Kelly Denham

March 3, 2016

Dear Ms. Denham

Re: Correspondence dated February 24, 2016

Thank you for your letter of concern of February 24, 2016 and for your suggestions for resolution.

You have requested an Internal Complaint Review Panel in accordance with Section 68.1(1) of the CFSA, Regulation 494/06. The Society is required to determine whether a complaint is eligible for review within seven days. We have determined that your complaint is eligible for the following reasons in accordance with Section 53(d) of the Child and Family Services Review Board Rules of Procedure; allegations that the Society has failed to allow children and their parents to have an opportunity, where appropriate, to be heard and represented when decisions affecting their interests are made, and to be heard when they have concerns about the services they are receiving.

The Society proposes that we engage in an independent third-party review of your case in order to fully inform the Internal Complaint Review Panel. This independent reviewer, an expert on child protection work, would meet with you, the FCSLLG employees involved and review our documentation of our work and determine if we followed the required procedures and did our work properly. Once the Reviewer has submitted his/her report to you and FCSLLG, we would convene the Internal Complaint Review Panel to hear your complaints, questions and hopefully resolve all outstanding issues to your satisfaction.

The regulation requires that the meeting between the complainant and the ICRP shall be scheduled at a time that is mutually convenient for the complainant and the members of the ICRP and shall be held within 14 days after the date the written notice is sent to the complainant or at such later time as may be requested by the complainant. We respectfully request that the ICRP be scheduled later than 14 days from today in order to provide time for the third-party file review to occur. Please inform us of your response to this request no later than March 10, 2016.

You have requested to meet with the Board of Directors. It is not the Board of Directors role to respond to individual complaints. Therefore, we are not able to follow through with your request.

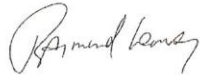
You have offered to work with the agency on creating a client-feedback survey as suggested in your interview with Kim Morrow. Kim would be happy to receive your suggestions via email.

Finally, we would like to acknowledge that we are aware of the videos, agency documents and letters posted in social media regarding your complaint. In a spirit of good faith, we respectfully request that you remove these videos and documents, and cease public posting of any information related to our agency as we proceed through the complaint process. We do not agree to the recording (audio or video) of our meetings or conversations with anyone.

We look forward to your response



Kim Morrow  
Director of Service



Raymond Lemay M.Sc.  
Executive Director

c: Steven Vaughan, FCSLLG Board of Director

Darrell Dean, Program Supervisor, MCSS, MCYS