



Improving lives together.

Annual Report 2019-2020

Client-Centred | Efficient | Effective
Equitable | Safe | Timely





Mission and Values

Our Mission

Serving communities within the District of Thunder Bay, our purpose is to improve the quality of life for children and youth within their family and community environments.

We provide services that:

- Improve child and youth mental health.
- Address children's developmental, social, and behavioural needs.
- Strengthen the family's capacity to parent children.
- Build the community's capacity to support children, youth and families.

Our Values

In our work with the people we serve, our community and each other, Children's Centre Thunder Bay will:

- Be respectful, honest, compassionate and fair.
- Embrace diversity and support inclusion.
- Collaborate and build partnerships.
- Take responsibility and be accountable.
- Strive for learning, growth and excellence.
- Lead, serve and say thank you!

Children's Centre Thunder Bay, its staff, students, volunteers and Boards want to formally acknowledge that we are in the Robinson-Superior treaty territory of 1850 and the land on which we work, live and serve our children, youth and families is the traditional territory of the Anishinaabek.



First, thank you to all for your support this year whether you are a client who courageously enters our services seeking health and healing, an employee who strives to deliver the highest quality service possible, a board member who gives freely of their time and wisdom to govern our agency, or a service partner who works beside us to create a better community.

Despite the challenges we faced during COVID, the Children's Centre continued moving forward:

- We executed our strategic plan with a relentless focus on Innovation, Quality and Equity.
- We achieved 100% in Accreditation for the third time in a row.
- We improved our problem solving and decision making with the use of data and going to “gemba”.
- We expanded our LEAN capacity by training all permanent staff and most contract staff in white and yellow, increasing our green belts, and initiating two black belt processes.
- We enhanced our risk management practices with the development of our risk registry.
- We kept our doors open during the pandemic in order to provide essential services to our community.
- We quickly transitioned to virtual services and Zoom for effective communication, collaboration and service provision.
- We developed innovative ways to deliver services both virtually and in-person.
- We worked closely with our Union to ensure staff safety.
- We continued to advance diversity, equity and inclusion at the Board and operations levels.

We have five main goals this year:

1. **Renew our Strategic Plan.** The Board has developed a three-stage work plan that includes an environmental scan, engaging with stakeholders and developing priorities by June of 2021.
2. **Grow our commitment to equity, diversity and inclusion** by formalizing our work on anti-racism and cultural safety with respect to our Indigenous population.
3. **Continue to improve quality while managing risk** through the integration of LEAN, use of the Risk Registry, and setting benchmarks and outcomes in these areas.
4. **Continue to build, nurture and sustain our community partnerships** working to improve systems of service for our clients.
5. **Continue to balance service, people's safety, and government expectation during COVID.**

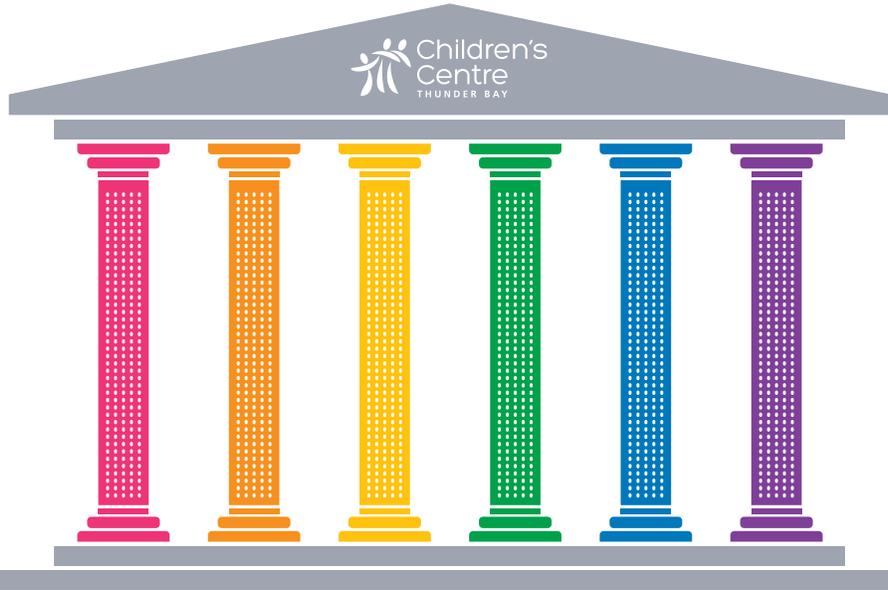
In closing, we again want to say thank you, merci, and miigwech to all who contributed to the success of our organization over the past year!

Respectfully and with Gratitude,
**Tara Gauld, Board Chair and
Diane Walker, Chief Executive Officer**





Our Pillars of Quality Dashboard (June 2020)



Client-Centered



Efficient



Effective



Equitable



Safe



Timely

	Client-Centered	Efficient	Effective	Equitable	Safe	Timely
Definition (HQO)	<p>Client Meaning My goals and preferences are respected, and I am treated with respect and dignity.</p> <p>CCTB Meaning Clients are respected, and their services reflect their goals and preferences.</p>	<p>Client Meaning The care I receive is well coordinated and efforts not duplicated. My time is respected.</p> <p>CCTB Meaning Services are provided using all of our resources wisely such that we minimize waste in the system.</p>	<p>Client Meaning I receive the right treatment for my condition and it contributes to improving my health.</p> <p>CCTB Meaning Services are provided based on the best evidence and produces desired outcome.</p>	<p>Client Meaning No matter where I live or who I am I can access services that benefit me. I am treated fairly in the system.</p> <p>CCTB Meaning Clients receive service that is fair & appropriate, regardless of who they are, what they have or where they live.</p>	<p>Client Meaning I will not be harmed physically or emotionally.</p> <p>CCTB Meaning The service clients receive does not cause harm, physically or emotionally.</p>	<p>Client Meaning I know how long I have to wait for services and why. The time I wait is safe and appropriate.</p> <p>CCTB Meaning Clients receive services in an acceptable time after the need is identified.</p>
Potential Evidence	<p>Quantitative CEQ MPOC OPOC</p> <p>Qualitative Parent Council Youth Client Stories</p>	<p>Quantitative ▪ cost per unit of service ▪ % cost reduction per yr ▪ Flow - % turnover ▪ % staff workload service</p> <p>Qualitative LEAN Projects/Processes</p>	<p>Quantitative CEQ - % reporting + CYMH closing KPI - % + Outcomes: ▪ Single Session + ▪ Closing CANS ▪ Parenting Groups</p> <p>Qualitative Client Stories Partner Feedback</p>	<p>Quantitative % of services serving ▪ District vs. City ▪ indigenous vs. non ▪ people < poverty line ▪ location ratio (office, vs home vs) ▪ Francophone ▪ LGBTQ</p> <p>Qualitative Specific Decisions</p>	<p>Quantitative Serious Occurrences Incident Reports Accident Reports Near Misses SEQ Result CEQ Result Breaches of Conf.</p> <p>Qualitative Risk Management Report Training</p>	<p>Quantitative CEQ - Wait time ok % Wait time data ▪ request to contact ▪ contact to service</p> <p>Qualitative Client stories Qualitative comments on CEQ</p>
Reporting	<p>Reporting to QC October</p> <p>Reporting to Board November</p>	<p>Reporting to QC January</p> <p>Reporting to Board February</p>	<p>Reporting to QC November</p> <p>Reporting to Board December</p>	<p>Reporting to QC May</p> <p>Reporting to Board June</p>	<p>Reporting to QC September</p> <p>Reporting to Board October</p>	<p>Reporting to QC March</p> <p>Reporting to Board April</p>



{Meanings}

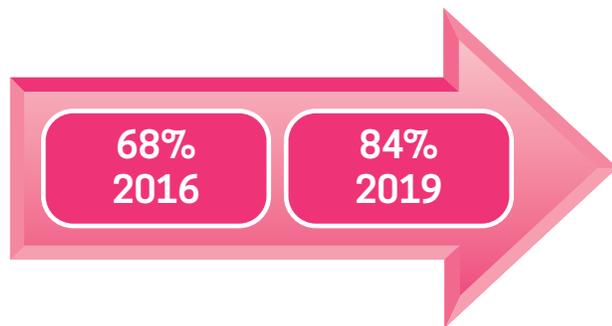
CCTB MEANING: Clients are respected, and their services reflect their goals and preferences.

CLIENT MEANING: My goals and preferences are respected, and I am treated with respect and dignity.

Annual Quality Assurance (QA) File Audit – Child & Youth Mental Health Services

The QA file audit ensures CCTB clinicians follow internal policies, and meet accreditation and professional standards. We reviewed 170 files in various programs this year.

File Compliance Trends



Client Experience Questionnaire (CEQ) – Virtual Services

CEQ Blitz surveyed 124 clients (38 Youth and 86 Parents) about our virtual services. Many participants expressed their gratitude to CCTB for providing virtual services during the pandemic.

“Considering how our world is right now with all the uncertainty, it was so great to be able to continue our sessions.”

– Client Family Member



Parent Council

The CCTB Parent Council strives to identify priorities and opportunities to strengthen services and shape decision making at both the organizational and systemic levels.

Employee Feedback

We surveyed employees twice this year, receiving 73 responses from the Employee Pulse Survey (Feb-Mar 2020) and 68 from the Employee Check-in Survey (April 2020). The results are valuable for continuous organizational improvement efforts and planning at CCTB.



Efficient

{Meanings}

CCTB MEANING: Services are provided using all of our resources wisely such that we minimize waste in the system.

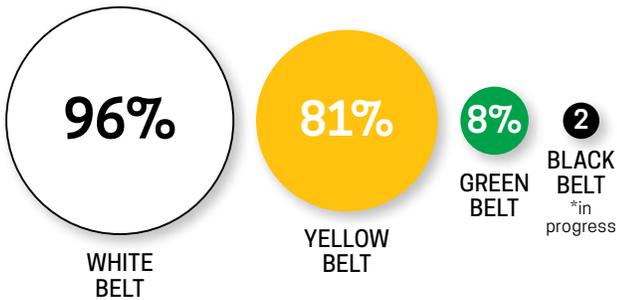
CLIENT MEANING: The care I receive is well coordinated and efforts not duplicated. My time is respected.

CCTB is committed to continually improving client service excellence, providing timely care with shorter wait times, and increasing efficiency to stretch our resources further.

Lean Certifications

CCTB follows the Lean method of providing better service for clients more efficiently. (<https://www.lean.org/whatslean/>) Certification ranges from White to Black Belt.

2019/2020 Lean Certifications - Percentage of Staff



Autism Spectrum Disorder Assessment Clinic Wait Times Down

Wait List Times - Autism Assessment

2019/20 - 150 days +++++

2018/19 - 600 days ++++++

Staff Hours Saved: 300

Early Learning Support Plan Document.

Streamlining the process results in a savings of \$11, 457.

All a direct result of our Lean strategies.



COVID Response: Virtual Services

In March 2020, we quickly responded to the COVID-19 pandemic by moving to virtual services. These efforts helped us maintain high service levels to most of our children, youth, and families. The Rural Psychology program continues to increase virtual services for faster and better access at lower cost.

Streamlined Crisis Coverage

We streamlined our crisis coverage service, reducing staff hours by 5% each month. That extra time is now dedicated to clients.

Improved Service Metrics Analysis

New analysis software saves CCTB approximately 7 staff hours per month.

HR Software Improvements

We upgraded our Human Resources Information System (HRIS) to reduce errors, improve consistency, and streamline routine tasks across the organization. This eliminates 1,000 pages of paper and saves 70+ staff hours of work time for our Annual Policy Review alone.



{Meanings}

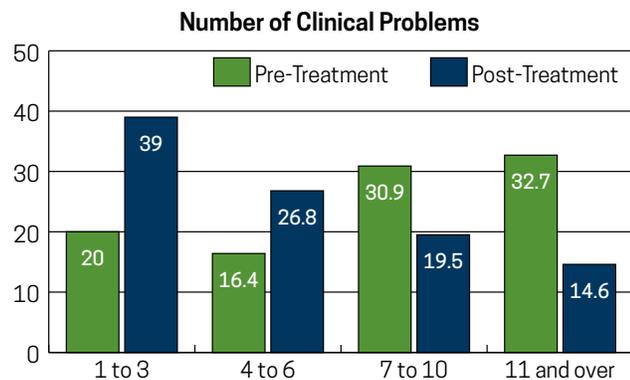
CCTB MEANING: Services are provided based on the best evidence and produces desired outcome.

CLIENT MEANING: I receive the right treatment for my condition and it contributes to improving my health.

Each year, we complete formal evaluations about the effectiveness of CCTB. We share feedback with clients, service providers and stakeholders.

Day Treatment Services

The Day Treatment program is a collaborative service with the local school boards, targeting a wide range of behavioural and mental health needs of children.



Special Needs Resource Program

The Special Needs Resource Program assists children with behavioural and socio-emotional adjustment difficulties in local child care centres.

Pre and Post-Treatment Outcomes – CANS Domain Level

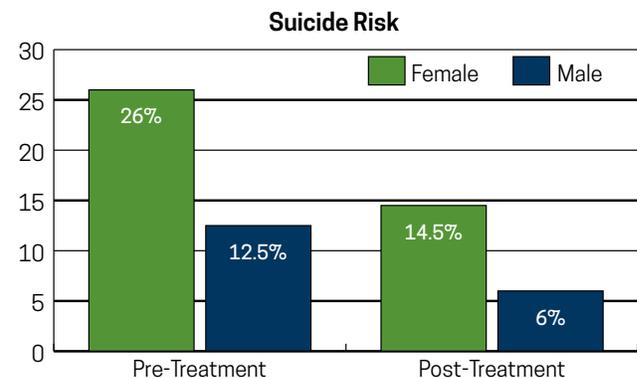
	N	Pre-Tr. Mean (SD)	Post-Tr. Mean (SD)	Effect Size	Significance
Life Domain Functioning	83	6.67 (4.02)	4.45 (3.85)	.56	.000
Child Behavioural Emotional Needs	83	4.49 (3.44)	3.14 (2.85)	.43	.000
Strengths	83	5.14 (3.00)	3.86 (2.96)	.43	.000
Other	83	10.27 (6.29)	8.02 (5.89)	.37	.000
Total	83	26.58 (12.66)	19.47 (13.03)	.55	.000

Lower scores mean improved functioning.



STAT Live-in Treatment

CCTB's Live-in Treatment program supports youth in managing anger, mood, social functioning and decision-making skills. Upon completion participants also see improved school attendance and reduced suicide risk. The program is accessible to youth throughout Northwestern Ontario, utilizing telephone and video conferencing prior to and during placement for non-local youth. Working with the youth's community, CCTB ensures adequate supports are in place upon discharge from the program.



Please view all of our program evaluation reports: <http://www.childrenscentre.ca/en/client-service-info/evaluation-research>



Equitable

{Meanings}

CCTB MEANING: Clients receive service that is fair & appropriate, regardless of who they are, what they have or where they live.

CLIENT MEANING: No matter where I live or who I am I can access services that benefit me. I am treated fairly in the system.

CCTB works actively with our clients to reduce barriers to service. In response to the COVID-19 pandemic, CCTB ensured continued access to services through safe face-to-face services and virtual assessment and therapy services.

Preschool Speech & Language

Dilico

CCTB partners with Dilico to provide preschool speech and language services at the Abiinojishik-aminoyawook EarlyON Child and Family Centre. We also partner with George Jeffrey’s Children Centre and Dilico speech programs to connect clients to the right speech service in the timeliest manner possible.

Lakehead Public Schools – Sherbrooke and Algonquin

CCTB collaborates with Lakehead Public Schools to provide speech and language programming in the classroom environment for clinical, social-emotional, and developmental gains. Services include assessments, one-to-one services, general classroom strategies, materials and resources for parents. We also help educators build capacity.

Shkoday

CCTB partners with Shkoday child care staff by providing consultation, strategies, and preschool speech and language presentations to educators. We have established additional locations in and out of the City of Thunder Bay to improve access to services.



Special Needs Resources Program (SNRP)

In fall of 2019, the SNRP began Phase 2 of the pilot project with Shkoday, increasing the Resource Consultant’s scope:

- Provide Ages & Stages Developmental Screening (ASQ) training for all staff
- Meet with educators on a weekly basis to discuss specific program issues/needs and to provide coaching and modelling on the transfer of skills
- Build capacity by organizing Professional Development sessions for staff
- Help educators implement ASQ screening and referrals
- Support educators through the Transition to Kindergarten Process
- Organize school registration at Shkoday with Lakehead Public Schools and the Thunder Bay Catholic District School Board



Coordinated Service Planning

CCTB, in collaboration with community partners, supported three families living in the district by providing a combination of face-to-face and virtual services.

Community Outreach

CCTB provided several training sessions for the First Nation Provincial Supervisor's Network – Learning Circle including trauma in the early years, Fetal Alcohol Spectrum Disorder (FASD), and Ages & Stages Development screenings.

# of clients served at Dilico	200
# of clients served at Lakehead Public Schools	31
# of participants at Community Outreach training sessions	120+





Safe

{Meanings}

CCTB MEANING: The service clients receive does not cause harm, physically or emotionally.

CLIENT MEANING: I will not be harmed physically or emotionally.

CCTB remains focused on our commitment to provide a safe, strong, healthy, sustainable organization. We continue to strive for excellence as a leading employer and trusted service provider for the children, youth and families within our district.

- Dedicated Health & Safety Committee**
- Frequent Employer/Union Meetings**
- Continuous Onsite Management During Operating Hours**
- Comprehensive Emergency Alert System**
- Detailed Safety Plan**

Guarding Minds at Work

Guarding Minds at Work is a unique, comprehensive set of resources designed to protect and promote psychological health and safety at CCTB. The annual survey provides information to effectively assess and address the psychosocial factors that affect health and safety within our organization.

Serious Concern	Significant Concern	Minimal Concern	Relative Strength
2020 Psychological Protection			17.2
2018 Psychological Protection			18
2015 Psychological Protection			17.2
2013 Psychological Protection			15.1
2020 Physical Safety			18
2018 Physical Safety			18
2015 Physical Safety			18
2013 Physical Safety			17

COVID-19 Pandemic Response

With the onset of COVID in March 2020, CCTB acted quickly to ensure uninterrupted service while maintaining the safety of both staff and clients. Our response included the immediate development and rollout of a pandemic safety plan, enhanced communications with staff, investment in technology and equipment for employees working at home, infection prevention and control measures (PPE, hand hygiene, enhanced cleaning, and screening), and maintaining client-centred, face-to-face service in a safe and effective manner.





{Meanings}

CCTB MEANING: Clients receive services in an acceptable time after the need is identified.

CLIENT MEANING: I know how long I have to wait for services and why. The time I wait is safe and appropriate.

Walk-in/Talk-in Counselling

The Walk-in Counselling Clinic provides timely access to mental health help through single-session counselling services. In response to COVID, we launched a “talk-in” model, adapting the program to include telephone and video conferencing options. The clinic is a free service open to the public five days per week.

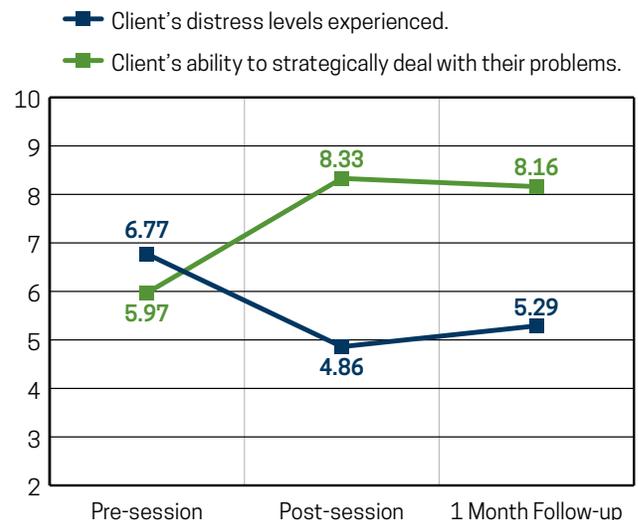
School Social Workers

CCTB’s 12 social workers provide low-barrier access to elementary and secondary students in partnership with Thunder Bay Catholic District School Board, Lakehead Public Schools and Conseil scolaire de district catholique des Aurores boréales. This service provides immediate, time-limited mental health counselling support.



First Connection

The First Connection program ensures clients seeking mental health support receive access to service within seven days. Clinicians provide brief therapy and strategies for coping – for many clients, a single session is all that is needed. For those waiting for longer-term service, the While You Wait service checks in regularly with clients and provides them with a contact person.





Board of Directors 2019 - 2020

Tara Gauld
Chair

Tricia Murdoch
Vice Chair

Carolyn Leroux
Secretary-Treasurer

Nancy Chamberlain
Past Chair

Sandra Beaulieu, Director

Clayton Browne, Director

Crystal Edwards, Director

Paul Francis, Director

Jordyn Howie, Director

Aiden Kivisto, Director

Jim Lees, Director

Carol Rusak, Director



Employee Years of Service



10 Years

Jennifer Hamilton
Resource Consultant

Krystle Hald
Resource Consultant

Kathy Aylward
Social Worker

Jaymee Martin
Social Worker

Leslie Hatton
Social Worker

20 Years

Betsy Martin
Social Worker

25 Years

Barbara Fediuk
Registered Psychotherapist/Psychometrist

Donna Gregoire
Child & Youth Worker

30 Years

Carla Sereda
Resource Consultant

Diane Walker
CEO

Nadeline Trelinski
Intensive Child & Family Worker

Tammy Ambrose
Child & Youth Worker

Retirees

Lori Watson
Administrative Assistant

Margaretha Hunnako
Child & Youth Worker

Paul Mickleburgh
Child & Youth Worker

Chris O'Shaughnessy
Social Worker

Joan Speer
Administrative Assistant



Summarized Financial Statement

YEAR ENDED MARCH 31, 2020 (WITH COMPARATIVE FIGURES FOR 2019)

Revenue	2019/20	2018/19
Advances from MCCSS	\$3,791,324	\$9,796,125
Ministry of Health	6,784,186	244,369
District of Thunder Bay Social Services Admin Board	1,520,029	1,571,893
Ministry of Attorney General	175,065	178,458
Other	1,012,882	924,037
United Way	47,871	52,893
Donations	10,569	19,582
Interest	28,118	27,536
Recoveries	198,678	235,654
	13,568,722	13,050,547
Expenditures		
Salaries	9,067,482	8,955,583
Employee Benefits	2,228,436	2,161,980
Travel	147,113	165,159
Staff Training	110,886	185,878
Building Occupancy	312,381	305,492
Purchased services – non-client	102,219	90,007
Program Expenses	147,440	165,894
Professional Fees – Client	885,806	546,107
Office Administration	358,490	306,458
Capital Acquisitions	40,632	47,249
Other	120,513	104,881
	13,521,398	13,034,688
Excess of Revenue over Expenditures for Year	<u>47,324</u>	<u>15,859</u>
Unrestricted Net Assets, beginning of year	<u>651,123</u>	635,264
Unrestricted Net Assets, end of year	\$698,447	\$651,123

Audited financial statements are available upon request.

Message from the Children's Centre Foundation



The Foundation has had quite the share of exciting changes this past year, albeit not without the obstacles and challenges that have come along with philanthropic work during a global pandemic. We have found ourselves navigating our way through these unprecedented times as a team equipped with motivation and confidence led by our new coordinator, Dayna Pupeza. We are so pleased to announce that this past year the Foundation has made their largest contribution to the Children's Centre since our inception – over \$70,000! Our support of programs including Preschool Speech & Language, Early Years Screening, and Occupational Therapy has allowed us to build wonderful relationships with both staff and clients of CCTB, strengthening our connection as one group working towards a common goal – “improving lives together”.



Our main goal, raising funds to support the vital programs and services offered at Children's Centre, has become challenging and as such we have shifted our current focus to supporting clients in need. Through a generous donation from the Safeway employee campaign, we began preparing healthy snack hampers and delivering these to CCTB families. The outpouring of support of this initiative has been overwhelming, and many other businesses have since contributed – KeysPlz Realty Ltd, Investor's Group, and TBayTel. It is community-minded businesses like these that truly make the work of the Foundation possible.

Thank you to our coordinator Dayna Pupeza, our board members, CCTB staff & board members, our volunteers, and the numerous community partners that have supported us this past year. I could not be more proud of all of the work that has gone into achieving these accomplishments, and I genuinely look forward to the year ahead – a year of innovation, dedication, and heart.

Respectfully,
Christina Foresto, Foundation Board Chair





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www.childrenscentre.ca



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**Canadian Centre
for Accreditation**



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**Centre canadien
de l'agrément**