

Annual Report | 2017-2018



Improving lives together.

Mission, Values & Strategic Plan

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!

Our Strategic Goal

We are continuously working to provide a range of child and youth services that are:

Innovative

- Evidence-informed
- Cost-effective
- Responsive

Equitable

- Support access
- Address inequities
- Increase inclusion

Quality

- Improve functioning
- Lower wait times
- Positive experiences

From the Heart



Dear Children's Centre Thunder Bay,

Words cannot deeply express our gratitude and recognition for your help and support through our recent heartbreak.

We are thankful, grateful and blessed to have such amazing individuals respond to staff, children and our community during this time of need.

Thank you for your time, your professionalism, your expertise, overall kindness and unwavering compassion.

*Sincerely,
An appreciative
community partner*

“ Put your heart, mind, and soul into even your smallest acts. This is the secret of success. ”
Swami Sivananda



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.



Message from the Chair

During the past year, the Children's Centre Board has been actively involved in realizing our goal of "improving lives together" by focusing on the quality of our services, overseeing risk and engaging with key people who are invested in the well-being of our children and youth. We take the idea of shared responsibility seriously and have worked earnestly to ensure that we are doing everything possible within our capacity to be responsive to what parents, youth and partners are identifying as key issues to be addressed.

It's been a productive year. We have participated at provincial meetings to ensure the government of today (and the future) understand the pressing needs within children's services. We have recalibrated our governance processes to maximize the impact of Board decisions. We have evaluated the performance of our CEO and established benchmarks for future monitoring and evaluation. Our conversations are wholesome, provocative and conscientious. Our actions are deliberate and adhere to the tenants of our strategic plan.

This year, we have been fortunate to have listened to our Parent Council to more deeply understand their experiences waiting for services, receiving treatment and support, or having to send their child away for treatment. We were struck by the overwhelming emotions connected to the decisions they were forced to make in relation to the needs of their children and their family; and warmed by their relentless

dedication to their child's well-being. The parents understand first-hand what it means to need services and were able to articulate their struggles in a way that we could sincerely understand both the strengths and challenges of our systems.

We also spoke with youth about what works and doesn't work for them and how we could improve services. The intensity and passion they brought to the conversation was heartening. They too are committed to working together to make things better. Many of their ideas resonated with the Board giving us the energy to continue listening and to keep moving forward. We have much to learn!

To our dedicated Children's Centre Board, who approaches their responsibilities with compassion, commitment and hope, I say thank you!

To our community, please know that we take the role of stewardship very seriously, and from this, we will continue to advocate for the needs of children, youth and families, as we reduce inequities and embrace inclusion. These are interesting times and it is together with our clients, and our passionate and skilled staff, we will continue meet the challenge.

Respectfully,
Nancy Chamberlain
Board Chair

Management Services Mental Health New Mentality Family
Oshkiniikidjig Miikanens Counseling U-TURN Access Network
School Services Therapy Preschool Assessment Autism
Day Treatment STAT Unit FASD Youth Justice Infant Development
Psychology Nursing Learning Assessments Parenting Education
Consultation Lead Agency Information Services Walk-In Counselling

Message from the CEO



Like each of Children's Centre's 30 years, this one has gone by both quickly and in the context of immense change. This past year has been marked by some extraordinary strategic work that has further enabled Children's Centre to deliver on our mission of improving child and youth mental health, addressing children's developmental needs, strengthening parenting and building community capacity. My thoughts looking back are made in this context:

- First, our deliberate focus on meaningful engagement with our clients has resulted in two robust groups: 1) the CCTB Parent Council and 2) our Youth Engagement program with the New Mentality and Youth Life. Both of these groups have advocated for better services, and worked to address stigma, while concurrently holding CCTB and the larger systems more accountable for the services we provide.
- Second, our employees have continued to breathe life into the words of innovation and equity by travelling the distance to provide District services; by providing responsive support and counselling to schools; by creatively meeting the needs of children with complex and special needs; by strengthening our capacity to deliver services in French; and by implementing new approaches that reduce barriers and support access.
- Third, our commitment to building community through leading and serving has resulted in community-wide training ventures; the launching of Coordinated Service Planning – a network of agencies providing family-centred service that was four years in the making; our active participation in the Thunder Bay Situation Table; and our community Child and Youth Mental Health Planning Table whose priorities focus on 1) creating a system of residential services for

Northwestern Ontario, 2) the elimination of systemic racism and other forms of oppression that prevent equitable access and provision of services, and 3) the creation of a more client-centred system.

- Fourth, our emphasis on quality has continued to strengthen operations as exemplified by our very successful transition from CIMS to EMHware; the building of our capacity to measure and demonstrate positive outcomes; the renewed focus on evaluating our clients' experience; and the work to develop more efficient service pathways.
- Finally, we have continued on a journey of sustainability through diversification; through advocating for more funding; through persistent execution of the strategic plan; through governing for quality and risk; and through thoughtful succession planning at all levels of the organization.

In this context, we know our people are our greatest and most important resource. Whether those people are our clients, our employees, our community partners or our board; it is all these people working within positive and healthy relationships who together improve the quality of lives of our children in the context of family and community.

Respectfully,
Diane Walker
Chief Executive Officer



/Caregiver Reception Preschool Speech Supervised Access
ork Home-Based Complex Special Needs Blind-Low Vision
Infant Hearing Youth Engagement Coordinated Services
velopment Parent Council Special Needs Resource Intake
tion DBT Skills Psychiatry Management Leadership Research
selling While You Wait Intensive Services Child Development



Improving Child & Youth Mental Health

Children's Centre is an active leader and partner in the planning and providing of high quality child and youth mental health services across the City and District of Thunder Bay. In partnership with a number of key partners including but not limited to: North of Superior Counselling Programs, Canadian Mental Health Association, Dilico Anishinabek Family Care, Thunder Bay Counselling, Sister Margaret Smith Centre and Thunder Bay Regional Health Sciences Centre we offer:

Targeted Prevention:

Youth Engagement, The Other 10%, Oshkiniikidjig Miikanens Group, The New Mentality, Parent Education

Brief Services:

Walk In Counselling Clinic, School Social Work Services

Counselling and Therapy:

Infant, Child and Youth, Adolescent Services

Intensive Services:

Day Treatment, Residential (Short Term Assessment and Treatment) Unit, Intensive Child and Family Intervention

Specialized Consultation and Assessment:

Psychology Services, Rural Psychology, Kindergarten Assessment and Consultation, Pre-School Assessment and Consultation

Family Capacity Building and Support:

Triple P Parenting, Circle of Security, Family Connections, Multi-Family DBT



One of the priorities for Child & Youth Mental Health in the past year was to reduce wait times for counselling. Through active program performance measurement and the introduction of a While You Wait program, we were able to reduce the number of clients who waited more than 6 months for service to begin.

What do our clients say?

"I have met the friendliest and professional people that understand what we are all going through"

"Staff pulled together to get my daughter the help she needed quickly when her behaviour was escalating"

"Having strategies and support improves conflict resolution and understanding of the situation"

"Feeling supported by staff helps me panic less"

"My counsellor has helped me feel less nervous and feel more open about my feelings and thoughts"

STATISTICS

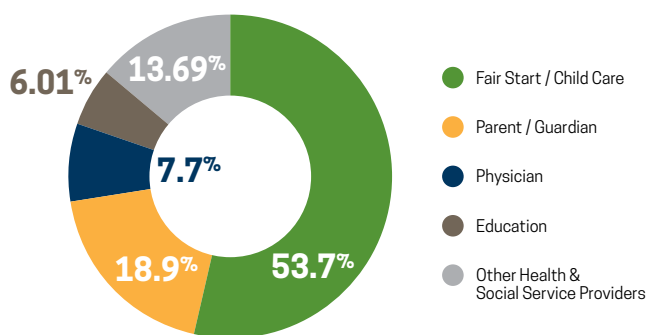
Service	Individuals Served
Walk In Counselling	700
Counselling and Therapy	852
School Social Work	503
Francophone Social Work	55
Parent Education Sessions	203
Triple P Parenting	77
Day Treatment	38
Residential (STAT)	21
Psychology Assessments	64
Rural Psychology Assessments	55

Supporting Healthy Child Development



Preschool Speech and Language

Referral Source



366 Children Received an Initial Assessment

Preschool Speech and Language offers assessments and therapy to children in the Thunder Bay District in English and French. Service is provided in a variety of locations, including: clinics, homes, and child care centres. Programs are modified to meet the needs of families and communities.

As communication develops in the early years...

27 Communicating Kids

Twenty-seven families learned ways to help their children, aged 30 to 36 months, put words together into short sentences.

36 Talking with Toddlers

Thirty-six families learned ways to help their toddlers, aged up to 30 months, use their first single words.

44 Young Speech and Language

Forty-four families learned ways to help their children produce the sounds in words.

28 It's My Turn

Twenty-eight families learned how to help their children develop early social communication; such as paying attention, copying, understanding, playing, sharing and interacting with others.

As needed...

195 families participated in weekly therapy.

67 families participated in monthly therapy offered in Thunder Bay, Greenstone and along the North Shore.

87 children were monitored through reassessment of their speech and language development.

Special Needs Resource Program

The Special Needs Resources Program (SNRP) works in partnership with 46 licensed child care programs in the City and District of Thunder Bay to ensure that all children, regardless of need, can participate in a child care setting. The SNRP program works with approximately 110 children and families a year providing both English and French services.

Resource Consultants

Resource Consultants work collaboratively with families and the child care program to better understand and respond to the needs of the child. This involves promoting best practices, exchanging knowledge/resources and supporting the program to implement inclusive strategies. Resource Consultants also screen, make necessary referrals, develop Early Learning Support Plans, offer case coordination and support children who are transitioning to school.

“ Children’s Centre has been extremely helpful and has been child-focused without fail. The services and recommendations have helped my child tremendously. ”

Client Family Member



Strengthening Parenting

Families are the key to positive mental health for children and youth. Children's Centre offers an array of evidence informed parenting programs that are intended to improve parent – child relationships, increase parent confidence, enhance attachment and strengthen family capacity to support children and youth who are experiencing mental health issues. These include Triple P, Circle of Security, and Family Connections.



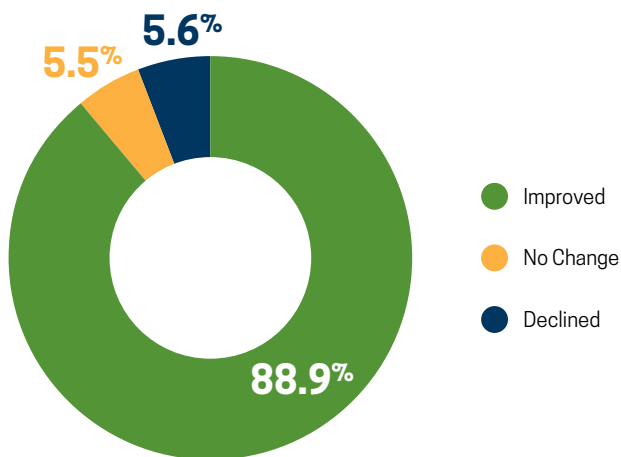
At CCTB we monitor and evaluate the outcomes of our programs. For example, parents, caregivers and foster parents who participated in the Circle of Security Program reported positive improvements in their level of satisfaction and confidence in parenting their children, as well as a decrease in their use of punitive responses when dealing with their child's negative behaviours. Significant results are demonstrated below on the Parenting Sense of Competence Scale (PSOC).



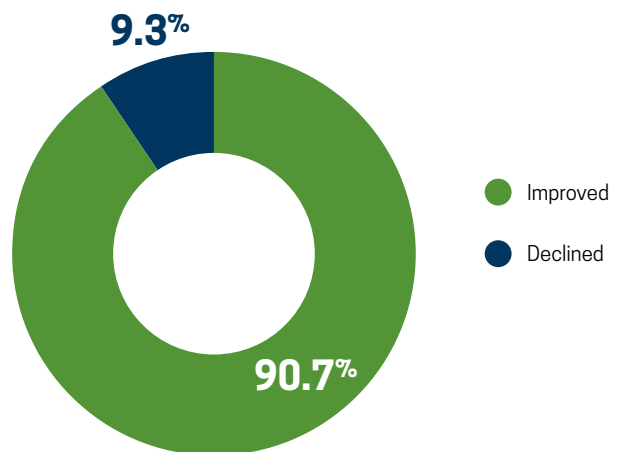
Over the past year, the Centre provided Parenting Services to nearly 200 parents. Here are some of their thoughts on the programs:

- Parenting is hard but this course helped me organize my feelings
- The facilitators were fantastic. Loved and appreciated the childcare
- Lots of good ideas and practical help. Easy to apply immediately
- I really appreciate the extra help with transportation issues
- Excellent program. A great way to acknowledge our issues as parents and focus on improving

Percent Improved on PSOC Total (Fathers)



Percent Improved on PSOC Total (Mothers)



Building Community



Coordinated Service Planning (CSP) brings together service providers from health, children's services and education to better coordinate services for children with multiple/complex needs and their families. As the Coordinating Agency for our District, CCTB is tasked with overseeing CSP services in collaboration with a variety of community partners.

CSP was developed to ensure that services are coordinated, family-centred, timely, safe, effective, efficient, and equitable. After four years of work we are proud to say that:

- 7 Partner and 9 Participants agencies are engaged in providing CSP services
- 15 Single Plan of Care Coordinators are trained
- 28 Families have participated in CSP
- Over 50 referrals have been received
- 30 community presentations have taken place
- Indigenous and Francophone CSP Services are available

Planning Tables We Participate On

- Thunder Bay Mental Health and Addictions Network
- Best Start – Community Partners Table
- Crime Prevention Council – City of Thunder Bay
- Youth Suicide Fan Out Protocol

Community-Wide Training We Support

- Dialectical Behaviour Therapy
- Trauma – Attachment, Regulation and Competence (ARC)
- Trauma Informed Leadership
- Family-Centred Planning

Community Projects We Support

- Youth Wellness Hub Proposal – Dilico
- ASD Diagnostic Hub – CCR
- Situation Table – CMHA
- U-Turn - Youth Engagement Intern - TBC & SJCG
- Third Path Teacher Consultation – Lakehead Public Schools



Moving on Mental Health brings together service providers from health, children's services and education to develop a more effective and efficient system of Child and Youth Mental Health (CYMH) services. Children's Centre, as the Lead Agency for Non-Indigenous services, facilitates development of a better system of services so infants, children, youth and their families have clear, timely and equitable access to quality mental health services within the District of Thunder Bay.

To date our planning table of 15 community partners has identified 3 key goals:

1. Create a continuum of CYMH Residential Services that meets district and regional needs
2. Address systemic racism and other forms of oppression that prevent the development of a fair, just and equitable child and youth mental health service system
3. Create a more client-centred system that builds and supports the effective flow of CYMH service





Parent Council Message

The Parent Council was established in 2016 to ensure ongoing, meaningful engagement with parents and caregivers. Their input is highly valued at CCTB and helps to identify priorities and opportunities for strengthening services and shaping decision-making at both the organizational and systemic levels.

COLLABORATION

During 2017-2018, the Parent Council has provided valuable input on various initiatives at CCTB including:

- Client Satisfaction Questionnaire Results
- Intake Process and Wait Times
- Attachment, Regulation and Competence (ARC) Model
- Diversity and Inclusion Policy
- Parking Lot Safety Brochure
- Community Mental Health Plan
- Brief Services Review
- Program Outcome Reports
- Coordinated Service Planning Program

COMMITTEES AND NETWORKS

The Parent Council has been actively involved with:

- Integrated Rehabilitation Services Steering Committee
- Youth Wellness Hub in Thunder Bay
- Ontario Parents for Children's Mental Health



ADVOCACY

The Parent Council continues to suggest strategies for system improvement, raising awareness about gaps and needs in services. Efforts have included involvement with funders and leaders:

- Multiple meetings with Minister Coteau at Queen's Park on May 2017; at the CMHO Conference and on a teleconference in January 2018
- Meetings with MPP Mauro
- Letters to various Ontario Cabinet Ministers and the Premier
- CBC radio interview - October 2017
- Children's Mental Health Ontario (CMHO) Conference in November 2017
- Participated in the United Way Funding Allocation Meeting in November 2017
- Letter of support for Youth Wellness Hubs in Thunder Bay
- Town Hall meeting with Premier Wynne in January 2018
- "Kids Can't Wait" Letter Campaign
- Meeting with CCTB's Board of Directors in January 2018
- Letter to Confederation College in April 2018 re: suspension of the Child and Youth Worker Program

Youth Message



Youth engagement is “the meaningful participation of a young person in an activity with a focus outside of the self. It has cognitive (head), affective (heart), behavioural (feet) and spiritual (spirit/connectedness) aspects.” It is an essential building block for healthy communities. A community that provides different pathways for youth involvement allows for a more diverse population of youth to become engaged. Youth engagement fosters skill development and allows youth to form a stronger community attachment.

As service providers we need to remain mindful of the barriers that often prevent youth from becoming engaged. Our agency has taken measures to reduce barriers for our youth groups through the support of Adult Allies, transportation and barrier-free programming. We believe that this is one of the reasons our youth groups continue to thrive and flourish!

Youth Life

Youth Life is an advisory council, allowing youth to provide input into mental health and substance use initiatives. It is part of a community collaborative between Children’s Centre Thunder Bay, Thunder Bay Counselling, St. Joseph’s Care Group and the Thunder Bay Drug Strategy. Youth determined how they wanted their input to be accessed and identified issues they hoped to address throughout the year. We have provided feedback on the CCTB Client Experience Questionnaire and the U-TURN access; and met with the CCTB Board of Directors. Our goal is to have monthly meetings so that their input can be accessed on a regular basis. By embedding a youth voice into mental health and substance use initiatives, more youth will access these services and find them better suited to their needs.



The New Mentality

- In the fall, members supported the hold of a Youth-led Conference in Thunder Bay.
- In November 2017, members attended a summit in Toronto hosted by the Youth Action Committee, allowing youth to connect and create a youth-led policy document on the gaps in mental health services.
- In January, members developed information to raise awareness about Blue Monday and the importance of mental wellness.
- In May, the group shared self-care tips at the Thunder Bay Country Market.
- This summer, members will attend Disable the Label, a summer leadership retreat with their Adult Ally at Geneva Park in Orillia.

Oshkiniikidjig Miikanens

- In November 2017, the OM group participated in a ribbon skirt making program, taught by Elder Julie Rusnak and Mary Magiskan. In February 2018, Marcel Bananish came in to spend an evening with the group and feasted the ribbon skirts. Miigwech Julie, Mary and Marcel!
- In April 2018 the OM group participated in Paint Night with local Artist Steve Gerow, showcasing their natural talents.

The Other 10%

- Members participated in a culturally-grounded consent workshop for all types of relationships with Megan Muloin, of Metis Nations of Ontario.
- In December, youth used holiday baking to share their identities with their families using genderbread. The cookies were placed in gift packs with a genderbread diagram that contained information about gender expression, gender identity and sexual orientation.
- Youth participated in LGBTQ2S+ Sexuality 101 facilitated by Collin Graham. The workshop addressed the specific concerns of non-heterosexual youth and discussed sexuality, sexual health and safe practices.
- Members provided input with Thunder Pride organizers who were looking to make the festival more youth-friendly and increase youth participation.

New Mentality Youth Facilitator, Ethan Miskimins reminds us: “In order to support our youth when they succeed, we need to support them when they feel they can’t succeed. The best way to do this is to ensure that our youth feel safe and that their voices are heard.”



Strengthening & Supporting Our Employees

Our focus on building Children’s Centre Thunder Bay’s reputation as a leading employer stems from our commitment to providing our clients with a quality experience. We are a small but mighty HR team that supports the Centre’s commitment of building a strong, healthy, and sustainable organization. By providing quality HR programs and resources, we’re able to attract, support, retain and develop the diverse talent needed to achieve and sustain our core value and goals.

Wellness at CCTB

The Centre offers a number of health and wellness related initiatives to employees of CCTB. In 2017 we introduced a quarterly employee wellness newsletter, titled CCTB Connections. The newsletter is used to connect staff, featuring a staff profile and sometimes a pet of the month. Other health related articles generated by our Nurse are included.

The HR team is passionate about promoting a culture of employee engagement where work is meaningful, employees are valued and teamwork is celebrated. In early 2018 we completed the Guarding Minds Survey, which is a resource to allow employers to effectively assess and address the 13 psychosocial factors known to have a powerful impact on organizational health and the health of individual employees. A comprehensive, 68 item questionnaire was distributed to all staff with a return completion rate of 62%. As an organization we celebrate our successes on the findings of the report and will work throughout the year to improve and continue to provide a psychologically safe workplace for all of our employees.

A celebration of our staff receiving long service and retirement awards include:

Megan Daugherty	10	Child & Youth Worker
Terra Lofts	10	Director, Programs & Services
Kathryn Bates	10	Communicative Disorder Assistant
Patricia Myllymaa	10	Child & Youth Worker
Suzanne Ventrudo	10	Child & Youth Worker
Charlene DePeuter	10	IBI Instructor Therapist
Gina Ruberto	11	Special Needs Resource Supervisor
Nikki Williams	15	Child & Youth Worker
Krystle Hald	15	Resource Consultant
Cheryl Richard	20	Autism Worker
Elizabeth Skea	20	Speech & Language Pathologist
Janice Hogan	20	Child & Youth Worker
Elizabeth Lemieux	20	Speech & Language Pathologist
Tuula Miettinen	25	Child & Youth Worker
Debbie Gignac	30	Resource Consultant

Retirements

- Barbara Valente – Payroll & Purchasing Coordinator (29 Years)
- Denyse Johnson – Social Worker (27 Years)
- Joe Houlton – Social Worker (32 Years)



“ As staff of Children’s Centre, we are grateful for our support staff, Information Technology, Maintenance, Reception, Housekeepers and Administrative Assistants. ”

Governing Our Service Area



BOARD OF DIRECTORS 2017 - 2018

Nancy Chamberlain, Chair

Tara Gauld, Vice Chair

Kate Leroux, Secretary-Treasurer

Rebecca Johnson, Past Chair

Carol Achneepineskum, Director

Clayton Browne, Director

Sheila Chiodo, Director

Aiden Kivisto, Director

Halie Knudson, Director

Jim Lees, Director

Tricia Murdoch, Director

Carol Rusak, Director





Equity

Equity with respect to individuals served

1. Youth Engagement Coordinator: expanding youth engagement, raising youth voices and reducing power differences between youth and adults.
2. Reducing barriers to services by offering 25% more services in schools, homes and child care settings; by offering of Child Minding Services for Walk-in and Parent Council events; and offering services on evenings and weekends.
3. Active involvement and support for LGBTQ youth through The Other 10%; Gender Journeys and the Pride Parade.

Equity with respect to services across the District of Thunder Bay

1. Creatively providing pre-school speech, child care, infant hearing, blind-low vision, residential, psych assessment, service planning and training services in Manitouwadge, Marathon, Terrace Bay, Nipigon and the Greenstone areas.
2. Advocacy for equity with respect to the District needs and services at numerous planning tables including the Child and Youth Mental Health, Coordinated Service Planning, Complex Special Needs, Thunder Bay Mental Health and Addictions Network and the LHIN sub-region Planning Tables. The focus of this is to support service equity in the east as compared to the west of our region.
3. Support and advocating for North of Superior Counselling Programs' service delivery, operations and strategic planning in the District. This includes providing IT services, Child and Youth Service Planning, Clinical Supervision, Training and other supports as needed.



Equity for oppressed and marginalized populations

1. A priority for our Child and Youth Mental Health Planning Table is the elimination of systemic racism and other forms of oppression that act as barriers to equitable services.
2. Ongoing learning and consciousness rising with respect to understanding Children's Centre's role respecting the Robinson Superior Treaty land we share and the fact that we, as treaty people, share responsibility for healing and reconciliation.
3. Supporting youth voice through engagement and the New Mentality a provincial network of youth and allies working to amplify youth voice to influence change within the mental health system and beyond.



Equity with respect to services in Northwestern Ontario

1. Advocating in partnership with our parents for the repatriation of our children closer to home and their families.
2. Improving Northern Data to support better decision making and service planning through the work of Northern Data Group (Hands Family Network, Firefly, Children's Centre, Algoma Child and Family Services and Child and Family Services in Sudbury).
3. Working collaboratively with funders and service partners to develop a plan for a system of residential services in Northwestern Ontario.

“ I liked that Beth travelled here to see us, she was very helpful, giving us great advice and tips. Our son has come leaps and bounds since we began treatment. I really appreciate follow-up phone calls to see if we have any new concerns. ”

District Family Member

Assuring Quality



The Quality Assurance (QA) Committee is one component of the Quality Management System at CCTB. QA refers to all of the planned and systematic activities implemented within the organization to ensure that quality requirements are fulfilled. The QA has oversight of three major areas:

1. Ensure programs and services meet compliance to specific requirements through an internal audit process.
2. Assess the level of satisfaction of external and internal stakeholders through a variety of mechanisms and engagement opportunities to provide meaningful input and feedback.
3. Enhance efficiency through a focus on the organization's key processes that have a major impact on clients.

Clinical File Audit of Child and Youth Mental Health Services

A total of 143 clinical child and youth mental health files were reviewed. Overall results showed that there were positive compliance ratings in several areas with ongoing efforts to improve ratings further. A focus group was held with Clinical Staff to get their input and a comprehensive work plan has been developed with the Clinical Managers' team to address identified areas for improvement.

Policy Work

A QA work group has reviewed and revised a number of QA policies, ensuring that they are accurate and efficient. This work continues on an ongoing basis.

Client Experience

CCTB conducts an agency-wide blitz on a bi-annual basis. A blitz occurred from April 30 to May 11, 2018 with a total of 250 adults and 110 youth participating. Results were extremely favourable overall.

Rate your overall experience with services at CCTB:

- Adults: 95% rated between 7 and 10 (10 being Excellent)
- Youth: 94% rated between 7 and 10 (10 being Excellent)

Are things are better for you as a result of the services received at CCTB:

- Adults: 83% rated between 5 and 10 (10 being Significantly Better)
- Youth: 84% rated between 5 and 10 (10 being Significantly Better)

Is there anything we can do to make your experience better at CCTB?

- Adults: 82% responded NO
- Youth: 93% responded NO

Adult Comments:

- "Keep up the great work and don't cut services. You are a valuable resource to any family"
- "Shorter wait times"
- "I receive all the supports I need. If not, CCTB helps me find supports at other centres"

Youth Comments:

- "You guys are great and buy quality tea"
- "My school social worker reminds me 'that I am worthy to be in class'"
- "I have always enjoyed coming here. I feel comfortable here and grateful for the services"

Process Mapping

As part of the QA program, process mapping has been used to "map" out all of the key programs and services at CCTB. This technique uses illustrations to demonstrate the detailed flow of the required steps involved within each specific area, helping to develop best practices and identify opportunities for improvement in service delivery.

Lean Training

As part of its commitment to a culture of continuous improvement, the Management Leadership Team and several employees have completed various levels of Lean training. Lean is a business framework that focuses on high quality service by maximizing productivity, reducing waste and optimizing the overall efficiency and flow of work within the organization.



Measuring Performance

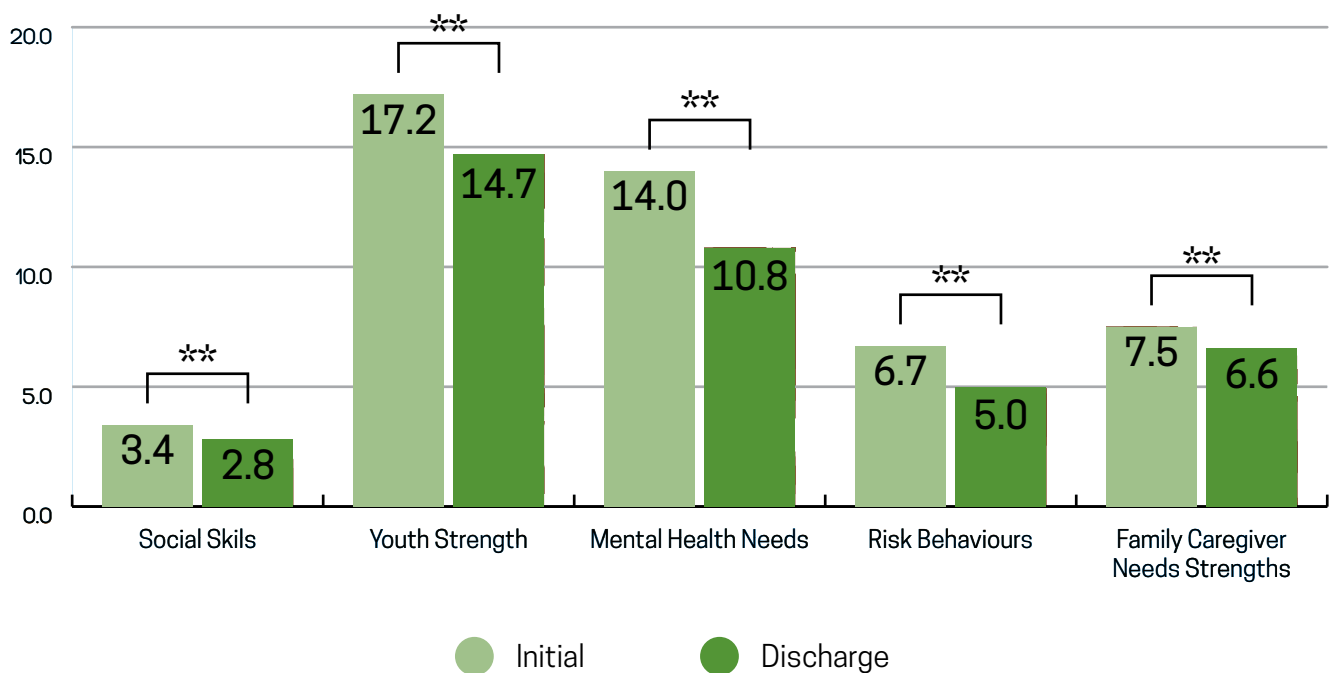
CCTB is committed to monitoring and measuring the effectiveness of all services by being a “data-informed” organization. Children’s Centre places a high priority on collecting data to guide the delivery of clinical services and ensure that we are being effective and improving client outcomes. To accomplish this objective, the Centre collects information from a range of different outcome tools (e.g., FOCUS 34, Parenting measures, Child and Adolescent Needs and Strengths (CANS), Single Session outcome) to measure change. The Centre also collects information about how client services are provided such as wait times, frequency of meeting, and premature drop out from services. By collecting this information, the Centre can be a reflective organization that is able to change based on client needs.

Centre including Triple P, Teen Triple P, Circle of Security and Outpatient Mental Health services. For example, the table below shows the positive CANS outcomes in youth in our outpatient mental health services. Youth showed significant improvements in all areas of functioning including better social skills, less mental health needs, decreased risky behaviours, better family functioning, and more strengths or positive behaviours.

There is also much more happening in the area of performance measurement. Projects are currently underway to evaluate our Walk-in services, new Single Session service, and our Speech and Language Services.

A number of services have been evaluated while others are in progress. Positive outcomes have been collected on the Children’s

CANS Average at Initial and Discharge



Managing Risk



Children's Centre Thunder Bay engages in risk management practices which foresee risks, estimates impacts, and identifies responses to avoid and mitigate these risks. Our commitment to a thorough risk management program included many key activities over the past year:

Service Delivery

- Implemented a High Risk Monitoring System where we track and review weekly any situations that are considered high and significant risk
- While You Wait Program to coordinate, monitor wait lists and prioritize cases as needed
- Licensing for Residential Services - standards have been met or exceeded
- MCYS Risk Assessment tool was updated and completed
- An on-call manager is available 24/7 for all programs

Technology

- Data recovery systems and plans enhanced and thoroughly tested
- Significant work to support uninterrupted system access and use
- Upgrades to our back up systems ensure security of data
- System protection strengthened for virus detection, intrusions, spam, and malicious website threats, including ransomware
- Cross-training for IT staff strengthens staff resources and support

Human Resources

- Succession plans are in place for key positions
- Accommodation and Return To Work program has been updated
- Key policies have been reviewed and updated
- Orientation process supports and prepares new staff for their role, ensuring safety

Health & Safety

- Certification training for managers and all H & S Committee members completed
- Near Miss reporting established, and tracked to mitigate risks
- Workplace inspections completed and follow up actions taken where necessary
- Standing agenda item: all team and agency meetings to support a safety culture
- Training for Violence in the Workplace, including Domestic Violence has been provided
- Driver training completed each year
- Ergonomic review of work stations

Financial

- Balanced budget has been maintained, ensuring financial sustainability
- Insurance review completed ensuring residual and other risks are covered
- Internal Controls strengthened safeguarding of assets
- Financial policies have been reviewed and strengthened



“As staff of Children's Centre Thunder Bay, we are grateful for being a part of our client's journey.”



Summarized Financial Statement

Year Ended March 31, 2018 (With Comparative Figures for 2017)

Revenue	2017/18	2016/17
Advances from MCYS	\$9,267,884	\$9,052,022
Ministry of Health	215,068	215,068
Thunder Bay District Social Services Admin Board	1,585,839	1,454,098
Ministry of Attorney General	175,065	194,370
Other	1,686,994	1,686,962
United Way	54,318	54,318
Donations	13,928	15,835
Interest	11,120	6,678
Recoveries	178,915	154,097
	<u>\$13,189,131</u>	<u>\$12,833,448</u>
Expenditures		
Salaries	\$8,790,764	\$8,570,956
Employee Benefits	2,080,806	2,035,006
Travel	153,928	126,322
Staff Training	115,411	69,743
Building Occupancy	384,646	254,671
Purchased services-non-client	98,077	111,120
Program expenses	315,862	148,913
Professional fees-Client	582,022	791,558
Office Administration	500,071	431,008
Capital Acquisitions	36,271	178,454
Other	104,707	95,376
	<u>\$13,162,565</u>	<u>\$12,813,127</u>
Excess of Revenue over Expenditures for Year	<u>26,566</u>	<u>20,321</u>
Unrestricted Net Assets, beginning of year	<u>608,698</u>	<u>588,377</u>
Unrestricted Net Assets, end of year	<u>\$635,264</u>	<u>\$608,698</u>

Audited financial statements are available upon request.

Children's Centre Foundation



The Children's Centre Foundation has partnered with various community organizations and businesses in an effort to promote childhood health and wellbeing. The year began with Styles & Smiles in support of CHMA & CCTB. Throughout the summer, partnerships with Canada Safeway for ice cream sales and the Under 18 Baseball World Cup helped to promote the Foundation and Children's Centre; with children enjoying treats and an afternoon at the ball game!

Fundraising and advocacy opportunities have continued to be a focus for the Foundation. The 9th annual Indoor Marathon was once again a success, giving adults and children the opportunity to get moving inside and away from the cold, raising \$4,600. The 11th annual WineSations, held at a new venue – the Chanterelle on Park – saw a bit of a refresh to the event. With the help of generous sponsors and a sold-out event, over \$15,000 was raised for the Foundation.

Partnering with the Bell Let's Talk campaign, the Foundation also purchased hockey jerseys for the KC Hurricanes – green for mental health awareness!

We continue to seek additional fundraising and advocacy opportunities throughout the year – stay tuned for some new and exciting events!

The Foundation is very grateful to the donations received through events held on our behalf including Wacky Wings Grand Opening, RBC Bocce Challenge for Children, Chairs for Charity Raffle, as well as donations made by TBT Engineering, Kiwanis of Central Thunder Bay, and Waste Connections of Canada. A total of \$16,400!



Children's Centre
Foundation
THUNDER BAY

engage • educate • enrich



“ Talking to parents and hearing about the services they need for their children motivates the Foundation's board to raise funds that will enhance and support programs and services at the Children's Centre. Through hard work, dedication and passion we will continue to support the children and youth in our community. ”

Mike Chamberlain, Chair, Children's Centre Foundation Thunder Bay

“Coming together is the beginning. Keeping together is progress. Working together is success.”

Henry Ford

Thank you to our community partners.



283 Lisgar Street
Thunder Bay, ON P7B 6G6
T: 807.343.5000
F: 807.345.0444
www.childrenscentre.ca



Accredited by
Canadian Centre
for Accreditation



Agréé par
Centre canadien
de l'agrément