



Improving lives together.

Annual Report 2021-2022

Advancing collective action
through collaboration
and partnerships



Mission and Values

Our Mission

Our purpose is to improve the quality of life for infants, children* and adolescents within their family** and community environments serving the people living in the City and District of Thunder Bay.

We provide quality services and take actions that:

- Improve children's mental health.
- Strengthen and support children's developmental potential.
- Strengthen and support the family's capacity to parent children.
- Build our diverse community's capacity to positively support the health and well-being of children and families.

* the word *children* includes infants, children, youth, adolescents and young adults age birth to 21

** the word *family* is diverse and includes what a person would call or define as their family

Our Values

Furthermore, we will:

- Be respectful, honest, compassionate and fair.
- Stand up for diversity, equity, inclusion and justice.
- Collaborate relentlessly.
- Be responsible and accountable to ourselves and our community.
- Pursue continuous learning and excellence.
- Lead with courage in the service of others.

Children's Centre Thunder Bay, the Boards, staff, students and volunteers, acknowledge that we are on the traditional lands and territory of the Anishinabe, home to Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. From time immemorial, this region was and continues to be a special gathering place for Anishinabek from all directions who gathered for ceremony, trade and kinship.



1 **For the People We Serve** (clients, customers)

MAKING SERVICE OUR FIRST PRIORITY

- Be child-focused and family-centred
- Advance equity and inclusion through creating culturally safe inclusive spaces
- Generate positive outcomes through high quality evidence-informed interventions
- Improve access, reduce wait times and eliminate barriers
- Increase our outreach and improve transitions
- Prioritize interventions earlier in children's lives
- Support the adults who care for and parent children

2 **For the People Who Work for Us** (employees, students and Board)

DEVELOPING AND SUPPORTING OUR PEOPLE

- Have the right people for the right job
- Increase our diversity through equity and inclusion
- Actively engage in succession planning for today and tomorrow
- Develop our people's skills, knowledge, talent and capacity
- Create safe, accessible and respectful spaces to work and learn within

3 **For Our Organization** (culture, practices, processes, policies and assets)

PURSUING EXCELLENCE

- Deepen continuous quality improvement practices
- Engage meaningfully and communicate effectively
- Mitigate and manage organizational risk
- Leverage information & technology to improve processes
- Integrate an equity and inclusion lens into problem solving & decision making
- Utilize our resources wisely in the service of our mission

4 **For Our Community** (the shared space and places we live in)

ADVANCING COLLECTIVE ACTION

- Build more responsive client-friendly systems of care
- Improve access, outcomes, equity and inclusion
- Assertively champion anti-racism, anti-oppression and social justice
- Support positive community change through collaboration and shared leadership
- Address identified service gaps at the local, district and regional level



Board Chair and CEO's Message

Once again, it has been both a challenging and productive year for Children's Centre. After a year of work, we completed our 2021-24 Strategic Plan, designed a Strategic Alliance with Thunder Bay Counselling, and integrated LEAN and EDI further into our organizational culture. Moreover, we provided a robust continuum of services within the City and District of Thunder Bay to over 4500 clients through tens of thousands of sessions and over a million hours of work - all during the second year of a global pandemic.

To capture some of the salient work, we are proudly presenting our message using the four quadrants of our Strategic Plan.

For the people we serve, we have advanced

- Equity through the provision of the Rural Services, the Other 10%, French Language Services and Indigenous Cultural Programming in partnership with St. Joseph's Care Group cultural practitioners
- Evidence-informed services using a variety of supported treatments including but not limited to EMDR, CBT, DBT, CPS, ARC, Triple P, COS, and Zones of Regulation
- Our support for adults through our Walk-in Clinic, our investment in Parenting Services, and the signing of the Strategic Alliance with Thunder Bay Counselling

For the people who work for us, we have advanced

- Board Governance through effective recruitment, LEAN training, risk registry work and succession planning
- Quality through LEAN and the development of a project management system, a Green Belt Co-Op and investing in two black belts which are now in process
- Equity, Diversity and Inclusion through our committee work, training, small discussion and reading groups, and policy development
- Staff wellness through active communication, training and support, and most importantly our compassionate response to the pandemic

For our organization, we have advanced

- CQI through board reporting, policy development, LEAN training, the development of a system to track LEAN projects
- Risk Management using a near miss program, integrating our risk registry, and improving cyber security
- Equity and the integration of an equity lens into board governance, decision making, policy review, and human resources

For our community, we have advanced

- Collaboration with respect to Rural Services, Indigenous Cultural Services, Walk-in Counselling, and Crisis Response Services
- System development though actively participating in the Ontario Health Team proposal ensuring the voice of children and community were at the table
- Collective action through being present at numerous local, regional and provincial projects and planning tables

The following pages of our annual report provides more details on some of this important work. A big thank you to all – the Board, staff and students, our clients and community - as we work collectively to advance quality, champion equity, mitigate risk and ultimately deliver on our mission of improving the lives of infants, children, youth and their families.

Thank you, Merci and Megwìch

Tara and Diane



Staff Service Recognition



30 Years

Laura St. Jacques
Resource Consultant

25 Years

Dave Villella
Program Manager

20 Years

Susan Coulter
Speech and Language
Pathologist

Marni MacPherson
Child & Youth Worker

Pina Pierce
Child & Youth Worker

Jennifer Brooks
Social Worker

15 Years

Arin Soloway
Speech and Language
Pathologist

Bruno Castellan
Social Worker

Andy Meisner
Social Worker

Jennifer Welsh
Psychologist

Lori St Amand
Social Worker

Gina Ruberto
Supervisor, Special Needs
Resource Program

Sandra Coccimiglio
Social Worker

10 Years

Ashley Hymers
Resource Consultant

Kaitlyn Fox
Social Worker

Retirees

Theresa McMillian

Leanne Mickleburgh



Board of Directors

Tara Gauld, Chair

Tricia Murdoch, Vice Chair

Carolyn Leroux, Secretary/Treasurer

Denise Baxter, Director

Allane Danchuk, Director

Marie-Claude Deagazio, Director

Crystal Edwards, Director

Karen Hagman, Director

Jordyn Howie, Director

Ike Peprah, Director

Michelle Probizanski, Director

Victoria Vacchiano, Director



Strengthening Services

Emergency Response in Schools

When children and youth returned to school in the fall of 2021, the impact of the pandemic on their mental health quickly became apparent. The School Social Work team was overwhelmed with referrals. In order to support the youth, CCTB deployed additional social workers to provide 'pop-up' Walk-In Clinics in a number of schools.



Lakehead Public Schools Collaborative Response

In October 2021, Lakehead Public Schools reached out to community service providers in an effort to provide supports to struggling early learners. The result: a creative, collaborative service model aimed at providing timely, accessible services tailored to kindergarten student needs. Children's Centre Thunder Bay, Dilico Anishinabek Family Care, and George Jeffrey Children's Centre partnered to support 9 schools/classes, which included classroom observations and strategy recommendations, speech and language services, occupational therapy, screenings, and connections to additional services. This creative model was described by staff as "swift, effective, and compassionate, and truly had an impact on providing much needed additional support for students and educators".

Parent Support, in Partnership with Pleo

Parents and caregivers don't need to face challenges alone. Our parent support groups provide a safe place to find connection, support and hope.

Parent Support at CCTB has gone through some exciting developments, including a new partnership with PLEO to provide wrap around supports to families in the City and District of Thunder Bay. We now provide virtual support groups to parents and caregivers of children to age 25 in English and French, facilitated by trained peer supporters who have been there themselves – they get it! In addition to groups, we are also pleased to offer parents and caregivers access to a parent support help line.





Walk-In Talk-In Clinics Collaboration

Over the past year, CCTB has led an initiative to improve coordination amongst the city and district providers of Walk In/Talk In services. In conjunction with Thunder Bay Counselling, Alpha Court, Dilico Anishinabek Family Care, Our Kids Count, Catholic Family Development Centre, Canadian Mental Health Association and North of Superior Counselling Programs, we have developed an integrated calendar that reflects the availability of Walk-In mental health services across communities. We will continue to advance this work to expand hours of access, add new locations, strengthen cultural supports and integrate needed supports through additional partners.

THUNDER BAY & DISTRICT WALK-IN/TALK-IN COUNSELLING CLINICS				
In-person sessions are available. Please contact the organization directly to confirm. Services en français disponibles. Services in Cree and Oji-Cree are available.				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
CMHA Thunder Bay (807) 345-5564 www.thunderbay.cmha.ca 9 AM - 12 PM North of Superior Counselling Programs (877) 895-6677 www.nosp.on.ca 10 AM - 3 PM Alpha Court (807) 683-8200 www.alpha-court.ca 221 Wilson St 1 PM - 4 PM	CMHA Thunder Bay (807) 345-5564 www.thunderbay.cmha.ca 9 AM - 12 PM Our Kids Count / Catholic Family Development Centre (807) 623-0292 ext. 228 www.ourkidscount.ca 704 McKenzie St 9 AM - 12 PM North of Superior Counselling Programs (877) 895-6677 www.nosp.on.ca 10 AM - 3 PM Children's Centre / Thunder Bay Counselling (807) 700-0090 www.tbaycounselling.com www.childrenscentre.ca Location rotates 12 PM - 3 PM Dilico (807) 624-5818 www.dilico.com 1115 Yonge St 1 PM - 8 PM	CMHA Thunder Bay (807) 345-5564 www.thunderbay.cmha.ca 9 AM - 12 PM North of Superior Counselling Programs (877) 895-6677 www.nosp.on.ca 10 AM - 3 PM Alpha Court (807) 683-8200 www.alpha-court.ca 221 Wilson St 1 PM - 4 PM Children's Centre / Thunder Bay Counselling (807) 700-0090 www.tbaycounselling.com www.childrenscentre.ca Location rotates 3 PM - 6 PM	CMHA Thunder Bay (807) 345-5564 www.thunderbay.cmha.ca 9 AM - 12 PM North of Superior Counselling Programs (877) 895-6677 www.nosp.on.ca 10 AM - 3 PM Children's Centre / Thunder Bay Counselling (807) 700-0090 www.tbaycounselling.com www.childrenscentre.ca Location rotates 12 PM - 3 PM Our Kids Count / Catholic Family Development Centre (807) 623-0292 ext. 228 www.ourkidscount.ca #16-288 Windsor St 4 PM - 6 PM	CMHA Thunder Bay (807) 345-5564 www.thunderbay.cmha.ca 9 AM - 12 PM North of Superior Counselling Programs (877) 895-6677 www.nosp.on.ca 10 AM - 3 PM Alpha Court (807) 683-8200 www.alpha-court.ca 221 Wilson St 1 PM - 4 PM

UTURN

UTURN is a collaborative partnership between Children's Centre Thunder Bay, Thunder Bay Counselling, and St. Joseph's Care Group. In existence since 2005, the aim of the partnership is to provide integrated assessment and treatment services for youth and their families, aged 12 to 24, who are experiencing substance use and mental health struggles. The services provided through the partnership include community based counselling, therapy and case management, live-in treatment, family support and education, cultural programming, and skills groups. The partnership allows for ongoing collaboration, communication and sharing of resources to ensure that youth are seamlessly connected to the appropriate services to meet their unique needs, as well as reducing or eliminating wait times and other barriers, and assisting with transitions to adult services when needed.

Youth Tragic Events Response Committee

The Youth Tragic Events Response Committee represents 17 local service organizations. The committee was created with the unique purpose of providing a coordinated response to youth in our community who may be impacted by a tragic event. The committee serves two primary purposes. The first is to provide a streamlined information sharing process amongst service providers, which facilitates improved identification, monitoring and support for impacted youth. Secondly, in instances where a tragic event results in schools or other service providers being overwhelmed by the level of need, community resources can be deployed to provide additional mental health supports. The committee uses Psychological First Aid as a standard model of intervention and incorporates evaluation practices to ensure quality service delivery.



Improving Pathways

Autism (ASD) Pathways, Urgent Response Services (URS), and a Diagnostic Hub

CCTB is committed to improving pathways to service. Whether it be for diagnostics or services we have committed to looking both internally and externally at how we can improve. Internally we embarked on an evaluative process to ensure our limited number of diagnostic assessments are triaged appropriately. Externally, we are active partners with local and regional providers to create better ASD Diagnostic Pathways for individuals not associated with CCTB. The regional initiative has afforded CCTB with the ability to complete 11 ASD diagnostic assessments this year, allocated to rural equity via the Diagnostic Hub. CCTB is also involved with Urgent Response Services (URS)- Urgent Response Services is a new ministry initiative under the Ontario Autism Program aimed to provide a time limited rapid service to help stabilize a specific need in order prevent further escalation or risk of to harm to self, others or property. FIREFLY has been identified as the lead URS agency within the Kenora Rainy River and Thunder Bay Districts to lead this initiative. CCTB has collaborated extensively with FIREFLY to develop the proposal for our District. We have also worked to introduce and support the development of relationships between FIREFLY and organizations within Thunder Bay so services are coordinated and meet the needs of the clients we serve.

Involvement in each service stream enables us to improve pathways for infants, children, youth and families.

Coordinated Service Planning (CSP)

As the coordinating agency, CCTB continues to take a lead role in the organization of the Coordinated Service Planning system. Over the past year, the CSP system has worked to coordinate services around the needs and wishes of families, youth and children. CCTB has worked hard to develop strong relationships with providers, and participating agencies to ensure that the CSP system is functioning in a cohesive and collaborative manner.

Children's Aid Society Memorandum of Understanding

In order to improve pathways CCTB and CAS have formalized an agreement which recognizes that by virtue of involvement in a child welfare system an infant, child or youth is deemed to be a high priority for service. Concretely, improving pathways to service have occurred via improved working relationships, streamlined communication between the agencies, and provision of a clear process to address service needs and planning is taking place.



Crisis Services for Children, Youth and Families

CCTB led a significant project aimed at enhancing the community's Crisis Response Program with respect to providing services for children, youth, and families who are experiencing a crisis. As a result, CCTB, Canadian Mental Health Association, Dilico Anishinabek Family Care, and North of Superior Counselling Programs, entered into a Memorandum of Understanding, with the purpose of improving pathways between CYMH service providers and the Crisis Response Program. There are now dedicated referral pathways between services, and improved communication and collaboration. CCTB facilitated training for all Crisis Response staff with a focus on Child and Youth Mental Health, and will continue to provide clinical support to the program.





Cultural Programming with St. Joseph's Care Group

This year CCTB entered into an agreement with St. Joseph's Care Group to purchase cultural services through their N'doo'owe Binesi Indigenous Health Services Department. This agreement has already brought significant improvements to our ability to better meet the cultural needs of our clients, as well as providing an opportunity for staff to learn and participate in activities such as the Sacred Fire, making tobacco ties, teachings and storytelling. Our entire management team participated in the Repairing the Sacred Circle training. Cultural practitioners are available to youth through our OM group, as well as individual sessions.





French-Language Services

Children's Centre Thunder Bay (CCTB) is committed to improving service equity and works proactively toward increasing our capacity to deliver services to non-English speaking clients in the language of their choice whenever possible.

Under the French Language Services Act (FLSA), CCTB has specific obligations to provide French-language services and within the Centre's geographical mandate, there are several communities designated under the Act. In alignment with our strategic direction of improving equity, CCTB supports the spirit of the Act and endeavors to provide French Language Services (FLS) far beyond the obligations of the legislation.

CCTB is currently an 'identified' provider of FLS, and reports annually to Ontario Health with respect to our FLS activities. We continue to expand our capacity to delivery services in French for our Francophone community, and to engage with the Francophone community to promote CCTB services.

Collection of Client Identity Information

With the goal of supporting Equity, Diversity, and Inclusion, CCTB began collecting client identity information in January 2022. This information will be used to better understand the service needs of our clients. By doing so, we hope to remove any existing barriers to service and provide clients the most equitable, client centred, and respectful assistance possible.





Building Better Systems Locally

Strategic Alliance with Thunder Bay Counselling

In August, Children's Centre Thunder Bay and Thunder Bay Counselling enhanced their commitment to supporting mental health services across the lifespan for residents in Thunder Bay and the surrounding area by announcing a formal alliance. The two organizations have had a long, successful history of collaboratively supporting children, youth, adults, and families in Thunder Bay and area. In December 2020, the Boards reviewed integrative options to ensure ongoing collaboration between the two organizations and decided to develop a formal Strategic Alliance binding each partner to a new level of integration.

Within this Strategic Alliance, efforts include but are not limited to:

- Engaging in collaborative governance and leadership,
- Strengthening meaningful engagement,
- Improving the experience of the people we serve,
- Implementing projects to improve the access, equity, safety, efficiency, and effectiveness of services, and
- Creating space to further enhance organization and system integration



Child & Youth Mental Health and Addictions Planning Table

The CYMHA Planning Table is comprised of 34 members across a variety of service sectors, working to create an extraordinary system of pediatric mental health and addictions services. Included in this work is the creation of the Statement of Anti-Racist Action, to be signed by all participating partners.

The table strives to identify and address areas for development that will ultimately strengthen and/or improve:

- Outcomes for children and youth
- Client experiences in the system
- Pathways and access to services
- Flow through services
- Transitions between services

Priority #1: To address systemic racism and other forms of oppression that impact individual and families' capacity to access and participate in the continuum of CYMHA services.

Priority #2: To create a more integrated and client-centred system that supports effective access, flow and navigation of all CYMHA (e.g. acute care, addictions, education, childcare, primary care, adult system).

Priority #3: To address inequity created by the Social Determinants of Health (SDH) and associated barriers to accessing the system of care (e.g. racism, poverty, childhood experiences, access to health care, social supports/coping, gender, physical environments).

Priority #4: To enhance the fair and appropriate use of virtual technology within the range of CYMHA services.

Priority #5: To improve access to effective crisis response services for children, youth and their families in the City and District of Thunder Bay.

Priority #6: To enhance equity and access to core CYMHA services for people living in rural district communities.

Priority #7: To strengthen the system of Intensive Out-of-Home Treatment Services (residential services) in the city and district, region and province as appropriate.



Children's Centre's work to build better systems and improve access to quality services for children, youth and families reaches farther than local initiatives. Our staff continue to engage in work related to improving system services throughout the province.

Northwestern Ontario Integrated Care Working Group & City and District of Thunder Bay Ontario Health Team Application

Children's Centre is an active member of the Northwestern Ontario Integrated Care Working Group, striving to bring a coordination of specialized service delivery to the region through the implementation of Ontario Health Teams (OHT). Each OHT will be able to organize and deliver care that is appropriate, relevant, and connected to the patients within their unique community.

Each Ontario Health Team will incorporate service planning and delivery frameworks that include:

- Common definitions
- Common needs assessment tools/approaches
- Common performance metrics
- Common improvement initiatives/approaches (i.e. transitions in care, referral systems)
- Common voice/advocacy

Right Time Right Care

Working to better articulate responsibility and integrate community based child and youth mental health services with school mental health.

Provincial Training with CMHO and Lead Agency Consortium

Supporting the development of a training program for clinical staff to support youth requiring intensive services.

One Stop Talk

Improving clinical standards and change management process for the provincial single-session virtual counselling system.





Summarized Financial Statement

YEAR ENDED MARCH 31, 2022 (WITH COMPARATIVE FIGURES FOR 2021)

Revenue	2021/22	2020/21
Advances from MCCSS	\$3,538,744	\$3,848,852
Ministry of Health	7,307,323	7,113,558
District of Thunder Bay Social Services Admin Board	1,372,451	1,398,909
Ministry of Attorney General	161,609	133,989
Other	1,320,662	1,353,548
Donations	4,128	10,553
Interest	6,081	11,363
Recoveries	<u>196,430</u>	<u>197,435</u>
	<u>13,907,428</u>	<u>14,068,207</u>
Expenditures		
Salaries	9,307,549	9,160,193
Employee Benefits	2,325,498	2,266,783
Travel	70,299	49,619
Staff Training	156,523	134,032
Building Occupancy	379,015	416,594
Purchased services – non-client	195,819	169,171
Program Expenses	117,638	178,053
Professional Fees – Client	606,806	890,631
Office Administration	624,660	651,451
Capital Acquisitions	43,304	15,763
Other	<u>32,016</u>	<u>73,608</u>
	<u>13,859,127</u>	<u>14,005,898</u>
Excess of Revenue over Expenditures for Year	<u>48,301</u>	<u>62,309</u>
Net Assets, beginning of year	<u>760,756</u>	<u>698,447</u>
Net Assets, end of year	<u>\$809,057</u>	<u>\$760,756</u>

Audited financial statements are available upon request.

Message from the Children's Centre Foundation



The past year has been an exciting one for the Foundation. With the loosening of lockdowns and restrictions, and the beginning of a return to a sense of normalcy, we have felt our attitude lift and motivation return. While we all did our best navigating the challenges that came along with the unprecedented global pandemic, it has been a welcome shift to once again turn our attention to planning events and raising funds for the important work of the Children's Centre.

This year we were able to gather as friends in the beautiful space at The Chanterelle for our annual wine-tasting event, Winesations. The excitement in the room was evident, and it felt almost surreal to be surrounded by so many smiling faces. Thanks to the generosity of our sponsors and attendees we are delighted to report that this event raised over \$19,000!

We have also continued to share conversations and promote the work of the Children's Centre through various other fundraising initiatives. One of these, the Virtual Mental Health Run/Walk, gave us the opportunity to step outside and get some exercise during Mental Health Week, raising both funds and awareness of the importance of speaking up about mental health and wellness. In partnership with ThunderCon and CMHA, this event raised \$5000 for the Foundation.

Another notable accomplishment for us this year was the work we have done on developing a strategic plan to focus our work over the next few years. Our mission, to strengthen the capacity of the Children's Centre Thunder Bay by resourcing and financially supporting health and wellness services for children and families, will help to guide and remind us how important our work is to so many.

To our coordinator and the entire board of directors, thank you for your continued belief in our mission and work you do to support our fundraising efforts. The dedication of your time and energy does not go unnoticed!

To the staff at CCTB, thank you for your dedication to improving the lives of children, youth and families in our community. It truly is an honor supporting an organization that has such involved, committed and passionate employees.

We look forward to continuing to plan exciting fundraising events, and hope to see you there!

Respectfully,

Christina Foresto
Chair, Children's Centre Foundation Thunder Bay





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