



## Annual Report 2015-2016



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## **Year in Review: Message from the CEO**

Fiscal 2015/16 was an incredible year of change and growth at Algoma Family Services (AFS). With great thanks to the leadership team and staff at AFS we were able to lay a solid foundation for the transformation of services, all with the goal of ensuring children, youth, adults and families receive the right service at the right time by the right people in the right place. This was the first year in a three year enterprise change management plan that focuses change with the management structure and board committees in year one, leadership capacity building in year two and our service delivery model in year three. With a 22% increase in demand for services over the last five years and growing waitlists, the enterprise change management plan will position AFS well to meet the growing demand for services in a more effective, economical and efficient way.

In July of 2015 AFS was designated a Children and Youth Mental Health Lead Agency. With this responsibility we have been working hard to build our capacity to accept this system management role to ensure services are streamlined and accessible. Our core services delivery plan as a lead agency focuses on three priorities, those being enhanced support and services to our Indigenous communities, youth and family engagement, and a smoother transition for children and youth from the child and adolescent psychiatric unit at Sault Area Hospital to the community. Thanks to an investment by government in lead agencies we were able to hire our first Indigenous Outreach Counsellor and build additional capacity with our staff through cultural competency training. This will go a long way in helping us with our core services delivery priority of enhanced support and service to Indigenous communities.

With the new management structure deployed in March of 2016, we have addressed in a significant way some of the internal barriers that come with being a multi-service agency with multiple funders. Our new leadership structure will ensure we are one agency, with one purpose and vision. Our new board committee structure will ensure strong governance and accountability in the delivery of services and use of financial resources in the optimization and modernization of our services.

# **Year in Review:**

## **Message from the CEO cont.**

It has truly been an incredible first year as the CEO for AFS as we embarked on our new journey as a lead agency and enhanced our community profile through community engagement and education events such as: Children's Mental Health Week, the End the Silence Art Exhibit, first free Winter Wonderland Public skates in Sault Ste. Marie, Wawa and Elliot Lake, education seminars for professionals on FASD featuring Jeff Noble, free community event with Jeff Noble, sponsorship of the premiere of "No Letting Go" at the Shadows of the Mind Film Festival, sponsorship of the first "Jack Talks" youth empowerment speaker on mental health, and AFS participation in the Algoma Model research / information days; as well as information fairs hosted by our Indigenous partners. All in all we reached hundreds of community members and professionals directly obtaining valuable feedback on our services and also conveying information about our services.



The culmination of our engagement and education activities is Children's Mental Health Week in May. Congratulations to our planning committee on a successful week that launched with the Triple P Conference, followed by a free community presentation with Dr. Michael Ungar that ended up being standing room only, a Shaw TV video featuring our Taming Sneaky Fears Program, and the International Bridge Climb of the US Arch that took place in June.

New programs launched this year included: a care and treatment program at St. Mary's school, single session walk in service and a pilot group program with THRIVE children's rehabilitation center for children with Autism. In collaboration with our community partners these new programs were made possible.

## **Year in Review: Message from the CEO cont.**

In 2015/16 we were fortunate to make significant capital and service investments to enhance our capacity to provide services, with updates to our district and Sault offices, as well as advances in technology to enhance our efficiency. In February of 2016 we began our strategic plan refresh with a goal of unveiling the new plan at the Annual General Meeting. The new strategic plan will guide us in our effort to ensure our quality services are accessible and timely, our collective resources are maximized and our people are supported in their extraordinary work.

I would be remiss if I did not acknowledge our appreciation to our many funders, Rotary North and also the AFS Foundation. Without your support our services simply would not be possible. Also, I would like to acknowledge the incredible welcome and support from the AFS Board of Directors, staff and also OPSEU Local 684. Together we have achieved so much in support of the children, youth, families and adults we serve. I look forward to another exciting year! Thank you!

This was an incredible year of new beginnings and also some new journeys. In closing, as a team we acknowledge the retirements of: Wyatt Poser, Manager of Administration and Tom Schmiedendorf, Acting Executive Director / Clinical Services Manager, Carol Rouleau, Adult Services Counsellor and Jackie DeSimon, Support Staff; as well as the departures of: Darryl Fillmore, Manager Intensive Treatment Services, Sharon Lorenzo, HR Associate, Jeff Lefave, Intensive Treatment Counselor, Tracy Gardiner, Support Staff, Jenna MacGillivray, Intensive Treatment Services, Darlene Muncaster, and Karl Sauerzopf, Care and Treatment Worker. Thank you for your many years of service to AFS.

Ali Juma, Chief Executive Officer

# **Message from the Board Chair**

As Benjamin Franklin once wrote: “Without continual growth and progress, such words as improvement, achievement and success have no meaning.”

As an organization, AFS has accomplished all of this during the year. These accomplishments have involved all levels of the agency, with each group maintaining their focus of wanting to meet the needs of the clients.

Many hours have been spent by both the staff and the Board in developing a new strategic plan that will help to provide direction for the agency during the next few years. This was being done at the same time as the agency was preparing for the 2017 accreditation visit, completing all the requirements of being designated a Lead Agency, and trying to build new community partnerships while still providing the best possible programs to our clients and other members of the community.

Staff have been involved in ongoing training sessions while the Board is getting used to a new committee structure that was developed. The Foundation had their yearly Dream Draw along with other fundraising activities, with proceeds going to AFS to help provide further programs. During the year, those involved with AFS came together, stayed together, and worked together to make sure the agency had a successful year. We congratulate and thank all staff and Board members for their ongoing dedication and effort to our organization. It is staff and the Board that made AFS what it is today.

Sherrill Dewar, Chair of the Board

## **Board of Directors**

Sherrill Dewar President/Chair of the Board	John Paul Paciocco Director	Wendy Sheplawy Director
Pamela Ficociello Vice-Chair	Melissa Agawa Director	Connie Slyzys Director
Enrico Iacoe Secretary	Franca Cavaliere Director	Morgan Levy Director
John Stefanizzi Treasurer	Sean Halliday Director	Jana Tetreault Director

# Mission, Vision, Values

## MISSION

“Promoting Healthy Minds for Strong Communities”

## VISION

“Enhanced mental health for all within strong,  
supportive communities”

## VALUES

### Respect

To honour the individuality of others by appreciating their strengths and needs; to be fair,  
sincere and compassionate

### Innovation

To seek out creative ideas and adapt our thinking to meet changing needs

### Excellence

To strive to be exceptional and set a positive example for others

### Accountability

To be transparent and take responsibility for our decisions

### Collaboration

To engage effectively, share decision-making, and be a good partner

## STRATEGIC PRIORITIES (2012-2015)

### Stakeholder Engagement

Key stakeholders are identified and involved in relevant functions of the organization

### Service Excellence

Recognized universally as a creative leader and innovator

### Operational Excellence

An efficient, effective and economical organization

### Effective Governance

Working with the Board to ensure that the organization is effective, invested, progressive  
and fiscally responsible

# Programs and Services

## CHILDREN'S MENTAL HEALTH SERVICES

- Intake Services
- Assessment and Consultation
- Therapeutic Child and Youth Groups
- Care and Treatment Programs
- Child and Youth Telepsychiatry
- Intensive Treatment Services
- Cognitive Therapy Clinic
- Brief Services
- 0 to 6 Clinical Services
- Crisis Follow-Up

## FAMILY VIOLENCE

- Freedom From Abuse
- Child Witness Program
- Partner Assault Response

## YOUTH SUBSTANCE ABUSE AND MENTAL HEALTH PROGRAMS

- Alternatives for Youth
- Genesis Day Treatment Program
- School Based Supports
- Mental Health Workers for Students in Schools
- START Program
- Rebound North CHOICES

## COMMUNITY PARTNERSHIPS

- Student Nutrition Program
- Supervised Access Program
- Community Action Program for Children
- Canada Prenatal Nutrition Program
- Triple P (Positive Parenting Program)
- Mental Health First Aid

## YOUTH JUSTICE

- Community Support Team
- Arson Prevention Program

# Community Outreach

## Walk In Counselling Service



A significant achievement in 2015 was the launch of the single session Walk In Counselling Service in collaboration with Algoma Public Health and the Canadian Mental Health Association. With the assistance of a \$30,000 grant from Medavie Health Foundation we were able to make good on our value proposition of providing the right service at the right time. We are thrilled this service which caters to the needs of children, youth and adults, of all ages, in individual, conjoint or family sessions has been received so well. In the first ten months, following a soft launch in November 2016, 478 counselling sessions have been held and 344 different clients have accessed the service. Almost 40% of the people accessing the service are under the age of 24, and 18% were under 16 years of age. Many parents have attended to seek support in regards to their children.

The response by our community partners has been amazing. Referrals are received from many sources including schools, Sault Area Hospital and other service agencies. The Walk In has been identified as the first stop when counselling services are required. By offering this easily accessible service, our goal is to impact our wait lists. Initial data indicates the service is already decreasing the number of visits to the hospital emergency department. Many walk in service users indicated without the walk in service they would have attended emergency.

The Walk In Service is offered on Tuesdays from 11:30 AM to 7:00 PM, downtown Sault Ste. Marie at the Canadian Mental Health Association, 386 Queen St E. Given the incredible demand for service, we are exploring additional partners, days of service and locations. We are pleased to hear so many positive comments from individuals who utilize the Walk In, including how grateful they are to access a counselling session when they need it, by skilled professionals at no cost.



# Community Outreach

## Lead Agency



### Our First Year in Review...

In July 2015, Algoma Family Services (AFS) was designated the Lead Agency for child and youth mental health services for the District of Algoma. Over the next two years, AFS will be developing its capacity to work specifically with other child and youth mental health service providers. Additionally, AFS will increase partnerships with providers in other service sectors (e.g. police services) in Algoma. The goal is to ensure that the people of Algoma District receive the full range of core services, to plan for service improvements, and to demonstrate accountability in the provision of high quality core services.

### Our First Steps...

During the final part of 2015-2016, AFS was required to complete a Core Services Delivery Plan (CSDP) and Community Mental Health Plan (CMHP). These plans will be the starting point for our work during the next several years as AFS moves from a “transfer-payment” agency to the “system manager” for child and youth mental health services.

#### 1. Core Services Delivery Plan (CSDP)

“CSDP focuses on describing the current delivery of core child and youth mental health services within a service area and how the Ministry of Children and Youth Services (MCYS) funding is being used to support these services. It also identifies activities that will result in improvements to these services, and support a more effective and efficient system. (MCYS)”

#### 2. Community Mental Health Plan (CMHP)

“CMHP describes child and youth mental health services and supports delivered by other sectors such as education, health, early years, child welfare and youth justice. The plan reflects the role that broader sectors play in the delivery and funding of child and youth mental health services and will support the lead agency’s work with their community partners to improve service delivery and pathways to, through and out of care. (MCYS)”



## Community Outreach

### Triple P - Dr. Ungar

On May 5th, 2015, AFS Foundation and Sault Ste. Marie Best for Kids hosted Dr. Ungar as part of the 2015 Triple P Ontario Conference. The event was the first of many community engagement events held by AFS throughout the year.

Dr. Ungar is among the best known writers and researchers on the topic of resilience in the world. As both a family therapist and very successful scientist, he has identified the most important factors that influence the resilience of children, youth, and families. In another of his many roles, Dr. Ungar is the founder and co-director of the Resilience Research Centre at Dalhousie University where he coordinates millions of dollars in research in more than a dozen countries.

The evening was a great success. As a first time event, it was standing room only to hear the expert advice given by Dr. Ungar.

### YOUnion - Take Back Consent

With the help of the Laidlaw Foundation, the AFS YOUnion youth engagement group partnered with Phoenix Rising to host Take Back Consent; a youth led event designed to stimulate awareness and conversation about consent as a prerequisite to sexual activity. The event took place immediately prior to the “Take Back the Night March”. The event included three original youth written and performed skits as well as an open discussion.

The message “No Means No” does not always resonate and is often overstated. The project demonstrated actual scenarios that young people can find themselves in (and provided discussion and awareness for consent, the “No.”.)



# Community Outreach

## Sault North Rotary



AFS was invited to present to the Sault North Rotary Club to educate their members and bring awareness to specific AFS programs. The club was educated on the Crisis Follow-Up program by AFS counsellor Mike Kreutzweiser.

The Crisis Follow-Up program takes on clients from the Sault Area Hospitals Crisis unit. These clients are not put on waitlists and are seen immediately by a counsellor. Due to the nature of the program the services are unfortunately in high demand and the counsellors have higher than usual case loads.

The presentation which was quite eye opening for the club and its members was followed by a generous donation of \$15,000 towards the Crisis Follow-Up program. Since the presentation the Sault North Rotary Club and AFS Foundation have entered into a partnership to help support the programs of AFS.



## Healthy Kids Community Challenge

As part of the Algoma Leadership Table (Senior Community Leaders) AFS helped organize the kick off event to the Healthy Kids Community Challenge. The event was a free event that brought out over 300 kids to enjoy an afternoon of playing ball hockey with the Soo Greyhounds. Each child received a free hockey stick and ball as well as the opportunity to take pictures and get autographs with their local hockey heroes.

The Healthy Kids Community Challenge is a fully funded program operating out of Algoma Public Health focusing on children's health with an emphasis on healthy eating, physical activity and the importance of adequate sleep.

# Community Outreach



## Winter Wonderland Skate

January 17th, 2016 Algoma Family Services held the first Winter Wonderland Skate. The skate provided the community the opportunity to come out and enjoy a day of family fun. This friendly family event was free to the public and hot chocolate was provided by the AFS Foundation.

The event brought out over 20 different community organizations to educate the public on their services. The event was also run in Elliot Lake and Wawa on the same day. The intention of the event was to raise community awareness and promote the health and wellness services available in Algoma.

### Jeff Noble

On February 17th, Jeff Noble presented a highly interactive, entertaining workshop for over 220 professionals at the Delta Waterfront Hotel. At a dinner attended by 70 parents and caregivers, Jeff helped the group “make sense of the madness” and offered “light bulb moments” of discovery as the audience realized how FASD impacts their families and communities, as well as the changes they need to make.

Jeff is a tour de force, an absolute must see.



# 2015/2016 Service Statistics

**2011/12**

**2015/16**

## UNIQUE CLIENTS SERVED

**1,682** → **1,712**

## SERIVCE REQUESTS

**3,579** → **3,742**

## WAITLISTED CLIENTS

**153** → **187**

Total Hours of Direct Services



**23,646**

(MYSF Founded services only)

**Client D**



**First Nation**

**Inuit Self Id**

**Client Ag**

19+ year

15-18 year  
(32%)



12-14 year

Average

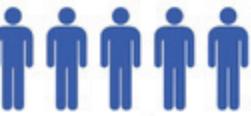
**2011/12**

**12**

# Demographics



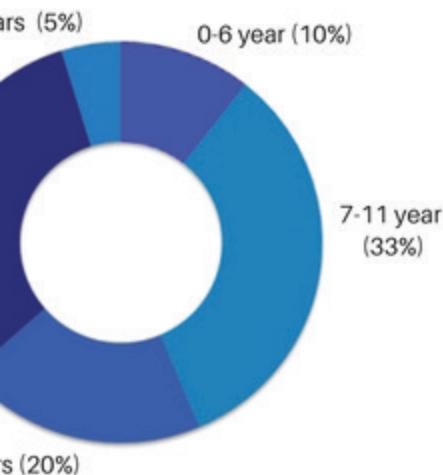
% Female



% Male

ns, Metis,  
Identifying 154

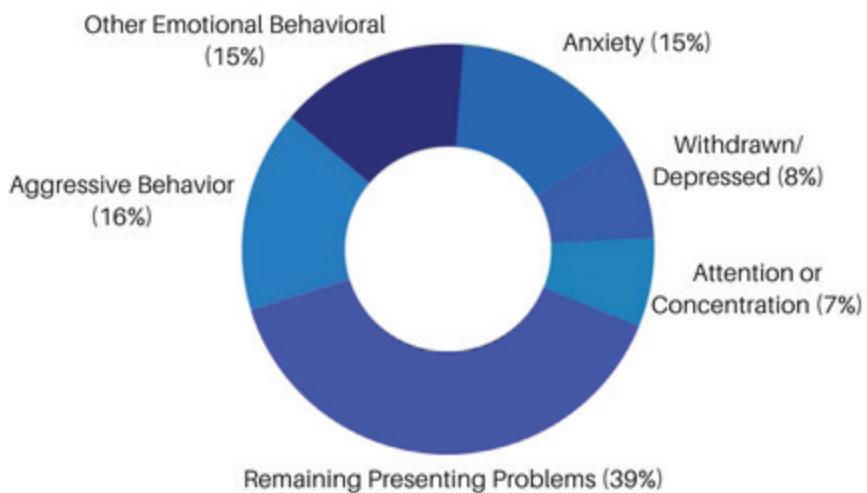
# Age Distribution



# Average Age (in years)

2015/16  
12.4

# Presenting Problems



# Clinical Diagnosis

Clients With a Diagnosis

494

Diagnosis Made in 2015/2016

107

Total Diagnosis

840

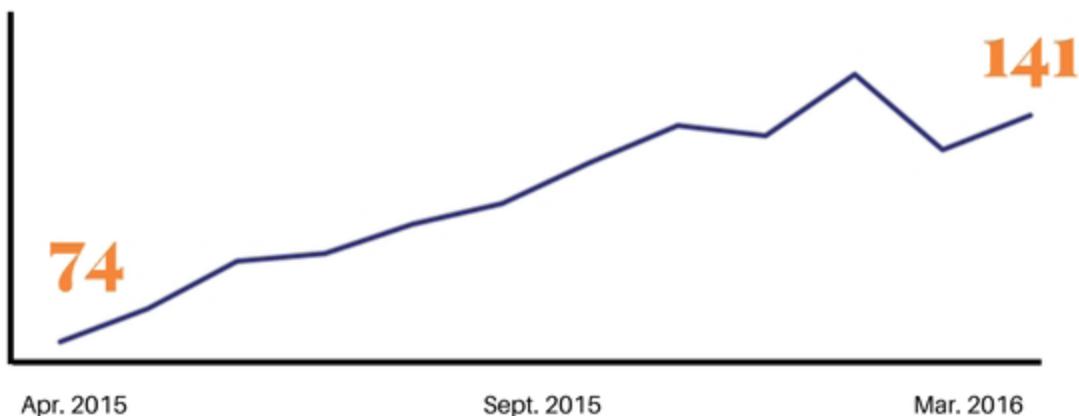
# Psychological Assessments

187

# Walk-In Services



## Cognitive Therapy Clinic Waitlist



### 0 to 6 Services Waitlist

2011/12

19

2015/16

41

### Psychology Services Waitlist

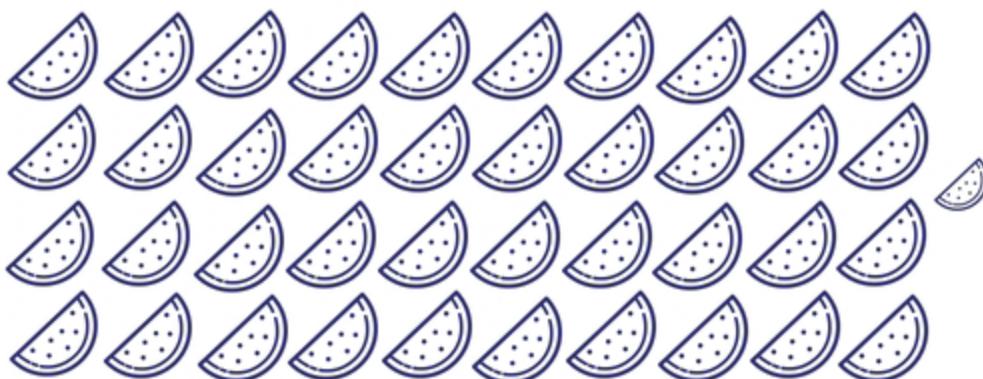
2011/12

51

2015/16

27

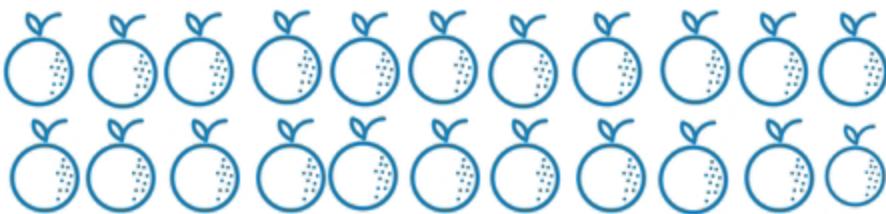
# **Student Nutrition Program**



**Meals Served in Algoma Region (1,009, 656)**



**Non-unique  
Participants  
(66, 061)**



**Meals Served in Sault Ste. Marie  
(545, 699)**

## **Clients Served per Program**

**Children's Mental Health Services  
2509**

**Community Partnerships  
3643**

**District Services  
293**

**Youth Substance Abuse and Mental Health Programs  
703**

**Family Violence  
375**

**Youth Justice  
70**

**Complex Cases  
12**

# Community Outreach

## End the Silence Art Exhibit



In honour of the International Day for the Elimination of Violence Against Women, AFS hosted their annual Art Exhibit and gala on November 18, 2015 at the Grand Theatre.

AFS' Family Violence Team provides a ten week art expression group for women who have experienced abuse in their lives. The exhibit featured the work of women survivors of domestic abuse, which was created as part of their healing process.

The gala took place during the Midnight Magic event on Queen Street and attracted approximately 300 people. A small group of dedicated people worked tirelessly to plan and put together this very successful event.

Guest speakers this year included Terry Sheehan, Ali Juma, Danielle Ayotte and Paula Lang. The evening also included the musical talents of AFS staff playing guitar. Thank you to everyone who organized and participated in this annual event.



## Jack Talks

February 2016, the AFS youth engagement group YOUNION put on an event to raise awareness and help end the stigma surrounding mental illness by presenting in a speaker who is part of the Jack Talks organization.

Jack Talks is “a national network of young leaders transforming the way we think about mental health. With initiatives and programs designed for young people, by young people.”

The free event saw many local high school and post-secondary students take in a very important and powerful message from a peer about mental health; when to seek professional help and when to be a supportive friend.



## Community Outreach

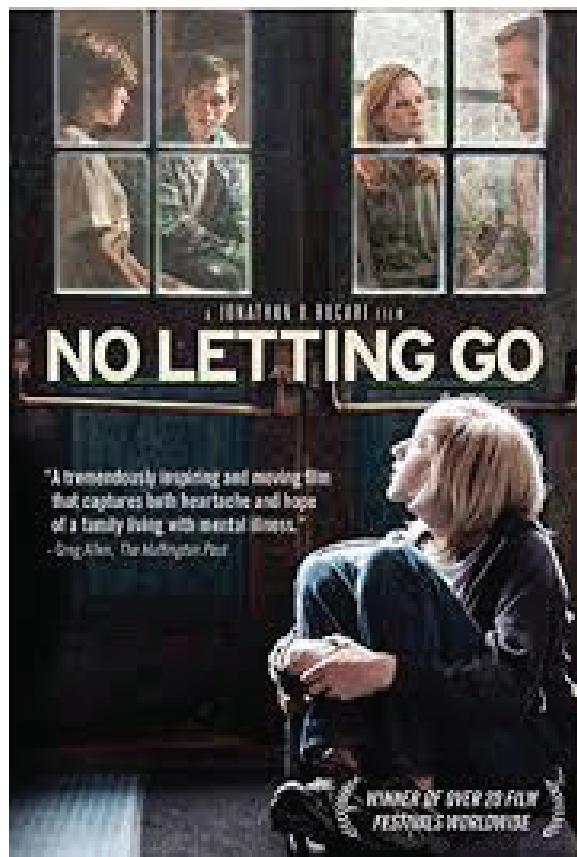
### No Letting Go

Over the past couple of years, AFS has had the opportunity to sponsor a film as part of the Shadows of the Mind Film Festival which happens locally every February. This year AFS had the great pleasure to screen the Canadian debut of No Letting Go.

No Letting Go follows the story of the Spencer family whose middle son, Timothy, struggles with anxiety, depression and a mood disorder. As part of the screening AFS had the opportunity to bring in the Co-Producer of the Film, Randi Silverman, who's family the film is written about.

Randi graciously promoted the film on the radio stations and held information sessions for both professionals and the community. Randi led an interactive dialogue aimed at recognizing the gifts as well as the difficulties that come with parenting a child with mental illness. We joined her for an intimate conversation about how individuals, as a parent or caregiver, have supported and advocated for children in home, school and community settings.

The film was screened to a sold out audience and was followed by a panel discussion lead by AFS staff, past youth clients and Randi.



# Community Outreach

## Adventure Based Learning Summer Camp

Each year, AFS offers a one week summer day camp experience for children between the ages of 9 to 12 years. By working with local outfitters, children in Sault Ste. Marie, East Algoma and North Algoma are provided with the necessities and expertise to participate in activities that they might not have been able to do at a community camp.

AFS provides skilled clinical staff for individual support that is sometimes necessary for youth to be successful. Some of the activities over the past years have included canoeing, archery, geocaching, soapstone carvings, hiking, biking and learning a variety of survival skills such as shelter building, orienteering and how to build a fire. Along with funds made available by the AFS Foundation, these activities are provided at no cost to the participants and include lunch, snacks and transportation.

Parents of group participants have noticed that their children feel more confident, have made new friends and feel more comfortable in trying new things after participating in the ABL Summer Camp.



# Community Outreach



## Children's Mental Health Week

In celebration of Children's Mental Health Week, AFS was invited to tame our worries and face our fears. AFS stepped up to the challenge by asking staff, board members, students and youth from YOUnion, our youth engagement group to climb the Sault Ste. Marie International Bridge.

The group consisted of 13 participants and helped promote a greater understanding of the struggles for children and youth who experience serious symptoms of anxiety and fear. Each climber was paired with a counsellor who could help guide them with techniques to overcome their fears and anxiety about climbing the bridge.

The climbers went up in two groups while the counsellors cheered them on from the bottom, shouting words of encouragement along the way. The day concluded with a celebration back at the McNabb street office for all those involved.



# Community Outreach

## AFS Foundation

The 19th Annual Great Escape Dream Draw was another huge success, with tickets being purchased from citizens all over Ontario. Over 10,000 tickets were purchased. The winner, for the first time in Dream Draw history had chosen the “truck and trailer” prize over the cash prize option. Several other winners were happy to take home their cash prizes in \$500 and \$1000 amounts.

By purchasing a ticket, individuals are helping provide funding for children and youth mental health programs that would otherwise not be funded by the government. Thank you for your support in making the 19th Annual Great Escape Dream Draw a great one!



Our 9th Annual Golf Fore Kids took place on August 17th, 2015 at Silver Creek Golf Course. This tournament promotes awareness and provides much needed funding for early intervention and prevention programs for children and youth struggling with mental health problems.

Golfers enjoyed a great day on the course before the rain took hold. A wonderful meal was had by all with exciting activities and prizes following the tournament. We are so fortunate to have the support of community for this tournament. Thank you to all of our sponsors and participants.

## Community Outreach

### AFS Foundation

AFS Foundation also had very successful Holiday and Summer Campaigns. The funds raised from the Holiday Campaign continue to support the many programs and services provided by AFS to help children and youth who are struggling with mental health challenges. The funds that were donated in support of AFS Foundation's Summer Campaign provided the opportunity for several children to attend the Adventure Based Learning Summer Camp – an opportunity that would have otherwise not been possible without the generous support of our donors.



### Rebranding

AFS Foundation had undergone a rebranding process during this fiscal year. The Foundation now has a new logo and design and can be easily recognizable by bright blue, green and orange colours.

# Community Outreach

## :Community Feedback

### Student Nutrition Program



Our Breakfast Program Rocks because...

The Breakfast Room is assm  
I love it so much I  
go there every day its  
so good they have cheese strings,  
yogurt and cereal its so good I  
just love it thank you Algoma people.

"We are blessed at Queen E. and are very grateful for the support from the Student Nutrition Program and many other supporters that make it possible to provide our children with a healthy balanced breakfast, a safe and welcoming place to begin their day, and the opportunity to develop life skills and work ethics to become contributing citizens with a desire to serve others."

### Triple P Parenting Program

relatable  
promote confidence  
consistent great eye opener  
**positive reinforcement** validate  
stress free strategies we need tweaking  
teaching real life  
not alone different ways to parent  
share experiences we are not perfect  
helpful excellent communication tools  
informative just enough laughing instead of fighting  
me time talk to kids boundaries  
practical information routines  
loved it!



## Funding Partners

Algoma Family Services Foundation

Breakfast Clubs of Canada

Breakfast for Learning

Medavie Health Foundation

Ministry of the Attorney General Family Justice Services Division  
Supervised Access Program

Ministry of the Attorney General Ontario Victim Services Secretariat - North Region

Ministry of Children and Youth Services

Ministry of Children and Youth Services Youth Justice Services - North Region

Ministry of Community and Social Services

Ministry of Community Safety and Correctional Services

North East Local Health Integration Network

Public Health Agency of Canada

Show Kids You Care

# Financial Report

## Revenue - Year Ended March 31, 2016

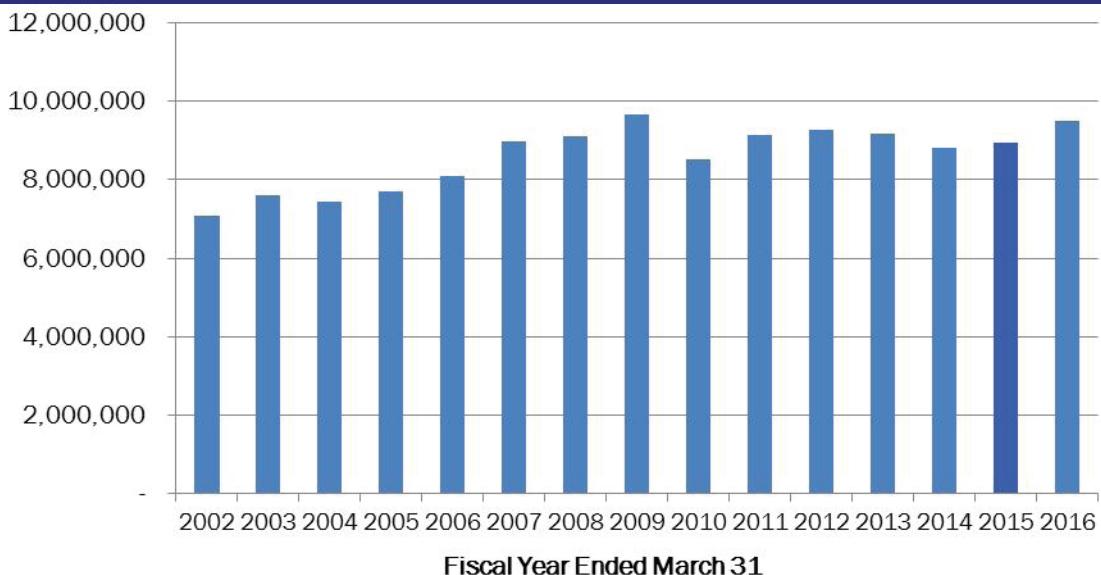
Revenue	2016	2015
Government Grants	\$ 8,871,614	\$ 8,490,483
Rental income	10,220	10,824
Donations from Algoma Family Services Foundation	128,922	167,878
Fees	17,241	11,686
Amortization of deferred capital contributions	17,902	18,055
Other	456,439	250,139
<b>Total</b>	<b>9,502,338</b>	<b>8,949,065</b>

## Expenditures - Year Ended March 31, 2016

Expenses	2016	2015
Salaries, wages and employee benefits	6,438,776	6,512,947
Contracted services	418,417	370,386
Travel and training	295,086	261,196
Occupancy costs	488,954	321,432
Program costs	922,207	757,524
Amortization	175,800	134,136
Office	167,065	166,842
Professional fees	239,163	258,714
Interest on long-term debt	24,557	28,136
Memberships	23,253	16,752
Advertising and promotion	16,209	10,729
Insurance	31,332	31,261
<b>Total</b>	<b>9,240,819</b>	<b>8,870,055</b>
<b>Excess of Revenue Over Expenses</b>	<b>261,519</b>	<b>79,010</b>

\*Complete audited financial statements are available upon request

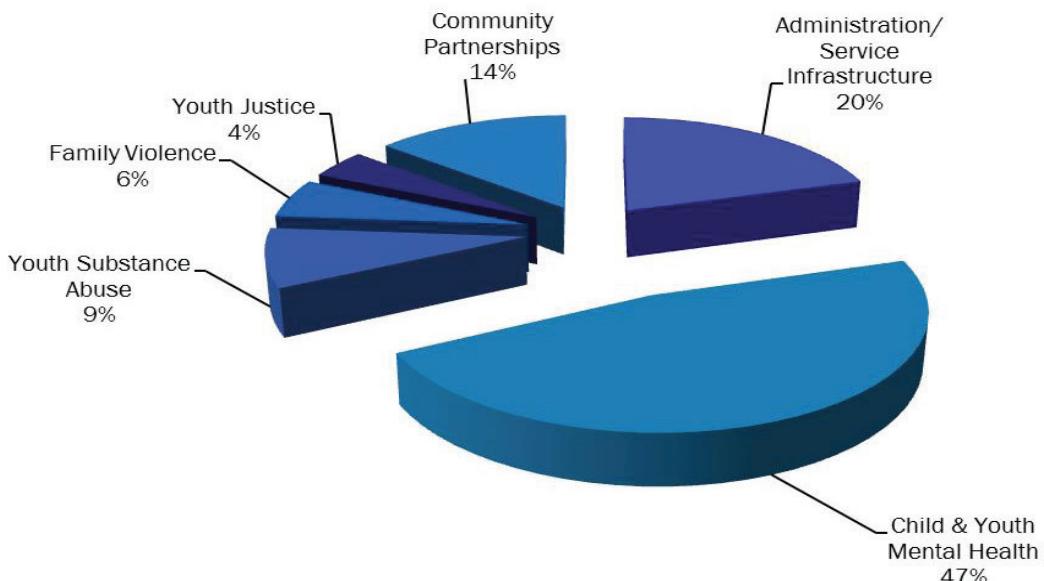
## Agency Growth - Annual Operating Revenue



Fiscal Year Ended March 31

## Spending by Category

### Spending by Category



205 McNabb Street  
P6B 1Y3  
Phone: (705) 945-5050  
Fax: (705) 942-9273  
Toll Free: 1-800-461-2237  
[www.algomafamilyservices.org](http://www.algomafamilyservices.org)

## Head Office

### East Algoma Office

**Wawa**  
26 Ste. Marie Street  
P.O. Box 1727  
POS 1K0  
Phone: (705) 856-2252  
Fax: (705) 856-1046

**Elliot Lake**  
31A Manitoba Road  
P5A 2A7  
Phone: (705) 848-0790  
Fax: (705) 848-1078

### North Algoma Office

**Sault Ste. Marie  
Secondary Office**  
875 Queen Street East  
P6A 2B3  
Phone: (705) 945-5050  
Fax: (705) 949-3873

**Algoma Family Services also serves  
residents in Blind River, Dubreuilville,  
Hornepayne, Thessalon and White River**