



# ANNUAL REPORT 2019 - 2020

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ALGOMA FAMILY SERVICES

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SAULT STE. MARIE

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**Algoma Family Services**  
SERVICES AUX FAMILLES D'ALGOMA



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# OUR VISION



**Inspiring hope and wellness.**

Child and youth mental health services.

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Specialized programs for youth substance use, young offenders and family violence

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Community partnerships, as a lead sponsor for a number of programs with local collateral agencies.

## OUR MISSION

**Together we will improve access to our extraordinary services through our strategic priorities.**



**Awesome Team**



**Extraordinary Services**



**Busting Barriers**



**Inspiring Outreach**

## OUR VALUES

**AFS is built on a foundation of strong values that include:**



**Active Listening**



**The Potential of Every Individual**



**Diverse People and Perspectives**



**Dynamic Teamwork**



**Breakthrough Innovation**



**Tenacious Resolve**

# A MESSAGE FROM THE CEO

These are truly different times given the pandemic making it challenging to capture the last fiscal year of service when our focus is on the here and now, and what the future holds for our infants, children, youth, adults, and families. Nonetheless, the story of our incredible year of service is one to be told even though the pandemic is top of mind for all of us. With that being said, I want to congratulate the awesome team at AFS for another extraordinary year of firsts, record growth, and busting barriers to service, such as:

- a 20% increase in children, youth, and families accessing counselling and therapy services,
- our first Family Pride event,
- expanded partnership with Garden River Wellness Centre, and the Consortium pour les élèves du nord de l'Ontario (CÉNO), and
- inclusion within the Algoma Ontario Health Team, as well as, active participation in the OHTs “in-development” for the North and East Algoma.

In delivering on our mission of working together to improve access to our extraordinary services, I am thrilled to report AFS is doing this big time, despite some of the challenges we had in recruiting key positions in the District. Attracting and keeping top talent at AFS remains a significant barrier with the sprinkling approach of mental health and addictions funding by government. This approach while well intended, has the unintended consequence of further fragmenting services, when this funding goes to education, justice, and health. These sectors where the cost of service delivery is higher, offer more attractive compensation than community based services such as AFS. Our message to government is to support not erode community based services, in doing so the cost of service delivery is reduced, and resources to meet service demand increases. Despite the challenging and unfair funding reality, it is the innovation and creativity of the AFS team, their extraordinary dedication and commitment, and tenacious resolve that has allowed us to achieve another exceptional year of service.

It is hard to believe but it has been five years since I joined AFS, and what a five years of exciting transformation it has been! It is an incredible privilege to lead such an awesome team, as well to work with an extraordinary Leadership Team and Board. I also want to acknowledge and thank our community partners for their faith and trust in AFS; also our funders including the AFS Foundation for your continued support of AFS.



# A MESSAGE FROM THE CEO

I trust the incredible results and service breakthroughs we achieve year over year, are reinforcement of your investment in AFS. Thank you!

Consistent with how we have presented the annual report in previous years, we will share our accomplishments along our four strategic priorities, those being: Awesome Team, Extraordinary Services, Busting Barriers, and Inspiring Outreach. As well, we will highlight specific service areas and initiatives, along with our service statistics and financial report.

-Ali Juma, CEO



## President's Message

Fiscal year 2019/20 seems like an eternity ago given the realities we are dealing with during this pandemic. Our lives have changed radically including how services are provided to the infants, children, youth, adults, and families AFS serves. On behalf of the Board, I want to thank the staff and leadership at AFS for their extraordinary ability to pivot services to virtual just as the “stay at home orders” were being issued by the provincial government in March. While we experienced some service disruption, I congratulate the AFS Team for finding the right balance of service continuity while maintaining staff safety. In doing so, the people that needed our services were still able to maintain connection with AFS.

Our capacity to increase our level of service pre-pandemic is a reflection of the transformation our agency has been experiencing over the last five years. Our ability to continue most of our services during the office closure, is a reflection of not only the incredible dedication and commitment of the AFS Team, but also the great investments AFS has made to modernize and optimize its services. AFS continues to grow as an organization, in a climate where many organizations were experiencing significant funding shortfalls.

# President's Message

This growth in part is a result of the community partnerships and investments these partnerships have brought to AFS, including a partnership from the private sector. The partnership with Maximus Rose is allowing a greater level of access to mental health and addiction services through our Employment Assistance Program (EAP), in addition this revenue allows for a greater investment in our staff. It is no coincidence; we have a higher than ever number of staff completing their master's degree.

On the funding front, we are thankful to our funders for their continued support of our services. However, we are asking the government to review the sprinkling approach to mental health and addictions funding. It is eroding our capacity to provide services, when increased funding is provided to sectors like education, health, and justice, only to have their staff make referrals to AFS. The irony is many of those staff are former AFS staff. We are asking the government to keep children's mental health and youth addictions funding with AFS.

With the introduction of the Ontario Health Team model, the board felt it important the mental health care needs of children, as well as, youth addiction needs not be lost in the competing environment of many other health priorities. As such, we are thankful to the work of the AFS Leadership team in establishing AFS as primary partner in the development of the Algoma OHT, in addition to the "in-development" teams in the North and East.

Welcome to Lucas Buffone, William Johnson, and Patricia Ricard Loftstrom who joined the Board this year. We thank departed Board Directors Melissa Agawa and Lori Naccarato for their service. Our deep appreciation and well wishes to Rosemary Gardiner, Executive Office Administrator who retired in March after 32 years of service to AFS and the Board. Lastly, I want to acknowledge Sherrill Dewar, outgoing Board President for her 10 years of service. During her time with the board she has presided over the most extensive transformation of AFS, laying the foundation for what AFS is today. Her passion for our services, extraordinary dedication and commitment to the clients and staff, and her fierce determination to ensure the organization had the support it needed is truly a testament to the awesome team at AFS. We wish Sherrill all the best and extend our deep gratitude for her service.

- Pamela Ficociello, President





# BOARD OF DIRECTORS

Pamela Ficociello - President/Chair

Lil Silvano- Vice Chair

John Paul Paciocco - Secretary/Treasurer

Megan Bernard

Amber Boudreau

Lucas Buffone

Sean Halliday

William Johnson

Patricia Ricard Loftstrom

Marsha Nicholas

Jana Tetreault

## STAFF SERVICE AWARDS

### 30 Years

Barbara McCarthy  
Suzanne McWatters

Lisa Onchulenko

Sue Bryden

Gina Creighton

Tammy Asselin

Monique Racette

### 25 Years

Guy Chartrand

### 20 Years

Carol Fick

### 15 Years

Lisa Vance

Shauna DeFeyter

Amelia Marques

Chera McCutcheon

### 10 Years

Lisa Fritsch

Annette Turner

### 5 Years

Cailin Frair

Sherry Beaton

Ali Juma

# AWESOME TEAM

## Highlights

- Culturally Restorative Training
- Continuation of training in Emotion Focused Family Therapy, Trauma, and Human Trafficking
- Congratulations Dr. Hayes
- 12 Student placements
- Continuing education - 45% increase in tuition reimbursement
- Peer support program
- Long Service Awards/Retirements

Our value proposition at AFS is to deliver the *right services at the right time, by the right people in the right place*. We recognize that hiring the right people is just the first step in delivering on this value proposition. Investing in our people is the next big step and most important. We are pleased in our journey of anti-oppressive practice to continue with training in this area, specifically this year our focus with our VAW team and partners was on Culturally Restorative Practices. This approach focuses on the reconnection of Indigenous women, children, and men to their culture as away to address trauma and healing. Further to this training, we continue to learn and benefit from the teachings of our Elder in Residence, Peggy Wabagegiig who is assisting us build our understanding through her teachings.

Building on our knowledge is key to ensuring clients receive the right service. We focused on Emotion Focused Family Therapy (EFFT), Trauma, and Human Trafficking training this year. EFFT will ensure children who receive treatment have the support of the family system rather than trying to cope with the system. Our clinicians received training from Sheila Paluzzi in this therapy. In addition, trauma underpins much of the mental health and addictions challenges we attend to; thus it is critical all clinicians receive training in this area. We made great gains in ensuring clinicians received their Trauma 1 certification, and we continue to make progress with Trauma 2 certification. Trauma training was provided by Natalie Zlodre. With regards to Human Trafficking, our capacity to understand the trauma of being trafficked will ensure our treatment approaches align with client need. Moving past our own stigma of those trafficked is central to this approach. We pride ourselves on our capacity to learn and to grow, we are at our best when we are being challenged and also learning. Congratulations to Dr. Stephanie Hayes, one of three full-time psychologists on our Specialized Consultation and Assessment Team. Stephanie full-filled her requirements for a PhD in Psychology.

Our focus on high quality services is based on our investments in our people. Whether it is learning through the supervision of students or pursuing graduate studies, learning is the key to the delivery of extraordinary services. This year we had 12 student placements, unfortunately some placements were cut short due to the pandemic. Tuition reimbursement was 45% higher than last year, reflecting our staff's commitment to upgrading their education. We have three staff currently pursuing Master's degrees. The provision of service, supervising students, and also upgrading education can have a significant impact on our staff. We were pleased to see the launch of our new peer support program called the Algoma Response Team (ART). This committed team made up of staff and leadership undertook extensive training with Ian Robertson in vicarious trauma. We congratulate ART for the successful launch. It is another way in which AFS supports its awesome team!



# AWESOME TEAM

We congratulate the following staff on their retirement from AFS:

Gerry Freer - 31 years  
Rosemary Gardiner - 32 Years  
Val Sarlo-Lidstone - 32 Years



# EXTRAORDINARY SERVICES

## Highlights

- Leadership restructuring – addition of fourth clinical supervisor
- Service delivery model consolidation – Counselling and Therapy
- Transitional Counsellor
- Ontario Health Teams – AFS lead role
- Dr. Perry and Dr. Barrett
- Creating Connections expansion
- Every Breakfast Counts 2nd year

As you can see from our service stats we continue to improve access to services in almost every service area. An incredible accomplishment given the staffing shortages we experienced due to recruitment challenges. On the same note, while we were experiencing recruitment challenges we continued to expand our teams year over year. This posed significant demands on our three clinical supervisors, as such we restructured our Clinical Leadership Team, reducing one Clinical Manager position to create the fourth Clinical Supervisor position. The ideal supervisor to staff ratio is 1 to 8, even with the restructuring we are at a 1 to 17 ratio. For our clients to receive the best service, our clinician's require the best supervision. We thank our four Clinical Supervisors for the extraordinary supervision provided to our clinical team, as well, Deborah Irwin, the sole Clinical Manager for her support of the supervisors. It is with gratitude we acknowledge the contributions of Barbara Gough over her 19 years with AFS.

Thanks to a new investment by the government we created a Transitional Counsellor position, to facilitate a smoother transition to the community and our services for children and youth discharged from the Child and Adolescent Psychiatric Unit at Sault Area Hospital. As one of our core service delivery priorities, the Transitional Counsellor, Lori King has helped reduce the revolving door that can occur at times for children and youth who do not transition well to the community. These youth without the proper support can end up back in the hospital within 30 days.

With the development of the Ontario Health Teams in Algoma, and in the District, AFS is taking a leadership role with respect to the commitment of senior leadership staff to this initiative. Whether it was assisting with the completion of the application, project management, membership on the Leadership Council, or HR support, AFS took a lead role. In doing so, we are placed strategically to ensure the voice of children's mental health and youth addictions is heard in the ongoing planning on health priorities for our communities.

This year we are pleased to retain the services of Dr. Perry for medication follow up for clients without a family physician who receive psychiatric consultations through the Ontario Health Network or through our contracted psychiatrist Dr. Ulzen. Dr. Perry's service ensures children have the care they need until a family physician is obtained. We also are fortunate to have the services of Dr. Barrett at this time as the only child psychiatrist in our District. Dr. Barrett provides case consultation to our clinicians and is an important team member in our treatment planning.



# EXTRAORDINARY SERVICES

Thanks to the intrepidity of Glenda Porter, our Creating Connections Coordinator, we were able to expand Creating Connections, a group for children who witnessed domestic violence, to Garden River First Nations, and to the East District. In total, the program was offered five times in SSM, twice in Elliot Lake and once at the Garden River Wellness Centre through a purchase of service contract. Despite this expanded offering we still have a 60+ person waitlist for this group. Resources remain a significant issue. Our hope is to employ virtual options to expand our program reach and offering.

For the second year, the AFS Student Nutrition Program Team has taken a lead role in the Mayor of Sault Ste. Marie's, Every Breakfast Counts program. This collaborative program provides meals to children over the summer break in recognition meals provided at school stop over the summer. Partners include the City of SSM, the SSMDSSAB, United Way through Harvest Algoma, Child Care Algoma the SSM Innovation Centre, Early ON Child and Family Centres, and the Indigenous Friendship Centre. 6300 meals were delivered over the nine-week summer break compared to 1,779 meals in 2018. Truly extraordinary!



# BUSTING BARRIERS

## Highlights

- Youth and Family Engagement Coordinator
- Consolidation of Counsellors – Counselling and Therapy Team
- New Northern Mentality Group
- Expansion of GRWC contract – Intake Worker and Jordan's Principle Counsellor
- CENO contract expansion 1.5 days to 3 days.
- Senior Community Kitchens
- Youth Justice Service Criteria
- 1st Family Pride Event

Thanks to the new investment from the government of \$73,000 we used this funding in part to create the Transitional Counsellor position, as well as, a part-time Community Engagement Coordinator to make good on our core service deliver priority of youth and family engagement. The dynamic Valerie Burns surveyed our youth and families to get a better understanding of needs. As well, through the Child and Youth Mental Health Ontario Centre of Excellence, in partnership with Parents for Children with Mental Health, members of the AFS Team attended a family engagement workshop. At this workshop we learned "Family engagement is an active partnership between families and service providers. It involves listening to families, two-way communication, and including families as allies in decision making." Our goal at AFS is to ensure youth and family members have a say in the programs/services we offer, so we can ensure *the right service at the right time*. We are excited for the work to evolve in this area under Valerie's stewardship.

In our ongoing effort to bust barriers to service, we made a quantum leap in the consolidation of our counsellors from Crisis Follow Up, Brief Services, and the Cognitive Therapy Clinic to form one SSM Counselling and Therapy team. This consolidation allowed us to eliminate service bottlenecks and better capitalize on the capacity of counsellors to reduce waitlists for services. As you can see from our service statistics, in many instances we provided a higher level of service than last year. This service model change has resulted in 20% improvement in access to services with 458 unique individuals served verses 382 in 2018-19. The incorporation of Single Therapy Sessions (STS) in 2017 has been a game changer. This fiscal 453 unique individuals were served and some clients attended more than one session for a total of 512 sessions. For Birth to Six Counselling, in March 2020, only six children were waiting for service in comparison to March 2019, when 26 children were on the wait list. Our service innovation and transformation is making all the difference in our capacity to deliver on our mission.

Speaking of transformations, our mental health group for youth changed their name from "Younion" to the New Northern Mentality. This group of dynamic young people are doing their part to reduce the stigma of mental health through their advocacy and outreach. A group of youth with adult allies Sue Bryden and Jessica Beach attended Disable the Label (DTL) in Orillia. The purpose of Disable the Label is to provide the youth and adult allies with the opportunity to connect with each other and to learn how to be leaders in their own communities.



# BUSTING BARRIERS

They learn about the importance of self-identity through art expression, music, poetry, and nature. This is a great example of what DTL is all about, which is learning and teaching each other new skills. AFS and Algoma can take great pride in knowing Victoria Corbett has become a leading voice through DTL and Children's Mental Health Ontario. Victoria has taken the stage at conferences, and met with Health Minister Christine Elliot to discuss the wait times for mental health services. It is awesome a youth from Sault Ste. Marie is leading the charge on transforming mental health services by sharing her lived experience and leadership.



Our services at the Garden River Wellness Centre continue to be well received, so much so we were thrilled to expand our purchase of service contract to include a full-time Intake and Assessment Worker, as well as, a new Jordan's Principle Counsellor working with kids who present with autism and mental health challenges. Our partnership also expanded with the Consortium pour les élèves du nord de l'Ontario (CÉNO) from 1.5 days of counselling services to three days of service. New this year is our Employee Assistance Program partnership with Maximus Rose. Through this partnership, master degree clinicians provide counselling services to employees of companies contracted through Maximus Rose, who then sub-contracts the counselling service to AFS. This arrangement is over and above our current EAP contracts with a number of businesses and organizations. Partnering with Maximus Rose allows AFS access to developed technology for virtual counselling services, as well, revenue from this arrangement is reinvested in the training of our clinicians. We continue our partnership with ADSB and HSCDSB going into our third year for our expanded purchase of service contract. These contracts allow AFS to fulfill our mission of improving access to services filling in part the gaps in service due to government funding shortfalls. As shared in the last annual report, we are \$2 million short of where we need to be to fully attend to our waitlists.

# BUSTING BARRIERS

Speaking of gaps, food security and nutrition is a growing concern for our senior population. In collaboration with the United Way and the SSMDSSAB, funders of our Community Kitchen Program, for the first time we have expanded our kitchens to include Seniors. This step forward is the beginning of AFS as an across the life span service. More to come! A shout out to Joanna Richichi our amazing Community Kitchens staff extraordinaire! Her passion, joy, incredible organization, and efficiency has helped hundreds of families learn how to source and prepare nutritious food on a budget. Check out her amazing service stats on page 22!

On the youth justice front our capacity to reach youth in conflict with the law early in the justice process is critical. Thanks to the advocacy of the Community Support Team (CST) with Probation, Police, and the Crown Attorney, our CST Counsellors have been approved to provide service at the time of the youth being in contact with Police. Typically, CST will be involved once a youth has been charged and sentenced. The earlier we can be involved the better the chance our interventions with the youth will have the impact intended. Thank you to the CST team for busting a big barrier for service!

The stigma attached to the LGBTQ+ community remains a significant barrier for those in this community to get help when they need it. Research has indicated Trans youth are more likely to have mental health and substance use challenges, as well as, a higher death by suicide rate than Non-Trans youth. In our effort to attend to this stigma, we held our 1st Family Pride event at our McNabb Office parking lot last June. Expecting attendance of 50 we were thrilled to have three times that number of participants.



# INSPIRING OUTREACH

## Highlights

- 1st International Overdose Awareness Day Walk
- Meeting with Federal Minister of Health, Ginette Petitpas Taylor – Opioid Crisis
- Roundtable Talk with Minister Romano, Associate Minister Michael Tibollo and Minister of Health Christine Elliot
- Children's Mental Health Week – 4th annual Sky's the Limit Concert
- 1st FASD Wellness Retreat
- Presentation to the OHT Assessment Team
- Sponsored two films – Shadow of the Minds Film Festival
- Participation in GTA job fair with Future SSM.
- Community Non Profit Business of the Year

Sharing who we are and what we do plays a big role in the community and the province understanding the services we provide. As a multi-service agency we are many things to many people. Knowing where to get help is the first step in accessing help. Our inspiring outreach is doing just that, inspiring our community partners, the community, and service groups like the Rotary and Kiwanis to support AFS either through investments in service contracts or donations. While mental health and addictions services represents 70% of our business, we offer so much more in terms of our Supervised Access Services, Student Nutrition Program, Youth Justice, and Community Kitchens. We are pleased how our inspiring outreach has assisted our community at large know better who we are. More to come as we launch a new website in 2020!

In August 2019, our Alternatives for Youth Team (Youth Addictions Counsellors) took the lead in organizing the first International Overdose Awareness Day Walk. Over 100 participants walked along the Sault Ste. Marie boardwalk in recognition of the loss of loved ones, friends, clients and community members. Participants shared their sentiments on a memorial board and cast flowers into the St. Mary's River in recognition of the loved ones lost. It was a symbolic reflection of our recognition of those lost, hope for the future, and to challenge stigma.

The AFY Team through the Drug Strategy Committee, organized the 2nd Silver Ribbon Gala. It was a sold out event, in recognition of our front line workers who are tackling the substance use challenges in our community. The gala was dedicated to Kevin Reid who passed away due to cancer and was honoured for his tireless work. The Opioid Crisis in Algoma continues to take its toll on our community. AFS is proud to have a lead role in the work of the Drug Strategy Coordinator employed by AFS through a grant from the SSMDSSAB. Charles Shames was successful in launching the Drug Strategy website, developing the newsletter, and establishing a peer support group for those with lived experience. Charles and the AFS Foundation Manager Paige Linklater with the assistance of Brenda Clarke, Community Services and Strategic Initiatives Manager, and Emily Tremblay, Community Services Supervisor partnered with Dr. Robert Maloney to organize the "Docs on Ice Hockey Tournament" in Sault Ste. Marie. Unfortunately, the pandemic resulted in the cancellation of this tournament. Had it proceeded, an estimated \$150,000 would have been directed to the development of youth programming regarding substance use.



# INSPIRING OUTREACH

The opioid crisis is the epidemic that is being shadowed by the COVID-19 pandemic. Thanks to the commitment of our AFY and Genesis Counsellors through the Drug Strategy, work is proceeding to find additional supports in our community, such as a Level 3 Withdrawal Management Facility.



We were pleased this year to directly advocate for funding and services with Colleges and Universities Minister Ross Romano, Health Minister Christine Elliot, and Associate Minister of Mental Health and Addictions, Michael Tibollo during a roundtable talk in Sault Ste. Marie to support the creation of a Mental Health and Addictions Research and Training Institute, as an adjunct to Algoma University and Sault College. This support was extended through an AFS Board resolution and the participation of our CEO at the roundtable talks. At the Federal Level we participated in a roundtable talk on the opioid crisis hosted by the Mayor with Federal Minister of Health, Ginette Petitpas-Taylor and MP Terry Sheehan. In all engagements, it was made clear that having only four youth addictions counsellors at AFS poses a significant challenge to a student population that is in the thousands. If we hope to eradicate the opioid crisis, it starts with the education, support, and counselling of our youth!



# INSPIRING OUTREACH

Children's Mental Health Week (CMHW) held in May was another great success, involving community partners such as Algoma Public Health, the Canadian Mental Health Association, Strong Minds, Nogdawindamin, Child Care Algoma, the Early ON centres, and Soo Sings. Our collaboration with our community partners continues to expand the scope of our activities, reaching across the District and beyond. The capstone of our awareness week activities is our Sky's the Limit Youth Concert, where performers share their talents and stories about mental health. A truly inspiring week, the concert headlined by Teanna Legacy was a big hit with the youth! Our three on three basketball tournament was sold out, and our many other interactive and fun activities saw break through attendance. A shout out to our CMHW committee for all their hard work!



AFS through our FASD Leads, Kim Cavanagh-Dillane and Sherry Beaton in partnership with the Garden River Wellness Center, held the first FASD Wellness Retreat at the Quattro Hotel and Conference Center. Ten families and caregivers participated in the retreat. Participants were provided hands on learning experiences and were able to receive coping strategies from professionals through a number of workshops. FASD is an area of service we hope to evolve and expand at AFS. More to come in 2020/21 as ITS moves forward with its pilot service on FASD and ASD.

Last November, Director of Services, Sandie Leith and CEO, Ali Juma presented with Lisa Case from Sault Area Hospital to the Ontario Health application assessment team on the collaborative single session walk in counselling service. Highlighting the degree of partnership that has made this service a big success, and diverted hundreds of clients from the Emergency Department, the team received a great sense of how we come together as a community to care for those in need. Our collaboration is not something new for the sake of the OHT, rather a genuine reflection of our community commitment. The work of AFS with the Algoma and District OHTs, resulted in an invitation by Children's Mental Health Ontario, for our CEO to participate in a panel presentation in Toronto on advice for Children's Mental Health organizations considering participation on an OHT.

# INSPIRING OUTREACH

We were honoured to sponsor two films at the Shadow of the Minds Film Festival last February. “In Our Own Words – Children and Adults Living with FASD” and “Rewind” – a boy whose father noticed changes in son’s behaviour later discovered as sexual abuse. Both powerful films. The panel discussion after the films makes this more than just a viewing experience. The learning that occurs, and the sharing of AFS services, leaves participants with a sense of hope. Thank you to Tiffany Taylor, Sally McMinn, Iola Needs and John Kavanagh for representing AFS on the panels along with Kim Dugauy from GRHC and Audree Labontee from THRIVE . Recruitment remains a challenge for AFS and many other service organizations attempting to attract top talent to Algoma. We were pleased our HR Director Lisa Salvini was invited by Future SSM to join a contingent of employers in two job fairs held in Southern Ontario. Joined by the Mayor, Lisa spent a full two days engaging prospective candidates. Another important opportunity to share who we are and what we do.



The highlight for AFS with regards to our inspiring outreach strategic priority, was being nominated for the Community Non Profit Business of the Year Award through the Sault Ste. Marie Chamber of Commerce last April. The HR Director, Lisa Salvini and CEO, Ali Juma attended the Outstanding Business Achievement Award Gala. Although we did not win the award, we were privileged to be included with such a great group of candidates. The nomination in of itself, a first for AFS, was a great acknowledgement of the incredible work in transforming AFS, and the impact of our inspiring outreach!

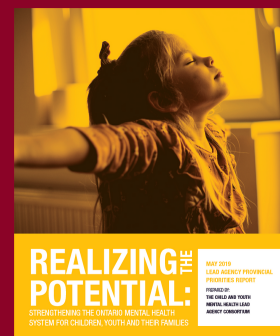




# CHILD AND YOUTH MENTAL HEALTH LEAD AGENCY

On March 3rd, 2020 the Health Minister Christine Elliot announced the long awaited government's Mental Health and Addictions Strategy, *Roadmap to Wellness*. This strategy is focused on four pillars, those being:

- 1) improving quality of care;
- 2) expanding existing services;
- 3) innovative solutions; and
- 4) improving access.



This strategy replaces the previous government's mental health strategy, *Moving on Mental Health*. In anticipation of the new government's strategy, the Lead Agency Consortium released its third provincial priorities report, *Realizing the Potential: Strengthening the Ontario Mental Health System for Children, Youth, and their Families*. The priorities outlined are:

- 1) Improving our client's service experience – through use of a standardized measure of perception of quality of care
- 2) Improving the quality and consistency of services – through the use of a standardized common assessment.
- 3) Improving access to services – examining availability, affordability, and acceptability.
- 4) Improving outcomes for children and youth with the most complex needs – through the design of a provincial systems of supports.

In alignment with the provincial priorities identified, AFS has completed the following and will expand on this work to align with the government's *Roadmap to Wellness*.

- Completed an Intake Service Delivery model review to improve access to service. Implementation will occur in 2020-21.
- Created a Transitional Counsellor position to assist with children and youth discharged from the Child and Adolescent Psychiatric (CAP) Unit at Sault Area Hospital. Objective is to achieve a smoother transition to the community and to AFS services, decreasing the turnstile experience of these children being readmitted to the CAP Unit within 30 days.
- Recruited a Youth and Family Engagement Coordinator, to develop an engagement process that informs our service delivery, evaluation, and development.
- Adoption of the Ontario Perception of Care tool currently used by our youth addictions team and adult services team, to be expanded to all our counselling teams.
- Agreement to adopt the Inter-Rai as our new common assessment tool, for implementation in 2020-21.

We are pleased the government's new strategy keeps Lead Agencies intact, which will allow AFS continued system management funding. This funding supports our Finance and Systems Analyst position, also the Manager of Community Services and Strategic Initiatives. The funding also allows AFS to build leadership capacity to deliver on the government's strategy. This year the capacity building focused on LEAN, with Greenbelt certification (Director of HR and also Manager of Community Services and Strategic Initiatives), leadership certification through LEADS, and the CEO completing a Public Sector Leadership Certificate through Rotman School of Management. The extraordinary service results outlined in this Annual Report are a reflection of the return on the government's system management investment.

# COMMUNITY SERVICES

## TRIPLE P



8000

Families served  
since 2014

In 2019-2020, 570 families, and 760 parents across Algoma received some form of Triple P Positive Parenting Program from the range of formats - seminars, groups, and tip sheet discussions. Service was accessed through the Triple P Algoma website, or the Parent Child Information Line hosted by Algoma Public Health. The program was delivered by various partners in the community of practice.

**Triple P was promoted across the district through social media and in-person attendance at a variety of community events.**

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Triple P Algoma practitioners introduced something new to parents this year, Pop-up Parenting. This version of Triple P offers a brief 1 hour session that speaks to common issues/themes for parents and it is not focused on one tip sheet alone. The sessions are based on Triple P blogs by Matt Sanders and Alan Ralph. Topics for Pop-up Parenting are based on trends observed and concerns communicated by parents to service providers within the community of practice.

# COMMUNITY SERVICES

## SUPERVISED ACCESS PROGRAM

55

families were served  
in the 2019/2020  
fiscal year



This year the Supervised Access Program (SAP) continued providing neutral and child focused settings for non custodial parents to visit thier children in a supervised setting. Since the launch of our online platform two years ago 63% of our new clients used the service. We continue to focus forward into the new year of service by ensuring the safety of all participants in our program including our staff.

## Supervised Access Program

**55**

families served  
this fiscal year

**337**

supervised visits  
provided by SAP at AFS

**108**

supervised  
exchanges



# COMMUNITY SERVICES

## COMMUNITY KITCHENS



Community kitchens are built on the idea that food has power. It has the power to inspire us, the power to nurture our bodies, the power to bring people and families together, and the power to promote positive mental health and well-being. Community Kitchens offer the opportunity for people in the community to learn valuable cooking skills and celebrate food in a fun environment. Participants can expect to learn and cook healthy, nutritious, and delicious meals in a small group.



Community Kitchens focused on community outreach during this year. The goal of community outreach was to help individuals in the community learn about the existence of our program and what it has to offer. Participants at all of the below kitchen were able to experience Community Kitchens in a fun and interactive way!

- Van Daele and The Finnish Rest home which led to a monthly Seniors kitchen at the Northern Community Centre 55+
- IFC which led to the addition of a monthly IFC Family Kitchen.
- Sault College SNP Volunteer Networking Event
- 3 Events during Children's Mental Health week supporting the Infant Mental Health events targeting families and children under 6.
- New Northern Mentality Youth Group 5 Kids Kitchens in conjunction with the DSSAB Housing Hubs PD Day Fun Day 2 Kitchens provide to C&T programs



# COMMUNITY SERVICES

## STUDENT NUTRITION PROGRAM



**73**  
**SCHOOLS**  
**BEING**  
**SERVED**

**6,257**  
**DAILY**  
**PARTICIPANTS**

**TOTAL MEALS SERVED**  
**1,005,755**



### Sponsored Events

2nd Annual 3 on 3

Basketball Tournament for  
Children's Mental Health Week

Held at White Pines, our 3 on 3 Tournament hosted 10 junior teams & 4 senior teams registered.

The event was a big success again, registration almost doubled since last year.

Again we recieved amazing feedback from players and coaches.

### Volunteer Networking Event

Held in April 2019 with 11 volunteers attending. Attendees took in an information session about Safe Food Handling and the new Canada's Nutrition Guide, networked with fellowvolunteers, and tested some breakfast program recipes..

**Student**  
**NUTRITION**  
EAT. LEARN. SUCCEED. **ONTARIO**

**NUTRITION**  
**des élèves**  
MANGE. APPRENDIS. RÉUSSIS. **de l'ONTARIO**

**Algoma**

# SERVICE HIGHLIGHTS



# ACHIEVEMENTS

## AFS 2019/20

INDIVIDUALS SERVED

IN 2019/2020 WE SERVED

# 3276 CLIENTS

Walk-In Clients not Included

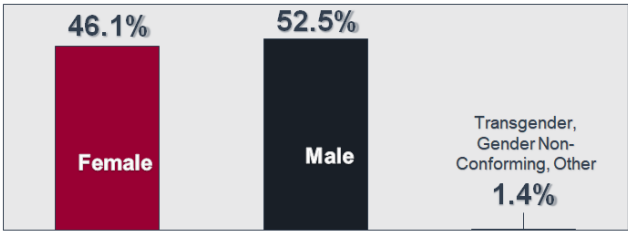
WALK-IN CLIENTS

# 697 WALK-INS SERVED



# SERVICE DEMOGRAPHICS

Client Gender – 2019/20



20% increase in demand since 2012



Average age of children referred to AFS has decreased.



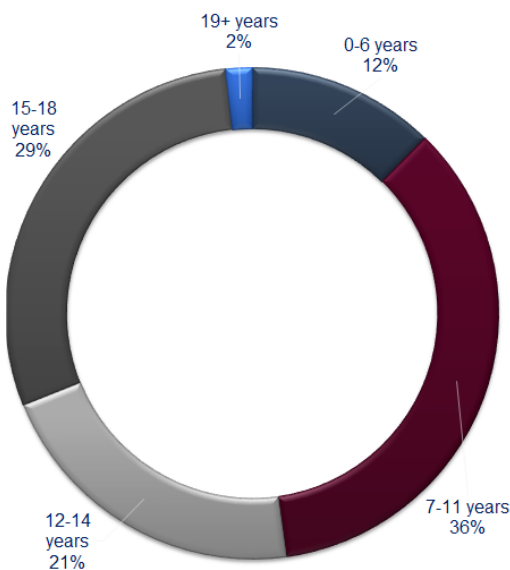
Trend – Decreased # Female clients. Increased # Male Clients



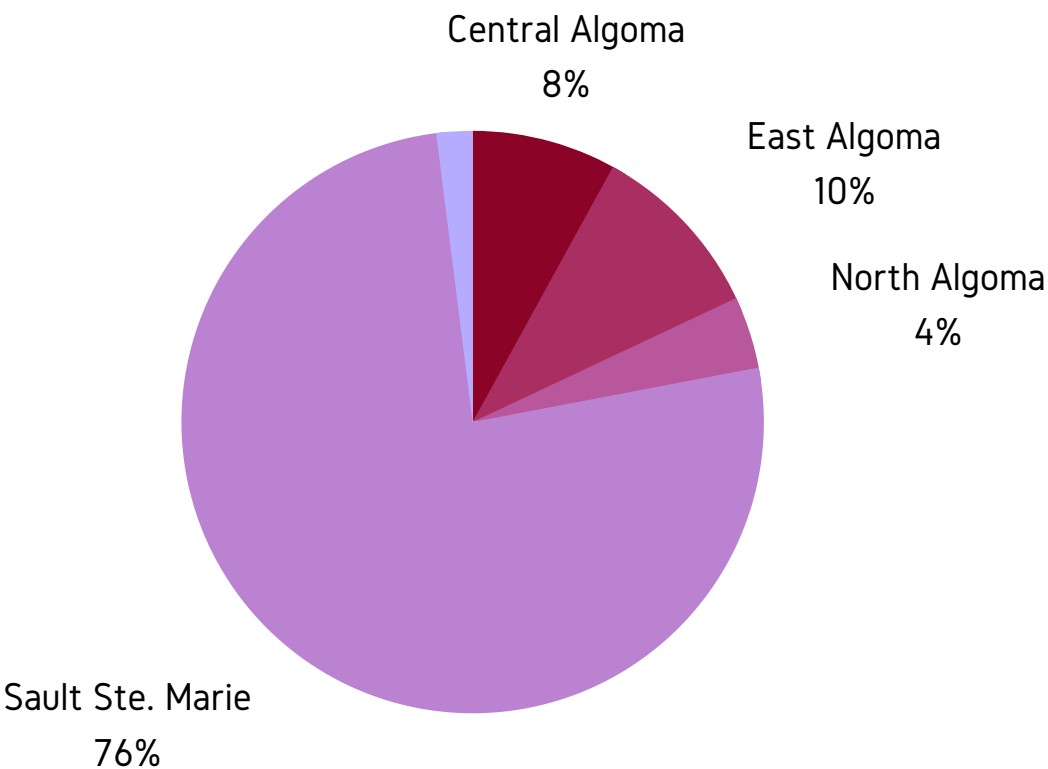
The top three clinical diagnoses for clients at AFS are:

Anxiety Disorders  
Attention Deficit  
Disruptive Behaviour

Client Age Distribution



## ALGOMA FAMILY SERVICES CLIENT LOCATIONS



# SERVICE STATISTICS (YoY)

## Individuals Served at Algoma Family Services over the Past Five Fiscal Years

Service	2015/16	2016/17	2017/18	2018/19	2019/20
Violence Against Women	129	134	138	138	206
Creating Connections	50	63	63	59	58
Male Survivors Program	6	5	4	6	10
Employee Assistance Program	43	50	61	60	91
Supervised Access Program	63	61	66	58	55
Probation & Parole Referrals	12	10	20	11	11
Full Fee for Service Counselling	4	3	3	5	7
Single Therapy Session	N/A	N/A	331	399	453
*Birth to Six Counselling and Therapy	98	149	119	136	92
Central Algoma Teen Counselling	28	28	30	23	24
*Counselling & Therapy	241	326	292	382	458
School-Based Counselling	114	142	189	205	200
Walk-In Counselling Service	183	430	466	600	508
Triple P	2169	2293	1500	687	760
Crisis Follow-Up	183	176	201	118	118
Group Counselling	375	361	295	215	291
Youth Addictions - Alternatives for Youth (AFY)	235	238	246	197	197
*Clinical Intake Services	729	765	704	532	616
Care and Treatment	103	109	92	76	78
Genesis	21	21	26	15	22
START	38	37	36	42	58
Intensive Treatment Services	112	126	136	*111	109
Social Skills Building - Rebound North	226	319	281	255	258
Psychological Assessment	161	122	141	118	119
Psychiatry	132	155	160	143	143
Direct, File-Level & SAH Consultations	77	83	64	89	103
Tele-Mental Health Services	155	133	146	136	122
Youth Justice Services - Community Support Team (CST)	58	48	46	56	50

\* Intensive Treatment Services 2018/19 Audit - Redundant files captured in count. Number has been reconciled.

\* Birth to 6 Services 2019/20 Decreased number of individuals served represents a positive improvement due to the capacity and program changes implemented to mitigate wait times. A total of 89 Birth to 6 Services Clients were supported through Single Therapy Sessions.

\* Counselling and Therapy Data is inclusive of the District.

\* Clinical Intake Services - The impact of the Single Therapy Session is visible in 2018/19 and 2019/20.

# FINANCIAL REPORT

## ***Revenue & Expenses***

*Year ended March 31, 2020*

	2020	2019
<i>Revenue</i>	\$	\$
Government grants	9,664,794	9,308,633
Operational revenue - other	812,530	554,443
Rental income	12,476	7,824
Donations from Algoma Family Services Foundation	78,008	131,992
Fees	41,287	16,974
Amortization of deferred capital contributions	42,614	65,538
Other	458,038	455,293
<b>Total</b>	<b>11,109,747</b>	<b>10,540,697</b>

<i>Expenses</i>		
Salaries, wages and employee benefits	8,390,318	7,610,314
Contracted services	661,038	620,842
Travel and training	310,315	324,295
Occupancy costs	351,476	375,843
Program costs	855,564	953,200
Amortization	148,259	173,416
Office	144,844	136,743
Professional fees	173,326	249,827
Interest on long-term debt	5,645	7,435
Memberships	23,479	26,284
Advertising and promotion	19,550	27,935
Insurance	29,777	25,783
<b>Total</b>	<b>11,113,591</b>	<b>10,531,917</b>

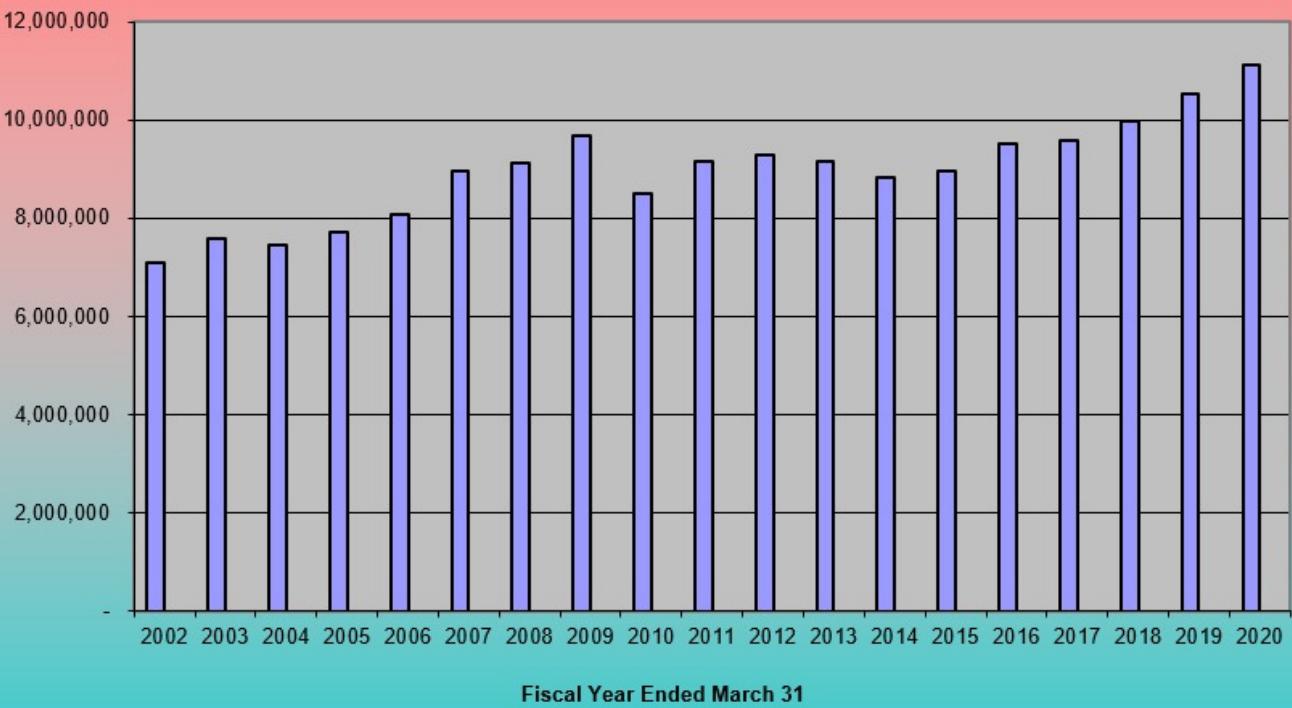
<b><i>Excess (deficiency) of revenue over expenses</i></b>	<b>(3,844)</b>	<b>8,780</b>
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*Complete audited financial statements are available upon request*

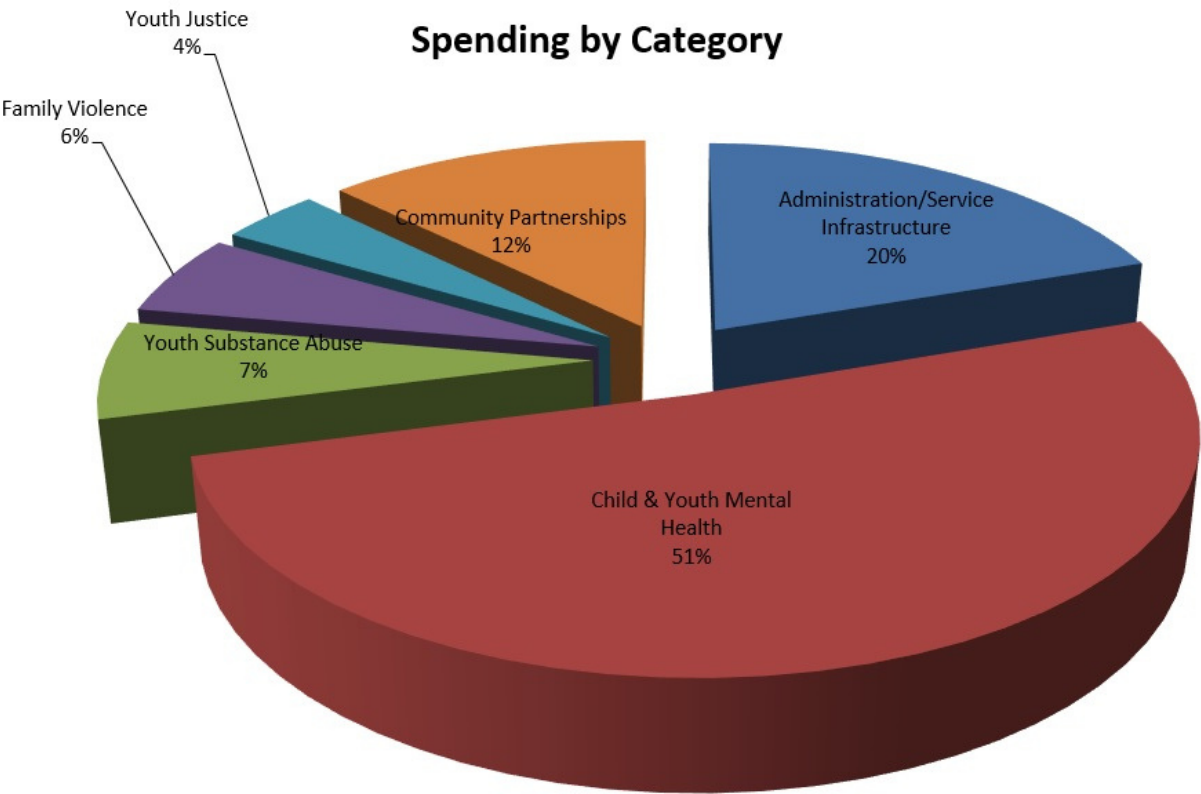


# FINANCIAL REPORT

Agency Growth - Annual Operating Revenue



Spending by Category



# FUNDING PARTNERS

Algoma District Services Administration Board

Algoma Family Services Foundation

Breakfast Clubs of Canada

District of Sault Ste. Marie Social Services Administration Board

Egg Farmers of Ontario

The Grocery Foundation

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

Ministry of the Attorney General Victims and Vulnerable  
Persons Division - Supervised Access Program

Ministry of Children, Community & Social Services

Ministry of Children, Community & Social Services  
- Youth Justice Division

Ministry of Health and Long Term Care

Ministry of the Solicitor General

North East Local Health Integration Network

Public Health Agency of Canada

Show Kids You Care

United Way of Sault Ste. Marie



# CONTACT US



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**Algoma Family Services**  
**SERVICES AUX FAMILLES D'ALGOMA**