



Algoma Family Services

SERVICES AUX FAMILLES D'ALGOMA

ANNUAL REPORT FOR 2020-2021

OUR VISION
*Inspiring hope and
wellness.*

OUR MISSION
*Together we will improve
access to our extraordinary
services.*



TABLE OF CONTENTS

OUR VALUES

The Potential of Every Individual
Diverse People and Perspective
Breakthrough Innovation
Dynamic Teamwork
Tenacious Resolve
Active Listening



OUR PRIORITIES

Extraordinary Services
Inspiring Outreach
Busting Barriers
Awesome Team

- 3** Message from the CEO
- 6** Message from the Board President
- 6** Board of Directors
- 7** Awesome Team
- 10** Extraordinary Services
- 14** Busting Barriers
- 17** Inspiring Outreach
- 19** Child and Youth Mental Health Lead Agency
- 21** AFS Client Profile
- 22** Service Impact
- 24** Service Statistics
- 25** Financial Overview
- 27** Funding Partners
- 27** Purchase of Service Partners

MESSAGE FROM THE CEO

Ali Juma
CEO, ALGOMA FAMILY SERVICES



To say fiscal year 2020/21 was a challenge would be an understatement by far! So I will start my remarks with appreciation, and end with an ask. The COVID-19 pandemic presented AFS with the greatest crisis ever faced. With the potential of significantly disrupting our services, the tenacious resolve at AFS saw us through, to the benefit of our clients and the broader community at large. The investments we made as an organization in modernizing and optimizing our services prior to the pandemic, allowed us to pivot rather seamlessly to virtual services during the initial shutdown and the ones that followed. This significantly reduced any service disruption thanks to an all-out team effort.

I would like to recognize the incredible efforts of our small but mighty IT team at AFS who worked tirelessly to ensure our virtual service options were in place. I thank the awesome team at AFS for their understanding, patience, courage, care, and compassion, as we continued in-person services for our high-risk and need clients while providing virtual services from their homes. The impact of the intrusion of working from home, returning to the workplace, and then having to return working at home, was certainly challenging. The impact on the well-being of our staff and their families cannot be dismissed. It was significant, and I greatly appreciate the wherewithal of our team.



Our ability to successfully navigate the pivoting of our services was possible thanks to the extraordinary leadership of the AFS Leadership Team. The countless hours, planning, preparation, and execution of planning kept the AFS ship afloat. Through this challenging year our Board of Directors under the new leadership of Board President, Jana Tetreault provided the necessary support and guidance needed for AFS to succeed.



MESSAGE FROM THE CEO

Truly impressive given our board members were also fully occupied in their workplace pandemic response. Lastly, we thank our community partners and our funders for supporting us with the resources necessary to ensure the safe delivery of our services and the additional funding to attend to the increased demand for services. Our combined efforts truly reflected the sentiment, “we are in this together”.

I would be remiss in my remarks if I did not acknowledge the toll pandemic fatigue had and is continuing to have on our staff. From the intrusion of working at home and losing the important mental health separation from work, to the anxiety and apprehension of returning to the workplace and risking exposure to the virus. I want to recognize the incredible work of the AFS Return to the Workplace Task Force, made up of leadership, staff, Union, and client representatives. Through their great work, our return to the workplace ensured we attended to all facets of concern which made a big difference in our transition back to our offices.

Now with all that being said, while many organizations were working hard just to maintain services, AFS actually grew its services this year. A remarkable feat given what we were facing. With an initial lull in service demand at the onset of the pandemic, demand for services surged in August, retreated a bit with the next shut down, and then surged once again. At the conclusion of this fiscal year, our service levels exceeded our pre-pandemic levels, and we continue to experience higher than usual demand. This is no surprise. The impact of the pandemic on mental health and well-being has been significant. The periods of isolation due to the stay-at-home orders exacerbated many of the conditions families were experiencing prior to the pandemic. We are appreciative for the government in recognizing our services as essential, allowing us to attend to the needs of our clients when they needed us the most.



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

HENRY FORD



MESSAGE FROM THE CEO

Our pandemic response included expanding our access to services in collaboration with our community partners. This partnership allowed us to create:

- a virtual youth hub to attend to youth isolated by the stay at home orders,
- a Community Wellness Bus to provide mobile services to those without means to access services virtually or in-person,
- an Anti-Human Trafficking program to attend to the proliferation of trafficking under the cover of the pandemic,
- a new Transitional Age Youth service for youth on Ontario Works needing mental health and addictions support to enter and sustain employment; and,
- a response to feed thousands of families and seniors.



These are just some examples of how AFS responded to the pandemic and delivered this year on our mission of working together to improve access to our extraordinary services.

In the fifth year of our strategic plan, I want to thank the Board for extending this plan another year in order to keep our focus on our pandemic response, as well as, completing a feasibility study on an amalgamation with the Children's Aid Society. This study will be completed in the fall of 2021. The opportunity for amalgamation emerged with the retirement of the CAS Executive Director and in the context of the government's Child Welfare Transformation and Modernization strategy, as well as its Roadmap to Wellness, mental health and addictions strategy.

As with previous annual reports, I will highlight our achievements along with our strategic priorities in the report. In closing, the pandemic revealed the nimbleness and agility of AFS, our extraordinary service capacity, and our caring beyond measure. We are facing incredible headwinds in terms of surging demand for service, and recruitment challenges being experienced in many sectors. We implore our funders to ensure AFS has the funding needed, estimated at \$2 million, to meet these headwinds.

PRESIDENT'S MESSAGE

Jana Tetreault

PRESIDENT OF THE BOARD,
ALGOMA FAMILY SERVICES



Serving in my first year as Board President during a pandemic has been a tremendous learning opportunity and privilege. Working closely with the CEO and the Senior Leadership Team, I have a greater appreciation of the challenges AFS experienced in maintaining its services through two shutdowns. During this challenging time for many AFS clients and those seeking assistance, the Board is proud of the adaptability and commitment AFS demonstrated in minimizing the disruption to service caused by the shutdowns. Staying true to its organizational value of breakthrough innovation, service levels returned and currently exceed pre-pandemic levels. The Board is most appreciative of the extraordinary dedication and commitment the AFS Team has extended to our clients across the district, and to the community. We recognize the toll of pandemic fatigue on the AFS Team given the escalating need for our services. The Board acknowledges the AFS Leadership Team and OPSEU Local 684 for all their work in supporting the staff, students, and volunteers at AFS. We would also like to thank our dedicated community partners who also play a role in addressing the growing needs of our area. We recognize the challenges ahead for AFS and our community and wish to thank our funders for the necessary COVID funding to ensure our services can be provided in-person and virtual safely.

In the last quarter of the fiscal year, we received an offer by the Children's Aid Society of Algoma to explore the amalgamation of our organizations. With a feasibility study agreed to, we await with great interest the outcome of the study expected in the fall. Regardless of the outcome, the AFS Board is committed to ensuring infants, children, youth, adults, and families receive the help they need, when and where they need it, at the time they need it. We congratulate the Team at AFS for going above and beyond to ensure services are available during this time of uncertainty, challenge, and need.

BOARD OF DIRECTORS

*THE GROWTH AND DEVELOPMENT OF
PEOPLE IS THE HIGHEST CALLING OF
LEADERSHIP - HARVEY S. FIRESTONE*

JANA TETREAULT - PRESIDENT/CHAIR
PAMELA FICOCIELLO - VICE-CHAIR
LIL SILVANO - TREASURER
JOHN PAUL PACIOCCO - SECRETARY

MEGAN BERNARD
AMBER BOURDREAU
LUCAS BUFFONE
JULIE GARDINER

SEAN HALLIDAY
WILLIAM JOHNSON
PATRICIA RICARD LOFTSTROM
MARSHA NICHOLAS

AWESOME TEAM

Highlights

- LGBTQ2S+ Competency Training
- Anti-Oppressive Practice Training
- Continuing education:
 - 3 participants (2 MSW, 1 MBA)
 - 15 student placements
- Long Service Awards/Retirements
- Recruitment
- Negotiations



In our journey to build an inclusive workplace and more accessible services, this year we made further investments in building our anti-oppressive practice capacity. Through training with Rainbow Health Ontario, and also Dr. Leeno Karumanchery, a leading expert in the field of Diversity, Inclusion, and Equity, our team at AFS expanded its knowledge on working with LGBTQ2S+ clients. Also, we further examined the impact of our social location (power and privilege), unearned privileges, and unconscious bias on our clients. In making our services safe and more accessible, we must address the systemic barriers marginalized and racialized peoples experience. We thank the great work of our Inclusion and Diversity Committee, established in 2017, in shaping and guiding our journey.

Despite the pandemic and the disruption of school for many students, we managed to accommodate 15 student placements from such schools as Sault College, Algoma University, Wilfred Laurier, Yorkville, Dalhousie, and Windsor. As well, we had three staff (2 MSW + 1 MBA) participate in our tuition reimbursement program that offers up to \$700 for each semester of study. At AFS we are at our best when we are learning and being challenged! We certainly were at our best this year and excited to increase our clinical and administration bench strength with these graduate-level employees.

With regards to our pandemic response, our teams rose to the challenge of developing their skill sets, knowledge, and proficiency with virtual service delivery in the usage of new software and hardware. Workshops were accessed through our Children's Mental Health Ontario, Family Services Ontario, and Addictions and Mental Health Ontario, as well as, the Children and Youth Mental Health Centre of Excellence. With the assistance of our Information & Privacy Coordinator, Cailin Frair, and Privacy Officer, Sandie Leith, we delivered our virtual services with our client's and staff's confidence regarding our privacy protocols.

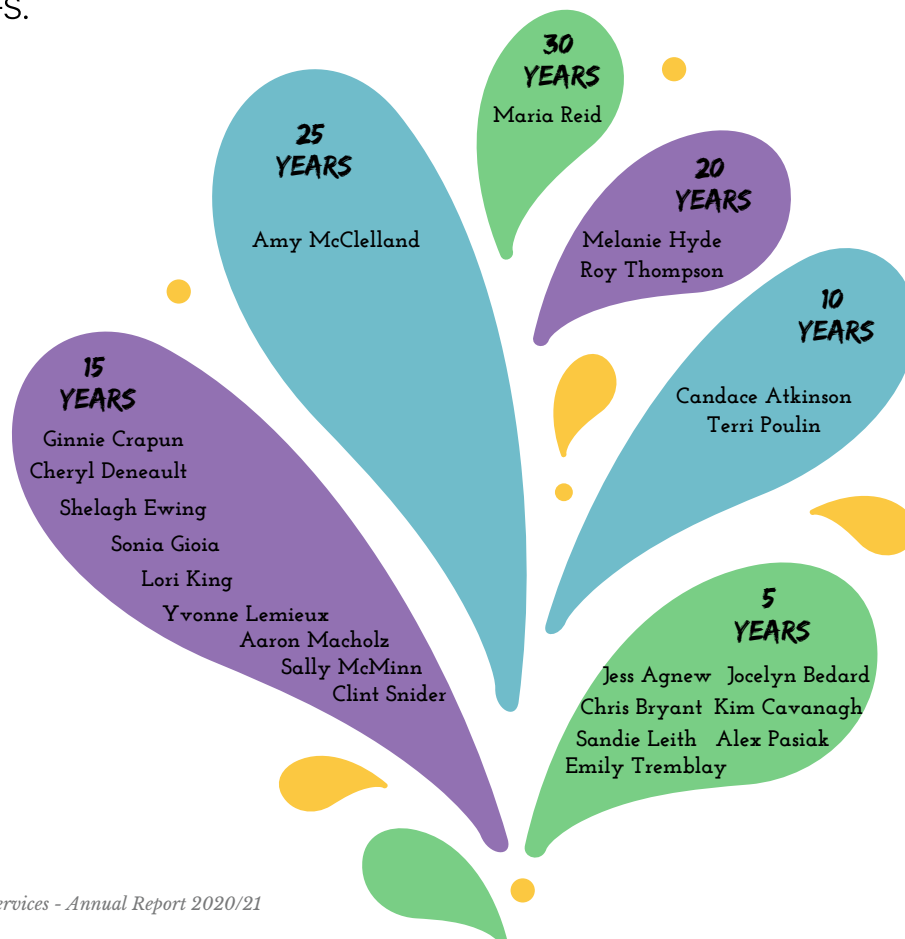
A WESOME TEAM



Working from home was not always easy. We acknowledge the work of Paige Linklater, Communications and Marketing, and also the Return to Workplace Task Force for providing researched-based tips on how to work from home. Special recognition to Lori Dewar, Executive Assistant who also is a certified Fitness Trainer, Lisa Fritsch an AFS Counsellor and also a Yoga Instructor, and to Jennifer Quinlan, Counsellor and in-house certified Mindfulness expert, for holding weekly sessions for staff through the year in order to keep us engaged, connected, and not sitting for hours on end. Our Social and Wellness Committees also assisted greatly, by holding a number of events and activities throughout the year to keep us connected, healthy, and to have some fun.

In dealing with the greatest crisis of our time, we acknowledge the challenges our clients experienced were also the same in many instances for us. To keep our staff engaged and informed with regards to our pandemic response, weekly virtual town halls were implemented that gradually shifted to monthly meetings. This level of communication served us well in keeping connected when working from home. We also used the town halls as an opportunity to attend to wellness by providing in-service training on coping and self-care in addition to fun team-building activities.

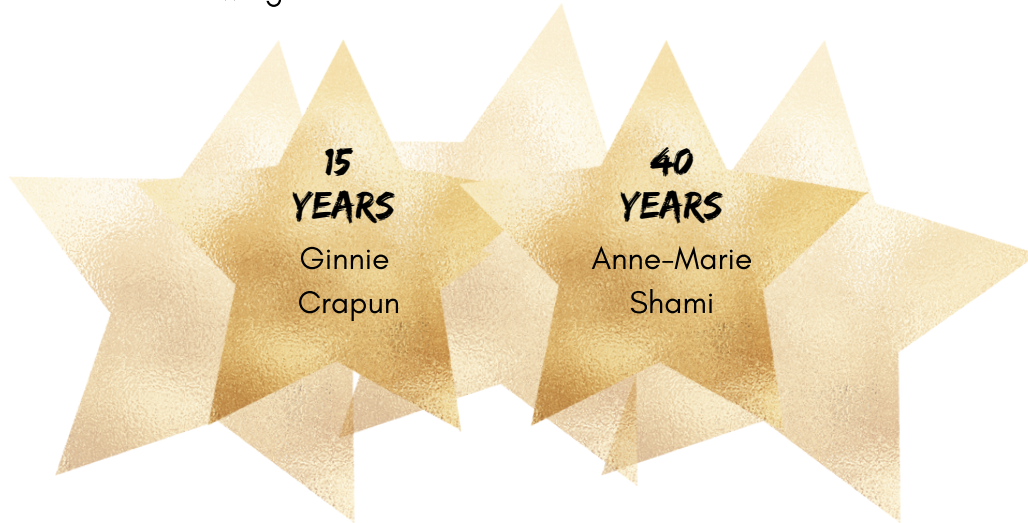
Speaking of an awesome team, recognition of our long service employees is central to our culture at AFS. We would like to acknowledge the following staff for their extraordinary dedication and commitment to AFS.



A WESOME TEAM



We congratulate the following staff on their retirement from AFS:



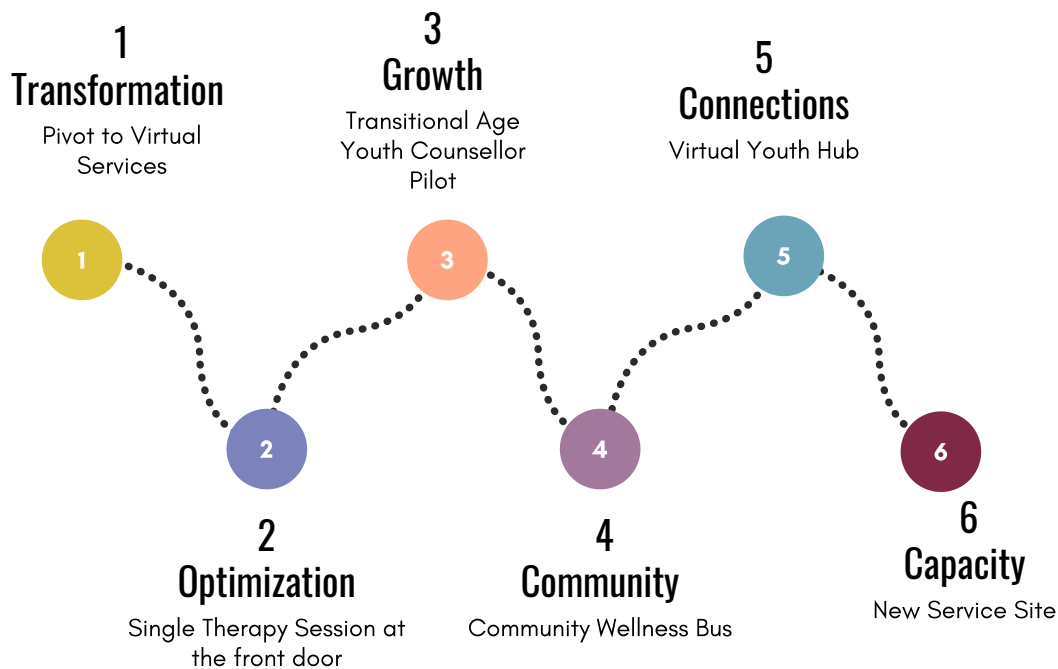
Prior to the pandemic, our service awards were held in person twice yearly at all staff meetings. To recognize our 20 years plus service recipients, as well as those retiring, we incorporated a special recognition. This involved a small convoy of cars to the home of the employee, staff would provide a physically distant cheer to the employee in the driveway, and the employee received their service award certificate, a few words of recognition, and a basket with balloons or flowers from the CEO. It was a wonderful way to recognize and appreciate our staff. Another great example of how we kept things fun during the pandemic shutdowns.

Recruitment of qualified and registered staff remains a significant challenge. With extended staffing vacancies, our waitlist for service grows. While we have been able to attend to vacancies in the District through virtual service by counsellors in Sault Ste. Marie this is not optimal for clients needing in-person services. Unfilled vacancies put additional strain on the organization as a whole which is only compounded by the pandemic. For example, our North Algoma Team in Wawa has had a vacant position for over a year. We continue to explore recruitment options beyond our standard approach. However, additional base funding is required to address salaries to attract top talent and to ensure we are not losing our qualified staff to higher-paying sectors. Bill 124 needs to be repealed. Enacted as a cost-saving measure prior to the pandemic, it significantly handicaps organizations to recruit during this time of crisis.

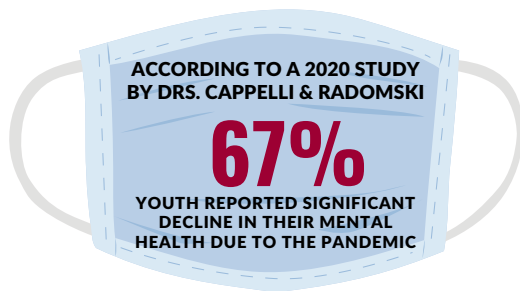
Despite the challenges of Bill 124 and our first virtual negotiations, we reached a two-year settlement with OPSEU Local 684. We are appreciative of the efforts of both bargaining teams and happy we could land on a settlement without the stress of a labour disruption during a pandemic.



CONTINUOUS IMPROVEMENT DURING RAPID CHANGE



We started the new fiscal year last April in a shutdown. The uncertainty of the situation was felt across all service sectors in the form of significantly reduced service volume. People were concerned and abided for the most part with the direction from Public Health to stay at home.



The social isolation of being at home had the effect of amplifying existing mental health and substance use challenges, to also creating issues with general anxiety, depression, and suicidality. This was evidenced in the 400% surge in calls to the Kid's Help Phone, and most tragically with the overdose death rate in Algoma. 53 opioid-related deaths occurred in 2020, an increase of 17 from 2019.

In a 2020 study completed by Drs. Cappelli and Radomski, 67% of youth reported a significant decline in their mental health due to the pandemic. We did observe a spike in domestic violence referrals including our Partner Assault Program. The lull at the onset was concerning, however, it provided an opportunity to adapt and refine our services in anticipation of the surge to come.

EXTRAORDINARY SERVICES



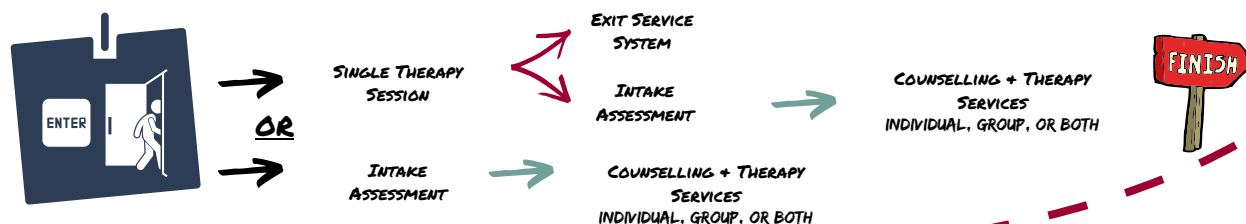
With the shift to virtual services, we experienced a significant increase in the access to services to such a degree, our service volume exceeded our pre-pandemic levels by the end of the fiscal year. What makes this impressive is the fact we were short-staffed due to vacancies throughout the year. In the transformation to virtual services, we experienced a decline in the no-show rate, a reduction in the gap between appointments, our capacity to better leverage our counsellors' work capacity across the organization including the District, allowing for more clients to be seen than in-person services; as well as, the duration of sessions in some instances was shorter than in-person services given the limited attention span of children and youth with a virtual session. With the increase in demand for services, counsellors were busier providing virtual services than traditional in-person services, which resulted in a 22% (101) increase in the number of clients served compared to last fiscal year.

During the shutdown, in-person services continued to be provided to clients deemed high risk or need in recognition client well-being would be severely compromised if there was a service gap. Also, we recognized not all clients were able to benefit or adapt to virtual service. As the stay-at-home and emergency orders were lifted, services continued in a hybrid form combining in-person and virtual services. To further address the surge in service demand we adapted our intake process. Those needing service would receive a Single Therapy Session (STS) at the front door. In other words, those needing help would receive an STS versus having to wait for an Intake appointment to determine eligibility for a counselling service and type of service, then have to wait again to receive a counselling service. This significant service change ensured more timely access to services during a period of crisis and reduced our intake waitlist.

Focus on Optimization

CLIENT SERVICE JOURNEY

Prior to September 2020



As of September 2020





EXTRAORDINARY SERVICES

In partnership with and funded by the Sault Ste. Marie District Social Services Administration Board (SSM DSSAB), we created our first Transitional Age Youth Counsellor position on a 14-month pilot. The partnership with an AFS Counsellor and a DSSAB Employment Counsellor provides the best opportunity for youth on OW who have been marginalized in gaining or maintaining employment due to their mental health and/or substance use challenges.

The Community Wellness Bus outreach program was developed in collaboration with our community partners on the Algoma Ontario Health Team to address those struggling with their mental health and/or substance use challenges in the downtown core. Specifically, the objectives are:

- to provide outreach services to meet community members where they are at,
- to deliver culturally sensitive care and be a pathway for individuals to access health and social services,
- to improve community safety with an added presence and community engagement, and
- To rebuild trust with the community and enhance well-being.

The bus is staffed by a nurse, mental health and addiction counsellors, an anti-human trafficking counsellor, and a peer worker. This service is offered five days a week and provides those in need with food, clothing, immediate care, and referrals for care.



With the social isolation experienced by youth cut off from in-person learning at school, organized sports, extra-curricular activities, and just hanging out in-person with friends, many youth were spending more time on their devices, or in their bedrooms alone.

Research has found a correlation between the amount of screen time and depression.



**THE
NORTHERN
OUTLET**
Connect Learn Create

EXTRAORDINARY SERVICES



T'NO Bored Room Events



Utilizing a virtual platform, the Northern Outlet website contains information on services, resources, and activities available for Algoma youth 13 to 18 years old and their families. Further, the website serves as a portal to virtual Bored Rooms held each week that offer youth an opportunity to connect, learn, create, and be inspired. The first Bored Room featured Tianna Legacy, a youth singer, and songwriter. Tianna played a few songs and took questions from the youth about her music and motivation for singing and songwriting. The next Bored Room involved a virtual tour of Entomica's new Insectarium. A youth was so enthralled, he reached out to Entomica and was able to secure a school placement. Since the launch of this program, youth have attended the many fun and interesting weekly Bored Rooms averaging six to eight participants.

In February 2021, the community hub we partnered with the SSM DSSAB opened at 90 Chapple Avenue (formerly the Rosedale School). This new service site allowed for our Supervised Access Program, Genesis Program (Youth addictions school-based program), and our Adult Services Team, to have dedicated new space for services. With access to a gym and a community kitchen, the partnership allows for a better service experience for our clients, connection to our partners through the hub, and greater accessibility for clients in this high-need area.

Rosedale Community Hub



BUSTING BARRIERS

Highlights

- 💡 Every Breakfast Counts 4th year
- 💡 Seniors Food Boxes / Community Kitchens
- 💡 2nd Annual Family Pride Event / Pride Bench Commemoration
- 💡 Supervised Access Virtual Visitations
- 💡 Virtual Groups & Programs: Rebound North, Creating Connections, and Care and Treatment
- 💡 Session At A Time Walk-In Counselling Service Virtual Service Transformation
- 💡 Return to the Workplace Task Force



Our strategic priority of busting barriers is all about moving out of our comfort zone and the confines of the “usual”. It is about shifting traditional thinking, approaches, and processes. Moving away from the process defining our purpose, and more about the purpose defining our process. The well-known definition of insanity is doing the same thing over and over again while expecting a different outcome. Well at AFS it is all about the different outcomes, and this year was no different despite the pandemic. In fact, the pandemic forced us to find new and innovative ways to reach our clients. Congratulations to the AFS Team for living our organizational value of breakthrough innovation!

With students learning at home with the stay-at-home orders, our intrepid Student Nutrition Program (SNP) Team worked with the schools to deliver food boxes for the remainder of the school year. Through the Sault Ste. Marie's Mayor's *Every Breakfast Counts* program, we delivered meals with the assistance of our community partners over the summer. In April, May, and June, the SNP program delivered 9,098 food boxes which contained food vouchers and items such as carrots, milk, bread, yogurt, crackers, granola bars, apples, cheese, bagels and peanut butter. 32% of boxes delivered went to the district: Wawa, White River and Central East Algoma including Elliot Lake, Massey and Chapleau. 68% of boxes were delivered within Sault Ste. Marie, Heyden, and Goulais River.

STUDENT NUTRITION PROGRAM (SNP)

9,098 FOOD BOXES THROUGH THE EVERY BREAKFAST COUNTS PROGRAM



68% DELIVERED TO SSM, HEYDEN, AND GOULAIS RIVER



32% DELIVERED TO WAWA, WHITE RIVER, CENTRAL EAST ALGOMA INCLUDING ELLIOT LAKE, MASSEY, & CHAPLEAU



BUSTING BARRIERS



The Community Kitchen program was designed to provide in-person instruction on how to source, prepare, and cook nutritious meals at no to low cost. Food security became a significant challenge for many in Algoma during the initial waves of the pandemic. Thanks to the willingness to move out of their comfort zone, our Community Kitchen Facilitators Joanna Richichi and Pauline Pennett, joined by AFS Board Member Megan Bernard, also Sherry Beaton, Birth to Six Coordinator, and Addie Tremblay, daughter of Emily Tremblay, Supervisor of the Community Services Team produced weekly step-by-step meal preparation videos posted on social media. From April to December 2020 these videos logged 64,636 views, and continue to attract a growing viewership.

Sourcing of this food and delivery of the food boxes was truly a community initiative with Harvest Algoma, Lock City Dairies, Sault Search and Rescue, Community Living Algoma, Wawa food bank, Victim Services Wawa, Algoma District Social Services Administration Board, and the SSM DSSAB all taking part.

Access to nutritious food remained a top priority for us during the initial and subsequent phases of the pandemic. In particular, getting food to our most vulnerable seniors was achieved through grants made available by the United Way and leveraging our Community Kitchen's budget.

Approximately 4,158 food boxes were delivered to families and seniors over the year. Each food box contained approximately 15 meals, including items such as carrots, celery, onions, apples, garlic, milk, eggs, chicken, ground beef, butter, pasta, pasta sauce, tuna, corn, vegetable oil, and a variety of cooking spices.

Sourcing of this food and delivery of the food boxes was truly a community initiative with Harvest Algoma, Lock City Dairies, Sault Search and Rescue, Community Living Algoma, Wawa food bank, Victim Services Wawa, Algoma District Social Services Administration Board, and the SSM DSSAB all taking part.



COMMUNITY KITCHENS

4,158
**FOOD BOXES DELIVERED TO
FAMILIES & SENIOR
THROUGHOUT THE YEAR**

BUSTING BARRIERS



We celebrated our first virtual PRIDE celebrations with a week of virtual activities. Similar to Children's Mental Health Week, each activity received hundreds to over a thousand views, streamed live, recorded and posted on social media.

The unveiling of our first PRIDE bench occurred in-person at our McNabb St. office to commemorate Raymond Taavel, a Canadian LGBTQ rights activist born in Sault Ste. Marie. He courageously fought for the recognition of same-sex marriages and transgender rights. It was an honour to have members of Raymond's family join us in the unveiling of the bench.



In recognition of the psychological impact on children not being able to see their parent/s during the shut down, our Supervised Access Program (SAP) staff worked hard to put into place with the Ministry of the Attorney General, protocols to ensure safe virtual visitation. We are proud that AFS was the first SAP to reinstate visitations in the province via virtual visitation. In subsequent shut downs we continue in-person visitations for those children deemed to be at highest risk of emotional harm and not able to participate in a virtual visitation.

Rebound North was also another in-person group program that went virtual in the production of life skills videos posted on social media. Skills Trainers Beverly Baxter and Keira Larente prepared program kits for participants to use during their virtual groups. Glenda Porter, Creating Connections Coordinator, as well as our Care and Treatment Team staff, also prepared kits and dropped these off at clients' homes so they could participate in virtual sessions and groups. The preparation of these kits and the production of videos demonstrated the all-out effort our teams at AFS undertook to support the infants, children, youth, adults, and families we serve. It is a great example of our organizational value of tenacious resolve.

To further attend to the surge in service demand and to provide more immediate access to services, the collaborative walk-in service pivoted to a virtual talk-in service. This shift resulted in greater accessibility to this service by people in the District, eliminating the barrier of distance. Funding made available through the United Way, allowed the partners to boost staffing levels to meet the high demand for this service.



Highlights

- Children's Mental Health Week – 5th annual Sky's the Limit Concert
- Virtual Parenting Coping and Resilience Workshops
- Big Daddy Tazz

Children's Mental Health Week / Mental Health Week May 4th to the 10th carried an extra special significance as we were all sheltering in place. The impact of the social isolation was becoming apparent for families across Algoma. More than ever families were looking for ways to cope. Our Children's Mental Health Week Committee once again partnered with the Canadian Mental Health Association – Algoma (CMHA), Nogdawindamin, Strong Minds, ARCH, and the Early ON Child and Family Centre to deliver for the first time a fully virtual week of awareness and educational activities that included:

- Opening and Closing Indigenous Drumming Ceremony
- Infant Mental Health event where participants took part in a Craft, Physical fitness, storytime, discussion on the role of a parent, and a Triple P parenting discussion panel
- Sky's The Limit Concert Youth Concert featuring Tianna Legacy, Spencer Pine, Joley Gough, Madi Schomogyi, Mike Haggith and Bold Noize (Tristan Goslow)
- Dr. Barrett, AFS Child Psychiatrist Video Presentation on Caregiving Through Social Distancing and Beyond
- 3rd Annual Strong Minds Virtual 5K Run
- Daily Nursery Rhymes in Anishnabemoin by Barbara Nolan an Elder in Residence at Sault College.
- Daily Fact or Figure from Children's Mental Health Ontario

Events were either live via Zoom or pre-recorded and posted on social media. The views tracked on social media were into the thousands, reaching far more people than we ever did when these events were in person! The success of our virtual events would go on to shape our delivery of future virtual series such as our Rebound North modules and our weekly Community Kitchen videos.



INSPIRING OUTREACH



With many parents/caregivers working from home, helping their children with online school, and being limited at best in terms of their usual outlets, the conditions for stress in the home increased significantly. In recognition of the impact on the well-being of families, Child Psychiatrist Dr. Elizabeth Barrett, provided two parenting seminars on *Coping During the Pandemic*. As well Counsellors Aaron Macholz and Emma Roberts-Splane launched a six-week workshop *Parenting with Resilience*. With participation rates exceeding 30 at each of these sessions demand was strong for this information.

The Impact:

Adverse social, psychological and economic impacts of physical distancing, quarantine & isolation.

We know that the pandemic has been challenging for most families, but it has been especially hard on those families with children struggling with mental health. We are already seeing the effects.



Isolation

Loneliness; grief and bereavement complicated by physical distancing measures.



Financial Stress

Financial insecurity and challenges in accessing basic needs.



Support Services

Access to health, community & social supports. Children access supports through schools, which have been closed due to Covid.



Children & Families

Tensions in relationships and domestic violence related to household confinement.

To assist our staff with regards to coping with pandemic fatigue, Dr. Barrett, and also AFS Psychologists Dr. Stephanie Hayes and Roy Thompson provided in-service seminars. The impact of vicarious trauma and also our counsellors experiencing similar conditions our clients were seeking help for certainly contributed to the pandemic fatigue.

We were pleased to end 2020 with a presentation to our staff by Big Daddy Tazz, a motivational speaker, and comedian, who brought us a lot of laughs in his sharing of his lived experiences with mental health. Laughter is certainly the best medicine, and it was so great to hear the staff laugh.



CHILD AND YOUTH MENTAL HEALTH LEAD AGENCY



On March 3rd, 2020 the Health Minister Christine Elliott announced the long-awaited government's Mental Health and Addictions Strategy, Roadmap to Wellness.

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.

This strategy is focused on four pillars, those being:

- improving quality of care;
- expanding existing services;
- innovative solutions; and
- improving access.

The priorities outlined are:

- 1.Improving our client's service experience - through the 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 system of supports.

In our transition of our child and youth mental health service contract from the Ministry of Children, Community, and Social Services (MCCSS) to the Ministry of Health (MOH), and in our role of Lead Agency, our Core Services Delivery Plan and Community Mental Health Plan, now referred to as a five-year multi-year plan was updated. This update occurred in consultation with our sole core service delivery partner, Sault Area Hospital, who provides crisis line support, and with our community partners with respect to the Community Mental Health Plan.

The core service priorities for this multi-year plan are:

- 1.Improve quality and enhance mental health and addictions services by identifying and implementing screening and by providing services to support youth 12-18 years as well as providing parent education and support.
- 2.Enhance the service delivery model related to mental health services to racialized populations including First Nation, Indigenous, and urban Indigenous communities.
- 3.Engage the community, family, and youth in the design, development, and review of mental health and addictions services throughout the District.

CHILD AND YOUTH MENTAL HEALTH LEAD AGENCY



The community mental health priorities for this multi-year plan are:

1. Implement a data strategy to support informed decision-making and quality improvement processes for child and youth mental health services.
2. Develop and strengthen our internal pathways and processes to improve access to the right service.
3. Define the capacity for pre and post-crisis services across Algoma (i.e. post-crisis stabilization, short-term stabilization, day/residential treatment.)

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.

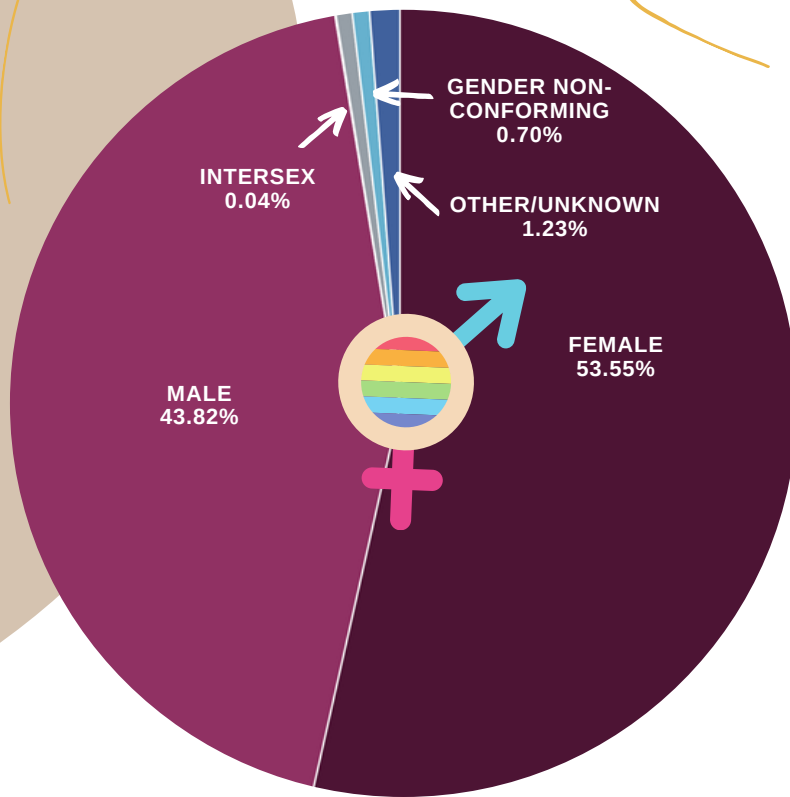
- Adjusted our access to service delivery model to incorporate a Single Therapy Session at the front door for all seeking counselling and therapy services. From this session, additional pathways to care are determined if required, such as an Intake Service.
- Collaborated with our health and social services partner in the development of the Community Wellness Bus outreach program.
- Collaborated with our community partners from Education, Social Services, Health, and Justice in the creation of a virtual youth hub.
- Recruited a full-time permanent Youth and Family Engagement Coordinator, to develop an engagement process that informs our service delivery, evaluation, and development.
- Initiated an Ontario Perception of Care evaluation blitz with analysis to occur in fiscal 21/22.
- Initiated a live-in treatment proposal with our community and Indigenous partners to repurpose a closed open custody facility in Sault Ste. Marie.
- The pandemic delayed the planned implementation of Inter-Rai for the fall of 2021.

These initiatives were made possible in part through a new annualized investment of \$80,800 from the Ministry of Health. As well, as a one-time COVID enhancement funding of \$545,907.

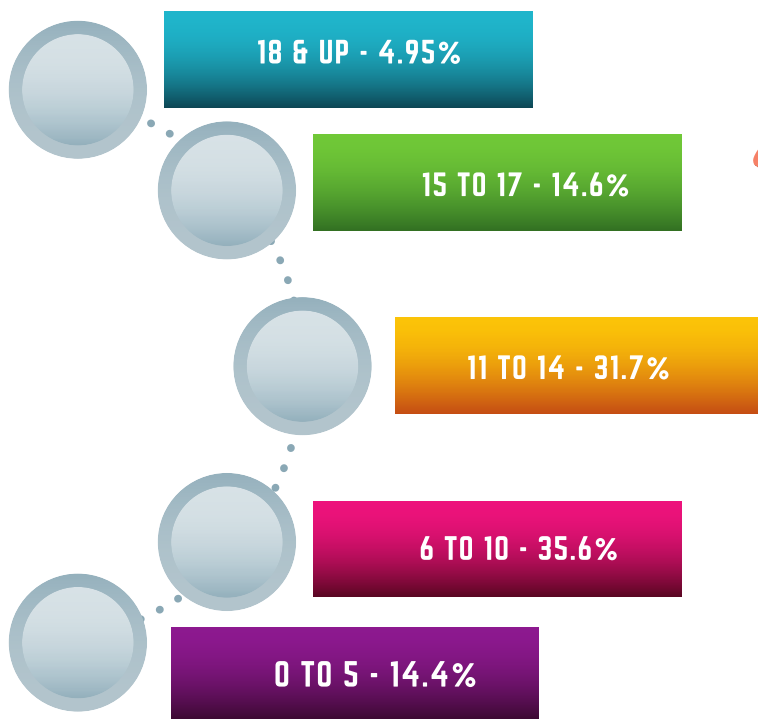
We appreciate the support and guidance of MCSS Program Supervisor, Franca Cavaliere during the period of transition of our service contract with the former Ministry of Children and Youth Services to the MOH. We also extend our appreciation to MOH Program Supervisor, Diane Rusnak for her support and assistance with COVID enhancement funding.



Gender



Age Group

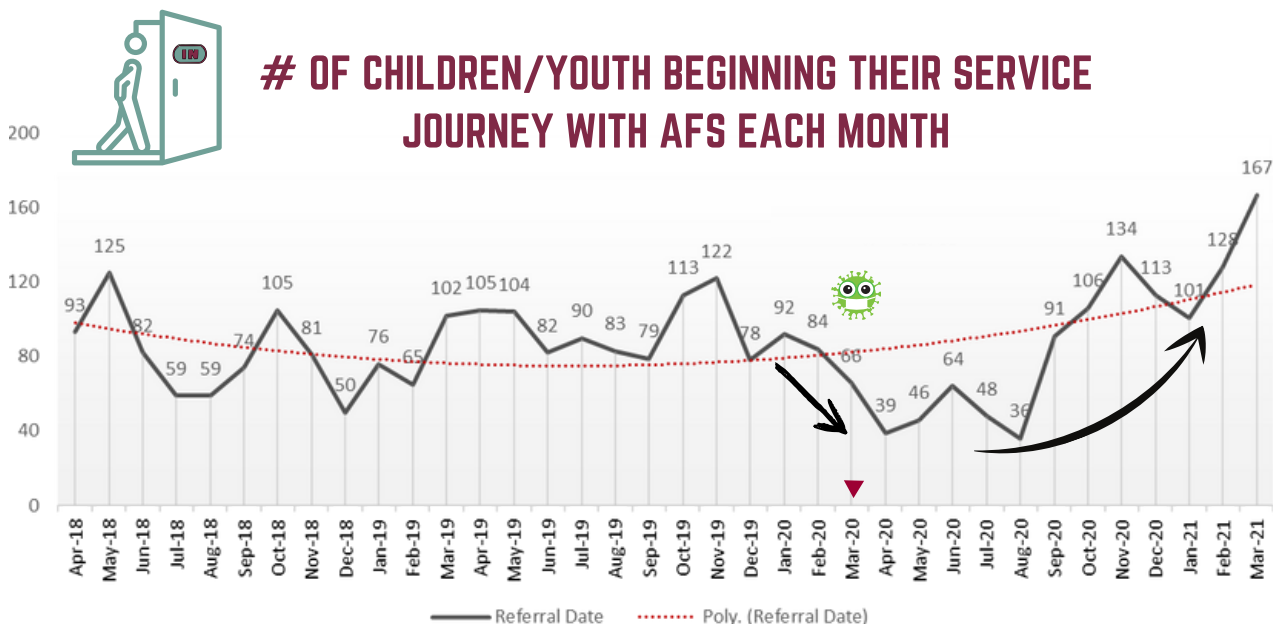




Clients Served



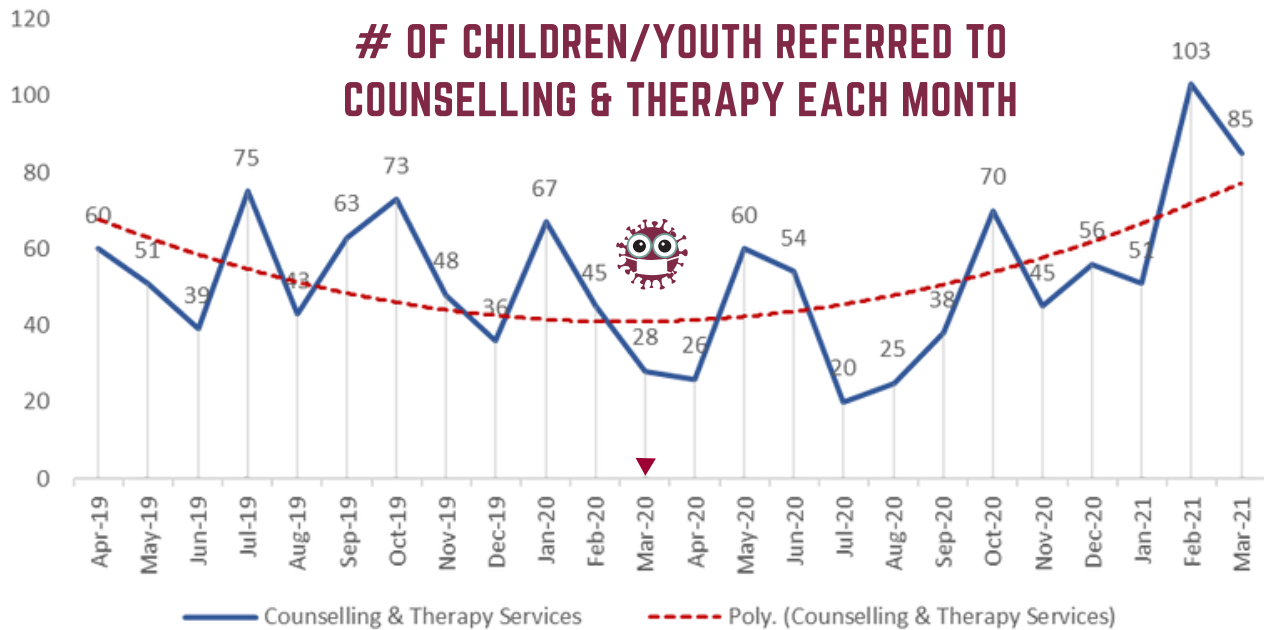
Focus on Optimization



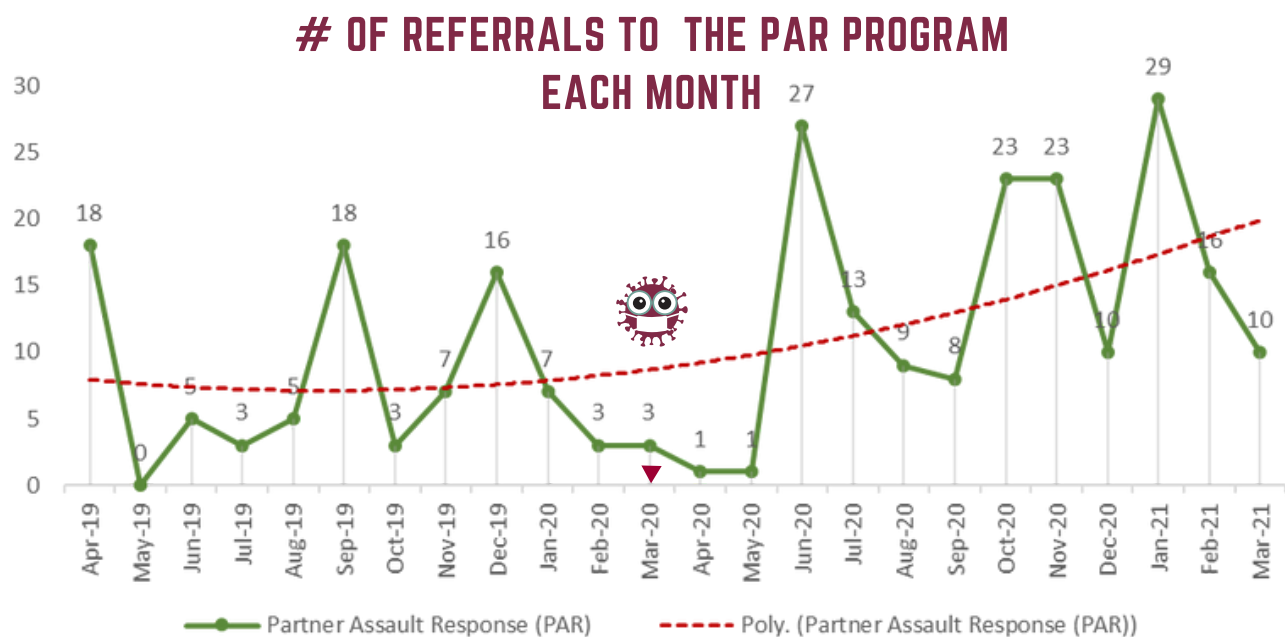
- Aggregate Summation of STS and Intake Programs.
- Distinct Count - Counting each client only once in each relative month



Referral Impact of Covid-19



- Aggregate Summation of all Counselling & Therapy Programs (Individual, Group, Family)
- Distinct Count - Counting each client only once in each relative month



- Aggregate Summation of all Partner Assault Response (PAR)
- Distinct Count - Counting each client only once in each relative month

SERVICE STATISTICS (YOY)



Unique Number of Individuals Served During Each Fiscal Year

# Individuals Receiving Service	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Violence Against Women	129	134	138	138	206	202
Creating Connections	50	63	63	59	58	123
Male Survivors Program	6	5	4	6	10	18
Employee Assistance Program	43	50	61	60	91	96
Supervised Access Program	63	61	66	58	55	43
Probation & Parole Referrals	12	10	20	11	11	14
Fee for Service Counselling	4	3	3	5	7	8
*Single Therapy Session	N/A	N/A	331	399	453	568
Birth to Six Counselling and Therapy	98	149	119	136	92	93
Central Algoma Teen Counselling	28	28	30	23	24	28
Counselling & Therapy	241	326	292	382	458	554
School-Based Counselling	114	142	189	205	200	200
Session At A Time Walk-In / Virtual Counselling Service	183	430	466	600	508	317
Triple P	2169	2293	1500	687	760	103*
Crisis Follow-Up	183	176	201	118	118	90
Group Counselling	375	361	295	215	291	94
Youth Addictions - Alternatives for Youth (AFY)	235	238	246	197	197	185
*Clinical Intake Services	729	765	704	532	616	468
Care and Treatment	103	109	92	76	78	65
Genesis	21	21	26	15	22	14
START	38	37	36	42	58	47
Intensive Treatment Services	112	126	136	111	109	94
Social Skills Building - Rebound North	226	319	281	255	258	141
Psychological Assessment	161	122	141	118	119	101
Psychiatry	132	155	160	143	143	80
Direct, File-Level & SAH Consultations	77	83	64	89	103	125
*Tele-Mental Health Services	155	133	146	136	122	59
Youth Justice Services - Community Support Team (CST)	58	48	46	56	50	40

* Counselling and Therapy Data is inclusive of the District.

* Tele-Mental Health Services reflects appointments hosted at Algoma Family Services.

*September 2020 - Process Change Impacting Intake Service and Single Therapy Sessions

*Triple P 2020/21 Significant Covid Impact

FINANCIAL OVERVIEW



Revenue & Expenses

Year ended March 31, 2021

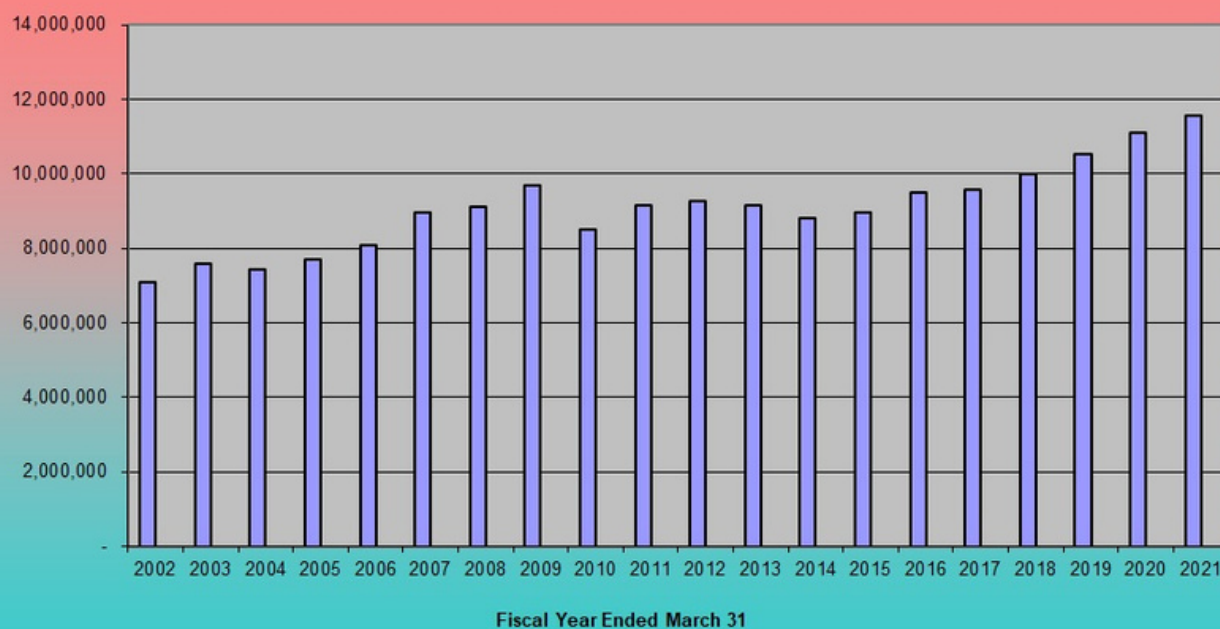
	2021	2020
	\$	\$
Revenue		
Government grants	10,311,617	9,664,794
Operational revenue - other	688,920	812,530
Rental income	11,728	12,476
Donations from Algoma Family Services Foundation	20,000	78,008
Fees	45,235	41,287
Amortization of deferred capital contributions	18,299	42,614
Cost Recoveries	229,454	268,125
Other	239,079	189,913
Total	11,564,332	11,109,747
Expenses		
Advertising and promotion	27,275	19,550
Amortization	147,666	148,259
Contracted services	695,790	661,038
Insurance	32,794	29,777
Interest on long-term debt	3,768	5,645
Memberships	21,767	23,479
Occupancy costs	400,629	351,476
Office	174,924	144,844
Professional fees	151,477	173,326
Program costs	1,064,249	855,564
Salaries, wages and employee benefits	8,284,476	8,390,318
Travel and training	152,358	310,315
Total	11,157,173	11,113,591
Excess (deficiency) of revenue over expenses	407,159	(3,844)
Net accounting adjustments for GAAP compliance (including but not limited to amortization, mortgage principal payments, asset purchases, vacation accrual)	(407,155)	3,842
	4	(2)

Complete audited financial statements are available upon request

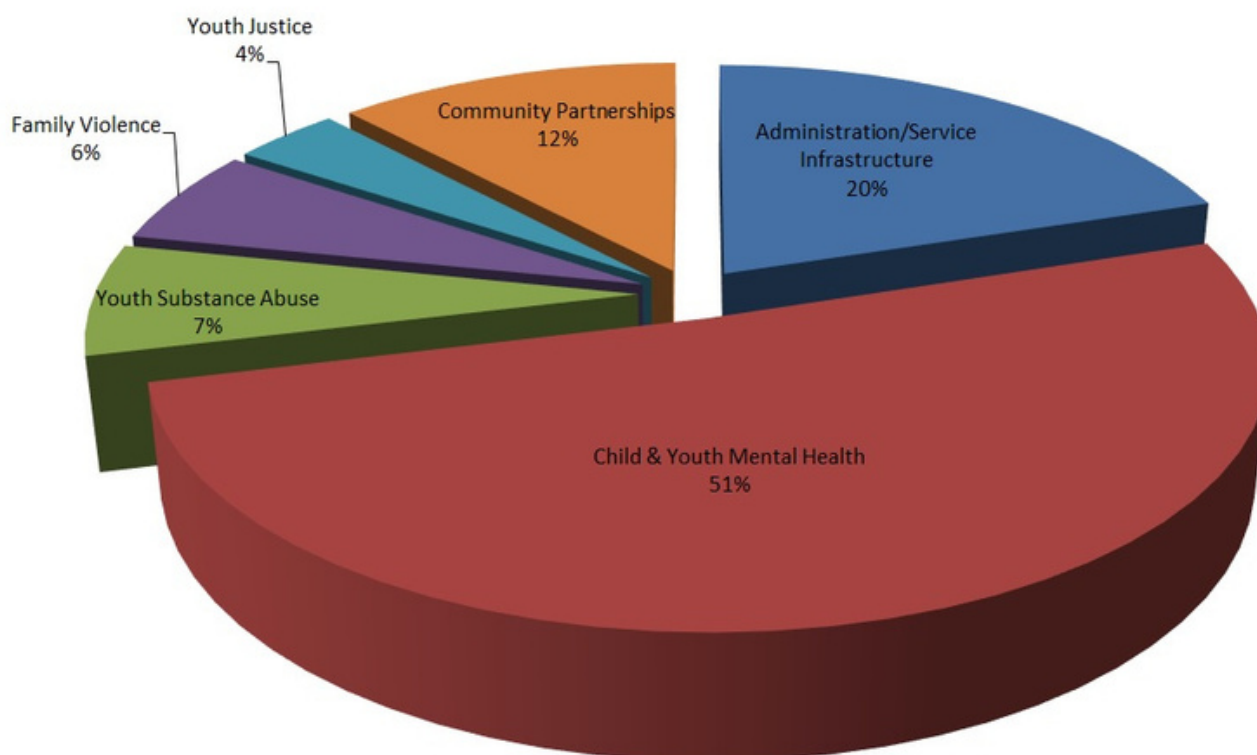
FINANCIAL OVERVIEW



Agency Growth - Annual Operating Revenue



Spending by Category



FUNDING PARTNERS

THANK
YOU

Algoma District Services Administration
Board

AFS Foundation

Bell Let's Talk

Breakfast Clubs of Canada

Canadian Women's Foundation

District of Sault Ste. Marie Social Services
Administration Board

Egg Farmers of Ontario

The Grocery Foundation

Mindfuel (CanCode)

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, and
Social Services
Youth Justice Division

Ministry of Health

Ministry of the Solicitor General

Ontario Works | Social Services

Project of Trinity Global Support
Foundation

Public Health Agency of Canada

Show Kids You Care

PURCHASE OF SERVICE PARTNERS

Algoma District School Board

Consortium Pour les élèves du
Nord de l'Ontario

Garden River

Huron Superior Catholic School Board

Thunder Bay Counselling Centre

United Way





Algoma Family Services
SERVICES AUX FAMILLES D'ALGOMA

CONTACT US



AFS Head Office
205 McNabb St.
P6B 1Y3
Phone: 705-945-5050
Fax: 705-942-9273
Toll Free: 1 800-461-2237



Elliot Lake
31A Manitoba Rd.
P5A 2A7
Phone: 705-848-0790
Fax: 705-848-1078



Wawa
26 Ste. Marie St.
P0S 1K0
Phone: 705-856-2552
Fax: 705-856-1046



Algoma Family Service



@AlgomaFS



@AlgomaFS



www.algomafamilyservices.ca

SENIOR LEADERSHIP TEAM

Ali Juma,
Chief Executive Officer

Sandie Leith,
Director of Service

Lisa Salvini,
Director of Human
Resources

Nancy Evans,
Director of Finance
and Administration

Deborah Irwin,
Manager of Clinical
Services

Brenda Clarke,
Manager of
Community Services
and Strategic
Initiatives

