



Five Counties
CHILDREN'S CENTRE

Vision

To make dreams come true



Annual Report 2015 - 2016

Our Ambassador Andrew,
his Family and his Speech
Language Pathologist.

Annual Report of the Chairperson of the Board and the Chief Executive Officer

Transformation / Metamorphosis: *going beyond your form; a change of the form or nature of a thing into a completely different one.*

As our 40th anniversary year comes to an end we are reminded how privileged we are to work with the children, youth and families that we serve. Their spirit and courage inspire us to continue our tradition of clinical excellence as we work by their side to make dreams come true. Our focus on family-centred care combined with clinical excellence has positioned Five Counties to flourish as our community system of services undergoes a critical transformation. These critical changes will expand our vision “to make dreams come true” beyond the walls of our Centre.

A caterpillar moves into a chrysalis phase before their metamorphosis into a butterfly. The chrysalis phase is not a resting stage. In the chrysalis, the body of the caterpillar is adapting to the significant changes required to become a butterfly.

This year we have been in the chrysalis stage of a significant system metamorphosis. Families have told the provincial government that the system of services is fractured and difficult to navigate. The Special Needs Strategy has provided the structure to change how organizations and sectors work together. This year we have been working with our community partners as we develop the processes that will support us to work together differently. During this chrysalis stage, families have not enjoyed the benefit of the transformational vision of the Special Needs Strategy. We look forward next year to hearing how families experience has improved.

Special Needs Strategy:

Vision:

“An Ontario where children and youth with special needs get the timely and effective services they need to participate fully at home, at school, in the community, and as they prepare their goals for adulthood.”

Coordinated Service Planning:

Families are asking for a seamless system of services. A seamless experience means:

- Service providers and families clearly know the roles and responsibilities of everyone who serves their family; and
- Simple and streamlined access to all services.

We look forward to our new role as lead organization for Coordinated Service Planning. Our team is well prepared to become a strong member within a seamless system:

- Two Advance Practice Leaders lead inter professional practice across the Centre. Inter professional practice supports a clear understanding of the roles of various professionals across the organization;
- Central Intake for all of our services aligns and coordinates access to services for families.

Families tell us:

“You have made us welcome and comfortable and given us skills and support to help us on this roller coaster.”

“We are very pleased with the care our son receives. His therapists feel like family.”

Integrated Delivery of Rehabilitation Services:

Families are asking for a family-centred approach to rehabilitation services that is based on evidence-informed practices and the expertise of therapists. Families want one therapy team to support them at home, school and in the community.

Five Counties monitors that our services are family-centred through an annual survey: the Measure of Processes of Care. Our results are consistently higher when compared to the average results of similar Children’s Treatment Centres.

We value clinical excellence. Our clients deserve the highest standard of practice supported by the current knowledge and evidence. In addition to investing in the individual training needs of our team, our clinical learning plan for the staff team included:

- 100% of clinical staff participated in training relating to the potential impact and side effects of various medications.
- 95% of clinical staff participated in specialized training relating to spinal cord injury, brain injury, limb loss and the normal *development* of sexuality after the onset of injury, illness or impairment.
- 96% of staff participated in Non Violent Crisis Intervention and Suicide Prevention training.”

Families tell us:

“The team that works with my grandson are awesome people. They show so much care towards our whole family. Truly amazing people.”

“Our son has thrived under your guidance and care.”



Taylor having fun bowling

1. Help More Kids in More Ways:

Achieve equitable and timely access to services. We have continued to increase the efficiency of our services:

- Over the past 5 years we have served an additional 515 children/youth;
- Our staff productivity increased in 2015-16 by 9% allowing us to serve an additional 112 families without increased revenue.

Goals 2016-17:

Our waiting lists continue to be one of the most significant challenges in our sector. A sector goal is that children and youth receive an assessment within 90 days of their referral. In 2015-16 59% of children received an assessment within the 90 day target. We will strive to improve this in 2016-17.

2. Lead The Way Through

Innovation: Promote a culture of excellence throughout the community as well as internally.

New Organizational Structure:

We believe that our staff are our most valuable resource. We completed a review of our organizational structure and implemented a new position: Director of Clinical Services. The primary focus for this position is to support the consistent implementation of clinical pathways and human resources decisions across the organization. The Director supports communication and collaboration across teams. We are pleased to welcome Darlene Callan as our first Director of Clinical Services.

Goals 2016-17:

- Continue to increase consistent use of clinical care pathways across teams and sites.
- Continue to support staff to manage challenging workloads.

3. Improve Outcomes for Children and Youth:

Explore and refine how we measure and report on improved outcomes for children and youth. The Clinical Leadership Team has expanded the toolkit of outcome measures and is testing several outcome measures through multiple disciplines.

2015-16 Outcomes:

- Focus on the Outcomes of Communication Under Six: FOCUS. 83% of children showed clinically significant improvement.
- Goal Attainment Scaling: GAS. 68% of children achieved or exceeded their goals.

2016-17 Outcomes:

In addition to reporting on the Focus on the Outcomes of Communication Under Six (FOCUS) and Goal Attainment Scaling (GAS) measures we will be able to demonstrate outcomes through the following measures:

- Alberta Infant Motor Scale: AIMS
- Canadian Occupational Performance Measure: COPM
- Participation and Environment Measure – Children and Youth: PEM-CY

Our team includes many key players who have earned our deep appreciation: our children, youth and families inspire us; our Board guides us; our staff lead us; our Foundation provides funding stability; and our community partners support and collaborate with us.

As the community system of services emerges from the chrysalis phase of internal transformation we look forward to hearing how families experience improved family-centred, seamless services across our communities and that all of our partners work together to make dreams come true.

“Thank you for all you do for our family. We are fortunate to have Five Counties in our area! Wonderful people and services.”

Respectfully submitted:
Kent Stringham, *Board Chair*
Diane Pick, *CEO*

Annual Report of the Medical Director

Thank you for offering me the opportunity to present a report from the Medical Director to the annual meeting of the corporation of Five Counties Children's Centre and Foundation. I can assure the membership that the quality of clinical work at Five Counties Children's Centre remains high.

Clinical services are organized geographically and the therapists all belong to disciplinary and interdisciplinary teams. These teams meet regularly to coordinate service and review best practice.

In terms of organization of Centre staff, we now have a Director of Clinical Services who is responsible for coordinating clinical care. The goal is to ensure consistency between the sites in terms of clinical practices and support to families and staff.

The Advance Practice Leaders have a number of projects to promote family centred care. Solution focused

coaching, that is training to assist staff in implementing practical hands on strategies, has been started. This is a goal-directed collaborative approach with families to build on positive growth and relationships.

The Family Engagement Working Group has created processes and resources to facilitate engagement with families within our organization. This is a standing working group.

Work continues on streamlining documentation to ensure families and community partners have access to the information they need regarding children's services. The importance of family centred goal setting and coordinated care is emphasized. This too is an ongoing project.

Staff training in suicide prevention and non-violent crisis intervention

has occurred. Staff competencies in pediatric rehabilitation have been augmented by providing staff with information, mentors and resources regarding acquired brain injury, spinal cord dysfunction, limb loss and sexuality. Each of these areas has specific staff members with clinical expertise who can provide mentorship to their colleagues.

The Advanced Practice Leaders continue to work on outcome measures. The goal is to have these family-centred, effective and accountable. Provincial care plans have also been started. These should provide more consistency between children's treatment centres.

Five Counties is becoming a Upopolis site, providing a private online social



Kaydance



Celebrating with Taylor, Derek and Meredith



Thank you to our donors



Kinette Duck Race

network for pediatric patients in hospitals and health care facilities. This is geared to teens who suffer stress, isolation and loneliness because of their diagnosis and hospitalization. Medical information is provided and the hope is that these adolescents will keep connected with their family, friends and social community.

We continue to provide services to the Neonatal Follow-Up Clinic at Peterborough Regional Health Centre and we have also been sending staff to a newly organized Complex Care Clinic at Peterborough Regional Health Centre, staffed by a nurse practitioner from the Hospital for Sick Children.

Our Palato Facial Management Clinic continues. This year the leader was able to attend the American Cleft

Palate Association meeting.

We have an orthopedic surgeon come from the Hospital for Sick Children once a year. Formerly this was to see children with spina bifida. More recently, because we have fewer children with spina bifida, he is seeing children with other orthopedic problems. We also send children and therapists to a monthly Orthopedic Clinic in Oshawa which we share with the Grandview Treatment Centre. The Seating and Mobility program continues in Peterborough and Lindsay and we are continuing with the Feeding Clinic. This is done in conjunction with a feeding group at Peterborough Regional Health Centre at which there is a dietician and a behavioural specialist.

Botox is given once monthly at

Peterborough Regional Health Centre and two to three times a year to clients under anesthetic there. The purpose of Botox is to relieve spasticity and improve function such as ease with dressing, hygiene, sitting or walking.

The Autism Team continues to meet on a regular basis. This year the province has made significant changes in behavioural services that are provided for these children. Changes are not yet finalized, causing considerable disruption for many families.

The suggestions made through the Commission on Accreditation for Rehabilitation Facilities (CARF) have been followed through by the Centre.

Our clinical services are dependent on Foundation funding and we are very appreciative for this support.

I remain grateful to the administrative assistants with whom I work in all the sites. As well I appreciate the support offered to me by the administration and the Board.

Respectfully submitted:
Mary Thain, M.D., F.R.C.P.(C)
Medical Director

Mission Statement

Five Counties Children's Centre is dedicated to supporting children and youth with physical, developmental and communication needs and their families. In partnership with families and communities we strive to enrich their independence and quality of life.

Annual Report of the Chair of the Board of Trustees

FCCC Foundation

It is my pleasure on behalf of the Foundation's Board of Trustees, staff, volunteers and donors to extend sincere CONGRATULATIONS to the staff and Directors of the Five Counties Children's Centre on achieving 40 years of service to children with special needs.

\$47,651 was transferred to the Centre in 1988, following the first full year of fundraising by the Foundation. Over the course of the next 28 years more than ten million dollars has been transferred to Five Counties to help maintain therapy for children, purchase equipment and fund various programs.

In the same time period, funds have been raised to look after the longer term needs of Five Counties. These funds have been endowed and at the present have a value of just over \$1.7 million. Having an endowment fund has proved beneficial, giving donors a choice of how they would like to put their donation to work. The Foundation also manages two additional endowed accounts now. The Kahn Trust provides funds "for the enjoyment of children" and the Fulford Trust which supports the work of the social work staff.

Over the course of the lifetime of the Foundation there have been many volunteers who have supported the organization. They've come from all walks of life and have represented all five of the counties, bringing with them a multitude of skills and abilities. This past year was no different and I would like to thank my fellow Trustees, the many volunteers who sat on committees and all those who helped at special events. I'd also like to extend a sincere thank you to the Board of Directors and Centre staff who work tirelessly on behalf of the children and families who receive services from Five Counties. Your support of the Foundation is greatly appreciated and assisted us in having another good year. The one thing I believe that drives us all is a passion to help children.

Respectfully submitted:
Greg Shaw, *Chair*

Annual Report of the Executive Director

FCCC Foundation

The year began with a dark cloud overhead. Early in the first quarter we were informed by the organizers of three large third party events that they were not going to be running their events this year. Traditionally these events raised a total of more than \$42,000. I'm pleased to report that by the end of the year the Foundation's revenue goal had been surpassed.

The financial results of this past year demonstrated once again that many businesses, individuals and service organizations believe that Five Counties is a vital service in their community. Their generosity allowed Five Counties to maintain services to over 350 local children. The Foundation will continue to focus on communicating with all of its donors, in as many different mediums and as cost effectively as possible.

Online giving continues to grow exponentially each year. What started out as a few donations each year has turned into the preferred method of giving for many donors. There has also been a dramatic increase in the size of donations being given online, which indicates an enhanced comfort level to this method of giving. Many of Five Counties' loyal supporters have chosen to use CanadaHelps online for one time, as well as recurring donations. It's easy, secure and convenient. However I believe online giving is still underused and has much greater potential to increase our visibility and generate additional funds.

There is still much work to be done in all the communities being served, to increase the profile of Five Counties. The Board of Trustees play a large part in enhancing the profile of Five Counties through the recruitment of board and committee members, as well as actively supporting old and new revenue generating endeavors. The sharing online of upcoming events, success stories, employment opportunities and fundraising results has proved beneficial to keeping our name out in the communities we serve.

I congratulate everyone who over the past 40 years has contributed to the success of Five Counties. Together you have helped shape Five Counties into what it is today, a well-respected agency, recognized for its teamwork that ultimately improves the quality of life for girls and boys needing specialized care. You have been a huge part of this history that allows our therapists to do what they do best, make hopes and dreams come true for children and their families.

Respectfully submitted:
Dave Adams, *Executive Director*

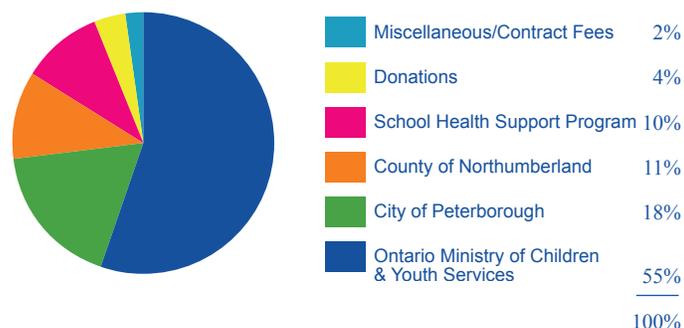


Family Day at the Petes game

Financial Statements

Five Counties Children's Centre - General Fund

2016 Revenues



2016 Expenditures



STATEMENT OF FINANCIAL POSITION MARCH 31, 2016

	2016	2015
ASSETS		
Current Assets & Long Term Inv.	\$1,739,159	\$1,904,825
Fixed Assets (Net)	\$4,346,501	\$4,452,371
	<u>\$6,085,660</u>	<u>\$6,357,196</u>
LIABILITY AND EQUITY		
Current Liability	\$1,351,019	\$1,581,024
Long Term Liability	\$0	\$0
Fund Balances		
Invested in Capital Assets	\$4,346,501	\$4,449,246
Externally Restricted	\$138,672	\$128,762
Internally Restricted	\$27,396	\$27,396
Unrestricted	\$222,072	\$170,768
	<u>\$6,085,660</u>	<u>\$6,357,196</u>

STATEMENT OF CONSOLIDATED REVENUE AND EXPENDITURE - General Fund

Year ended March 31, 2016	2016	2015
REVENUE		
Ministry of C&YS - Treatment	\$4,551,451	\$4,567,243
Ministry of C&YS - Preschool Speech	819,706	819,059
Ministry of C&YS - Infant Hearing	65,054	90,739
City of Peterborough	1,806,634	1,792,750
County of Northumberland	1,055,270	945,016
School Health Support Program	937,828	874,768
Donations	357,785	95,819
Interest	8,635	12,640
Interfund Transfers During the Year	9,076	-6,190
Other Income	171,226	180,360
	<u>\$9,782,665</u>	<u>\$9,372,204</u>
EXPENDITURES		
Treatment Services	\$3,995,793	\$3,905,034
Preschool Speech and Language	806,766	801,953
School Health Support Services	780,108	838,260
Family & Child Care Support Services	1,664,350	1,653,263
Special Needs Resourcing	914,472	794,722
Administration	917,727	892,496
Occupancy Related	652,146	490,489
	<u>\$9,731,362</u>	<u>\$9,376,217</u>
EXCESS (DEFICIENCY) OF REVENUE	\$51,303	(\$4,013)

A complete set of financial statements may be obtained upon request to the Chief Executive Officer or the Executive Director.

Five Counties Children's Centre - Foundation

Year ended March 31, 2016	2016	2015		
	Endowed	Expendable	Total	Total
FUND BALANCES - Beginning of Year	\$1,909,516	\$217,810	\$2,127,326	\$2,224,065
Add				
Revenues	-19,765	490,748	470,983	612,525
	1,889,751	708,558	2,598,309	2,836,590
Deduct				
Expenditures	13,470	186,091	199,561	296,442
Transfer Between Funds	0	0	0	0
	1,876,281	522,467	2,398,748	2,540,148
Transferred to FCCC	54,546	250,870	305,416	412,822
FUND BALANCES - End of Year	\$1,821,735	\$271,597	\$2,093,332	\$2,127,326

FCCC *staff service Awards*

40
Years

Dr. Mary Thain, Medical Director, Pediatrician

35
Years

Barbara Purdie, Physiotherapist

30
Years

Karen Fisher, Speech Language Pathologist
Susan Pecoskie, Physiotherapist
Heather Thomson, Executive Assistant

25
Years

David Adams, Executive Director, Foundation
Lynne Cook, Communication Disorders Assistant
Susann Cox, Physiotherapist
Gina Michou, Speech Language Pathologist
Diane Murtha, Social Worker

20
Years

Kelly Holy, Physiotherapist

15
Years

Kim Baker, Payroll
Angela Harrison, Physiotherapist
Sonya Kemp, Program Assistant, ACS
Wendy Nelsons, Communication Disorders Assistant
Nicole Vreeswyk, Occupational Therapist

10
Years

Katie Crossley, Rehab Assistant
Keri Howard, Occupational Therapist
Brian Laine, Manager Plant and Property
Bonnie Moyer, Clerk
Diane Pick, Chief Executive Officer

5
Years

Laura Ball-Wilson, Occupational Therapist
Shelley Elmhurst, Resource Teacher
Luke Harrison, Equipment Clerk
Glenna Hemphill, Central Intake Coordinator
Danielle Kennedy, Administrative Assistant
Erin Murray, Speech Language Pathologist

*Congratulations to all staff
receiving service awards!*

Five Counties Children's Centre 2015-2016 Board of Directors

Kent Stringham
Linda Goldie
Ron Fotheringham
Adam White
Cyndi Gilmer
Karen Caddigan
Rhonda Smith

Gord James
Jaime Barber
Dale Godin
Rosemary Petryshyn
Paul Wilson
Amanda Holmes

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Tracy Magee
Patrick McAuley

Catherine Barr
Christian Eriksson
Mark Siegel
Ryan Wilson
Barb Munro
Greg Shaw

Retirements

Margo Carkner, Occupational Therapist
After 28 years of service

Lyn Braun, Speech Language Pathologist
After 25 years of service

Ann Way-Nee, Occupational Therapist
After 28 years of service

Best Wishes!

carf INTERNATIONAL

Five Counties Children's Centre is committed to the highest quality of service possible. We continually strive to improve our protocols, treatment and outcomes. Five Counties Children's Centre received a three year accreditation award from the Commission on Accreditation of Rehabilitation Facilities (CARF) on May 1, 2015. This is the highest standard an organization can achieve.

**We believe that by working
together and being accountable,
we can make a difference.**

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