



Annual Report

2016 - 2017

Our Ambassador Nolan working with his Occupational Therapist Lynsie.

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

“If we walk far enough,” says Dorothy, “we shall sometime come to someplace.”

- L. Frank Baum, The Wonderful Wizard of Oz

In the classic story of the Wizard of Oz, Dorothy and Toto follow the yellow brick road in search of the Emerald City, unwavering in their belief that it will lead to good things. And like Dorothy, the Five Counties Children's Centre was introduced to many new friends on our yellow brick road in 2016-2017. We were resourceful and we enjoyed significant success. Throughout the year we relied on interminable faith that we are heading towards a positive future.

Good things...

In September 2016 we celebrated our Medical Director, Dr. Mary Thain's 40th anniversary.

Dr. Mary Thain Site:

Dr. Thain has been the foundation of clinical excellence for the Centre for almost our entire history. The Board of Directors dedicated our Peterborough site - the Dr. Mary Thain site, in honour of her esteemed career.

Dr. Thain Bursary:

Dr. Thain was also recognized with the creation of the Dr. Thain bursary. The bursary will support one employee to participate in the American Academy of Cerebral Palsy and Developmental Medicine conference annually.

This bursary illustrates Dr. Thain's commitment to promoting excellence in health care. The Academy's mission is "to provide scientific education for health professionals and promote excellence in research and services for the benefit of people with, and at risk for, cerebral palsy and other childhood-onset disabilities"

New friends along the way...

- After 40 years Dr. Thain announced that she will be retiring. We were excited to successfully recruit a new Medical Director, Dr. Shelina Manji. Dr. Manji's initial career was as a speech language pathologist working at the Holland Bloorview Kids Rehabilitation Hospital. She returned to the Hamilton Health Sciences for her medical degree, and subsequently began a career as a paediatrician in the United States. We look forward to welcoming Dr. Manji to our team in September 2017.
- In September 2016 we enjoyed a purple and yellow tornado that was the Smilezone team. After months of planning, the Smilezone team arrived one weekend and transformed 3 areas of the Dr. Mary Thain Site into bright, inviting, family friendly spaces.
- The Ministry of Children and Youth Services provided \$450,000 for leasehold improvements to a new rental location in Cobourg for our Northumberland Team. The team will be moving from our D'Arcy Street and Campbell Street sites into our more convenient, newly renovated space at 800 Division Street early in July 2017.
- We were sorry to say farewell to Brian Minaker after 23 years of service as our Manager of Finance and Administration. We are blessed to have Kerri Wellstood bring new energy and focus to our leadership team.

Resourceful...

This was our second year without an increase in funding. We continued to maintain our high level of service to children, youth and their families:

- 4,209 – Number of children served — an increase of 200 children over the past year
- 34,454 – Number of visits
- Percentage served by age
 - 0-4: 1,559 (37%)
 - 5-14: 2,469 (59%)
 - 15-19: 180 (4%)
- 10 - Number of placements created for speech, occupational, physio, and recreational therapy students, communication disorders assistant students, and social work students.
- 2,333 – Hours employees were engaged in professional development.
- 832 – Hours staff worked with community partners, sharing knowledge and experience to better help and serve our children and their families.

Significant Success...

One of our significant successes this year was the implementation of our Coordinated Service Planning model. Coordinated Service Planning connects families to the right services and supports. Families have asked all organizations to work together differently. Regardless of which organization an individual works for, families are asking us to work in collaboration as a cohesive team to support them. As the Lead Coordinating Agency we expanded our commitment to excellence to include our community



Nolan and Nicole in Physiotherapy

Nolan with Kevin Lubsen,
Bucking Bronco owner.

"This kid is a MONSTER..."



"A Monster Truck Maniac"

partners. Our community vision is to **"work together as a seamless system."**

This work has helped the Centre achieve our **strategic theme** to lead the way through innovation and promote a culture of excellence internally and in the community.

Coordinated Service Planning is aligned with our values. We believe in the importance of our communities and their role as key partners in enhancing the lives of our clients and their families.

We have been working with 22 community partners across 6 counties to begin to build a seamless system. Here is what our community partners told us about their experience with our Coordinated Service Planning model:

- "It is encouraging how different counties are coming together to work as a team."
- "We're provincial leaders."
- "Shared beliefs, best for families, and excellent cross section of agencies has been a positive experience."
- "Solution Focused Coaching is positive and useful."

Our Board of Directors were wise and optimistic as they encouraged us along this new road. Our Clinical Team brought sensitivity and kindness to the journey and our leadership team was courageous, inspiring us through unknown territory. The children, youth and families that we serve rely on us to engage our hearts, brains and courage to work with our community partners to build an effective and seamless system of services.

As always, we are grateful to the Foundation, whose commitment and passion engage our community to donate for critical therapy services for children and youth.

As we approach the Emerald City next year, we will better understand how the Special Needs Strategy/ Integrated Delivery of Rehabilitation Services will impact our services. We expect to have the opportunity to look behind the curtain, and see how the strings and levers of rehabilitation services will impact the families we serve, and our ongoing ability to make dreams come true.

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

Annual Report of the Medical Director

I again appreciate the opportunity to present a report from the Medical Director to the annual general meeting of the corporation of Five Counties Children's Centre and Foundation. The quality of clinical work at Five Counties remains high.

Clinical services continue to be organized geographically, with the differing needs and demands in each site clearly dictated by the needs of those communities. Program Managers work diligently with their staff to ensure that all elements of the Quality Improvement Plan (QIP) are reflected in the practice of their staff, who meet regularly as discipline teams and interdisciplinary teams within their sites, and then in a larger Centre-wide format for approximately 5 days throughout the year.

The clinical direction of the Centre is determined by the Director of Clinical Services, in partnership with the Program Managers and the Advanced Practice Leaders, and with the oversight of the CEO. Five Counties Children's Centre continues to enjoy its reputation

for excellence and high quality services. Our commitment to the Commission on Accreditation for Rehabilitation Facilities (CARF) aligns perfectly with our strategic plan, and our QIP has been developed to align with these strategic directions:

Help More Kids in More Ways

In our attempt to achieve equitable and timely access to services, we have introduced a new Clinical Schedule which determines the timing of assessment and treatment blocks throughout the year. The objective is to increase the amount of collaborative treatment and the number of group treatment sessions in an attempt to see children more efficiently, thereby decreasing wait times for both assessment and treatment.

To assist with efficiency, the Centre has recently been connected with OTN (Ontario Telemedicine Network) which will allow us to participate in clinics with other healthcare providers, without the need to travel. We have also acquired a more cost-effective secure video conferencing system which will allow us to connect across sites and with other non-OTN community partners. This will free up our therapists to spend more time on direct service to children. We acknowledge the efforts of our Manager of Finance and Administration for her diligence in investigating and sourcing affordable connectivity for us.

In an attempt to recognize the diversity of the children we treat, and support our staff to provide culturally competent services, our cultural diversity training this year focused on First Nations. Staff enjoyed a presentation by the Curve Lake First Nation Cultural Centre, and we will be pursuing additional training from the Nogojiwanong Native

Friendship Centre to assist us in enhancing the experience of Aboriginal children and families when they come to the Centre.

To increase staff awareness of the importance of recognizing self-regulation as a consideration in the planning of treatment and recommendations for some children, a workshop was presented by two of our occupational therapists to all staff in October 2016.

This year a new position was introduced in Northumberland County to support early learning programs and services. The Early Learning Community Quality Assurance Advisor Northumberland will research, develop, implement and sustain a county wide evaluation framework to promote quality in Early Learning Programs and Services provided in Northumberland County. In the fall of 2016, a comprehensive review of the Peterborough Special Needs Resourcing programs and services was undertaken in cooperation with the City of Peterborough. The resulting nine recommendations have been referred to a working group for the development of an implementation plan. In September 2016 the Preschool Consultation program, provided in partnership with Kinark Child and Family Services, was discontinued and a Preschool Consultant position was retained 'in-house'.

Lead the Way Through Innovation

The goal of Care Plans is to both address the documentation requirements of the Centre, OACRS, and Regulatory Colleges and to provide families with both a clear understanding of what their child is working on and a record of the



2017 Ambassador Nolan

progress their child is making. Under the direction of our Manager, Quality Performance, our Gold Care Lead, and our Advanced Practice Leaders, Five Counties Children's Centre is one of the leaders of the implementation of Care Plans across the province. The GoldCare team has been invited to both KidsAbility (Kitchener-Waterloo) and CTN (York Simcoe) to share their experiences and insights around the implementation and use of care plans.

Improve Outcomes for Children and Youth

We strive to both improve outcomes, and to measure them. Improving outcomes is ultimately connected to improving engagement and participation for families. This is intricately connected to our leadership and learning from Coordinated Service Planning, a process which emphasizes family-centeredness and family engagement. It challenges us to align clinical goals with the family's vision and design SMART (Specific, Measureable, Achievable, Realistic and Time-based) goals that reflect a family focus. To assist in this process, the Centre has hired an Advanced Practice Leader for Coordinated Service Planning (CSP), who is assisting in the development of the Single Plan of Care by supporting the identified community service planning coordinators through Phase One of CSP.

To improve staff confidence, skills and comfort in participating in family-led care, our staff and community partners have participated in extensive training in Solution-Focused Coaching. They will also be receiving training in the alignment of SMART goals with the family's vision for their child.

We have learned that one outcome

measure will not be sufficient to measure progress with all of our children. As a result we have developed a toolkit with a number of outcome measures, based on population.

Our Speech Language Pathologists *Nolan and his Mom and Dad.*

continue to use the FOCUS (Focus on the Outcomes of Children Under Six) and our ABA (Applied Behavioural Analysis) teams use GAS (Goal Attainment Scaling) for these specific populations that dictate their use. In June, staff will be trained in the COPM (Canadian Occupational Performance Measure) which may be used across disciplines and with all ages, and more importantly is more family-centered. The AIMS (Alberta Infant Motor Scales) and PEM-CY (Participation and Environment Measure – Children and Youth) continue to be used as appropriate, and clinicians are also trialing new outcome measures developed by their disciplines. This is an ongoing process and we are making progress.

Improving outcomes and family experiences also means working in partnership with our community agencies to coordinate services. We continue to provide screening at the Neo-Natal Follow-Up Clinic at Peterborough Regional Health Centre (PRHC) and our social workers regularly attend the Complex Care Clinic, also at PRHC, to assist families in communicating their needs to the nurse practitioner from the Hospital for Sick Children. This means fewer trips to Toronto for our families. We are also working with PRHC to develop a more comprehensive feeding clinic and reduce duplication in our services.

Additional dollars have been made



available for the diagnosis of children with autism. We are part of the East Regional Group for this and Five Counties Children's Centre is considered a diagnostic hub. This means there is funding for more individuals to be trained in doing autism diagnosis and for social work support.

We continue to share orthopedic clinics with Grandview Children's Centre at Grandview. We now have one palato facial management clinic a year with outside consultants. We have obtained the services of a new dentist as Dr. Judith Buys who had been our dentist for many years died tragically last August. We have one Spina Bifida Clinic per year but as there are fewer children requiring this service, we include a number of other children with unrelated orthopedic problems.

I find it difficult to express my appreciation to staff, board members and families in an appropriate way. I am retiring as of September and a new Medical Director has been appointed. I have been extremely fortunate to have had this position. I have had significant cooperation from administrative, secretarial, therapy, staff, and families.

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

Annual Report of the Chair of the Board of Trustees

FCCC Foundation

It's been my privilege to have been the Chair of the Five Counties Children's Centre Foundation Board of Trustees for the past two years, and a great honour to have been allowed to stand for a short time in the forefront of our efforts. As my term of office comes to an end it will mark the end of my role as Chair, however not my association with, nor my work for Five Counties.

The Five Counties Children's Centre Foundation, like the children who inspire us, knows no limits. The Foundation is made up of people from many walks of life, ages and abilities. Yet, despite these differences there is a commonality that brings us together and holds us fast to our purpose. We see it in the faces of the children and the families who greet us whenever we're in Centre. What Five Counties does is amazing.

During the past two years the Board has made some significant progress in the area of board development and sustainability. Our annual Trustee and Board surveys provided us with feedback that lead to the creation of Trustee action plans, an improved reference manual, a Trustee skills inventory, a mentorship program and an education/training schedule for Board meetings. I believe these tools will be the backbone of improvements for the Board as we move forward and strengthen the organization.



Carolyn Fox, Five Counties Foundation and
Ian Crockford, Lindsay Rotary Club,
2016 Cheque Presentation

Together we face the challenge of helping children and youth with special needs in extraordinary times, sharing our expertise to generate additional funding for greatly needed services and support. The Five Counties Foundation supports the vision of working with children and youth and their families, to create solutions that change lives and a society where everyone is included.

It has been a pleasure for me to serve as Chairperson for the past two years for this special organization. I appreciate all the support I have received over the years from the staff and in particular my fellow Trustees. I look forward to continuing on the board as the Past Chairperson and being a part of "Kids realizing their potential".

Respectfully submitted:
Greg Shaw, *Chair*

Annual Report of the Executive Director

FCCC Foundation

Five Counties Children's Centre Foundation achieved respectable operating results for 2016-2017 in the face of heightened donor fatigue. The new player on the scene, contributing to this fatigue, is crowdfunding. Although the idea of crowdfunding is not new, the internet has created a platform for anyone to raise funds for anything, with no checks or balances as to whether the funds were ever used for their advertised purpose.

Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people. Crowdfunding is a form of crowdsourcing and of alternative finance. It has become so popular and large that it is now referred to as an "industry" and has its own association.

Go Fund Me is the largest in terms of revenue.

In spite of this new competition the Foundation exceeded budgeted donation and fundraising income by approximately \$140,000. Expenses were held in check, coming in under budget by \$9,000. The Five Counties Children's Centre requires annual funding from the Foundation to support the therapy needs of approximately 450 children, who could lose their therapy if these annual funds aren't raised. The Foundation's financial strength is attributed to having loyal donors who give annually, good public recognition of the work being done and that funds raised help local children.

Marketing continues to play a large part in the successes of the organization. A decision was made to strengthen this area through the creation of a Marketing Committee. One of the goals of the committee is to increase the visibility of the Foundation through the creation of a website, versus being a tab on the Centre's website. Social media will be used to drive traffic to the site, where stories will demonstrate how Five Counties is making a difference in the lives of the families we serve. A content calendar is being developed, that will be used to increase the profile of events we generate revenue from as well as increase exposure of the various disciplines at Five Counties.

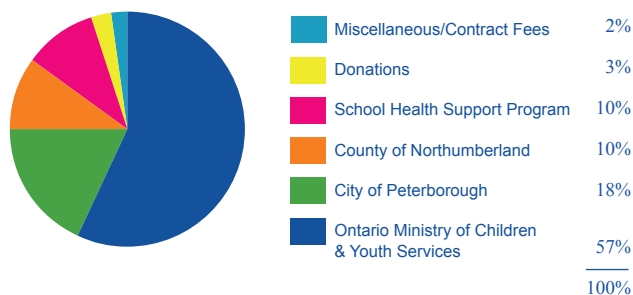
Future successes will be largely dependent on our ability to enhance our relationship with existing donors and attract new ones. When I look back at the steps we've taken this past year and the successes we've achieved, I look forward with confidence to the years that lay ahead.

Respectfully submitted:
Dave Adams, *Executive Director*

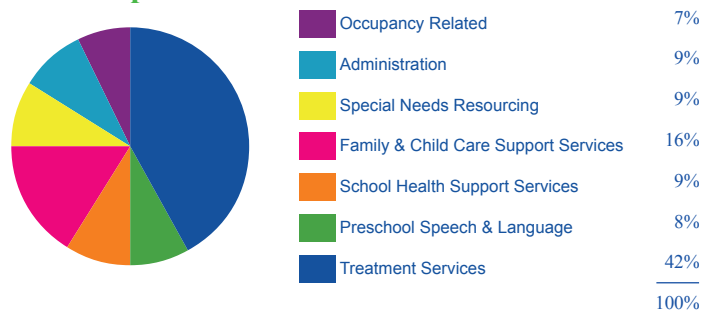
Financial Statements

Five Counties Children's Centre - General Fund

2017 Revenues



2017 Expenditures



STATEMENT OF FINANCIAL POSITION MARCH 31, 2017

	2017	2016
ASSETS		
Current Assets & Long Term Inv.	\$2,338,760	\$1,739,159
Fixed Assets (Net)	\$4,313,329	\$4,346,501
	<u>\$6,652,089</u>	<u>\$6,085,660</u>
LIABILITY AND EQUITY		
Current Liability	\$1,870,113	\$1,351,019
Fund Balances		
Invested in Capital Assets	\$4,313,329	\$4,346,501
Externally Restricted	\$192,192	\$138,672
Internally Restricted	\$27,396	\$27,396
Unrestricted	\$249,059	\$222,072
	<u>\$6,652,089</u>	<u>\$6,085,660</u>

STATEMENT OF CONSOLIDATED REVENUE AND EXPENDITURE - General Fund

Year ended March 31, 2017	2017	2016
REVENUE		
Ministry of C&YS - Treatment	\$4,700,501	\$4,551,451
Ministry of C&YS - Preschool Speech	833,516	819,706
Ministry of C&YS - Infant Hearing	65,168	65,054
City of Peterborough	1,812,010	1,806,634
County of Northumberland	1,031,642	1,055,270
School Health Support Program	1,028,252	937,828
Donations	256,495	357,785
Interest	7,416	8,635
Interfund Transfers During the Year	0	9,076
Other Income	224,478	171,226
	<u>\$9,959,478</u>	<u>\$9,782,665</u>
EXPENDITURES		
Treatment Services	\$4,143,490	\$3,995,793
Preschool Speech and Language	813,404	806,766
School Health Support Services	885,684	780,108
Family & Child Care Support Services	1,635,669	1,664,350
Special Needs Resourcing	888,980	914,472
Administration	914,723	917,727
Occupancy Related	650,541	652,146
	<u>\$9,932,491</u>	<u>\$9,731,362</u>
EXCESS (DEFICIENCY) OF REVENUE	\$26,987	\$51,303

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, 2017

FUND BALANCES - Beginning of Year

Add

Revenues

Deduct

Expenditures

Transfer Between Funds

Transferred to FCCC

FUND BALANCES - End of Year

	2017 Total	2016 Total
Endowed	\$1,821,735	\$2,127,326
Expendable	\$271,597	
	\$2,093,332	
Revenues	178,897	470,983
	2,000,632	2,598,309
Expenditures	13,269	199,561
Transfer Between Funds	0	0
	1,987,363	2,398,748
Transferred to FCCC	48,137	305,416
FUND BALANCES - End of Year	\$1,939,226	\$2,093,332

FCCC *staff service Awards*



Darlene Callan, *Director of Clinical Services*



Jan Graham, *Occupational Therapy and Physio Therapy Assistant*
Elizabeth Martinell, *Manager Quality and Performance*
Janet Thompson, *Administrative Assistant*
Heather Thornton, *Speech Language Pathologist*



Helga Harris, *Occupational Therapist ACS, Privacy Officer*



Kristine Mitchell, *Occupational Therapist*
Heather Ogden, *Speech Language Pathologist*
Colleen Ristok, *Therapeutic Recreation Therapist*
Kate Wentzel, *Speech Language Pathologist*



Veni Govender, *Speech Language Pathologist*
Allison Hunks, *Occupational Therapist*
Laura McAuley, *Administrative Assistant*
Amy Smith, *Occupational Therapist ACS*
Heather Wright, *Occupational Therapist*
Diane DeHaan, *Communication Disorders Assistant*



Leslie Piekarski, *Speech Language Pathologist*

*congratulations to all staff
receiving service awards!*



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.

Five Counties Children's Centre 2016-2017 Board of Directors

Kent Stringham	Linda Goldie
Ron Fotheringham	Adam White
Cyndi Gilmer	Karen Caddigan
Rhonda Smith	Dale Godin
Jaime Barber	Paul Wilson
Rosemary Petryshyn	Amanda Holmes

Five Counties Children's Centre Foundation 2016-2017 Board of Trustees

Bob Jameson	Jason Chessar
Jane Panter	Patrick McAuley
Tracy Magee	Christian Eriksson
Mark Siegel	Greg Shaw
Barb Munro	Marty Kerslake
Heath Sterling	Noah Crowley
Amy West	

Retirements

Brian Minaker, *Manager Finance and Administration*
After 23 years of service

Anne Beebe, *Resource Teacher*
After 33 years of service

Brian Laine, *Manager Plant and Property*
After 10 years of service

Best Wishes!

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

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