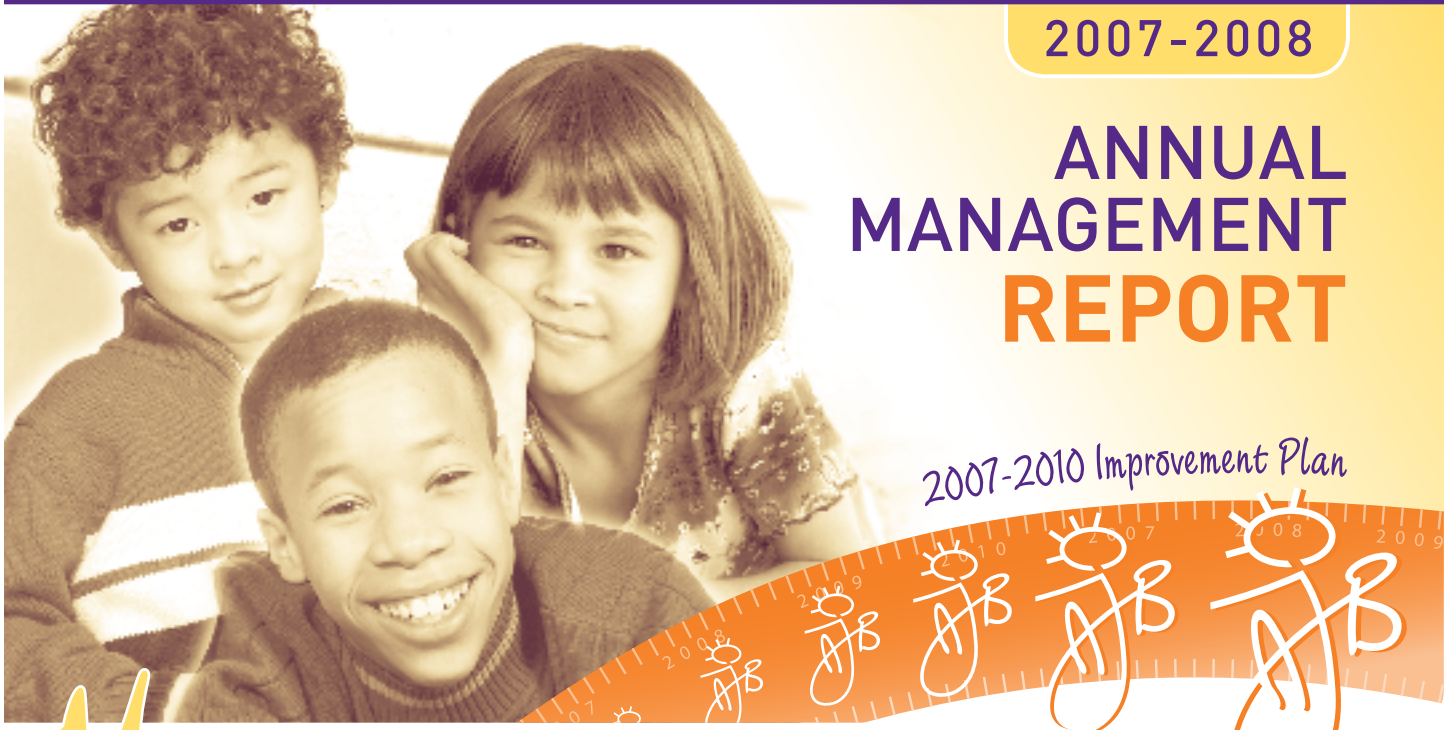


2007-2008

ANNUAL MANAGEMENT REPORT

2007-2010 Improvement Plan



MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR

The year 2007-2008 was another year of hard work and good results for the staff, volunteers and partners of Batshaw Youth and Family Centres.

First and foremost, improvements to Batshaw services continued. A highlight of the year was the receipt of full accreditation from le *Conseil québécois d'agrément* in September 2007. This crowned 18 months of intense work by many staff in the agency. The resulting three-year improvement plan went into immediate application and will be followed closely by the Board. Other service related improvements included an agreement with three of the island's five rehabilitation centres for the intellectually handicapped which will improve service to joint clients in the future. Adoption of policies and procedures concerning continuity of worker-client relationships, personalized transfers when changes of worker must occur, and new rules concerning the use of Intensive Supervision (*encadrement intensif*) should all result in improvements to clients' experience of our services. A service problem staff were struggling with at year end was the waiting list for youth protection evaluation caused in part by an influx of complex cases which require more time, and by problems in recruiting enough personnel.

Work also continued in improving the agency's support service infrastructure. Batshaw continued its substantial investment in staff training of nearly \$1M a year. Much work has gone on to introduce the new legislative provisions for collective bargaining units. A better deployment of after-hours transport and security services is now in place. Improved security measures for information system management have been implemented. Finally, a post-trauma crisis intervention team has been set up and trained to help clients and staff deal with trauma resulting from a major emergency.

Important leadership changes have also taken place. A new Director of Youth Protection/Provincial Director was named in the course of the year. Highly experienced Louise Jessop took over from Michael Godman, who held this

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post with distinction for eleven years. Indeed, after a decade of stability in the senior management team, this change was the first of several that will occur over the next few years. Leigh Johnston, who has many years of diverse experience in Batshaw, took over as Director of the Child and Family Services Division. Henri Derome, after ten years of exemplary service, left his post of Director of Human Resources and Administrative Services for our sister agency Centre jeunesse de Montréal-Institut universitaire, and has been replaced on an interim basis as of year end by his well qualified assistant Linda Corbeil. Executive Director Michael Udy also announced his retirement for fall 2008 after 12 years as Executive Director and 40 years of work in the agencies that now form Batshaw Centres. The selection process to find his successor was launched by year end and an announcement is expected before Mr. Udy leaves. Leadership is an important ingredient in the success of any organization. Other changes are foreseeable at both the management and staff levels as 'baby boomers' implement their retirement plan. The Board will give its maximum attention to the preparation and follow-up of these changes as they occur now and over the next few years.

Competent, confident and committed people are the foundation of a human service agency such as Batshaw Centres. We wish to thank all of our staff, volunteers and partners whose hard work is reflected in the pages that follow.

Judy Martin, *President*
Michael Udy, *Executive Director*

DECLARATION REGARDING THE RELIABILITY OF DATA CONTAINED IN THE MANAGEMENT REPORT AND RELATED CONTROLS

The information contained in the annual management report is under my responsibility. This responsibility concerns the reliability of the data contained in the report and related controls.

The results and data in the management report for 2007-2008 of Batshaw Youth and Family Centres:

- Accurately describe the mission, mandates, values and strategic orientation of the establishment;
- Present the indicators, targets and results obtained;
- Present accurate and reliable data.

I certify that the data contained in this annual management report is accurate, that is, objective, accurate and verifiable, and the same applies to the controls related to the data presented. The data corresponds to the situation on March 31, 2008.

Michael Udy, *Executive Director*

OUR MISSION

Children and youth have a right to live and grow in safe and stable environments. To this end, Batshaw Youth and Family Centres provides psychosocial, rehabilitation, and social integration services primarily related to the Youth Protection Act, the Youth Criminal Justice Act and An Act Respecting Health Services and Social Services (R.S.Q. Chapter S-4.2). It also ensures the provision of services related to child placement, adoption and adoption disclosure, expertise to the Superior Court and mediation.

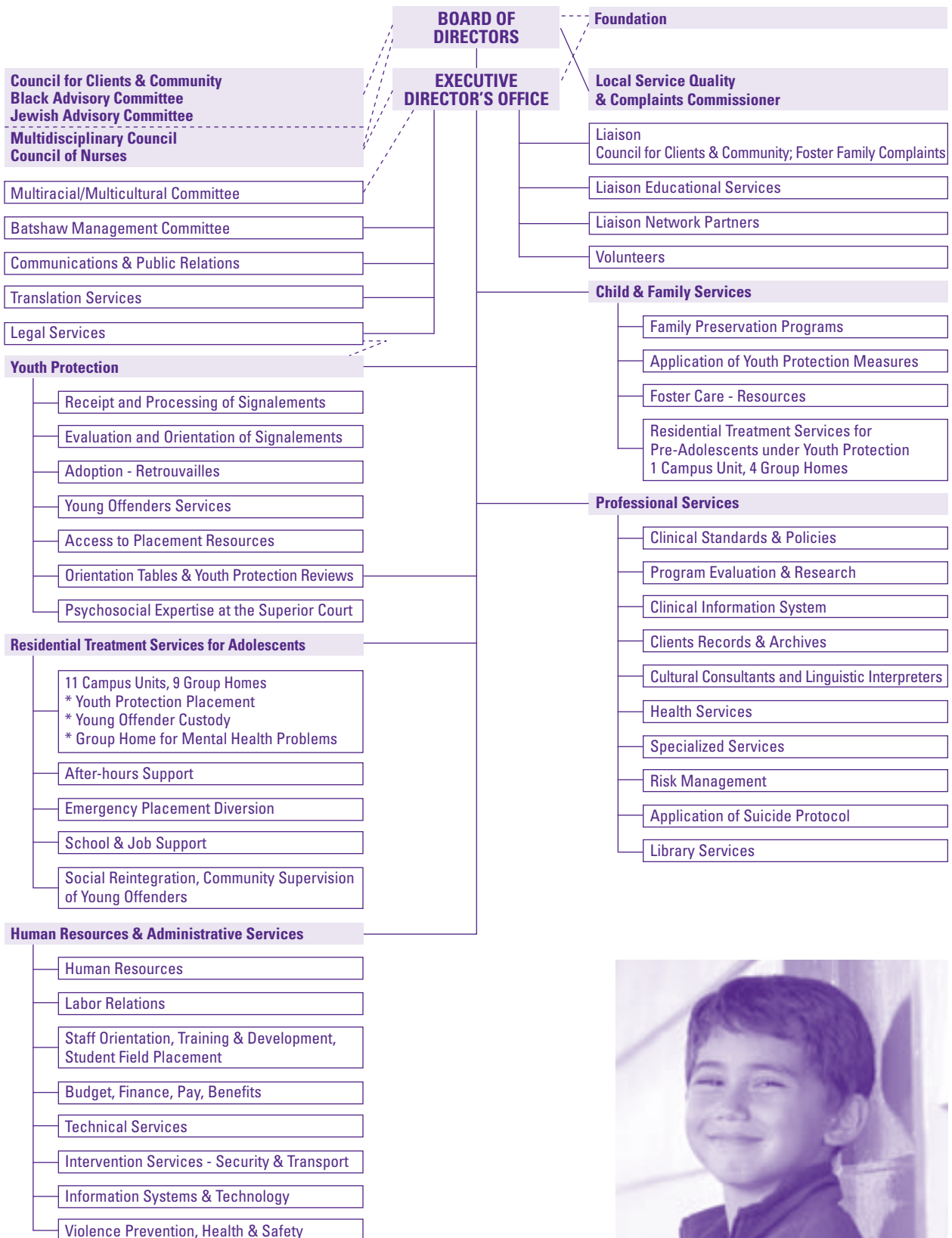
Batshaw Youth and Family Centres' services are provided to residents of the island of Montreal who wish to receive these services in English and to the Jewish community of Montreal, in either French or English. In addition, Batshaw Youth and Family Centres offers rehabilitation placement services to English-speaking youth throughout the province of Quebec.

OUR COMMITMENT IS:

- To the protection, safety, and development of the child.
- To strengthen the role of parents and of the family unit.
- To contribute, where possible, to the prevention of placement and the recurrence of conditions that put children's well-being at risk.
- To plan for stability and permanency in the child's life.
- To support mandated caregivers when they become involved.
- To provide individualized services to meet the needs of children and their families, and to act to protect society when necessary, respecting the various laws that govern us and within the limits of our resources.
- To respect the values, beliefs and sexual orientations of those we serve in this community which has many races, languages, cultures and religions.
- To promote the professional development of our staff.
- To work with other organizations which will help us to provide quality services, manage effectively and above all, to promote the interests and rights of young people and their families.



SERVICE STRUCTURE



EXECUTIVE DIRECTOR'S OFFICE

FOUNDATION RESULTS

In 2007-2008, thanks to the support of the **Foundation** 519 children, youths and families were assisted. The following summarizes how they benefited from the financial assistance provided. In brackets are the numbers for the previous year.

› Specialized services Fund:

- **Tutoring** for 40 youths. (34)
Subjects included Math, French, English, Science, Hebrew, social skills, reading, homework assistance.
- **Therapy** for 13 youths and families. (16)
Requests were for anger management, speech, play, art and grief therapy.

› Scholarships for 35 students. (31)

Following are the institutions and programs where students who were granted scholarships were enrolled:

- Concordia University (Family Life Education, Arts and Science);
- McGill University (Science, Education, Social Science, Psychology);
- University of Toronto (Social Science);
- Dawson College (Commerce, Science, International Business, Social Science, Psychology, Animal Health);
- Vanier College (Social Science, Psychology, Health Science, Child Care Education)
- John Abbott College (Liberal Arts, Police Technology, Science, Arts & Culture);
- Lasalle College (aesthetics);
- Cégep St-Laurent (accueil et intégration)
- Vocational training (industrial lifts course, cooking course)
- Adult education

› Emergency Family Support Fund for 160 youths and families. (110)

- youths and families received **emergency assistance** for:
 - utilities (electricity) that were or were about to be disconnected
 - rent to avoid eviction;
 - school (fees, uniforms, lunch programs, outings, supplies, trips, graduation)
 - activities (hockey, football, skating)
 - camps (basketball, church, art & dance, winter & summer)
 - others (day care fees, bus passes, furniture and appliances, furniture storage, dental care, food, clothing, medication, eye glasses, moving expenses, travel expenses for youths to visit their family)

- youth and families benefited from special **events** organized for them during the year and supported by the Foundation, at the Mountainview School year-end ceremonies and the Mountainview School Holiday Celebrations.

› Helping Hand enabling older adolescents to move to independent living

- 18 youths received funds to assist them in their move to **independent living**. (16)

› Camp Weredale welcomed 202 children and teenagers from the residential programs and foster homes of Batshaw Centres. (185)

› Special projects:

- **Youth Employment Skills Program**, a special project of the Foundation, involved 43 youths at Prévost campus in a work-study project. (30)
- **Wilderness camping**, at Northwaters (Langskib) Camp in Northern Ontario, for 8 youths in residential care. (6)

THE RUTH AND MANNY BATSHAW AWARD OF EXCELLENCE

The second Ruth and Manny Batshaw Award of Excellence was presented on October 15, 2007, to Kim Parker, a highly skilled and motivated worker who has made a remarkable contribution to the quality of care and service to the clients and families of the Prévost Campus. The Selection Committee was taken by her energy, problem-solving skills, hard work and total dedication. This annual award recognizes a Batshaw employee who has demonstrated excellence in his or her accomplishments over the last 5 years for which it is awarded. The Selection Committee also bestowed 4 certificates of meritorious achievement to Dave Brown, Robert Calame, Nancy Landerwyn, and Joann Messier. Twelve employees were nominated for the second edition of this award.

ACTIVITIES WITH OUR PARTNERS

In follow-up to a number of initiatives undertaken in the previous years, Batshaw Youth and Family Centres continued to pursue collaborative efforts with partners with the objective of improving both access to services for our clients and joint action.

The parameters around activities covered by the twelve protocols signed with the *Service de police de la Ville de Montréal (SPVM)* ensured an improved collaboration. Problematic areas of application were raised at the *comité de suivi* which met three times in the past year. Partners represented around the table have been quite satisfied with the outcome of the exercise to date.

Batshaw Centres has been an active participant of Montreal's *Table de concertation en violence conjugale* and has adopted an action plan to be implemented locally.



Presentations have taken place periodically to sensitize staff to the existence of an intervention protocol in situations of conjugal violence and provide support in complex situations. Monthly meetings with women's shelters have taken place to clarify respective roles and responsibilities. A clinical integration group on this subject has been created to support advancement in practice for staff intervening in situations of conjugal violence.

Service agreements and follow-up regarding monitoring and problem areas have taken place specifically in intervening with clients who have an intellectual handicap and clients placed in residential programs from other youth centres. Signed protocols were presented to Batshaw staff and subsequent meetings took place to ensure a common understanding of the application of the protocols. Personalized contacts between liaison staff in the different organizations took place to promote a personalized contact which facilitates ongoing exchanges.

CSSS AND BATSHAW CENTRES' PARTICIPATION IN PROJETS CLINIQUES

Each Health and Social Services Centre (CSSS) has the mandate to develop a 'clinical and organizational project' for nine vulnerable population groups of their geographic territory. As a key partner in the local network of services Batshaw Centres is invited to participate in clinical projects involving youth in difficulty and in mental health. Each clinical project develops a portrait of the health and social service needs of the population including socio-cultural and linguistic particularities, identifies services needed to improve the health of the community, develops a plan to meet these needs and defines the interdisciplinary contributions of professionals and partner organizations of the region. These projects assure accessibility of services, continuity and quality in consideration of available resources. The clinical projects assure optimal integration of services, the availability of first-line services for the population and arrange access to specialized and ultra-specialized care.

Batshaw Centres has contributed to the development of clinical projects in 8 of the 12 CSSS territories of the Montréal region. This year the *Agence de la santé et des services sociaux de Montréal* will continue to support the implementation of these projects.

ACCREDITATION AND THE IMPROVEMENT PLAN

The accreditation process which we successfully completed in September 2008 results in an improvement plan. Here is a glimpse of the content of the Batshaw plan for 2007-2010.

Improvement area # 1: The impact of our services on clients

To ensure that our interventions are helpful from the clients' perspective, we will seek their input to improve service delivery.

Activities to contribute to this objective include:

- Measuring client satisfaction, seeking input from the Council for Clients and Community (CCC) and the new Residents' Committees, informing clients about rights, obligations and our services, enabling staff to encourage client participation in decisions affecting them, making use of research activities to improve intervention practice.

Improvement area # 2: The quality of our services

Assure that the quality of Batshaw services continuously improves.

Activities to contribute to this objective include:

- Ensuring that Board orientations and activities are well known throughout the organization and that a systemic approach to service delivery is further developed; adopting by-laws regarding services and rules of conduct for our staff; using the intervention plan effectively with clients, delivering services with continuity throughout the organization; using accidents, incidents or complaints as a lever for improved service; developing programs that support best practice and develop protocols which will improve access to specialized services, supporting the role of Batshaw staff in giving these services, improving joint action between Batshaw service providers, and enhancing therapeutic programming in residential services.

Improvement area # 3: The relationship with our service providing partners.

Improve our relationships with partners.

Activities to contribute to this objective include:

- Enhancing staff awareness of the importance of external partners in providing clients with quality services and positive outcome; promoting staff understanding of partners' reality; clarifying the mandate, roles, mutual responsibilities and procedures to be used with partners, including foster families and volunteers through joint training programs, developing clear service agreements and making use of individual service plans to ensure clarity in joint action for clients.

2007 2008 2009 2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

Improvement area # 4: The management of our physical, financial and informational resources and systems.

Make effective use of our resources.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

Activities to contribute to this objective include:

- Clarity of roles and responsibilities to maintain high standards of cleanliness, safety and security in the living environment and in the workplace; continuing to actively work on the relocation plan for our campus; optimizing the use of our information and communications systems, and allocating financial resources according to standards.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

Improvement area # 5: Leadership and the management of human resources.

Enhance the exercise of leadership and effective management of human resources.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

Activities to contribute to this objective include:

- Improving the capacity of all managers to exercise effective and collaborative leadership; providing adequate levels of supervision, evaluation, clinical support; having a clear plan for recruitment, retention and development our human resources and ongoing communication between staff and management.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

VOLUNTEER SERVICES

Volunteers continue to enrich our services and programs, and build more ties to the communities we serve. The year started with a very successful Volunteer Open House aimed at staff and volunteers. The occasion also provided an opportunity to recognize a number of volunteers and staff for their contribution to volunteering at Batshaw Centres.

This past year marked the highest number of volunteers ever involved at Batshaw Centres. There were 168 people who volunteered their time to our youth, families and programs, an almost 20% increase in volunteerism from the previous year. This was the result of targeted volunteer recruiting, as well as growing recognition by our staff of the potential for volunteers to fill specific needs where community resources are not available.

Our volunteers come from diverse communities, 82% were female, and 18% male, average age was 22. Over 60% of our volunteers are presently in CEGEP or university. Volunteers stayed with us on average for a ten-month period. Volunteers were placed primarily in three roles: older brother or older sister, tutor or program animation.

Volunteer Services also launched a new Volunteer Fieldwork Project, in conjunction with Human Resources. The project provides a vehicle for volunteers interested in working in the field to test their leadership and program planning skills with some of our residential programs. Three of the first four volunteers participating in this project have been hired by Batshaw Centres.

The Volunteer Services Bags for Kids Project distributed over 220 suitcases and sport bags this past year to youth leaving care.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

MULTIRACIAL/MULTICULTURAL COMMITTEE ACTIVITIES

This past year, the Multiracial/Multicultural (MR/MC) Committee integrated an all new membership from the previous year, including the new chairperson and vice-chair. The committee reviewed their shared vision and mandate which is to act as an advisory committee to the Batshaw Management Committee, through the Executive Director's office, on the implementation of Batshaw Centres' commitments to racial and cultural equality. The committee made recommendations to the Executive Director concerning Batshaw Centres' Action Plan in relation to the Quebec government's "Report on the Full Participation of the Black Community in the Quebec Society". The primary recommendation which was accepted by the Executive Director and the Batshaw Management Committee, was to develop a training for the upcoming year for all staff. The training's focus would be on intervening with children, families and staff from different cultures in a sensitive manner with an emphasis on anti-racism.

This past year, the committee also reviewed the harassment policy, the updated Code of Ethics, and the hiring policy as it relates to multiracial/multicultural issues. The committee was also consulted upon with respect to a new policy which was being developed on personalized transfers.

The MR/MC Committee continued to be involved in various events organized for staff and clients such as Black History Month and the Powwow. The committee's pamphlet was also revised which is one of the communication strategies which had been identified. The committee also made recommendations on MR/MC representation as well as MR/MC questions and expected answers for senior management selection committees which took place throughout the year. A sub-committee was struck to review the process on the committee's role regarding the hiring of senior managers.

2007 2008 2009 2010 2007 2008 2009 2010 2007 2008 2009 2010

BLACK HISTORY MONTH

Events planned were to capture the spirit of this year's theme: *Uniting Communities: Challenges and Solutions*.

A panel discussion took place with Mr. Jean-Ernest Célestin, first Black commander in the Montreal police force, Mr. Michael Applebaum, Mayor of NDG/Côte-des-Neiges Borough and Dr. Clarence S. Bayne, professor and member



of the Black Community Resource Centre Board. The speakers were asked to talk about their career experiences with the objective to learn how to have better relationships with partners from diverse backgrounds. The testimonies and discussion were fascinating and inspiring.

The viewing of the movie “Journey to Justice” brought new knowledge to the audience. The film pays tribute to a group of Canadians who took racism to court. They are Canada’s unsung heroes in the fight for Black civil rights. The presentation initiated very interesting discussion. A participant, moved by the movie made an interesting comparison: “Consider the piano keys – black and white. Strike a single key and you get no good music. Combine white and black keys and you get harmony. This illustrates the beauty of different cultures living in harmony”.

THE COUNCIL FOR CLIENTS AND COMMUNITY (CCC) AND THE RESIDENTS’ COMMITTEES

Bill 83 brought many changes for the CCC (Batshaw’s users’ committee) by modifying mandates and creating Residents’ Committees. In 2007-2008 Batshaw Centres and the CCC identified the conditions necessary for the users’ committee to continue to be well functioning, and for Residents’ Committees to be created. The CCC, as it existed prior to May 2008, will end and a new CCC will emerge from the elections. In 2007-2008 the CCC spent much time understanding the legislation and their revised mandate; developing new operating rules and ensuring that conditions are in place in order for the elections to take place.

THE COUNCIL FOR CLIENTS AND COMMUNITY ANNUAL CONFERENCE: YOUTH CONFERENCE FOR CREATIVITY AND INDEPENDENCE

On May 10, 2007, the CCC and the Québec Association of Educators joined once more their efforts to prepare an annual conference. This year’s conference was quite innovative since it took place at Prévost Campus and aimed entirely to youths. This conference provided an opportunity for youth to share their view on moving toward independence and to showcase some of their talents. It was prepared with the collaboration of the Ways and Means Committee, Mountainview High School and Dawson Alternative. Carleen Joseph, a former youth in care, was the keynote speaker and addressed the youth in a motivating and inspiring fashion.

DIVISION OF YOUTH PROTECTION (DYP)

This was a very active year for the Division of Youth Protection (DYP). Michael Godman departed after 11 years as director. At the same time modifications to the Youth Protection Act came into effect. The changes required adjustments to certain practices; guidelines and procedures were reviewed to ensure that Batshaw adjusted to and incorporated new legal requirements. This was followed by mandatory training for all clinical staff.

The Evaluation/Orientation (E/O) service continued to have a waiting list for situations deemed to be less urgent. The complex nature of many *signalements*, coupled with the young age of many of the children reported to be at risk, appears to contribute to prolonging the E/O phase. This also sometimes results in delays in the judicial process, and partially explains the waiting list in E/O.

The decision was made to transfer Family Preservation Programs to the Division of Child and Family Services and to retrieve *Adoption/Retrouvailles* Services from that division.

The positions of assistant director, coordinator of Access and Orientation Table/Review and coordinator of Young Offenders Services were also confirmed on a permanent basis.

In short, a tumultuous but exciting year!

DIVISION OF CHILD AND FAMILY SERVICES (DCFS)

PERMANENCY PLANNING

In 2007, 400 children were tracked under the Batshaw Youth and Family Centres Permanency Planning Procedures. Of the completed plans, 70% of children were either returned to, or maintained within their family. The majority of these children were under the age of 4.

LOOKING AFTER CHILDREN PROJECT

Seventy-seven children are now followed by the Looking After Children (LAC) project. Feedback tells us that the detailed information gleaned from the use of LAC helps to provide better and more information concerning the children involved, enabling their caregivers to better respond to their needs. We continue to train foster parents resource and application of measures staff into use of LAC.

RESIDENTIAL SECTOR

While last year we reported that population numbers were low, this year we face the opposing dilemma. The programs are very full and the staff is working hard.

FOSTER PARENTS

In 2007, Batshaw Centres nominated Mrs. Dorothy Delorme to the Child Welfare League of Canada (CWLC) for outstanding achievement as a foster parent. While Mrs. Delorme did not “win” the CWLC award, she won our hearts with her 50+ years of fostering. Some of her “family” were with us at our annual Foster Parent Appreciation Event and sang a song in her honour.

DIVISION OF RESIDENTIAL TREATMENT SERVICES FOR ADOLESCENTS (DRTSA)

The 2007-2008 year was another challenging and busy year.

DEMAND FOR BEDS

Throughout the year there was heavy demand for beds. The Bridges unit took on the extra mandate of responding to Youth Criminal Justice Act boys and Phoenix was opened as a co-ed “open campus back-up unit”. Batshaw Centres is able to effectively respond to this heavy demand thanks to the commitment and adaptability of our staff.

INTRODUCTION OF THE YOUTH PROTECTION ACT “ENCADREMENT INTENSIF” REGULATIONS

A protocol covering the managing of placement of Youth Protection clients in closed units was approved by the Batshaw Centres Board in November 2007. The major effect on practice was the increased utilization of “open” rather than “closed” back-up (through the Phoenix program).

MOVE OF JEANNE-SAUVÉ UNIT

At the very end of the year, a decision was made, at the request of Centre jeunesse de Laval, to move the Jeanne-Sauvé unit to a building on Décarie/corner of Côte St-Luc Blvd. belonging to Centre jeunesse de Montréal-Institut universitaire.

OTHER SIGNIFICANT EVENTS

- › The tenth annual Powwow at Prévost was the best yet!
- › The Family T.I.E.S. (family groups using the Aggression Replacement Training approach) programming and evaluation continued.
- › The on-going Social Circus program at Prévost (this year expanded to Dorval), the Batshaw Centres choir and the theatre event put on by the LYLO (Liking Yourself, Loving Others) program (Teens Acting Project).
- › The continued development of the Services to Older Adolescents – the Resource Fair bringing together youth and service providers will now be held on a regular basis.
- › The annual Northwaters camping trip (this year youth from Couvrette Group Home attended).
- › A new group home was acquired in Roxboro which will open in 2008. This allows us to continue our multi-year plan of upgrading and better locating the buildings we have available for group homes.

DIVISION OF PROFESSIONAL SERVICES (DPS)

MULTIDISCIPLINARY COUNCIL

The Council has published Volume 4 of its Clinical Journal which contains 13 articles written by Batshaw Centres staff on the theme of *Resiliency, Hope, Empowerment*. Professional Day occurred on November 23, 2007, with 6 workshops and 90 participants. As well, the Executive of the Multidisciplinary Council worked in close collaboration with the Division of Professional Services in the preparation of the Batshaw Centres Forum on Intervention Planning.

RESEARCH

The Evidence-Based Management project has generated several activities, including producing data on five indicators: rates of recurrence, school delays, moves in care, time in care and continuity. Two Clinical Integration Groups were launched: one on Sexual Abuse and the other on Conjugal Violence. This is where practitioners and researchers link evidence to intervention and promote best practice. A Clinical Voice project, whereby surveys designed to tap into our staff’s expertise, was also launched with Reviewers.

Batshaw Centres continues to participate in various research and program evaluation projects with McGill University, *Université de Montréal* and *Université de Sherbrooke*. Five are in progress, and another six are in preparation.

Our Librarian has responded to 462 requests from staff across all services. Many of these involve in-depth and continuous searches on a range of topics of interest to managers and staff.

CLINICAL POLICIES/PROCEDURES/GUIDELINES

The following clinical policies/procedures/guidelines were adopted:

- › Professional Boundaries
- › Confidentiality and the Court Process
- › The Treatment of Disagreements between a Foster Home or an Intermediate Resource and Batshaw Centres
- › The Handling of Photos (*Service de Police de la Ville de Montréal* Protocols)
- › Personalized Transfers
- › Possessions/Valuables of Children in Residential Placement
- › Protocol Regarding Youth Protection Placements in an *Encadrement Intensif* Unit



POST-TRAUMA CRISIS INTERVENTION TEAM

A *Post-Trauma Crisis Intervention Team* (PTCIT) was created to intervene with clients, staff, foster parents, interns or volunteers who experience or are witness to a major traumatic incident or major emergency situation. A traumatic event may include: pandemic, natural disasters or any situation that poses a serious threat to our establishment and/or community. Such events can have significant physical, psychological and emotional impact on all involved.

The PTCIT is a team of designated clinical staff within Batshaw Centres who has been trained in dealing with trauma and intervening in crisis situations and will act to minimize the potential negative impact that can result from a traumatic event or crisis situation.

CHALLENGES PROGRAM

As the Challenges Program (for youth and children with sexual behaviour problems) enters its fifth year of service in Batshaw Centres, we continue to grow in our capacity and ability to better service clients. In the 2007-2008 year we attended to 18 new referrals and are currently providing service to 29 children, youth and families. The Challenges team also provides case consultations as well as supportive and educative services to caseworkers and caregivers throughout Batshaw Centres.

RISK MANAGEMENT

The Risk Management Committee met three times during the year, in June and October 2007, and in January 2008. In this period, 159 situations (145 incidents and 14 accidents) were declared, 9 formal disclosures occurred and, where required, supportive measures to clients were provided.

The analysis of declarations has also led to some changes in practice and/or to the development of mechanisms to support the safe provision of our services.

Number of Events by Division

	DRTSA	DCFS - Res.	DCFS - F.C.	DCFS - AM	DCFS - Adoption	DPS	E.D.	TOTAL
Accidents	2	1	4	1	4	1	1	14
Incidents	77	43	21	1	0	3	0	145
TOTAL	79	44	25	2	4	4	1	159

The support measures provided included therapeutic interventions (physical and psychological).

The types of events (accidents and incidents) which were examined are varied. The following are those which recurred most often:

- › Situations related to clients suffering minor injuries (scrapes, bruises, scratches, small cuts, etc.). These injuries occurred as a result of participation in organized sports, playing, altercations between clients, in the process of restraints and other types of activities (e.g. doing chores, slipping, tripping, etc.);
- › Problems in the distribution of medication (omission, lateness, wrong dosage, wrong medication, etc.).
- › Self-mutilation behaviours.

The Risk Management Committee paid particular attention to situations related to the confidentiality of client information, institutional and inter-client abuse and internet exploitation.

Most situations were immediately resolved through appropriate measures taken by managers and Batshaw Centres mechanisms. Others occurred as the result of a risk management intervention. The latter included:

- › The introduction of medication distribution procedures in group homes;
- › The introduction of additional measures to protect confidentiality in specific services;
- › Beginning the work on the development of a guide for caregivers on the prevention of internet exploitation and bullying.

The Risk Management Committee was re-constituted to add two new members; one from Health Services and another from the Division of Residential Treatment Services for Adolescents. The Director of Professional Services now chairs the Committee.

The allocation of resources to Risk Management has allowed for the analysis of both accidents and incidents.

An interim format for Declarations of Risk was introduced and managers from services with the greatest volume were trained as were Resource workers. The Risk Management staff also participated in provincial training in preparation for the introduction of the new provincial system (AH-223).

A training for the introduction of this new system and a refresher for all staff has been prepared. It is scheduled to occur through the summer months of 2008.



Batshaw Centres remains active in the provincial (*Association des centres jeunesse du Québec*) Risk Management Table.

Risk Management Committee Members

Claude Laurendeau	Director of Professional Services/Risk Management Designate
Edward Potter-Mäl	Coordinator, Professional Services/Risk Management Coordinator
Claude Lamoureux	Director, Legal Services
Robin Ouellette	Representative – Foster Care
Ruth Essing	Representative – Council for Clients and Community
Doris Low	Representative – Multidisciplinary Council
Margaret Larmour	Representative – Council of Nurses
Wendy Potter	Representative – Division of Residential Treatment Services for Adolescents

THE CULTURAL CONSULTANT AND LINGUISTIC INTERPRETERS SERVICE

In order to provide racially and culturally sensitive services to Batshaw Centres clients, the Division of Professional Services coordinates the services of cultural consultants and linguistic interpreters.

In the year 2007-2008, 40 cultural consultations and 111 linguistic interpretations were provided.

While most of the linguistic interpretation is provided through the *Agence de la santé et des services sociaux de Montréal*, 120 Batshaw Centres staff participate in both aspects of the service.

ACCESS TO CLIENTS' DOSSIERS

Three hundred and twenty seven (327) requests for access to clinical information/files were responded to. This represents a 25% increase over last year. The requests are broken down in the following manner: 45% come from clients who no longer receive Batshaw services; 27% are as an aid to caseworkers for clients currently receiving Batshaw services; and 28% stem from other establishments.

SUICIDE PREVENTION

The Batshaw Centres suicide prevention team provided services to 44 youths who manifested suicidal behaviours. None of these behaviours included actual attempts. Most involved suicidal ideation. Services included consultations for caseworkers and caregivers, short-term counseling and, for 15 of these youths, long-term interventions. In addition, counseling services were provided to 14 clients for self-mutilation behaviours.

CLIENT INFORMATION SYSTEMS

A major sector of activity consisted in the production of user manuals and the training of over 200 staff for adjustments to PIJ (*Projet Intégration Jeunesse* – the client information system) as a result of the amendments to the Youth Protection Act. Another is the implementation of the system in Foster Care; it will assist in the matching of children for foster home placement and constitute a source of information necessary to support our foster families.

SUBSTANCE ABUSE

A screening tool for substance abuse (the DEP-ADO) has been introduced. It is systematically applied by our nurses with adolescents in residential care. To date, 235 youths have been screened. A collaboration between Foster Pavilion Drug and Rehabilitation Centre, Le Portage, the Division of Residential Treatment Services for Adolescents and Health Services has led to the provision of assessments, individual and/or group counseling, educational and addiction specific services for youths who agreed to services. For example, 41 youths were referred to Foster Pavilion Drug and Rehabilitation Centre for assessments. Of these, 4 youths were referred to Le Portage for treatment.



CLIENTS AND SERVICES

YOUTH PROTECTION ACT

	2007 – 2008	2006 – 2007	Change
Reports received	3055	2751	+11 %
Reports retained:			
Neglect	690	923	-25 %
Abandonment	2	21	-90 %
Physical abuse	341	229	+49 %
Sexual abuse	154	93	+66 %
Psychological Abuse	207	N/A	
Behavior problems	225	321	-30 %
Total	1619	1587	+2 %
Number of youth involved in retained reports	1355	1330	+2 %
Average wait for evaluation to begin (days)	15.11	9.57	+58 %
Evaluations completed	1344	1362	-1 %
Average wait for application of measures (days)	17.67	15.22	+16 %
Total number of youth followed at application of measures	2312	2231	+4 %
Average duration of application of measures (months)	30.5	26.22	-16 %
Reviews completed	1546	1686	-8 %

* new category of reports due to revision of the Youth Protection Act

YOUTH CRIMINAL JUSTICE ACT

Evaluation and Orientation outcomes	2007 – 2008	2006 – 2007	Change
Referrals to the Crown	55	56	-2 %
Interventions terminated	17	15	+13 %
Referral to Extrajudicial sanctions	154	180	-14 %

Extrajudicial sanctions	2007 – 2008	2006 – 2007	Change
Number of sanctions	220	248	-11 %
Number of youths	184	197	-7 %

Main judicial sanctions	2007 – 2008	2006 – 2007	Change
Probation	426	379	+12 %
Closed custody	89	71	+25 %
Open custody	21	15	+40 %
Community work	236	277	-15 %
Other sanctions	142	85	+67 %
Total sanctions	914	856	+7 %
Number of youths	324	321	+1 %

PSYCHOSOCIAL EXPERTISE, ADOPTION, BACKGROUND SEARCHES AND RETROUVAILLES

	2007 – 2008	2006 – 2007	Change
Psychosocial expertise completed	51	67	-24 %
Adoptions completed			
- In Québec	18	24	-25 %
- international	32	27	+19 %
Background searches completed	116	114	+2 %
Retrouvailles completed	162	160	-1 %

CLIENTS AND SERVICES

NUMBER OF YOUTHS BY AGE GROUP WHO RECEIVED SERVICES DURING 2007-2008					
	0 - 5 years	6 - 12 years	13 - 18 years	18 years +	TOTAL
Number of youths	1087	1540	1942	58	4627

DISTRIBUTION OF SERVICES* BY AGE GROUP AND BY ACT (April 1 - March 31)					
	0 - 5 years	6 - 12 years	13 - 17 years	18 years +	TOTAL
Youth Protection Act	990	1443	1365	n/a	3798
Youth Criminal Justice Act	n/a	4	569	53	626
Health Services and Social Services Act	76	54	43	10	183

*a youth may have received more than one service during the year

Youths with complementary services**	134	199	555	31	919
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**This covers a wide range of services, many of which are complementary to existing YPA or YCJA services.
Data includes out-of-region clients served by Batshaw.

PLACEMENT RESOURCES

On March 31/08	Number	Number of beds
Campus units	12	117
Group homes	13	114
Foster homes	329	679

Number of youth admitted during the year*	2007 - 2008	2006 - 2007	Change
Campus units	339 (72%)	349 (72%)	-3 %
Campus units - out of region clients	129 (28%)	132 (28%)	-2 %
Group homes	285 (83%)	290 (82%)	-2 %
Group homes - out of region clients	58 (17%)	62 (18%)	-6 %
Foster homes	694 (94%)	651 (92%)	+6 %
Foster homes - out of region clients	48 (6%)	60 (8%)	-20 %

*A youth may have been admitted to more than one resource type during the year



DIVISION OF HUMAN RESOURCES AND ADMINISTRATIVE SERVICES (DHRAS)

HUMAN RESOURCES DEVELOPMENT

The year 2007-2008 saw the implementation of the revised Youth Protection Act. In 2006-2007 we had already trained 324 people. This year we trained 669 staff and managers and 659 community partners on the changes to the Act.

In 2007-2008, another 61 staff and managers were trained through the *Plan national de formation* (PNF).

We continued our participation in the “Microprogramme”, an 18-credit program in partnership with Université Laval, targeting potential new managers in our organization.

The program of tuition assistance was also improved to encourage staff to pursue studies in a related field.

IN THE COURSE OF 2007-2008,

- › 898 staff,
- › received 27,939 hours of training
- › in 492 different training events,
- › at a cost of \$951,250.

The principal training investments during the year were:

- › PNF,
- › Amendments to the Youth Protection Act, in-depth training and sensitization training,
- › Our association’s annual conference,
- › Orientation for new staff,
- › Therapeutic Crisis Intervention,
- › Aggression Replacement Training,
- › The annual AMCAL conference,
- › Cardio-pulmonary resuscitation,
- › *PIJ* (client information system),
- › Computer Training,
- › Fire Monitor Training program,
- › Youth Protection Evaluation/Orientation format guidelines,
- › Suicide Prevention Protocol,
- › Suicide Prevention Intervention Training,
- › Permanency Planning – Looking After Children (LAC)
- › Drug Awareness and Search & Seizure,
- › Progress Notes Writing,
- › Intervention Agents Training,
- › Pandemic Training,
- › New telephone system training,
- › Introduction to Permanency Planning Training,
- › Use of Car Seat Training,
- › *Encadrement Intensif* Designate Training,
- › Sexual Abuse Training for staff and managers.

HUMAN RESOURCES PLANNING

The absenteeism rate for the year was 5.1%. This is similar to the rate of the previous year and is within the Ministry expectations. We have noticed this year a decrease in the absenteeism for educators but an increase for our professionals and support staff. Analysis of individual cases does not reveal any specific trend.

SECURITY AND TRANSPORT SERVICES

On September 16, 2007, we launched the new Intervention Services. This new service provides a greater availability of intervention agents through a mobile team in the Montreal area for all the needs that arise from our mandate.

LABOR RELATIONS

In 2007-2008 we continued the work started the previous year in regards to negotiation of the 26 matters. April 25, 2008, is the deadline before the intervention of a mediator. There were 3 tables for the negotiations: Nurses – CUPE 3350 and CUPE 1535 - 2718 and 4755. For 2 of the 3 tables the work is almost completed.

LABOUR RELATIONS	2007-2008
New grievances	114
Grievances in arbitration	9
Grievances prior to 2008 outstanding on March 31, 2008	127
Grievances prior to 2008 settled on March 31, 2008	106

SECURITY OF THE MANAGEMENT INFORMATION SYSTEM

In 2007-2008 the Board approved the security policy on information system assets and we are actively working to implement the 15 priority measures out of the 64 required by the Ministry.

TECHNICAL SERVICES

We continued to manage the Reddy Memorial building. In 2007-2008 roofs were redone and asbestos removal should start in 2008.

VIOLENCE PREVENTION, HEALTH AND SAFETY SERVICES

This year again, a lot of effort was put into the development of the avian flu pandemic plan. Training of the staff has occurred for a large number of employees. To maximize the impact, the length of the training is adjusted according to the type of work done by the employee.

RELAX-ACTION CENTRE

In 2007-2008 we maintained the operation of our 3 staff fitness facilities. On September 12, 2007, Relax-Action sponsored the first Batshaw-thon. Approximately \$6300 was raised for the Batshaw Foundation.

ORGANIZATIONAL PLAN AND STAFFING - ON MARCH 31, 2008

(Expressed in equivalent to full-time posts)

DIVISION	HUMAN RELATIONS AGENTS	SOCIAL COUNSELLORS	CHILD CARE WORKERS	OTHER STAFF	MANAGERS	TOTAL
Executive Director's Office - Michael Udy	1	0	0	19.5	13.5	34
Youth Protection - Louise Jessop	63.4	11.1	14	21.1	21.1	130.7
Child and Family Services - Leigh Johnston	86.5	12.5	40.4	26.7	17	183.1
Residential Treatment Services for Adolescents - Nick Paré	16.5	0	156.7	62.4	28.5	264.1
Professional Services - Claude Laurendeau	3.7	1	0	21.7	4	30.4
Human Resources and Administrative Services - Linda Corbeil (interim)	6	0	0.7	112.1	15	133.8
Totals on March 31, 2008	177.1	24.6	211.8	263.5	99.1	776.1
	23.5 %	3.6 %	27.2 %	33.4 %	12.3 %	100 %
Totals on March 31, 2007	181.1	27.6	209.4	255.2	96.1	769.4

Since there are a number of part-time positions and replacement personnel in the establishment, the total number of people on the payroll on March 31, 2008, was 1,059.

STAFF TURNOVER	2007-2008	2006-2007
Hirings	138	95
Departures	129	112

LENGTH OF SERVICE

The commitment of Batshaw's staff is reflected by their length of service. Just under 50% have 15 years of service or more.

YEARS OF SERVICE AS AT OCTOBER 31, 2007	NUMBER OF STAFF	PERCENTAGE
Less than 7 years	358	33.6 %
7-14 years	185	17.3 %
15-19 years	194	18.2 %
20-24 years	115	10.8 %
25-29 years	138	12.9 %
30-34 years	69	6.5 %
35 years and more	8	0.7 %
Total	1 067	100 %

The staff at Batshaw Centres are governed by a Code of Ethics setting forth the values and principles that guide employees' relationships with clients and with each other. Copies are available from the Executive Director's Office.

COMBINED STATEMENT OF OPERATIONS FOR YEAR ENDING MARCH 31, 2008

	OPERATING FUNDS		FIXED ASSETS FUNDS		SPECIAL PURPOSE FUND	
	2008	2007	2008	2007	2008	2007
REVENUES						
MSSS and <i>Agence</i>	\$ 69 551 401	\$ 69 120 879	\$ 861 904	\$ 1 126 869	-	-
Users	2 534 655	2 483 556	-	-	-	-
Sale of services	320 287	318 608	-	-	-	-
Recoveries	1 186 445	1 050 909	-	-	-	-
Interfunds	-	-	-	-	-	-
Others	1 901 637	1 520 126	-	-	17 874	12 000
	\$ 75 494 425	\$ 74 494 078	\$ 861 904	\$ 1 126 869	\$ 17 874	\$ 12 000
EXPENSES						
Salaries	\$ 36 857 396	\$ 34 936 106	-	-	-	-
Fringe benefits	10 717 785	9 567 088	-	-	-	-
Employer's costs	6 579 338	5 966 796	-	-	-	-
Others	20 789 155	23 871 581	2 894 817	938 750	16 124	12 000
	\$ 74 943 674	\$ 74 341 571	\$ 2 894 817	\$ 938 750	\$ 16 124	\$ 12 000
SURPLUS/(DEFICIT)	\$ 550 751	\$ 152 507	\$ (2 032 913)	\$ 188 119	\$ 1 750	-

STATEMENT OF FUND BALANCE AS OF MARCH 31, 2008

	OPERATING FUNDS		FIXED ASSETS FUNDS		SPECIAL PURPOSE FUND	
BALANCE, BEGINNING OF THE YEAR	\$ 1 093 255		\$ 19 927 486		-	
ADDITIONS:						
Surplus of the period	550 751		(1 979 159)		1 750	
Prior period adjustments	53 754		-		-	
	\$ 604 505		\$ (1 979 159)		\$ 1 750	
DEDUCTIONS:						
Prior period adjustments	9 929		53 754		-	
	\$ 9 929		\$ 53 754		-	
VARIATION	\$ 594 576		\$ (2 032 913)		\$ 1 750	
BALANCE, END OF THE YEAR	\$ 1 687 831		\$ 17 894 573		\$ 1 750	

BALANCE SHEET AS OF MARCH 31, 2008

	OPERATING FUNDS	FIXED ASSETS FUNDS	OTHER FUNDS	CONSOLIDATED
ASSETS				
Cash	\$ 4 594 331	-	\$ 452 679	\$ 5 047 010
Accounts receivable				
MSSS and <i>Agence</i>	1 190 394	355 638	-	1 546 032
Other	1 701 126	-	-	1 701 126
Prepaid expenses	209 380	-	-	209 380
Interfunds	902 782	-	1 750	904 532
Deferred leaves	617 738	-	-	617 738
Stocks	36 099	-	-	36 099
Fixed assets	-	27 275 961	-	27 275 961
	\$ 9 251 850	\$ 27 631 599	\$ 454 429	\$ 37 337 878
LIABILITIES				
Account payable				
Salaries and deductions	\$ 3 333 440	-	-	\$ 3 333 440
Suppliers and accruals	4 085 312	218 068	-	4 303 380
Funds in trust	-	-	133 880	133 880
Interfunds	-	904 532	-	904 532
Deferred revenues	9 430	-	-	9 430
Other items	-	-	318 799	318 799
Deferred leaves	135 837	-	-	135 837
Long-term liabilities	-	8 614 426	-	8 614 426
	\$ 7 564 019	\$ 9 737 026	\$ 452 679	\$ 17 753 724
NET WORTH	\$ 1 687 831	\$ 17 894 573	\$ 1 750	\$ 19 584 154
LIABILITIES AND NET WORTH	\$ 9 251 850	\$ 27 631 599	\$ 454 429	\$ 37 337 878

This information is taken from the financial statements audited by Raymond Chabot Grant Thornton, chartered accountants, general partnership with limited liabilities (included in the annual report). You may obtain a copy by contacting the Head Office of Batshaw Youth and Family Centres.

LOCAL SERVICE QUALITY AND COMPLAINTS COMMISSIONER

Activities related to the modifications to the Health Services and Social Services Act continued.

A focus this year was to familiarize both users and providers of Batshaw Centres services with the processes concerning the recourse mechanism outlined in the law. This was done through presentations to the user committees, clinical and management committees and labour relations committees. As well, posters and pamphlets were produced to support the circulation of information concerning the Batshaw Centres complaint process.

The annual complaint report was generated through the use of the ministry mandated information system (SIGPAQS). This system groups complaints according to the missions of health and social service establishments across the province. Batshaw Centres is responsible for two missions; one is to provide Youth Protection Services (CJ) - *Centres de protection de l'enfance et de la jeunesse* and the other is to provide Residential Rehabilitation Services (CRJDA) - *Centres de réadaptation pour jeunes en difficulté d'adaptation*.

Table I illustrates the source of the complaint.

COMPLAINANT		
	CJ	CRJDA
Parent	(65) 91 %	(9) 4 %
Youth	(6) 9 %	(195) 96 %
Total	(71) 100 %	(204) 100 %

Table II illustrates the specific areas of dissatisfaction.

AREAS OF DISSATISFACTION		
	CJ	CRJDA
Care and Services	59 %	25 %
Interpersonal Relations	16 %	34 %
Environment, Material Resources	2 %	28 %
Particular Rights	17 %	3 %
Other	6 %	10 %
Total	100 %	100 %

Of these complaints 50 % were completed without corrective measures, 27 % were completed with corrective measures, and 23% were either withdrawn by the client or referred to the appropriate external resource.

STAFF COUNCILS

MUTIDISCIPLINARY COUNCIL

The Health and Social Services Act mandates a Multidisciplinary Council (MDC) made up of clinical staff to advise the Board with respect to:

- The assessment and improvement of professional activities;
- The proper distribution of care and services by its members.

It submits an annual report to the Board.

It also advises the Executive Director with respect to:

- The scientific and technical organization of the centre;
- The means to be used to assess and maintain the professional standards of its members.

On March 31, 2008, the members of the Executive of the MDC were:

Gina Carvalho	Colm McNamee
Gillian Chandler	Laurie-Ann Meyer
Peter Cheply	Brian Peddar
Susan Gallo, <i>President</i>	Michael Straw
Rhonda Geffin	Vitale Teolis
Georgia Limperis	Marie-Pierre Ulysse
Doris Low	

Ex-officio:

Michael Udy
Claude Laurendeau
Marlene Baumel

NURSES' COUNCIL

The Health and Social Services Act mandates a Nurses' Council made up of nurses practising in the Batshaw Centres to advise the Board with respect to:

- The assessment of the quality of nursing acts performed in the Batshaw Centres;
- The rules of nursing care applicable to their members;
- The proper distribution of care dispensed by its members.

It submits an annual report to the Board.

It also advises the Executive Director with respect to:

- The scientific and technical organization of the centre;
- The means to be used to assess and maintain the professional standards of its members.

On March 31, 2008, the members of the Nurses' Council were:

Shelja Arya	Diana Gausden
Marlene Baumel	Heather Guezen
Karen Bentley	Margaret Larmour
Diane Bernier	Jennifer Martin, <i>President</i>
Maria Felix	Phyllis Palov
Chantal Fleury	Linh Suong Pham

Ex-officio: Edward Potter-Mäl

THE BOARD OF DIRECTORS

The Board members and their electoral college as of March 31, 2008 were:

Felicia Agyekum	Multidisciplinary Council
Noel Alexander	Population
Shelja Arya	Nurses' Council
Jean Boudreau	<i>Agence</i>
Ermina Codjoe	Population
John Dalzell	Coopted
Leon Essing	Users
Ruth Essing	Users
Anna Grafton	Coopted
Leigh Johnston	Multidisciplinary Council
Stephanie Margolese	<i>Agence</i>
Judy Martin	Population
Karen Potter-Bienvenu	Foundation
Kim St. Hillaire	Non-clinical staff
Michael Udy	Executive Director
Robin Wright	Population

The Board of Directors has the following responsibilities important to the realization of our mission:

- Set priorities;
- Oversee the clinical activities and the management of human, financial and information resources;
- Approve policies;
- Appoint senior managers;
- Appoint and oversee the activities of the Local Quality Service and Complaints Commissioner;
- Approve annual budgets, financial and statistical reports;
- Appoint the auditors;
- Hold an annual public information meeting;
- Assure that the organization is accredited by a recognized body every three years.

CODE OF ETHICS APPLICABLE TO BOARD MEMBERS

The Board adopted a Code of Ethics applicable to its members in May 2002. It governs members of the Board with respect to their duties and obligations, possible conflict of interest, inquiries and disciplinary procedures occasioned by possible non-respect of the Code and public access to the Code and information about the results of its application.

In carrying out their duties, members of the Board must show due regard for:

- the safety, development and rights of children,
- the rights of parents,
- the values, beliefs and sexual orientation of clients,
- honesty, good faith, the best interest of the agency and the public served,
- respect of the confidentiality of information and discussions not disclosed in the public domain even after Board service.

With respect to conflicts of interest, in carrying out their duties Board members must:

- avoid conflicts that impede their independence and objectivity,
- avoid promotion of personal, professional or business interests,
- not benefit from access to confidential information,
- not solicit, accept or require benefits or advantages that compromise their impartiality,
- disclose in writing offices held or property acquired which may create conflict of interest, and abstain from participation in board discussions about such interests,
- disclose in writing any contracts between Batshaw and a commercial enterprise in which they have an interest,

- disclose any matter affecting their real or apparent objectivity or independence, and abstain from participation in Board discussions about such matters.

Any person may advise the President, or Vice-President, of belief of contraventions of the Code. In such situations:

- the President (or Vice-President) may designate persons to conduct an inquiry, inform the member concerned, and receive a report of the investigation,
- subsequently, the President may appoint a committee of three Board members to consider reported alleged breaches of the Code, advise the member concerned and receive his/her comments, and if merited recommend to the Board an appropriate penalty to be imposed on the member,
- penalties imposed on members are communicated to the member in writing. Individuals conducting inquiries or determining penalties cannot be prosecuted for acts in good faith. Such individuals take an oath of confidentiality.

Batshaw Centres provides a copy of the Code to each new member and to any person requesting a copy. Information will appear in the annual report concerning the Code and any cases considered under it, including the outcomes, any sanctions imposed and the names of members whose appointments were suspended or revoked.

A full copy of the Code is available upon request from the Executive Director's office.

No cases were considered under the Code during 2007-2008.

