

Annual Report

2006-2007



Message from the President and the Executive Director

The year 2006-07 contributed towards consolidation of a culture of quality and learning across Batshaw Youth and Family Centres. Important policies were adopted such as the one governing decision-making about the crucial step of removing children from their families. Other policies already in implementation were consolidated, such as the one on Permanency Planning. Specialized intervention methods such as the Looking After Children instrument that tracks the development of children in foster care; Aggression Replacement Training that promotes pro-social behaviour with adolescents and preadolescents whether in placement or in the community; the DepAdo substance abuse screening tool; and the Ansell-Casey Life Skills Assessment tool for youth moving towards young adulthood, are among the many structured additions made to the clinical tools in use in Batshaw Centres over the last few years. In addition, our relationship with McGill's Centre for Research on Children and Families, and the involvement of Dr. Nico Trocmé as Batshaw's Senior Advisor for Research Integration are helping establish a culture of participation in and use of research in the organization. Finally, over the past year we launched the Batshaw Centres accreditation process using the program provided by the Conseil québécois d'agrément. This process gives Batshaw Centres a good baseline on a variety of subjects that all have a bearing on the quality of direct and support services. It results in a focused Improvement Plan to be implemented beginning fall 2007. We expect the plan will carry the

Cont'd p. 2

Table of contents

Our Mission	2
Executive Director's Office	2
Division of Youth Protection	5
Division of Child and Family Services	5
Division of Residential Treatment Services for Adolescents	5
Division of Professional Services	6
Division of Human Resources and Administrative Services	7
Local Service Quality and Complaints Commissioner	9
Clients and Services	10
Placement Resources	11
Service Structure	12
Staffing	13
Commitment	13
Organizational Plan	13
Staff Councils	14
The Board of Directors	14
Code of Ethics Applicable to Board Members ..	15
Our Name	15
Batshaw Centres belongs to	15
Financial Statements	16-17
Appendix	18-19



- › pursuit of quality and learning to new levels through to 2010, when the second accreditation cycle will start.

In 2006, as required by the Ministry, Board membership was renewed. The Batshaw Centres Board continues to have sixteen members. Electoral colleges were modified by changes to the law, increasing representation on the part of users and staff. Ten members of the new Board served on the previous Board providing valuable continuity and experience.

Batshaw Centres continues to benefit from various community supports. Our foster family service had over 300 foster families come forward to help care for over 700 foster children over the year. Our volunteer service had nearly 100 community members helping youth in a variety of ways. Finally, the members and donors of the Batshaw Foundation contributed over \$280,000 through various Foundation programs that benefited over 500 children and families. Batshaw Centres and its clients are very fortunate to have such supports from the community, and we express thanks to every individual who has contributed.

Lastly, we applaud the efforts of staff and managers who again in 2006-07 manifested dedication, compassion and rigour in their efforts to help abused, neglected and troubled youth and their families towards a better future.

Judy Martin, *President*

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.

Executive Director's Office

FOUNDATION RESULTS

In 2006-07, thanks to the support of the Foundation, over 500 children, youths and families, were assisted. Fundraising efforts were complemented this year by a very well organized and successful activity, *An Evening with Riopelle*, held at the Parisian Laundry art gallery, in June 2006. The following summarizes the benefits of the financial assistance provided.

- › Tutoring for 34 youths.
- › Therapy for 16 youths and families.
- › Scholarships for 31 students.
- › Helping Hand:
 - 16 youths received funds to assist them in their move to independent living;
 - 110 youths and families received emergency assistance to help with utilities, rent, school fees, food, clothing, etc.;
 - Over 80 children and families benefited from special events organized for them during the year and supported by the Foundation, including the Mountainview School year-end ceremonies and the Mountainview School Holiday Celebrations.



- Camp Weredale welcomed 185 children and teenagers from the residential programs and foster homes of Batshaw Centres.
- Youth Employment Skills Program, a special project of the Foundation, involved 30 youths at Prévost campus in a work-study project.

Batshaw Centres and staff deeply appreciate the efforts and great results flowing from the generosity of Foundation members and donors.

THE RUTH AND MANNY BATSHAW AWARD OF EXCELLENCE

The first Ruth and Manny Batshaw Award of Excellence was presented on October 16, 2006, to Cindy Woods, a child care worker at Couvrette group home. The selection committee was taken by her dedication, her altruism, her ingenuity and her professionalism. This annual award recognizes a Batshaw Centres employee who has demonstrated excellence in his or her accomplishments over the previous five years for which it is awarded. The selection committee also bestowed three certificates of meritorious achievement to Claire Clifton-Newton, Application of Measures, Darlene Job, Tobin House, and François Ste-Marie, Legal Services. A total of nineteen employees were nominated for the first edition of this award.

ACTIVITIES WITH OUR PARTNERS

In an effort to improve access to a diversity of services for clients in continuity and collaboration with partners, Batshaw Centres participated in a variety of initiatives to formalize or review service agreements.

In June 2006 Batshaw Centres signed cooperation protocols with the Service de police de la Ville de Montréal (SPVM) and the Centre jeunesse de Montréal – Institut universitaire. Synchronized procedures will improve information-sharing, increase awareness of investigation procedures and improve the effectiveness of collaborative action. The protocols were implemented in the relevant sectors of the organization.

Through the *Table de concertation en violence conjugale*, the SPVM, CSSSs, Centre jeunesse de Montréal – Institut universitaire, Batshaw Centres and women's shelters serving the Montreal area launched an exciting project to provide appropriate assistance in situations of conjugal

violence. In the first year of application at Batshaw Centres, this protocol was tested through a pilot project on the territory of the CSSS de la Montagne. The project seeks to enhance our response to real and pressing needs of families.

Various Batshaw Centres representatives were invited to participate in the development of the *projet clinique* which the CSSSs have been mandated to elaborate over the next few years. The elaboration of the *projet clinique* will require the development of nine different programs, two of which, in mental health services and youth in difficulty, are especially relevant to our client population.

Existing service agreements with other youth centres who place youth in our residential programs are being reviewed. Batshaw Centres is on the verge of signing ententes with Centre de réadaptation de l'Ouest de Montréal, Gabrielle Major, and Lisette Dupras to improve access to services for intellectually-handicapped clients.

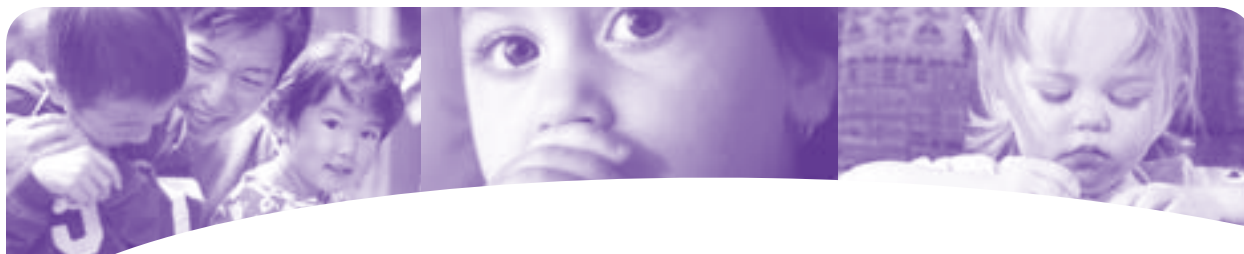
ACCREDITATION ACTIVITIES

A priority dossier of Batshaw Centres which mobilized the energy of a large number of staff in the past year, were the activities associated with accreditation. Using the framework of the Conseil québécois d'agrément, we embarked on a self-evaluative process which generated through surveys and feedback a portrait of levels of satisfaction of staff, clients, foster families, and partners with the organization and quality of services rendered.

Through this unique and stimulating perspective, an enormous amount of rich data was generated and analyzed to produce an organizational improvement plan which will guide our actions for the next three years. At year's end, we were preparing for the site visit which is an integral part of the process and will conclude the final phase in preparing a report to the Board of CQA who makes the ultimate decision regarding accreditation for our organization.

ACTIVITIES FOR THE FOSTER FAMILY ASSOCIATION

One of the memorable events for some of our youth in placement was a three-day trip organized by the Foster Family Association to Canada's Wonderland in Toronto. The complexity of organizing this event found its reward in smiling faces from ear to ear. Other events which also contributed to creating happy memories for our youth in foster care were La Ronde Day, the Holiday party for



children and the fashion show, a popular activity during Black History Month.

VOLUNTEER SERVICES

Through the active involvement of 141 volunteers, Batshaw Centres' youth benefited from a number of different program activities and unique relationships. Six residential programs received the weekly visits of McGill University students. Tutors and big brother and big sister activities brought individualized help for those needing it. The 'Bags-for-Kids' project distributed 200 hockey sports bags and luggage for children and youth leaving Batshaw Centres.

MULTIRACIAL/MULTICULTURAL COMMITTEE ACTIVITIES

Important changes took place this year as some Multiracial/Multicultural (MR/MC) Committee members' terms came to an end and a new chairperson and vice-chairperson were elected. The committee also added a seat for the Manager of Communications and Public Relations. While the membership is somewhat different, the committee's purpose and vision remains the same with a mandate to act as an advisory committee to the Batshaw Management Committee, through the Executive Director, on the implementation of Batshaw Centres' commitment to racial and cultural equality. This past year, the committee has acted as an advisory body on different multicultural/multiracial issues at the request of the Executive Director, staff and certain services. The committee also reviewed policies such as "The removal of children and youth from their home environment" and made recommendations from an MR/MC perspective. The MR/MC Committee was also represented on the Accreditation Committee.

The MR/MC Committee continued this year to be involved in various events organized for the staff and clients such as Black History Month and the Pow Wow. The committee is in the process of making recommendations to the Executive Director concerning Batshaw Centres' action plan in relation to the "Report on the Full Participation of the Black Community in the Quebec Society". In the coming year, the committee will review Batshaw Centres' harassment policy as well as the agreement between Batshaw Centres and the Black Community Resource Centre. The committee is also in the process of developing a communication strategy.

BLACK HISTORY MONTH

Two highlights of this year's activities were, first, the viewing of "Loyalties", a film by Ms. Lesley Ann Patten presenting the journey of two women, one Black and one White, from the same city, sharing a common past but from very different backgrounds. The film initiated very interesting discussion.

Then came a panel discussion on the theme *Reconciliation...Understanding the past to build a better future*. Two well-known speakers, Ms. Cindy Blackstock, Executive Director of "The First Nations Child and Family Caring Society, and Ms. Dorothy Williams, Historian and founder of Ethnocultural Diffusions, which was established to collect the oral history of Blacks in Montreal, shared with the audience their knowledge and experiences. The comments were unanimous in describing the discussion as inspiring, moving and a source of inspiration to all. During the discussion, the Executive Director, Michael Udy, announced a renewed commitment to MR/MC training for all Batshaw Centres employees.

COUNCIL FOR CLIENTS AND COMMUNITY

On May 11, 2006, the Council for Clients and Community, Batshaw Centres' users' committee, hosted its annual conference. The theme was: *Life skills development – smoother transition to adulthood*, and it was held in collaboration with the Quebec Association of Educators. The first workshop was a presentation of the documentary *Wards of the Crown*, which explores growing up in the care of the Children's Aid Society. The second workshop introduced the Ansell-Casey Life Skills Assessment tool in planning for adulthood. The third workshop was a youth/staff panel exchange. The conference was well attended by youth, parents, community partners and professionals within Batshaw Centres.

THE SAFE PROVISION OF HEALTH SERVICES AND SOCIAL SERVICES

The Risk and Quality Management Committee met every three months. It has grappled with understanding its role and developing a practice that coincides with the spirit of the law. Training for members of the committee took place in December 2006 by external trainers who gave training across the province. The training enabled a common vision of the committee's purpose and how to apply our legal obligations. In the last year, the analysis of situations has become a more important function of the committee and has opened the door to systemic

questions. As a result of changes to the Health Services and Social Services Act, the Local Service Quality and Complaints Commissioner is no longer a member of the Committee. A representative of the Council of Nurses and a clinical staff from the Division of Residential Treatment Services for Adolescents have been added. The name of the committee was changed to the Risk Management Committee.

Division of Youth Protection

This year has been one of relative stability for the Division of Youth Protection and Young Offenders Services. The major issue facing the service is the impending implementation of the modified Youth Protection Act with implications for training, revised practices and human resources. In addition, we experienced difficulty recruiting staff for the Evaluation/Orientation service which, for most of the year, was under-staffed by the equivalent of a full team. Young Offenders Services saw an increase in demand which was contrary to the anticipated trend and has placed considerable pressure on the service. As with all divisions, participation in the accreditation process was an important and enriching experience for all involved.

Division of Child and Family Services

PERMANENCY PLANNING

From March 2005 to December 2006, 471 children were followed under Batshaw Centres' Permanency Planning procedures. These children require particular attention so as to ensure the kind of stability in their living environment that can best meet their security and developmental needs. Of the cases followed, in 210 cases the permanent plan was concluded. Of the 210, 67% achieved permanent placement in the natural family or family circle, 33% achieved it through foster families or adoption by other families. Areas of service delivery which have been addressed this year include the identification of cases requiring permanency planning, tracking and case management coordination, resource allocation and staff development.

THE LOOKING AFTER CHILDREN (LAC) PROJECT

During 2006-07, Application of Measures staff completed their third year of participation in the provincial LAC research project. The feedback from the researchers is that Batshaw Centres was a very important and effective contributor to the project. The information gleaned from our participation serves to improve our understanding of the needs of the children in our care and helps us to develop focused interventions.

RESIDENTIAL SECTOR

In the Division's residential sector, low population led us to extend our age mandates in order to admit more teens into our programs. Despite the challenge of integrating adolescents into programs geared primarily towards a preadolescent population, the staff rose to the occasion and our programs are now virtually full.

CONGRATULATIONS TO FOSTER PARENTS

It was a proud year again for the Batshaw Centres Resources Services and our foster parents. For the third time in five years, Batshaw Centres foster parents were selected by the Child Welfare League of Canada and received the 2006 Outstanding Achievement Foster Parent Award. This year, the exceptional commitment and care provided to our children by Mrs. Jacqueline and Mr. Jean-Guy Miron was recognized by this national organization.

THE ACCREDITATION PROCESS

The Division's self-evaluation team was composed of a diverse group of staff. They were enthusiastic and devoted throughout the process and this resulted in a rich contribution to the accreditation exercise. Especially rewarding was the opportunity to get to know other members of the Division.

Division of Residential Treatment Services for Adolescents

INTERNATIONAL CONFERENCE

In October 2006, the 8th International Child and Youth Care Conference / Le Congrès conjoint familles, enfance, jeunesse du Québec was held in Montreal. This conference had a distinct Batshaw "flavour" in that:

- ▶ Tony Maciocia, coordinator in the Division, co-chaired the conference with Jean-Pierre Hotte, Executive Director of the Association des centres jeunesse du Québec;
- ▶ The International Centre for Aggression Replacement Training held a pre-conference day which was organized with the input of another Division professional, Robert Calame who was a presenter;
- ▶ Fifteen Batshaw Centres staff presented workshops or poster sessions, and over 100 staff attended the conference.

ENGORGEMENT

Engorgement is a term used when there is more demand for residential program beds than the supply of beds available. This year the *engorgement* was in open campus programs for boys and girls and closed custody programs for boys under the Youth Criminal Justice Act. The Intermittent Custody building at Prévost campus and the Bridges unit were used to house the temporary units. Batshaw Centres is only able to adequately respond to this sort of challenge through the dedication, flexibility and hard work of our staff.

ANSELL-CASEY LIFE SKILLS ASSESSMENT

The Ansell-Casey Life Skills Assessment is an Internet-based, free and easy-to-use tool to help youth prepare for adulthood. It was developed by Casey Family Services in the U.S. This year four of our staff were trained to be trainers in the use of the tool at the National Resource Center for Youth Services in Oklahoma. They subsequently trained all of the team leaders in residential services. The goal is to have all programs in the Division using this tool and the associated programming for all youth who can benefit.

SPECIAL EVENTS AND ACTIVITIES

Pow Wow:

The 2006 Batshaw Centres - Kahnawake Pow Wow at Prévost campus was held on June 17th and was attended by an estimated 1000 people. The theme was "Honouring Our Youth". As the day was ending plans were already afoot for the 2007 Pow Wow, the 10th anniversary of this colourful and significant event.

Northwaters Camping:

Each year, thanks to support from the Batshaw Foundation, a small group of youth get the opportunity to do wilderness camping in Temagami, in Northern Ontario. An eight-day canoe trip is the highlight of this trip which is an experience of a lifetime for the youth fortunate enough to attend.

Social Circus:

In 2006 the social circus project was launched at Prévost campus. This activity involves youth developing circus skills such as juggling, gymnastics, unicycling, balancing, in a cooperative pro-social fashion. This is an activity that has really caught on with the youth and up to 30 youth at a time have participated. The 2007 school year saw the successful introduction of this program at Mountainview School in Côte-Saint-Luc.

Division of Professional Services

MULTIDISCIPLINARY COUNCIL JOURNAL AND PROFESSIONAL DAY

The Council has published Volume 3 of its Clinical Journal which includes fifteen articles from staff from different services. This year's theme was "Permanency". The Council also held its Sixth Professional Day on November 17, 2006, with 120 participants and 7 workshops. Both activities continue to allow staff from across Batshaw Centres to share their experience and expertise, thereby enhancing clinical practice.

CHALLENGES PROGRAM

The Challenges Program provides individual and family counselling to children and youth exhibiting sexualized behaviour problems and youth who have been convicted of sexual offences. The goals of the program are to reduce the incidence of sexual victimization, to support children and youth in ceasing sexually abusive and aggressive behaviour and to counsel parents and caregivers on how to respond to problematic sexual behaviours.

The Challenges Program received 26 requests for service in 2006-07. Batshaw Centres provided services to 24 of these referrals. Community-based services (Evaluation/Orientation and Application of Measures) comprised the majority of the requests for intervention: 19 (73%). The program received funding in the autumn of 2006 for an additional (second) worker. The program is preparing to begin group work with parents and preadolescents in the autumn of 2007.

RESEARCH

In partnership with McGill University, the Evidence-Based Management (EBM) project was launched. Activities are underway to develop indicators based on data generated by our client information system, PIJ, on outcomes for the children and families we serve and to capture clinical expertise within our centre. Library services have been expanded to allow greater access to research findings and a site has been created on the intranet. The Journal Club devoted its six sessions to research concerning "Attachment". Research is underway in the following key areas: Neglect, Family Aggression Replacement Training, Continuity in Service Delivery and the Looking After Children approach.

One Masters' student has also conducted research in pursuit of her degree.

MANAGEMENT OF SUICIDAL BEHAVIOURS

Work continued during the year on the deployment of the suicide protocol, now implemented across all services of Batshaw Centres.

The second-level team of experts continues to provide clients, caseworkers, educators and foster parents with the necessary supports.

In 2006-07, 89 situations of suicidal behaviours were reported, 78 of which concerned suicidal thoughts and self-mutilation. There were 6 situations where the thoughts progressed to a plan and another 5 where an attempt was made.

POLICY ON REMOVAL OF CHILDREN FROM FAMILY MILIEU

In October of 2006, the Board approved the policy on "The removal of children and youth from their home environment". It outlines the clinical decision-making and intervention processes; it seeks to minimize trauma for children and promote family involvement; it incorporates Ministry norms and standards.

HEALTH SERVICES

Act to amend the Professional Code and other legislative provisions as regards the health sector:

The amendments to the Professional Code resulted in changes in practice, and nurses have now begun to administer vaccines to our clients in accordance with the *Protocol Immunization Québec*. Other aspects of the law related to sexually-transmitted illnesses and psychotropic medication are being developed.

Permanency Planning:

Nurses have now started to provide care and services to families in their home environment, of children 0-3 years old identified for permanency planning purposes. Nurses now provide assistance in the reintegration of young children from foster homes to their natural family.

Substance abuse:

All youths 11 to 18 years of age in residential services are now systematically screened for substance abuse by a nurse within 10 days of admission. For youths in foster care or living at home, the screening is done by the case worker and the nurses provide consultation to them on the interpretation of the screening results.

Family Preservation:

A two-day per week nursing position seconded to Family Preservation Programs was created, thus providing a broad multi-problem focus which addresses the full complement of needs around health and development issues.

Medication distribution procedure - Campus units:

The procedure and a standardized application system for the distribution of medication to youth residing in campus units was developed and implemented.

Division of Human Resources and Administrative Services

The major events which characterized the year included the first year of implementation of changes to the law that governed bargaining units, the prevention planning for the pandemic avian flu, the opening of the Relax-Action employee gymnasium at the Prévost campus, and the taking over of the management of the Reddy Memorial building. We also maintained our standards in term of our human resources development program, the management of work attendance and our financial health.

ACT RESPECTING BARGAINING UNITS IN THE SOCIAL AFFAIRS SECTOR

The adoption of the Act launched a two-year process that saw the merging of bargaining units per region and job category and local negotiations on the 26 matters identified in the law. While effective negotiations have yet to begin, tremendous efforts were deployed to develop a local agreement adapted to our needs. The negotiation process must be completed by April 25, 2008.

PLANNING FOR THE AVIAN FLU

Much effort was devoted to plan for the likelihood of the avian flu pandemic. This required a lot of effort and mobilized many people in the organization during the year. We still have a lot of work to do to complete the preparedness plan. Nonetheless, many aspects of the plan are ready, making the plan advanced enough that if such pandemic event was to occur, we would be able to deal with the situation. A training package was developed for all staff and we began providing the training.



LABOUR RELATIONS

	2006	2005
Grievances received	105	94
Grievances settled	34	48
Referred to arbitration	11	18

MANAGEMENT OF WORK ATTENDANCE

The absenteeism rate for the year was 5.2%. This is up from an all-time low of 4.5% for last year. Our rate remains within acceptable levels. The statistics show that our support staff rate of absenteeism has steadily increased. The review of individual cases does not reveal an identifiable phenomenon.

HUMAN RESOURCES DEVELOPMENT

Training

Batshaw Centres began training staff and external partners on the amendments to the Youth Protection Act to prepare for their implementation. By March 31st, we had trained 324 people and anticipate training an additional 900 people by December 2007. The organization continues to implement the long-term training program delivered by our association, known as the *Plan national de formation* (PNF). This program has both core component and specialty modules. For the core component we have pursued a multi-year plan to get all of Batshaw Centres' eligible staff trained. In 2006-07, another 137 staff (including managers) received the training. The organization also provides tuition assistance programs and financial assistance for language courses to all staff. In addition, Batshaw Centres has a management professional development group and continues its partnership with Université Laval's "Microprogramme", an 18-credit program to prepare potential managers within the organization.

IN THE COURSE OF 2006-07,

- › 781 staff,
- › received 22,495 hours of training,
- › in 377 different training events,
- › at a cost of \$910,798.

The principal training investments made 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,
- › Towards a New Understanding of Homosexuality,
- › Suicide Prevention Protocol,
- › Suicide Prevention Intervention Training,
- › Permanency Planning - Looking After Children (LAC),
- › Drug Awareness and Search & Seizure,
- › Progress Notes writing,
- › Intervention Agents Training.

Field Placement program

Batshaw's substantial field placement program continued in 2006-07. During the year:

- › 91 field placement students,
- › from 13 training programs,
- › were placed in 36 Batshaw programs,
- › and were supervised by 72 Batshaw staff.

FINANCIAL HEALTH

See the enclosed financial statements.

RELAX-ACTION CENTRE EXPANSION

The Relax-Action centre is an initiative promoting wellness of our employees. The centre aims at providing staff with the opportunity to improve their conditioning, reduce stress, heighten morale and learn new skills. It is also a location to meet and interact with fellow employees in an informal setting. The first site was opened in March 2003 at 6 Weredale Park. A second site was opened in December 2004 at Dorval Campus. In 2006-07 a third opened at Prévost campus. Approximately 20% of Batshaw Centres staff are members of Relax-Action.

MANAGEMENT OF THE REDDY MEMORIAL BUILDING

In accordance with an agreement with the Agence de la santé et des services sociaux de Montréal, we took over the management of the Reddy Memorial building as of April 1, 2006. Because of financial concerns, we retracted our willingness to take over the ownership of the building. It is expected that we will remain the manager of the building until other arrangements are made by the Agence.

Among other projects, our maintenance plan provided for major renovation of the roads on the Prévost campus and the installation of air-conditioning in the remainder of our living units.

Local Service Quality and Complaints Commissioner

Modifications to the Health Services and Social Services Act were adopted by the National Assembly. The modifications focus on ensuring that users of health and social services establishments receive quality services and that their rights are respected.

The concrete effect of these measures in Batshaw Centres is that complaints are no longer handled by the Division of Professional Services. The Local Service Quality and Complaints Commissioner is now a senior manager, reporting directly to the Board and Board President, who oversee the management of the client complaint process.

In 2006–07, a total of 257 complaints were addressed. Of this total, 79 were examined through a process of inquiry, 148 were handled through the provision of assistance and mediation, and 30 were handled through the provision of information.

Table I illustrates from whom the dissatisfactions originated.

COMPLAINANT	
Youths	76 %
Parents	23 %
Others	1 %
Total	100 %

Table II illustrates the specific areas of dissatisfaction.

INQUIRIES	
Access and Continuity	7 %
Care and Services	30 %
Interpersonal Relations	29 %
Environment, Material Resources	24 %
Financial Aspects	3 %
Particular Rights	5 %
Other	2 %
Total	100 %

Of these complaints, 44% were completed without corrective measures, 36 % were completed with corrective measures and 20% were either withdrawn by the client or referred to the appropriate external resource.



Clients and Services

YOUTH PROTECTION ACT

	2006 – 2007	2005 – 2006	Change
Reports received	2751	2896	-5 %
Reports retained:			
Neglect	923	935	-1 %
Abandonment	21	22	-4 %
Physical abuse	229	292	-22 %
Sexual abuse	93	50	+46 %
Behavior problems	321	309	+4 %
Total	1587	1608	-1 %
Youth reported	1330	1358	-2 %
Average wait for evaluation (days)	9.57	6.14	+36 %
Evaluations completed	1362	1423	-4 %
Average wait for application of measures (days)	15.22	21.02	-28 %
Total number of youth followed at application of measures	2231	2129	+5 %
Average duration of application of measures (months)	26.22	30.37	-14 %
Reviews	1686	1777	-5 %

YOUTH CRIMINAL JUSTICE ACT

Evaluations and Orientations completed	2006 - 2007	2005 – 2006	Change
Referrals to the Crown	56	65	-14 %
Extrajudicial sanctions	180	169	+6%
Interventions terminated	15	19	-21 %
TOTAL	251	253	-1 %
Extrajudicial sanctions (number of measures)	248	232	+6%

Main judicial sanctions	2006 – 2007	2005 – 2006	Change
Probation	379	341	+10 %
Closed custody	71	23	+68 %
Open custody	15	9	+40 %
Community work	277	182	+35 %
Total sanctions *	856	628	+26 %
Other measures	85	52	+39 %

* including the main sanctions mentioned in this table and all others

Placement Resources

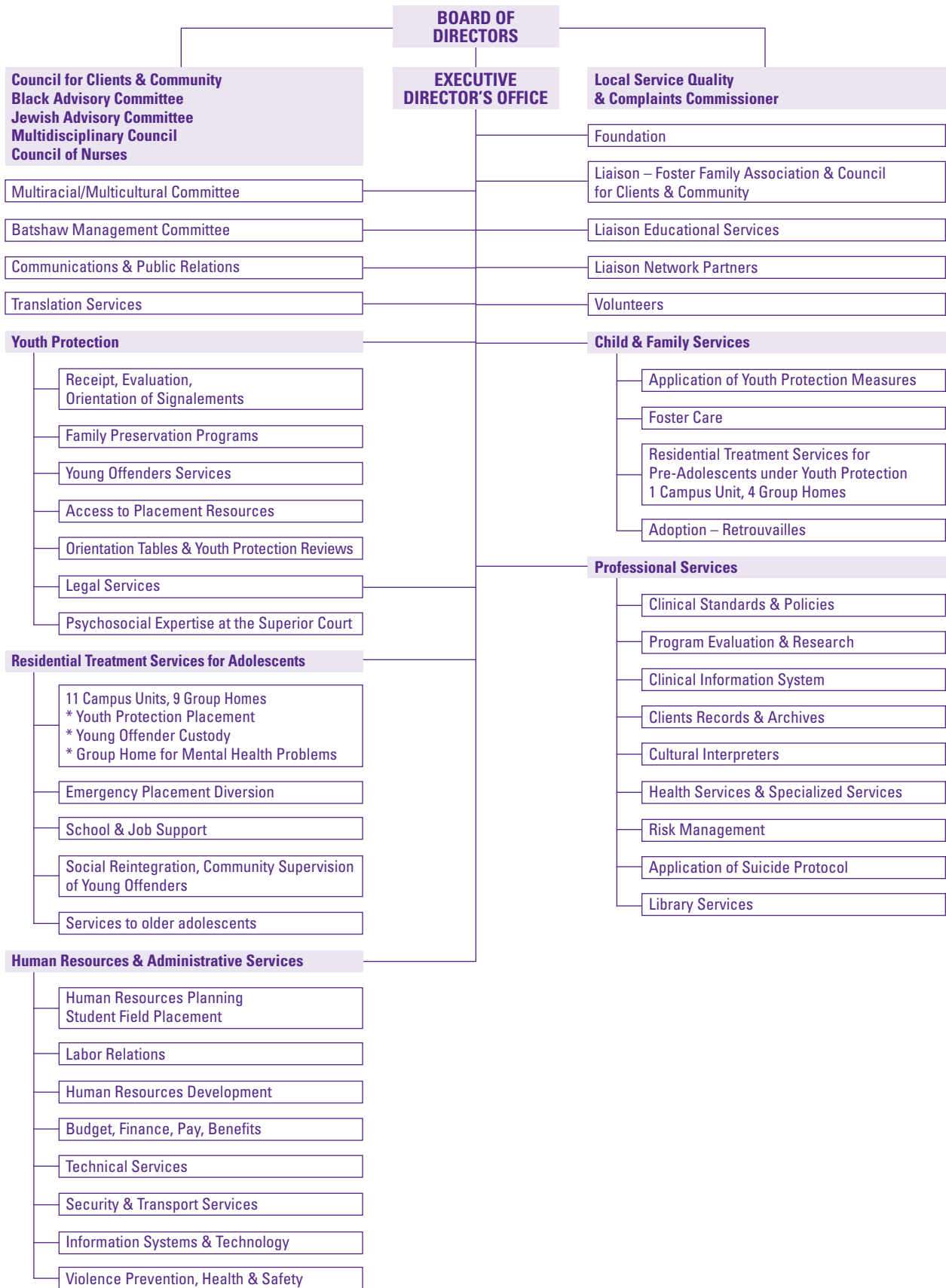
	Number (March 31/07)	Number of beds (March 31/07)	Youth in care (March 31/07)	Youth in care (March 31/06)	Change
Campus units	12	112	115	111	+3 %
Group homes	13	114	102	98	+4 %
Intermediate resources	0	0	0	5	Service closed
Foster homes	302	505	505	535	-6 %

Number of youth admitted during the year	2006 – 2007	2005 – 2006	Change
Rehabilitation	481	484	-1 %
Group homes	352	394	-11 %
Foster homes	711	900	-21 %

Psychosocial expertise, adoption, background searches and Retrouvailles	2006 – 2007	2005 – 2006	Change
Psychosocial expertises completed	67	69	+31 %
Adoptions completed			
· in Quebec	24	41	-41 %
· international	27	45	-40 %
Background searches completed	114	167	-32 %
Retrouvailles completed	160	285	-44 %



Service Structure



STAFFING - at March 31, 2007

THE GRAND TOTAL OF 773.5 EQUIVALENT FULL-TIME POSTS IS DISTRIBUTED IN THE DIVISIONS IN THE FOLLOWING MANNER:

DIRECTION	HUMAN RELATIONS AGENTS	SOCIAL COUNSELLORS	CHILD CARE WORKERS	SUPPORT STAFF	MANAGERS	TOTAL
Executive Director	2.5	0	0	4	11.5	18
Youth Protection	63.4	11.1	14	36.5	22.5	147.5
Child and Family Services	86.5	13.5	40.5	25.7	16.6	182.8
Residential Treatment Services for Adolescents	17	0	158.4	59.9	28.5	263.8
Professional Services	3.7	1	0	20.8	4	29.5
Human Resources and Administrative Services	6.2	0	0	111.7	14	131.9
Totals at March 31, 2007	179.30	25.60	212.9	258.6	97.1	773.5
	23.5 %	3.6 %	27.2 %	33.4 %	12.3 %	100 %
Totals at March 31, 2006	181.1	27.6	209.4	255.2	96.1	769.4

Since there are a number of part-time positions and replacement personnel, the total number of people on the payroll is **1,045**.

STAFF MOVEMENT	2006-2007	2005-2006
Hirings	95	130
Terminations	112	85

Commitment

The staff of Batshaw Centres have a deep commitment in the agency as illustrated by this summary of length of service as of October 31, 2006.

YEARS OF SERVICE	NUMBER OF STAFF	PERCENTAGE
Less than 7 years	352	32.9 %
7-14 years	184	17.2 %
15-19 years	212	19.8 %
20-24 years	112	10.5 %
25-29 years	144	13.5 %
30-34 years	61	5.7 %
35 years and more	4	0.4 %

Organizational Plan

To carry out its mission, the organization has three direct service divisions and two support divisions. The following illustrates how they are organized, and the number of equivalent full-time employees (EFT):



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.

Staff Councils

MUTIDISCIPLINARY COUNCIL

The Health Services 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, 2007, the members of the Executive of the MDC were:

Sandra Baines	Wendy Potter
Rosie D'Andrea	Martin Rassenti
Susan Gallo	François Ste-Marie
Doris Low	Michael Straw
Sarah-Jane Martin	Marie-Pierre Ulysse
Colm McNamee	Jason Vickers

Ex-officio:

Michael Udy
Claude Laurendeau
Marlene Baumel

COUNCIL OF NURSES

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

- The assessment of the quality of nursing acts performed in the agency;
- 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, 2007, the members of the Council of Nurses were:

Shelja Arya	Heather Guezen
Marlene Baumel	Margaret Larmour
Karen Bentley	Marie Leduc
Diane Bernier	Jennifer Martin
Maria Felix	Phyllis Palov
Chantal Fleury	Linh Suong Pham
Diana Gausden	

Ex-officio: Edward Potter-Mäl

The Board of Directors

The Board members and their electoral college as of March 31, 2007 were:

Felicia Agyekum	Multidisciplinary Council
Noel Alexander	Population
Shelja Arya	Council of Nurses
Jean Boudreau	Agence de la santé et des services sociaux de Montréal
Ermina Codjoe	Population
John Dalzell	Coopted
Leon Essing	Users
Ruth Essing	Users
Anna Grafton	Coopted
Leigh Johnston	Multidisciplinary Council
Stephanie Margolese	Agence de la santé et des services sociaux de Montréal
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 2006-2007.

Our Name

We are named after Quebec's best known English-speaking child welfare professional and activist, Manuel G. Batshaw. A social worker by profession, Mr. Batshaw served in this capacity in the Canadian Armed Forces, was Director for many years of Allied Jewish Community Services, became widely known for chairing the Batshaw Committee in 1975, which transformed Quebec's institutions for children and youth. He received an honorary doctorate from McGill University in 1998 in recognition of a lifetime of achievement.

Batshaw Centres belongs to the...

- Association des centres jeunesse du Québec
- Quebec Association of Educators
- Child Welfare League of Canada

COMBINED STATEMENT OF OPERATIONS FOR YEAR ENDING MARCH 31, 2007

	OPERATING FUNDS		FIXED ASSETS FUNDS		SPECIAL PURPOSE FUND	
	2007	2006	2007	2006	2007	2006
REVENUES						
MSSS and Agence	\$ 69 120 879	\$ 61 832 233	\$ 1 126 869	\$ 423 799	-	-
Users	2 483 556	2 382 309	-	-	-	-
Sale of services	318 608	234 719	-	-	-	-
Recoveries	1 050 909	357 788	-	-	-	-
Recoveries	-	-	-	194 017	-	-
Others	1 520 126	216 162	-	-	12 000	13 000
	\$ 74 494 078	\$ 65 023 211	\$ 1 126 869	\$ 617 816	\$ 12 000	\$ 13 000
EXPENSES						
Salaries	\$ 34 936 106	\$ 33 765 907	-	-	-	-
Fringe benefits	9 567 088	9 121 999	-	-	-	-
Employer's costs	5 966 796	5 424 921	-	-	-	-
Others	23 871 581	16 559 296	938 750	381 650	12 000	13 000
	\$ 74 341 571	\$ 64 872 123	\$ 938 750	\$ 381 650	\$ 12 000	\$ 13 000
SURPLUS/(DEFICIT)	\$ 152 507	\$ 151 088	\$ 188 119	\$ 236 166	-	-

STATEMENT OF FUND BALANCE AS OF MARCH 31, 2007

	OPERATING FUNDS	FIXED ASSETS FUNDS	SPECIAL PURPOSE FUND
BALANCE, BEGINNING OF THE YEAR	\$ 940 748	\$ 19 739 367	-
ADDITIONS:			
Surplus of the period	152 507	188 119	-
Prior period adjustments	-	-	-
	\$ 152 507	\$ 188 119	-
DEDUCTIONS:			
Prior period adjustments	-	-	-
	-	-	-
VARIATION	\$ 152 507	\$ 188 119	-
BALANCE, END OF THE YEAR	\$ 1 093 255	\$ 19 927 486	-

BALANCE SHEET AS OF MARCH 31, 2007

	OPERATING FUNDS	FIXED ASSETS FUNDS	OTHER FUNDS	CONSOLIDATED
ASSETS				
Cash	\$ 4 693 249	-	\$ 423 355	\$ 5 116 604
Accounts receivable				
MSSS and Agence	332 755	716 715	-	1 049 470
Other	1 349 915	-	-	1 349 915
Prepaid expenses	101 209	-	-	101 209
Interfunds	440 174	-		440 174
Deferred leaves	536 904	-	-	536 904
Stocks	29 261	-	-	29 261
Fixed assets	-	26 469 035	-	26 469 035
	\$ 7 483 467	\$ 27 185 750	\$ 423 355	\$ 35 092 572
LIABILITIES				
Account payable				
Salaries and deductions	\$ 3 951 706	-	-	\$ 3 951 706
Suppliers and accruals	2 307 428	217 273	-	2 524 701
Funds in trust	-	-	104 556	104 556
Interfunds	-	440 174	-	440 174
Deferred revenues	13 278	-	-	13 278
Other items	-	-	318 799	318 799
Deferred leaves	117 800	-	-	117 800
Long-term liabilities	-	6 600 817	-	6 600 871
	\$ 6 390 212	\$ 7 258 264	\$ 423 355	\$ 14 071 831
NET WORTH	\$ 1 093 255	\$ 19 927 486	-	\$ 21 020 741
LIABILITIES AND NET WORTH	\$ 7 483 467	\$ 27 185 750	\$ 423 355	\$ 35 092 572

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.



Information concerning the safe provision of health and social services 2006-2007

Identification of agency: Agence de la santé et des services sociaux de Montréal
Identification number of establishment: 1104-4625
Name of establishment: Batshaw Youth and Family Centres
Name of respondent: Douek
First name: Margaret
Title of respondent: Assistant Executive Director

1. RISK AND QUALITY MANAGEMENT COMMITTEE

1.1 Adoption by the Board of Directors of the by-law establishing the committee: Yes ☒ No ☐

1.2 Setup date of committee (DD/MM/YYYY): 02/12/2004

1.3 Number of members: 6

Name	Position
1.4 Members : Margaret Douek	Assistant Executive Director
Edward Potter-Mäl	Coordinator, Professional Services
Claude Lamoureux	Director, Legal Services
Claude Laurendeau	Director, DPS and Local Complaint Commissioner
Robin Ouellette	Representative - Foster Care
Ruth Essing	Representative - Council for Clients and Community

1.5 Number of meetings held by the Committee during the current budget year: 5

1.6 Priorities of the Committee for the coming year: Review of accidents and incidents requiring a systemic change.

1.7 Two risk management programs (implementation or evaluation) to be applied next year:

As of April 2007, all incidents will be analyzed.

2. EVENT REPORTING

2.1 Adoption by the Board of Directors of a by-law establishing the rules respecting:

- | | | |
|---|---|-----------------------------|
| - Disclosure of all information required when an accident occurs: | Yes ☒ | No ☐ |
| - Support measures including adequate care: | Yes ☒ | No ☐ |
| - Measures to prevent such an accident from recurring: | Yes ☒ | No ☐ |

2.2 If so, effective date of by-law (DD/MM/YYYY): 01/04/2005

2.3 The rules respecting the disclosure of information are applied:

Never ☐ Sometimes ☐ Most of the time ☒ Difficult to assess ☐

2.4 A root-cause analysis is performed for accidents involving serious consequences:

Never ☐ Sometimes ☐ Most of the time ☒ Difficult to assess ☐

2.5 Measures to prevent recurrence are applied following a root-cause analysis:

Never ☐ Sometimes ☐ Most of the time ☒ Difficult to assess ☐

2.6 Training on information disclosure was provided to individuals concerned in your organization during the current budget year: Yes ☒ No ☐

3. EVENT REPORTING AND LOCAL REGISTER

3.1 Number of incidents reported during the current budget year: 91

3.2 Number of incidents reported for which an analysis was performed: 1

20% ☐ 40% ☐ 60% ☐ 80% ☐ 100% ☒

3.3 Number of incidents reported where measures were taken to prevent recurrence: 1

20% ☒ 40% ☐ 60% ☐ 80% ☐ 100% ☐

3.4 Number of accidents reported during the current budget year: 4

3.5 Number of accidents reported for which an analysis was performed: 4

20% ☐ 40% ☐ 60% ☐ 80% ☐ 100% ☒

3.6 Number of accidents reported where measures were taken to prevent recurrence: 1

20% ☒ 40% ☐ 60% ☐ 80% ☐ 100% ☐

3.7 Number of accidents reported with loss of life: 0

3.8 Average days of extended hospital stay following reported accidents: n/a

3.9 Setup of local register of incidents and accidents: Yes ☒ No ☐

3.10 If so, setup date of registry (DD/MM/YYYY): 01/04/2005

3.11 Number of reports submitted to the Agence on events reported during the current budget year: 1

4. ACCREDITATION OF SERVICE PROVISION

4.1 Request made to accreditation body: Yes ☒ No ☐

4.2 If so, name of body solicited: Conseil québécois d'agrément

4.3 If not, name of body to be solicited:

4.4 Solicitation date (DD/MM/YYYY): 12/08/2005

4.5 Accreditation obtained: Decision expected – September 28, 2007 Yes ☐ No ☐

4.6 If so, type of accreditation obtained: To come

4.7 Condensed accreditation report(s) submitted to:

	Yes	No
– the Minister	☐	☒
– the Agence:	☐	☒
– professional orders concerned:	☐	☒

