

LES CENTRES DE LA JEUNESSE ET DE LA FAMILLE BATSHAW
BATSHAW YOUTH AND FAMILY CENTRES

ANNUAL MANAGEMENT REPORT

2014-2015



Centre intégré
universitaire de santé
et de services sociaux
de l'Ouest-de-
l'île-de-Montréal

Québec

OUR 
passion MAKES A
DIFFERENCE

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Thank you to our employees and their children for the photos

Message from the Management

Experiencing change while continuing to strive for excellence!

This year was certainly a year of change. In the first part of the year, the senior management team was reduced and the organizational structure was reviewed so as to streamline as much as possible and enhance continuity to clients by grouping certain services. As the strategic planning process had also been initiated, many discussions took place so as to redefine our organizational values and to look at our strengths and opportunities, as well as priorities for the next five years.

Staff and managers completed workshops and contributed in a very impressive way to redefine both our client service philosophy and management philosophy, ultimately based on the cornerstone values of respect, client focus, empowerment, collaboration and strength-based practice. Consultative councils were also instrumental in sharing their views so as to help us improve what we do every day for the clients who need us.

Being in a context of budgetary restraints, we pursued efforts and met all of the targets set out for us by the *Agence de santé et services sociaux de Montréal*, while developing our services and refining our vision. We also continued investing in the LEAN approach so as to optimize resources while ensuring the best quality of services to clients and maintaining positive working conditions for staff.

Our clinical services continued to work very hard this year to ensure the well-being and security of children, youths and families. We received contributions from the Youth Justice Fund as well as from the *Agence de Montréal* to develop exciting projects such as Alternative programs for young offenders: supporting reintegration and smart choices, Strengthening Black Families, Connecting to kids in crisis, etc. Batshaw Youth and Family Centres presented or co-presented seven innovative workshops at the conference of the *Association des centres jeunesse du Québec*, showcasing various Batshaw Centres initiatives to be proud of.

The Dorval and Beaconsfield Campus projects advanced significantly this year and buildings were erected on both properties as these wonderful clinical projects unfolded, the objective remaining to bring youths back into their communities therefore enhancing the conditions leading to their reintegration. The first of the new buildings erected should be inhabited by the end of the summer of 2015.

When Bill 10 was introduced in September, the amplitude of the restructuring initiated by the Ministry took us off guard, as we were all preparing for change but not for a complete merger of all services on a territorial basis. Many efforts were made during the parliamentary process to represent the important child welfare mandate and to ensure that children and families be serviced in the best possible way and that, ultimately, services be enhanced by this reform.

Change can be scary sometimes and even feel paralyzing when it comes very quickly. At the same time, we have to keep in mind that change is often very positive. We are actually constantly changing to adapt our services to our clients' evolving needs.

As we move towards a new reality, that of the *CIUSSS de l'Ouest-de-l'Île-de-Montréal*, we must be mindful of the importance of integrating services to benefit the population as a whole. Exciting opportunities are to be captured within this reform to increase access to services and to work in a more integrated fashion so as to produce better results for our clients. It will be important going forward to safeguard the child welfare mandate and to ensure the optimal functioning of our child welfare system. Each one of us is responsible for promoting the important work of helping children, youths and families and we encourage you to speak out and to contribute significantly to building the new Division of Youth Services of the CIUSSS.

Employees of Batshaw Youth and family Centres are known for their kindness, expertise and passionate commitment to the noble cause of child welfare. Creative and innovative, they are ready to take up this great challenge the reform brings to the Health and Social Services Network which began on April 1, 2015: To continue further improving service delivery to vulnerable populations in need of support. This challenge, we know without a doubt that all members of the Batshaw Centres family are ready to it take up with pride and determination they share with their new partners in the *CIUSSS de l'Ouest-de-l'Île-de-Montréal*.



Benoit Morin
President and CEO

Declaration regarding the reliability of data

As President and CEO, I have the responsibility to ensure the reliability of the data contained in this Annual Management Report and related controls.

The results and data of Batshaw Youth and Family Centres 2014-2015 Management Report:

- accurately reflect the mission, mandates, responsibilities, activities and strategic directions of the organization;
- present the objectives, indicators, targets and outcomes;
- present accurate and reliable data.

I declare that the information contained in this Annual Management Report and management controls associated with these data are reliable and reflect the situation as it existed on March 31, 2015.



Benoit Morin
President and CEO

Management Report

The financial statements of Batshaw Youth and Family Centres were completed by the division responsible for their preparation and accurate presentation, including estimates and significant judgments. This responsibility includes the selection of appropriate accounting policies that comply with the Canadian Accounting Standards for the public sector and the features provided in the Financial Management Manual decreed under section 477 of the Act Respecting Health Services and Social Services. The financial information found elsewhere in the Annual Management Report is consistent with that given in the financial statements.

To fulfill its responsibilities, the division maintains a system of internal controls it considers necessary. It provides reasonable assurance that assets are safeguarded, that transactions are properly recorded in a timely fashion, that they are duly approved and are able to produce reliable financial statements.

The management of Batshaw Youth and Family Centres acknowledges that it has the responsibility to manage its business in accordance with laws and regulations.

The Board of Directors¹ oversees how management fulfills its responsibilities regarding financial reporting and it has approved the financial statements. The Audit Committee assists the Board in this matter. This committee meets with management and the auditor, reviews the financial statements and recommends their approval to the Board.

The financial statements were audited by the duly mandated firm Raymond Chabot Grant Thornton LLP, in accordance with auditing standards generally recognized in Canada. Its report states the nature and extent of the audit as well as its opinion. The firm Raymond Chabot Grant Thornton LLP may, without restriction, meet with the Audit Committee to discuss any matter related to its audit.



Benoit Morin
President and CEO



Lucie Ménard, CPA, CA
Director of Financial Resources

¹ Under article 195 of an Act to modify the organization and governance of the health and social services network, in particular by abolishing the regional agencies (chapter O-7.2), the president and executive director exercises all the powers of the board of directors until September 30, 2015 or the date of appointment of the majority of members, whichever comes first.

Our organization

Our mission

Batshaw Youth and Family Centres (Batshaw 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, family mediation, adoption and adoption disclosure, and expertise to the Superior Court on child custody.

Batshaw Centres provides services to residents of the Island of Montreal who wish to receive services in English and to the Jewish community of Montreal in French or English. In addition, rehabilitation placement services are provided to English-speaking youth from other regions of Québec under specific service agreements.

Our inspiration

Manuel G. Batshaw, a well-known child welfare professional and activist, has both inspired and promoted the development of services for youth in difficulty and their families. He chaired the Comité d'étude sur la réadaptation des enfants et adolescents placés en centre d'accueil (better known as the Batshaw Committee) whose work paved the way to a major restructuring of services to children and youths in Québec and to the introduction of the Youth Protection Act.

He has inspired our organization, staff and clients alike. His wisdom and compassion for the cause of children has given a voice to a segment of our population whose needs can go unnoticed. His availability to meet with our youths and staff alike has been very appreciated over the years. He has asked the difficult questions which have pushed us to search for answers and innovate in practice. He continues to shape the future of our services through his interest in research and by concretely supporting excellence in services.

This year marks the ninth year of the Ruth and Manny Batshaw Awards of Excellence. These awards instituted by Mr. Batshaw encourage our staff to strive for excellence.

Achievements to be proud of...

The recipients of the Ruth and Manny Batshaw Awards of Excellence 2014 are:

Administrative and Support Excellence

Suzanne Plaisance
Administrative Agent, Class 1, Dorval Campus

Clinical Excellence – Readaptation

Linda Barone
Educator, New Dimensions

Clinical Excellence – Psychosocial

Wayne Quartz
Social Worker

Manager – Excellence

Marie-Josée Roy
Odyssey Group Home and Services to Older Adolescents

The 2014 winners of the *Association des centres jeunesse du Québec* **Award Soutien à l'intervention clinique dans les centres jeunesse** are Derrolton James and Jocelyn Labbé for their project C2K Connecting to Kids in Crisis.

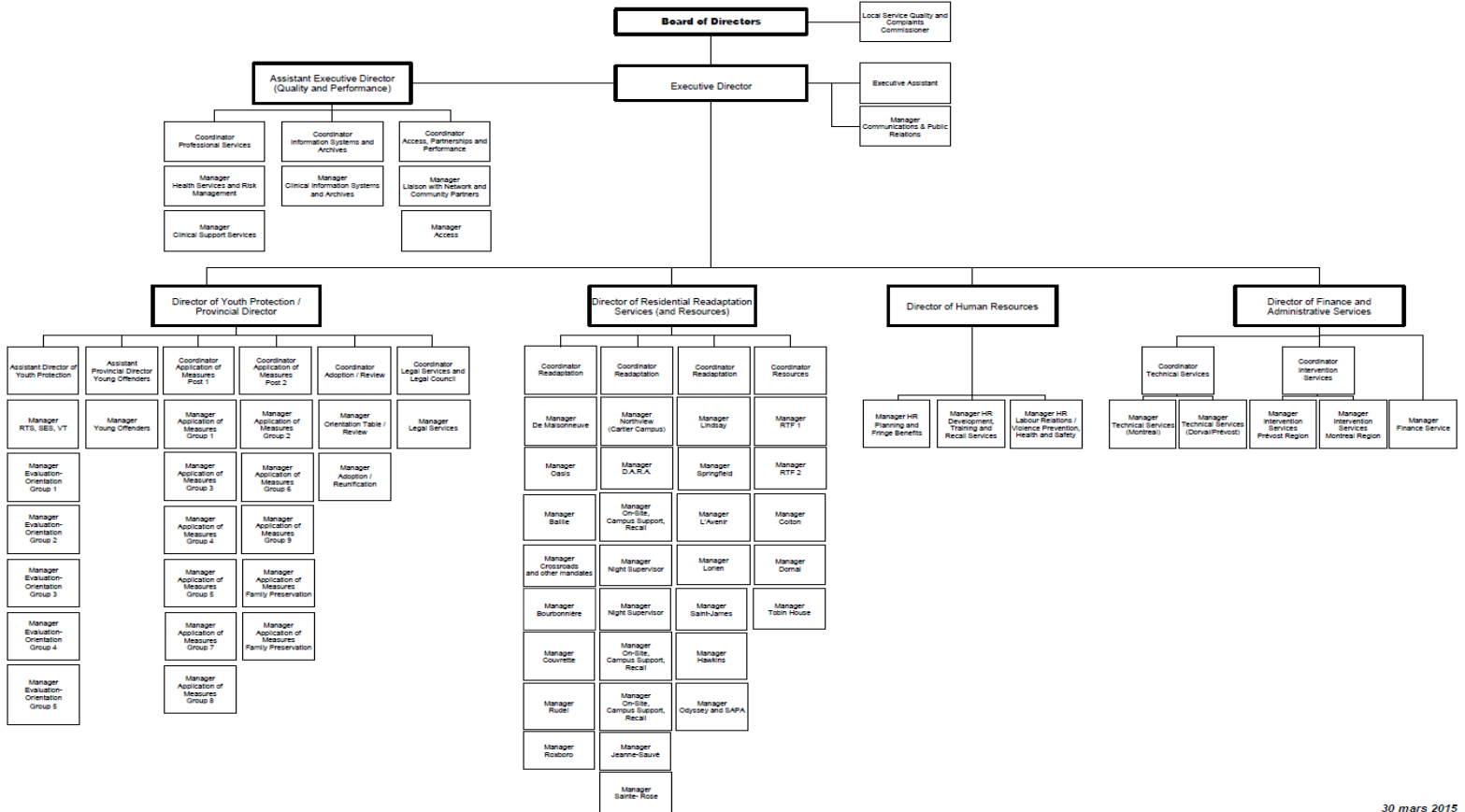
Batshaw Centres is a member of...

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

Batshaw Centres is accredited by the *Conseil québécois d'agrément* for the period 2014-2018.

Organizational structure as of March 31, 2015

Les Centres de la jeunesse et de la famille Batshaw



30 mars 2015

Elements concerning health and well-being

Characteristics of the Montreal population

With two million inhabitants, Montreal is the second largest city in Canada¹. It is home to more than a quarter of the population of Quebec², a population rich in diversity. The characteristics and needs of the population determine the organization of health and social services. Questions concerning socio-economic and psychosocial factors, immigration factors, school performance, and social inequality, contribute to the offer of service to youth in difficulty.

Socioeconomic and psychosocial factors

In Montreal, one person in four lives in poverty, a higher percentage than is seen in the rest of the province (17% for Quebec). Nine per cent of Montrealers receive social assistance, while the figure is 7% in the rest of the province. The rate of unemployment for the city is 10%, while it is 7% for the rest of the province, and 8% for the rest of the country¹. Youth aged 0 - 19 represent 20% of the population.³

One out of three Montreal families is mono-parental, and more than half of single parent families with children aged 0 - 5 years live in low revenue conditions¹. One out of three children living at home is over 18².

57.7% of the population reports as bilingual, 28% reports as unilingual French, 11.8% as unilingual English, and with 2.6% speaking neither English nor French².

Immigration Factors: Montreal receives two thirds of the immigrants to Quebec, with one in three residents of Montreal coming from an immigrant background¹. Although Italians and Haitians make up the largest part of the immigrant community, recent immigrants come in larger numbers from Asia and Africa. Twenty-three percent of immigrants arriving in Montreal are 0 - 14 years of age and 58 % of immigrants live in conditions of low revenue².

School performance

In Montreal, 12% of citizens aged 25 - 64 have no diploma compared to 15% for the rest of the province¹. Montreal has a 73.4% graduation rate, with the English Montreal School Board, and the Lester B Pearson School Board having the highest ratings. In Montreal, 11.1% of mothers have no diploma, degree or certificate. The drop out rate in Montreal is 20.8% compared to 17.8 percent for the rest of the province⁴.

Social inequality

Of the visible minorities, Blacks, Arabs, and Latin Americans are the most predominant². 16% of the population lives in poverty, but 32% of Montreal's non-white population lives in conditions of poverty⁵. The average income for Blacks is 1/3 less than the average income for all Montrealers⁶.

¹ *Le portrait de la population montréalaise 2014*. Agence de la Santé et des Services sociaux de Montréal.

<http://emis.santeMontreal.qc.ca>

² http://ville.montreal.qc.ca/portal/page?_pageid=6897,67887653_dad=portal&_schema=PORTAL (from last year's report, page 8)

³ *Institut de la Statistique du Québec*

⁴ School Perseverance and Success in Montreal, 2015, Montreal Hooked on School

⁵ Snapshot of Racialized Poverty in Canada,

http://www.esdc.gc.ca/communities/reports/poverty_profile/shapshot.shtml

⁶ Demographic challenges Facing the black community of Montreal in the 21st Century. McGill University MCHRAT

Black communities have unemployment and low income rates 2 - 2.5 times greater than the average population⁷.

Black as well as Aboriginal children are over represented in the Youth Protection system⁸.

Services offered and partnerships

Given the characteristics of the population served, Batshaw Centres has developed and adapted its services to better meet the needs of a diverse clientele.

With a tradition deeply rooted in serving the English-speaking community and an understanding of the importance of interventions which are respectful of cultural and religious diversity, Batshaw Centres establishes partnerships to offer specialized services in continuity with those in the community.

The following services are provided on an annual basis and represent the core of the clinical services rendered with respect to our mission and mandate.

We receive annually approximately 7000 requests for service including more than 3000 *signalements* under the Youth Protection Act. Of these *signalements*, close to half are retained for evaluation, and approximately 35% of those retained are referred after evaluation for ongoing services under voluntary or court ordered measures.

As per data generated April 15, 2015, of the English-speaking youths living on the island of Montreal, 36% live in the *Centre intégré universitaire de l'Ouest-de-l'Île-de-Montréal's* territory. During the 2014-2015 year, Batshaw Centres received 3324 *signalements*, 34% of which are from the territory of the *Centre intégré universitaire de l'Ouest-de-l'Île-de-Montréal*. Batshaw Centres retained 1580 of them for follow-up. Of that number, 33% are from the territory of the *Centre intégré universitaire de l'Ouest-de-l'Île-de-Montréal* representing a retention rate at the *Centre intégré universitaire de l'Ouest-de-l'Île-de-Montréal* of 13 per 1000 youths.

An average of 1100 children and youths receive ongoing services after a youth protection evaluation. They reside with their families or are placed in foster homes, group homes or readaptation units with the goal of returning them to their families as soon as the situation permits it. When children cannot be reunited with their families, an alternate permanent plan is developed which may be long-term placement or entrustment, tutorship or adoption.

Adolescents between the ages of 12 and 18 who commit offences can be referred under the Youth Criminal Justice Act. An average of 500 youths receive services annually in the form of judiciary or extra-judiciary sanctions. The primary focus is on readaptation and work with family and community partners to ensure the youth does not become a repeat offender. For the most serious offences, a judge can order open or closed custody. In recent years, open custody orders have become less frequent.

Children and youths can also be followed under the Act Respecting Health Services and Social Services for voluntary placements. These situations are generally referred by the CSSS. Placements may occur in foster families, group homes or residential programs.

External readaptation services and residential programs are available to support families in developing parental capacity and for behaviour management issues in the home. We offer a wide range of residential services to meet the different needs and levels of supervision required.

Adoption is made available for children who are relinquished by their birth parents or through a declaration of adoptability. Adoptees and birth parents are entitled to adoption disclosure which contains their respective non-identifying background histories and if both parties are in agreement, can lead to a reunification process.

⁷ The Evolution of the Black community of Montreal, Change and challenge. McGill University, MCESSP

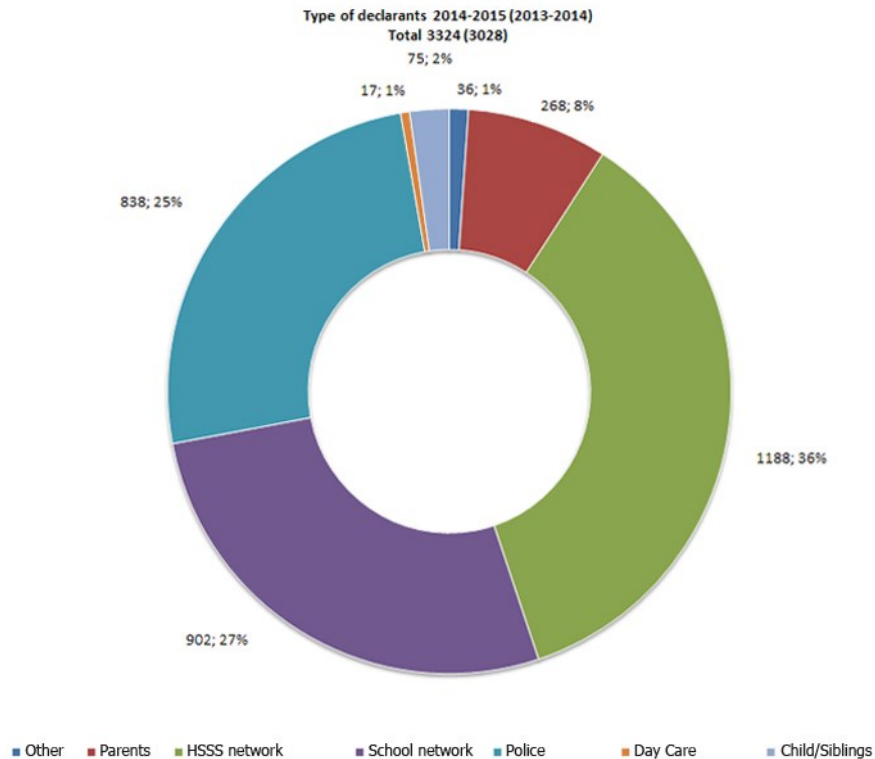
⁸ PIJ

Mediation and psychosocial services are rendered as requested by the Superior Court in situations where the legal custody of a child is in dispute before the Court. This service is provided by service agreement with the *Centre jeunesse de Montréal-Institut universitaire*.

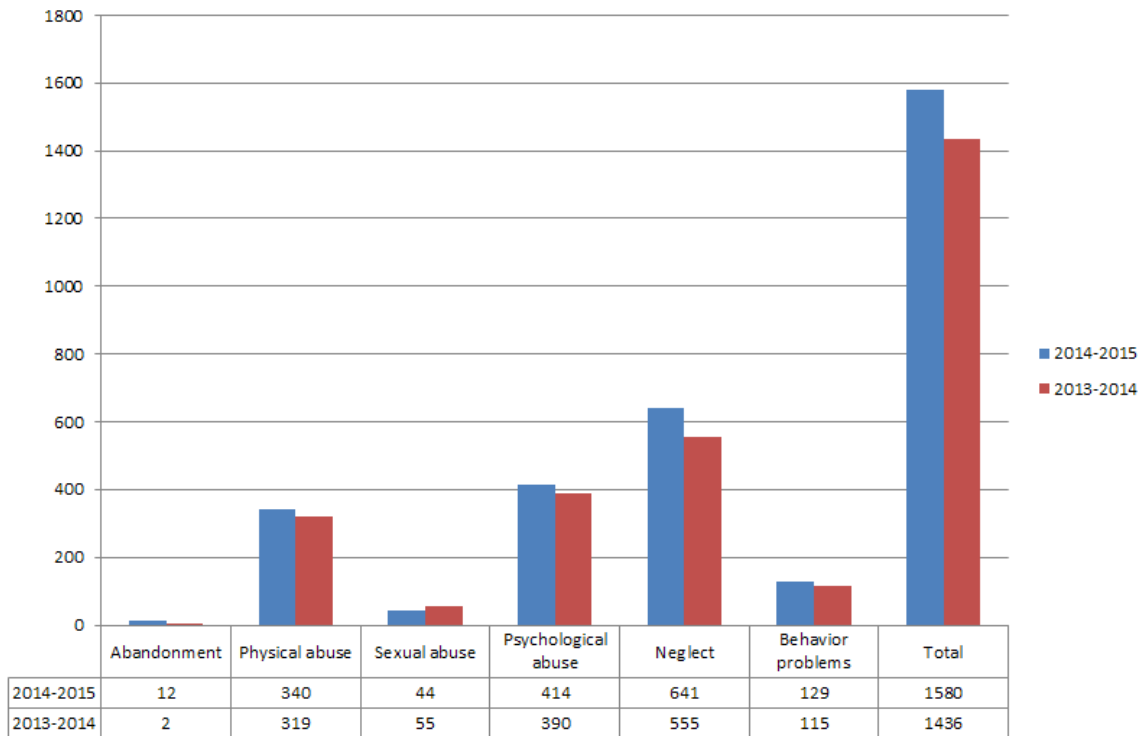
Statistics

Incident rates of signalements per CSSS territory 2014-2015									
CSSS Territory	Anglophone Youths 0 - 17 years (2012-2013)*	Signalements processed		Signalements processed per 1000 youths		Signalements retained		Signalements retained per 1000 youths	
		2014-2015	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014	2014-2015	2013-2014
		Ouest-de-l'Île	29 870	597	590	19,99	19,75	272	237
Dorval-Lachine-LaSalle	10 661	553	477	51,87	44,74	270	225	25,33	21,10
Sud-Ouest-Verdun	6 489	378	410	58,25	63,18	187	213	28,82	32,82
Pointe-de-l'Île	5 638	87	73	15,43	12,95	48	40	8,51	7,09
Lucille-Teasdale	2 020	56	70	27,72	34,65	31	41	15,35	20,30
Saint-Léonard et Saint-Michel	5 929	130	107	21,93	18,05	67	55	11,30	9,28
De La Montagne	18 424	587	451	31,86	24,48	249	230	13,51	12,48
Cavendish	13 200	368	393	27,88	29,77	160	164	12,12	12,42
Jeanne-Mance	2 894	105	88	36,28	30,41	60	52	20,73	17,97
Bordeaux-Cartierville-Saint-Laurent	8 454	215	183	25,43	21,65	112	82	13,25	9,70
Coeur-de-l'Île	1 489	51	25	34,25	16,79	24	8	16,12	5,37
Ahuntsic et Montréal-Nord	3 524	121	102	34,34	28,94	66	56	18,73	15,89
Hors-région	0	49	24	0,00	0,00	23	10	0,00	0,00
Adresse inconnue	0	27	35	0,00	0,00	11	23	0,00	0,00
SUMMARY	108 592	3 324	3 028	385	345	1 580	1 436	193	172

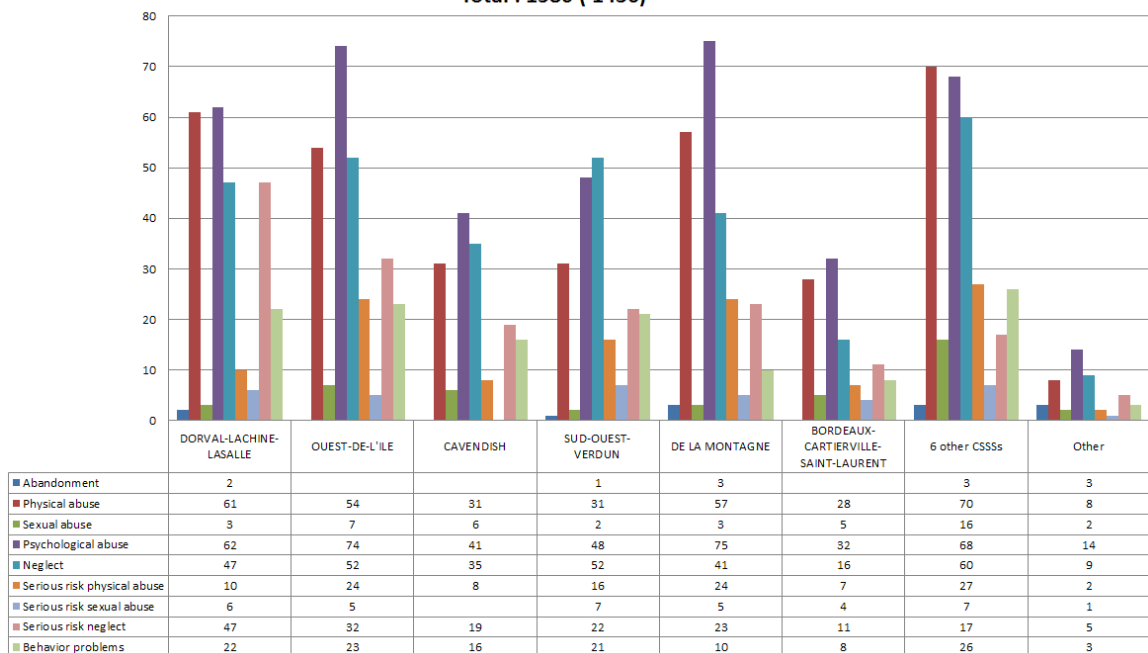
*From last census available



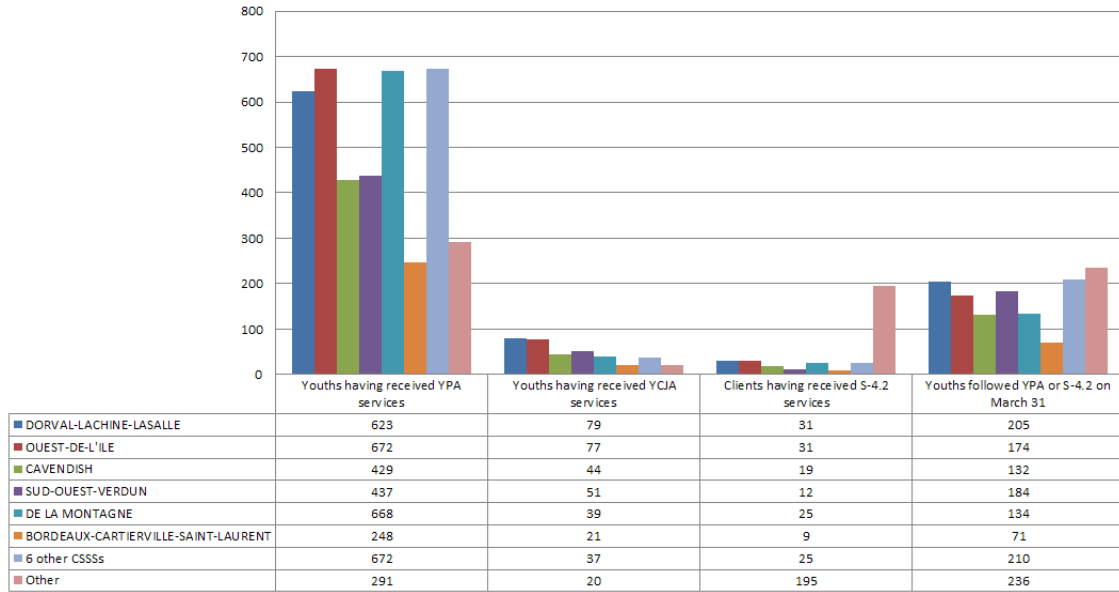
Signalements retained by presenting problem



Signalements retained by CSSS and presenting problem Total : 1580 (1436)



Summary - Client information by CSSS territory

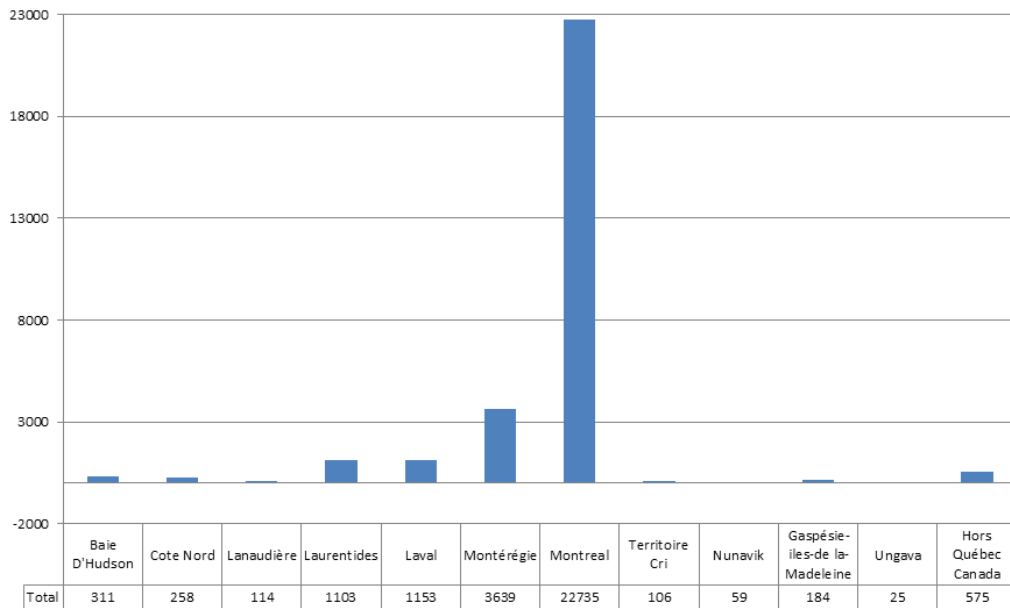


Number of youths by age group 2014-2015 (2013-2014)

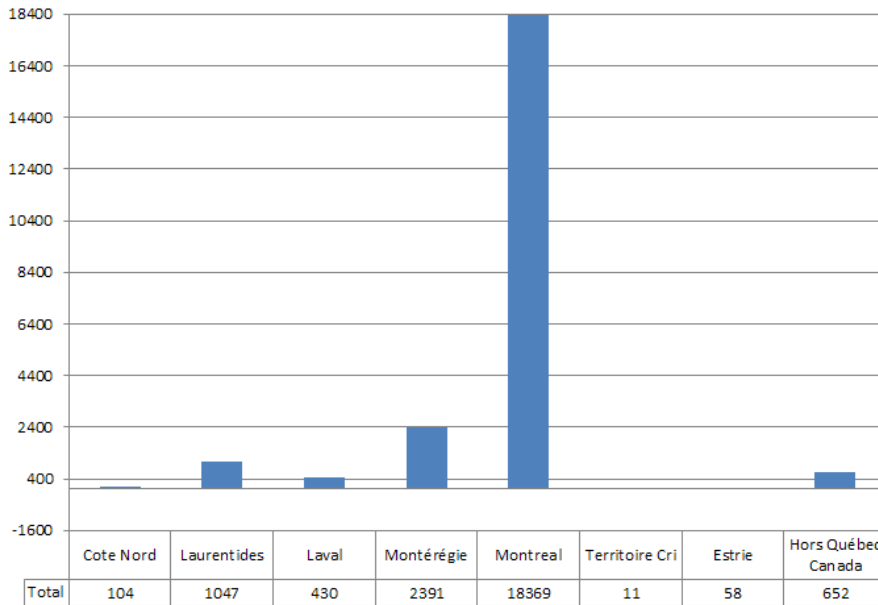
Age group *	Having received YPA services	Having received YCJA services	Having received S-4.2 Services	Signalements received	Followed YPA & S-4.2 *	Placed in group homes	Placed in residential units	Placed in foster homes
0 to 5	1082 (1122)	0	75 (69)	945 (889)	375 (366)	0 (0)	0 (0)	228 (186)
6 to 12	1515 (1401)	1 (2)	55 (53)	1304 (1114)	427 (413)	35 (44)	13 (16)	229 (153)
13 to 17	1289 (1230)	202 (263)	131 (143)	1075 (980)	509 (497)	159 (169)	277 (222)	176 (156)
18 +	154 (145)	165 (210)	86 (79)	0 (45)	35 (33)	45 (27)	133 (74)	43 (36)
Total	4040 (3898)	368 (475)	347 (344)	3324 (3028)	1346 (1309)	239 (240)	423 (312)	676 (531)

* on March 21, 2015

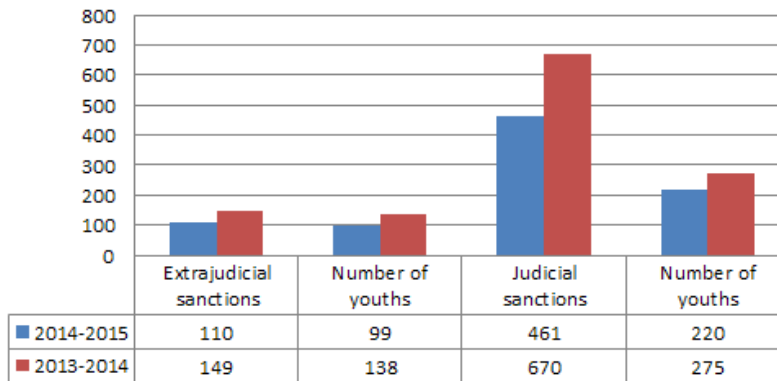
Campus bed usage by region (jours-présence 2014-2015)



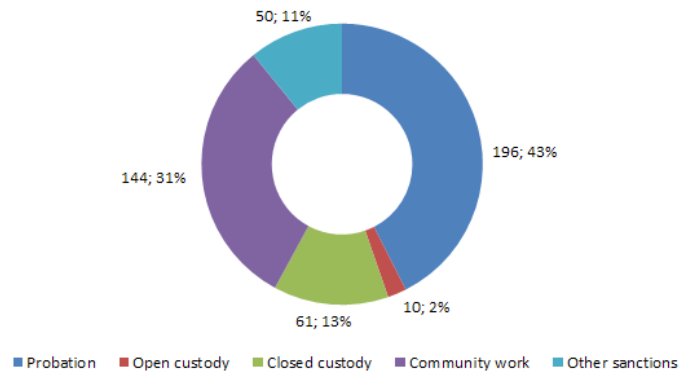
Group home bed usage by region
(jours-présence 2014-2015)



Types of sanctions under YCJA



Main judicial sanctions YCJA 2014-2015



Other activities completed	2014-2015	2013-2014	Difference
Youth protection reviews	1305	1349	-3%
Expertises psychosociales	36	38	-5%
Québec adoptions	14	14	0%
International adoptions	2	6	-67%
Background searches	86	75	15%
<i>Retrouvailles</i>	127	132	-4%
Subsidized tutorship	4	21	-81%

Highlights and activities

Strategic orientation 1

Quality of services for each youth and their families

Evolution of clinical approach in readaptation

Since the introduction of the new readaptation vision in December 2013, Batshaw Centres has been hard at work transforming its clinical interventions and readaptation milieus into safer, nurturing environments. The notions of Circle of Courage have continued to help us center clinical activities around four universal child development needs: belonging, independence, generosity and mastery. Building on the high level of staff commitment, the Readaptation Division has explored new tools to better support children and families. The year of 2014 brought Connecting to Kids (C2K) training with the goal of improving staff client relationships, understanding the trauma underlying behaviors while focusing on client's relational needs. With the support of Human Resources Development, every level of the division is working on connecting better to our young people by continually adopting interventions that demonstrate care versus control. Our division continues to partner with *Centre jeunesse de Québec-Institut universitaire* with periodic exchange opportunities to learn different intervention strategies that favor our vision.

Youth Empowerment

A pioneer since 2011, Batshaw Centres is the first youth centre in Québec to have implemented a Youth Empowerment Program to give youths a formal forum to voice their opinion on service delivery and improvement. This year, the Batshaw Centres Youth Empowerment Group contributed the following:

- Early during the year, a welcome letter prepared by the group was incorporated into intake packages given to youths upon placement.
- In May, in collaboration with the Quebec Association of Educators (QAE) and the Council for Clients and Community (CCC), our Youth Empowerment Liaison and the youth group helped plan for and lead the Batshaw Centres' annual VOICES Conference. Youths chose this event to present a movie they produced on transitioning out of care.
- In November, the Youth Empowerment group presented at the *Congrès des centres jeunesse du Québec* and to a class of Master students of social work at McGill University in an on-going attempt to inspire youth care practice province-wide.
- In February, the Youth Empowerment group met for the second time with a representative from la *Commission des droits de la personne et des droits de la jeunesse* to empower themselves by learning their rights as recipients of youth protection services.
- In late March, the group hosted an evening with McGill students to share their ideas and experience on what makes a "good" social worker in their opinion.
- Since February, the youths have begun preparing for this year's annual VOICES Conference being held in May 2015, and they have begun to identify and give feedback on certain areas of practice in an attempt to standardize and aim for best practice for both themselves and future youth in care.

Safety of services

With the objective of promoting optimal, standardized and safe practice, the procedure on “Management and Distribution of Medication for clients in Readaptation Services” was revised to correspond with the “*ACJQ Cadre de référence en matière de gestion de la médication dans les ressources d’hébergement des centres jeunesse*”. This practice is supported by recognized standards, existing policies and procedures as well as evidence based practices with respect to managing medication distribution to youth in care. In a joint effort, Health Services and the Division of Readaptation Residential Services have put in place the necessary support and training to implement the revised procedure.

Suicide/Non Suicidal Self Injury (NSSI)

Over the past year, the Clinical Support Services (CSS) have been involved in 935 situations involving suicidal behavior which represents a decrease compared to the previous year (1085 for 2013-2014). In order to enhance support to clients in readaptation experiencing mental health issues, the Suicide, Non-Suicidal Self-Injury and Mental Health Policy and its Procedures for Readaptation Services were reviewed to correspond with the Provincial Protocol. CSS, in collaboration with Health Services, Social Emergency Services and the Division of Residential Readaptation Services, lead the process to implement the new changes. In addition to their implication with respect to this subject, the CSS have also been very active throughout the year providing 425 consultations to Batshaw Centres’ clinical services across the agency.

Practice guidelines honour based violence

Batshaw Centres have continued to work on improving our practice with regards to intervening in cases where there is suspected or demonstrated honour-based violence. First, we have actively participated in a community-based partnership with the Shield of Athena, the *Centre jeunesse de Montréal-Institut universitaire*, the SPVM, and school partners in order to share knowledge and create tools to help the identification and screening of such cases in the community. Internally, a group of professionals, both first line workers and supporting services, then came together and worked on creating Practice Guidelines to support the professionals in all services who may be in contact with such situations. After validation with our community partners, we have launched these guidelines across all services. The feedback from the staff and our community partners has been extremely positive and encourages us to continue to enhance our knowledge and practices.

Parental substance abuse

In continued collaboration with Fosters Pavilions, Batshaw Centres has initiated a pilot project at the department of Evaluation-Orientation, with a view to help us intervene in a more judicious and collaborative manner with parents who struggle with dependency issues. Our partners contributed to the development of internal Intervention guidelines for case workers which include the use of screening tools provided by Fosters, who then trained the staff involved in the pilot project. The approach to Parental Substance Abuse that we chose is one firmly committed to a collaborative approach, which seeks to mobilize and empower parents in making healthy decisions for themselves and keeping their children safe. The initial results are extremely promising and we are expanding the project to another team within the department.

Research

Batshaw Centres remains very active and involved in research. There are currently 29 on-going research projects taking place throughout Batshaw Centres, as well as 4 interesting projects which are either under consideration or awaiting the necessary approvals to start. Various transfer of knowledge activities have taken place this year including publications and presentations to staff. Our collaboration and partnerships with the research community remain strong and contribute to the improvement of our clinical practice, among others, their on-going presence in our Clinical Integration group (CIG) and the support of the two knowledge brokers in

developing our Aboriginal team. In addition, there have been three editions of the joint Batshaw Centres/McGill University publication of "In the Know".

Relational Intervention Project

"Relational Intervention" is a clinical tool that aims to strengthen the parent/child attachment relationship through the development of parental sensitivity. This approach is currently being applied in several youth centres across Quebec and is showing great promise in promoting caregiver sensitivity and healthy attachment relationships. Through the use of video that captures structured interactions between the parent and child, the intervener sensitively guides parents through a reflection of their interactions and emotions by highlighting their strengths, and by demonstrating the positive effect these behaviors have on their child's development. This focus on what the parent is doing well also serves to enhance the parent's self-esteem and confidence in their abilities. Renamed the C.A.R.E. (Creative Attachment Relationship Experiences) Project, several interveners at Batshaw Centers are currently being trained to apply this strategy. As a collaborative project between the Family Preservation Department and the Resource Department, this intervention is currently being introduced to families with children aged birth to five years old through a series of 8 to 12 sessions usually conducted in the family's home. These sessions last approximately 90 minutes each and are comprised of the following elements: Thematic Discussion, Videotaping, Viewing the Video, and Conclusion and Reinforcement. Though still in its initial stages, the potential for this intervention strategy to promote positive outcomes for families is evident, and the goal is to eventually expand this program to reach as many families as possible.

Strategic orientation 2 **Coherence in our approach**

Ententes and partnerships

The development and review of service agreements with other establishments and community partners are important to ensure the delivery of services. This year we have created and/or renewed our *Ententes* with Teen Haven, Elizabeth House, The Native Women's Shelter, YMCA's of Quebec, CRDITED Miriam, *Centre jeunesse de la Montérégie*, *Ministère du Travail, de l'Emploi et de la Solidarité sociale - Direction régionale d'Emploi-Québec de l'Île de Montréal* and *Centre jeunesse de Montréal-Institut universitaire (CJM-IU)* and two *Ententes* with CJM-IU related to the "hébergement" of youths.

In addition to *Ententes* developed and in development, Batshaw Centres has been involved in a number of initiatives to support and develop resources in the community in order to assure that clients have access to required community based resources and access to resources which may prevent the need for *signalements*.

The southern part of the West Island lacked a structure to coordinate and develop services for children and families. We have supported three new initiatives in this region, the *Table de Quartier Sud de l'Ouest de l'Île* and the *Regroupement de la petite enfance Lac Saint-Louis-Dorval*. Support to a new project, *Pères à Coeur*, provides individual and group support to fathers of high risk children residing in the West Island.

Projects funded by *Santé publique*, the *Services intégrés en périnatalité et pour la petite enfance (SIPPE)* and *Avenir d'enfants* have developed specialised programs and services to support families with very young children. We have been present in this development in Lachine, LaSalle, Pierrefonds, Cavendish, the Lac Saint-Louis region and the district of Peter McGill territories. Batshaw Centres also contributes to the work underway to increase community supports in Saint-Pierre (Lachine) where there is a large concentration of *signalements*. Participation in regional

tables for youth in the West Island, NDG, and Lachine help to coordinate community based services to youth where the reduction *signalements* is the objective.

Support to and partnerships with particular community organizations assure services are available to our youths. This includes, amongst many others, *Action jeunesse de l'Ouest-de-l'Île*, Sun Youth Organization and International Social Service Canada. Several networks created with resources from the Quebec Community Groups Network have Batshaw Centres involved with and supportive of the African Canadian Development and Prevention Network (ACDPN), the East Island Network for Access to Health and Social Services for Anglophones and the emerging network for Verdun and LaSalle. Our recent partnership with ACDPN in our *Habiller des parents et leurs enfants* project is an outcome of the investment with these networks.

Proximity Foster Families

Since the unionization of Quebec Foster Families in 2012, the Ministry of Health and Social Services has given Family Type Resources (Foster Families) and *Familles d'accueil de proximité*/Proximity Foster Families (entrustment homes) new rights, responsibilities and financial remuneration. In November 2013, the Ministry indicated that it wanted to equalize payments to Family Type Resources and wanted to extend the benefits to families that were entrusted children via Youth Protection. In 2014, the MSSS changed the process for assessing entrustment homes requiring families to meet criteria outlined by the Ministry. The updating and assessing of all Batshaw Centres entrustment homes would be completed by the Resource Department. If the department recommended the accreditation to the *Agence*, the family would become part of a new category of resources known as *Familles d'accueil de proximité* / Proximity Foster Families. As of February 1st, these newly accredited resources have the same rights, responsibilities and financial compensation as our existing Family Type Resources. Over the last year, the new process to re-assess, register, and classify them as *Familles d'accueil de proximité*/Proximity Foster Families has been a significant piece of work undertaken by the Resource Services. In total, Batshaw Centres has classified approximately 90 of these resources, caring for 115 children.

Alliance Program

We actively participated in the implementation of an initiative involving the 12 *Centres de santé et de services sociaux* (CSSS) and the two youth centres on the island of Montreal; the Alliance Program, a Montreal based neglect program. Over the course of the year, clinical and professional staff have received training on the Alliance Program and are now considered multipliers, able to disseminate and train others, be it Batshaw Centres staff or those from other establishments. Similarly, these clinical and professional staff are in the process of being trained through the A.I.D.E.S. (*Action intersectorielle pour le développement des enfants et leur sécurité*) initiative, aimed at creating a climate of collaborative mechanisms between all networks so that a common language, philosophy and tool are incorporated into practice and to assist in the development of an ISP.

Youth Justice Contribution

Alternative programs for young offenders: supporting reintegration and smart choices

This project seeks to develop a pre-employment and alternative program for young offenders in custody who are involved in gangs, drugs or who are at high risk of gang and drug involvement. They often also struggle with schooling within mainstream approaches. Many of our clients do not succeed easily with academics and would benefit from pre-employment training and more vocational based courses or workshops. These clients have multifaceted difficulties including violence, substance abuse and mental health issues, amongst others. Within the alternative program we are presently developing we will be looking at helping youths acquire life skills such as literacy, digital literacy, and cooking as well as using art, music, drama and writing as therapy and a method of self expression. All these skills are essential to developing highly marketable

skills for reintegration into society and to enter the workforce. We were privileged to receive a significant financial contribution from Justice Canada to support this program.

Strengthening Black families

Empowering parents and families

We have initiated a project with the African Canadian Development and Prevention Network (ACDPN) whereby we jointly offer a short-term group program to parents and children, with the objectives being to:

- Make prevention services more accessible to Montreal's Black English-speaking youths and families where there is an allegation of, or risk of physical abuse to children aged between 6 and 12
- Enable parents to be well informed about alternative means of discipline
- Improve the engagement of parents with institutional and community services
- Develop a coordinated partnership involving Batshaw Centres, CSSSs, School Boards, ACDPN and other English-speaking Black Community organizations in order to achieve these objectives.

We are very grateful to have received the financial support of the Agence de la Santé et des Services sociaux of Montreal, which will allow us to run this joint program for the next two years. We have already completed our first set and the results are very promising.

Mental Health Forum/Conference initiative

Youth with mental health issues-Intervention strategies for dysregulated youth

We had proposed a project in relation to a variety of issues concerning violent young offenders with mental health issues. This project was accepted and funded by the federal government (Justice Canada). We put together a day entitled "Youth with mental health issues-Intervention strategies for dysregulated youth". Workers from Batshaw Centres and community agencies took part in the day-long conference focusing on the mental health treatment and intervention needs of dysregulated youth. Together with the participation of three guest speakers / panelists, we explored the themes of how to identify and share best practices related to violent youth with mental health needs, and explored how to improve partnerships among participating agencies to facilitate collaborative intervention for our youths.

New at Young Offenders Services

The Clinical Process of Service Delivery under the Youth Criminal Justice Act, developed at Batshaw Centres this year, brings together the legislative, ethical, theoretical, clinical and procedural principles and values that govern the way that we deliver services to our clients into one coherent and complete framework. This document which was finalized this year is the one unique reference that guides assessment and intervention practices at Young Offenders Services. Our commitment to offer services which improve outcomes and better respond to the needs of clients justifies developing such a reference.

Strategic orientation 3

Development of human resources

Entreprise en santé / Healthy Enterprise

Batshaw Centre *Entreprise en santé* is an on-going improvement process committed to empowering and supporting employees in achieving their health and well-being goals. A certification program which we began in 2012, is made up of five steps: organizational

commitment; data collection; health and wellness committee; healthy enterprise implementation plan and evaluation.

Since the adoption of the implementation plan, by Batshaw Centres' Management Committee in February 2014 several initiatives have been put in place by the Health and Wellness Committee:

- Batshaw Centres personalized *Entreprise en santé* logo was launched
- New members have been added to our Health and Wellness Committee to ensure representation from our different sites
- An *Accès-santé* program was created. Designed to improve access to opportunities that help employees move more, get fit and eat smart, it includes the following:
 - A 1-hour consultation with a kinesiologist
 - A Nutritionist-on-wheels activity, access to a 30-minute consultation with a nutritionist directly on location
 - Batshaw Centres personalized Wellness Challenge a “healthier you”
 - New secure bike racks installed at different locations
 - Improvements are being made to our gyms at 6 Weredale Park, Dorval, and Prévost Campus
 - Bi-monthly e-mail blasts created to provide employees with exciting updates on what is being done throughout the organization.

TGC (*Troubles graves de comportement*) C2K training

In order to support staff working with youths presenting severe behavioral problems, a program was developed and implemented at Batshaw Centres. Connecting to Kids (C2K) Beyond Behaviour included a one-day, skills-based workshop focusing on connecting to clients using empathic listening and identifying the relational needs underlying their behaviours. Human Resources Development worked closely with Clinical Support Services in designing the workshop itself and piloting it with five units from across the Readaptation Services.

All clinical managers attended a one-day meeting to review the workshop's content, and focus on the important role the manager plays before and after the workshop in ensuring implementation of the new skills. Prior to the workshop, managers and staff prepared themselves through knowledge review and discussion of the division's new vision. Critical to skills transfer was post-workshop support by the C2K team of each readaptation unit during team meetings along with coaching and support of individual staff on the floor. Managers also attended follow-up support meetings and were provided with one-to-one coaching so as to improve their own use of the C2K skill

The majority of Readaptation staff including educators, managers, cooks/housekeepers, resident night supervisors and coordinators were trained and implemented the new skills this year. This project was supported by the TGC grant provided by the MSSS.

White Belt training

In collaboration with the Division of the Assistant Executive Director / Quality and Performance, Human Resources Development coordinated a one day managers' White Belt training in December, supporting the emerging culture of LEAN Six Sigma at Batshaw Centres. In all, 72 managers participated in this training in order to learn about the concepts of continuous improvement. The trainer presented concepts regarding the reduction of waste, value added and non-value added activities and how to recognize them in their day to day work processes. The feedback was very positive with managers expressing their interest, getting a new perspective regarding their processes and their role in mobilizing their team and identifying potential ways that to improve their work.

Volunteer Services

National Volunteer Appreciation Week in April found the Volunteer Services Program launching the first annual Kim Kurtz Memorial Volunteer Award in honor of the founder of Batshaw Centres'

volunteer program. The award presentation recognized a Batshaw Centres youth volunteer and a community volunteer along with a number of alternate award winners.

Spring also saw the launch of the first workshop for volunteers, Intentional Listening, attended by 22 people. This workshop was repeated in the fall along with our first support group for current mentors ("big sisters", "big brothers").

A great turn-out of volunteers assisted with gift wrapping for the Batshaw Centres Holiday Gift Project.

We currently have 110 active volunteers and another 50 people who are awaiting matches. We have noticed a decline in the number of requests for "big sisters", a very popular volunteering activity, and this is one reason we have volunteers waiting to be matched.

Strategic orientation 4

Development of key performance and quality indicators

Quality and Performance

Prepping to launch our *Tableau de bord*

We have spent the year developing our Tableau de bord. In seeking out indicators, it is always tempting to try to measure "everything". However, all the writings tell us that by over-measuring, these measurements start to become meaningless. The Quality and Performance Indicators sub-committee prioritized key indicators to report on and to measure implementation of the Batshaw Centres Improvement Plan, *Entreprise en santé* Action Plan, our *Entente de gestion et d'imputabilité*, and the *Programme-services Jeunes en difficulté*. In March, Batshaw Centres Management Committee saw a sample of what the reporting will look like. The *Tableau de bord* is slated to begin on April 1, 2015.

Cognos Phase 3

In early 2015, we purchased and began testing COGNOS Phase 3. This software, which develops a series of management reports, will provide us with much more information regarding Readaptation Services. Phase 3 follows two other phases, fully implemented since 2013.

Client Dissatisfaction Policy and Procedure

A new policy for handling Client Dissatisfaction and a Procedure were developed during the year. In the continuous endeavour to provide quality services, these documents define Batshaw Centres' orientations, identify roles and responsibilities throughout the establishment as well as set the different steps to address our clients' dissatisfactions and ensures quality service delivery at all levels within the organization. Founded on notions of respect, empowerment, quality of services and transparency, these documents are intended to help clients and staff resolve problems collaboratively in a timely manner.

Client Satisfaction

Over the past year, several areas of progress have been made with regards to the Client Satisfaction initiative. A pilot project was launched within Young Offenders Services and amongst the Youth Empowerment Group to test our process before launching it full scale across the organization. The objectives were two-fold: to gather general feedback from the clients and to gather feedback about the survey, the survey process and the procedure. In collaboration with the McGill Centre for Research on Children and Families (CRCF) we modified the surveys following the feedback from the pilot project and from the CRCF, further improving the validity and reliability of the survey in measuring core themes of Empowerment, Professionalism,

Collaboration, and Empathy. In doing so, the Client Satisfaction Procedures were also updated. In addition to providing questions related to client satisfaction agency wide, three services have been targeted for the first year of a four-year plan for obtaining service-specific feedback. In January Application of Measures, Division of Residential Readaptation Services and Resources, as well as Young Offenders Services were sought out to each identify service-specific questions that would be asked of both youths and parents. In February a total of about 2,500 surveys were finalized according to the service demand and were disseminated to youths and parents by interveners and educators. We are looking forward to receiving the feedback, analyzing the results with the respective services and developing an action plan to improve the targeted areas.

Evidence-Based Management / *Gestion fondée sur les indicateurs de suivi clinique* (G-FISC)

Batshaw Centres participates at the *Comité de suivi* for G-FISC. Initiated at Batshaw Centres, this is now a province-wide initiative that seeks to better utilize and understand the data drawn from the clinical administrative system (PIJ) of youth centres. Indicators have been developed in an effort to capture the trajectory of services offered to clients and to measure the effectiveness / clinical performance of the establishments. An engagement on behalf of all the youth centres across Quebec has been signed to continue delving into the data, including secondary analyses. Some secondary analyses are: children's education, placement trajectories, recurrence, regional variations with regards to socio-economic status, etc. Batshaw Centres has a workgroup that is presently looking at children who are in long term placement (more than 36 months) to develop a better portrait of who these clients are, for example the trajectory of the services they have received and what individual characteristics this group of children/youths have. The data derived from the secondary analyses is found within the Batshaw Centres and McGill CRCF partnership research newsletter, In The Know.

Performance and quality indicators – ACJQ Award

Batshaw Centres accepted with great pride the *Expérience soutien à l'intervention clinique dans les centres jeunesse* award for their project "Connecting to Kids in Crisis (C2K)", handed out by the *Association des centres jeunesse du Québec* (ACJQ). The award recognizes this innovative program which is based on advanced attachment and brain trauma notions that guide interventions, while integrating the relational needs of children in foster care and promoting their engagement and motivation. This program also includes development and integration activities as well as ongoing support for its integration into clinical practice and rehabilitation interventions. The ACJQ also recognized the excellent project "*À Petits Pas, un programme de dépistage et d'intervention en ergothérapie*" implemented within our Health Services. This initiative, developed in partnership with the Montreal Children's Hospital, took second prize.

LEAN

Evaluation / Orientation Kaizen Report

Batshaw Centres continuously strives towards organizational efficiency, quality improvement and effectiveness through applying LEAN processes. The Batshaw Centres management team has received white belt training, three employees have been certified in Lean Six Sigma methodology, obtaining green belts and there are presently two employees registered for a green belt certification and one employee is registered for a black belt certification. To date, five LEAN Kaizen events have taken place across clinical and administrative services, including: Salary Insurance, Intervention Planning for Readaptation, Evaluation / Orientation Wait List, Progress Notes Writing, and the Hiring Process. Some of the results and improved processes of the LEAN Kaizen include: decreased delay to first contact at Evaluation and increased number of Evaluations / Orientations reports completed within shorter timeframes as well as a standardized approach to the writing of progress notes across Batshaw Centres.

Batshaw Centres aims to create a governance structure for LEAN projects that will standardize the LEAN methodology, and embed LEAN concepts and thinking into daily clinical practice and management processes.

Human Resources LEAN - 3 day Hiring Process Kaizen

As part of our process of continuous improvement in the Division of Human Resources, a 3 day Kaizen event took place in January to support the hiring process in the Human Resources Planning (HRP) Service. The process involved all members of the HRP team and 2 managers (Readaptation and Application of Measure services) as “clients”.

The project required several phases: defining the project, collecting data through client surveys, the Kaizen event and implementation / follow up. The HRP team and the managers worked very hard; they reviewed LEAN six sigma theory, mapped out the old process, analyzed root causes for problems observed, created innovative solutions and developed an action plan. The managers provided their perspective as clients and helped improve the process.

It was a mobilizing experience that moved the team into action. The HRP team implemented solutions developed in the Kaizen for a more efficient and effective process. As they move forward, the knowledge gained will be used to review other processes in the service.

Progress notes Kaizen

One of the outcomes of the Evaluation / Orientation waiting list LEAN Kaizen completed last year was to identify further areas worth analyzing with the same lens of streamlining processes. One such area was the entry of progress notes, both in terms of content and process. Therefore, we embarked on another Kaizen, which led us to revise the Practice Guide on Progress Notes and Individual Logs and to prepare a training plan to support all clinical staff in integrating a more efficient and client-oriented manner of writing and entering progress notes and individual logs in clients' dossiers.

Absenteeism and CSST rates Kaizen

The salary insurance ratio ended the year at 5.45%, falling short of our target of 6.07%. Furthermore, the average number of new salary insurance claims processed per period, which remained stable at more than 9 in 2010-2011, 2011-2012 and 2012-2013, started to decrease last year and improved sharply this year at 6.9.

As for work-related accidents, our ratio this year is 2.26%, slightly higher than last year (2.08%).

The average number of new CSST claims processed per period fluctuated in recent years and finished the year at 2.8.

The overall improvement of our results demonstrates our sustained efforts in the last three years. We continue to implement our action plan which requires a major shift in our culture and management philosophy in terms of work presence and increased accountability by managers.

Strategic orientation 5
Optimizing our human, material, informational and financial resources

Staffing in equivalent full-time positions as of March 31

	2014-2015	2013-2014
<u>Managers: (as of March 31, 2015)</u>		
- Full time (excluding those en job security)	82	88
- Part-time position holders: Number of equivalent full-time positions (a) (excluding those on job security)	1	1
- Number of managers on job security	0	0
<u>Regular employees: (as of March 31, 2015)</u>		
- Full time (excluding those on job security)	515	521
- Part-time position holders: Number of equivalent full-time positions (a) (excluding those en job security)	103	110
- Number of employees on job security	0	1
<u>Recall Staff:</u>		
- Number of hours paid in the course of the year	346 342	404 323
- Number of equivalent full-time positions (b)	190	221

(a) An equivalent full-time position is calculated as follows for managers and regular employees:

Number of work hours according to the work contract
divided by:
the number of hours of a full-time employee of the same category.

(b) An equivalent full-time position is calculated as follows for recall staff:

Number of paid hours
divided by 1826 hours

11045168 - CIUSSS de l'Ouest-de-l'Île-de-Montréal		Total January to March				
		Worked	Overtime	Total	Number FTE	Number Persons
11044625 - CJ et de la Famille Batshaw	2014	415 527	1 236	416 763	819	940
	2015	404 933	1 699	406 632	797	912
	Variation	(2,5 %)	37,5%	(2,4 %)	(2,6 %)	(3,0 %)
1 - Managers	2014	43 227	94	43 320	88	89
	2015	41 875	11	41 887	85	84
	Variation	(3,1 %)	(88,0%)	(3,3 %)	(3,2 %)	(5,6 %)
2 - Professionals	2014	105 118	271	105 389	216	241
	2015	105 917	421	106 338	217	241
	Variation	0,8 %	55,1%	0,9%	0,6 %	0,0 %
3 - Nursing Personnel	2014	3 816	6	3 822	8	9
	2015	3 920	56	3 976	8	9
	Variation	2,7 %	839,4 %	4,0%	3,6 %	0,0 %
4 - Administrative staff, technicians	2014	217 414	666	218 081	420	499
	2015	208 886	1 049	209 935	403	478
	Variation	(3,9 %)	57,4 %	(3,7 %)	(4,0 %)	(4,2 %)
5 - Maintenance and trade workers	2014	45 953	199	46 151	87	106
	2015	44 335	162	44 497	84	107
	Variation	(3,5 %)	(18,2 %)	(3,6 %)	(3,6 %)	0,9 %
6 - Students and <i>stagiaires</i>	2014					
	2015					
	Variation					

GRI (*Gestion des ressources intégrées* - Integrated Resource Management)

An application was developed to allow our managers to better track their expenses and budget on a monthly basis.

Initial training was provided and additional training sessions are scheduled for next year.

Renovation projects

We forged ahead with our projects designed to upgrade some of our group homes.

At our Prévost Campus, major renovations of our living units continued with L'Avenir undergoing a complete overhaul which was sorely needed for both safety and health reasons.

The asbestos removal work continued at our building on Tupper Street (the old Reddy-Memorial Hospital) as did reconstruction work on the 2nd floor and ground floor.

We also upgraded four elevators at our administrative buildings, three at the Tupper Street building and one at 6, Weredale Park.

Property sale

We sold one of our group homes this year. We are awaiting the authorization of the Ministry to proceed with the sale of three others. Proceeds from the sale of these buildings will be used to finance the construction of our Beaconsfield Campus.

Campus projects

Dorval

The renovation of two closed units is now finished. We also issued a call for tenders for Phase 2 of this campus project, which consists in the construction of a recreational facility. Work is scheduled to begin soon.

We also expect to go to tender for the brick-facing project early in the year, so these closed units can provide care to our youth in 2015.

Beaconsfield

We completed the building envelope of our first two open units and are now finalizing the inside of these units. We issued a call for tenders for the construction of two other open units and work should begin in the next few weeks. The project is on schedule and Phase 2 is expected to be completed by the end of November 2015.

We continue to work on securing funding for the final phase of this project so youths can be served in their community. This project was prioritized by the Board of Directors of Batshaw Centres and the establishment's net worth will be used for that purpose.

Healthy eating

On May 7, 2012, our Board of Directors approved the policy on healthy eating, which was updated following recommendations by the Ministry. In 2013, we hired a consultant to assist us with the work involved and this year, we introduced menus that are both standardized and adapted to the specific needs of youths placed in our resources.

Technology

Thin client

As part of our workstation optimization and virtualization project, which began in the spring of 2012, a virtual server infrastructure was put in place.

Last year, we replaced 250 workstations by Thin client devices at all of our group homes, our Prévost Campus as well as our Montreal offices at the Youth Division of the Quebec Court. All other Batshaw Centres sites were equipped with Thin devices by early January this year, for a total of 525 workstations.

As part of an optimization project undertaken in partnership with three other youth centres (Montréal, Montérégie, Laval), we purchased and implemented client transport management software. This software, introduced in December 2014, should provide for more efficient transport management.

Internal users satisfaction about technology

A Batshaw Centres wide survey was launched at the end of February 2015 regarding clients' satisfaction of Informational Resources Services (support, equipment, services, training, etc.), and in order to better understand the needs of our staff. We will be analyzing the results, and will use them to bring recommendations about informational resources into our new CIUSSS.

Table Entente de gestion et d'imputabilité and comments

Results and targets determined by the Entente de gestion et d'imputabilité	Results 2013-2014	Target for 2014-2015	Results 2014-2015
Average waiting period for evaluation youth protection (days)	20.46	12	15.82
Average waiting period for application of measures in youth protection (days)	12.88	15	12.5
Average waiting period between court order and first contact by a youth delegate under YCJA (days)	7.29	14	9.24
Ratio between the number of hours in salary insurance and the number of hours worked	6.44%	6.07%	5.4%

- Whereas we easily achieved our targets for both Application of measures and YCJA waiting periods, the average waiting period for evaluation remained a challenge. A LEAN Kaizen process took place around this issue and positively impacted our waiting time but this still remains an issue, as staffing is a challenge in this department.
- We managed to achieve and even surpass our target for salary insurance, ending the year at 5.4%. This is mainly due to efforts made for the health and safety of staff working with TGC clients (*Troubles graves de comportement*) and due to better management of work presence.

Accreditation

In 2014, we entered year 1 of our 2014-2018 Batshaw Centres Improvement Plan. In order to meet the recommendations included within our *Conseil québécois d'agrément* accreditation, we adopted policies and procedures regarding: measuring client satisfaction; signage on our campuses; preventive maintenance plans; hygiene and cleanliness; security of our informational resources; the management of internal information and documentation; updating of our policies and procedures; treating client dissatisfactions; and have steadily worked on updating our partnership agreements.

Measures implemented and impact on the budget equilibrium

Budget cuts

The 2014-2015 financial year was once again marked by major budget cuts at Batshaw Centres. While Bill 100 ended with the 2013-2014 financial period, more administrative budget cuts were imposed as well as other optimization measures.

The budget cuts identified for Batshaw Centres in the 2014-2015 financial year targeted the following:

Administrative Expenses for activity centre 7300	\$ 665,357
Food	\$ 94,286
Work Presence (salary insurance target)	\$ 86,835
CSST	\$ 47,520
Optimization Projects/Measures	\$ 387,021
For a total for 2014-2015 of	\$1,281,019

Budget cuts since 2010-2011 total \$5,751,564.

Cuts in administrative expenses alone represent \$714,381.

Committees and councils

Board of Directors

Members and their respective colleges, March 31, 2015

Clayton Borden	Coopted
Ermina Codjoe	Coopted
Illona De Montgazon-Bain	Users
John Dalzell	Vice-President , <i>Agence</i>
Valerie Duncan	Multidisciplinary Council
Leon Essing	Users
Christopher Fuzessy	Coopted
Anna Grafton	Treasurer , <i>Agence</i>
Lesley Hill	Secretary , Executive Director
Louise Jessop	Foundation
Kees Maas	Multidisciplinary Council
Stephanie Margolese	Coopted
Judy Martin	President , Population
Jacques Monfette	Coopted
Derek Montour	Coopted
Karen Peters	Population
Linh-Suong Pham	Council of Nurses
Kim St. Hillaire	Non-clinical staff

Board Committees

Verification Committee

Staffed by Linda Corbeil

Anna Grafton, **Chair**
Lesley Hill (Executive Director)
Judy Martin
Derek Montour
Karen Peters

Nine meetings were held during the year. Topics discussed included:

- Reviewing financial statements on a regular basis;
- Monitoring budget cuts by activity centre;
- Reviewing various construction and renovation projects, including the credit arrangement;
- Ensuring that internal control mechanisms are adequate and effective;
- Monitoring the organizational risk management process by reviewing activities likely to be detrimental to the financial health of the establishment;
- Reviewing policies and procedures pertaining to Finance and Administrative Services;
- Approving all resolutions pertaining to construction projects over \$100 000.

Governance and Ethic Committee

Staffed by Lesley Hill

Ermina Codjoe
Valerie Duncan
Lesley Hill

Judy Martin, Chair
Jacques Monfette

The committee met three times during the year.

Topics which were discussed and later presented to the Board were:

- The directive from the MSSS announcing a moratorium on all nominations of *hors-cadres*, senior executives and *conseillers-cadres* from September 11, 2014 to December 19, 2014;
- The Organizational Plan, the Client Service Philosophy, the Management Philosophy and the *Entente de gestion et d'imputabilité 2014-2015*;
- Due to Bill 10 in September, the strategic planning process, the review of the mandate and structure of the Board committees were suspended;
- In October, Batshaw Centres sent its *Mémoire* to Minister Barrette and to Mme Lucie Charlebois, *ministre déléguée*;
- Bill 15;
- The reclassification of managers Class 15 and less being applied in December as well as Article 17 will be applied.
- The Batshaw Centres Historical Committee was created to ensure and maintain the history of Batshaw Youth and Family Centres through the reform.
- A proposal for the preservation of the cultural, linguistic and historical heritage of Batshaw Centres, as per Article 131, was sent to the PDG, Mr. Benoit Morin, to request the formation of the Advisory Committee in the CIUSSS ODIM.
- Batshaw Centres celebrated the 100th birthday of Mr. Manny Batshaw on April 17, 2015.

Human Resource Committee

Staffed by François Côté

Kerry-Ann Carty
John Dalzell, **Chair**
Kathy Hebert
Lesley Hill
Olive Kirnon
Kees Maas
Linh Suong Pham
Linda Roberts
Kim St.Hillaire

The Committee met twice during the year.

The Committee discussed many topics, including Bill 10 and its impact on management and unionized staff. It reviewed the human resources' indicators set in the *Entente de gestion* which binds Batshaw Centres and the *Agence de Montréal*. It discussed the Healthy Enterprise (*Entreprise en santé*) Action Plan and examined the human resources' indicators identified in Batshaw Centres Improvement Plan. In addition, the committee analyzed statistics on CSST and salary insurance rates and discussed their progression. It also assisted in the review of the Philosophie de gestion de l'organisation.

During its meetings, the Committee reported on the work of:

- Health and Safety Committee
- Advisory Committee on Diversity
- Council of Nurses
- Multidisciplinary Council
- Council for Administrative and Support Staff

Service Quality and Vigilance Committee

Staffed by Leigh Johnston

Clayton Borden
Leon Essing
Christopher Fuzessy, **Chair**
Lesley Hill
Leigh Johnston
Manuella Piovesan

Ola Dupelycz, Administrative Support

The Service Quality and Vigilance Committee met six times this year.

It examined the reports of the Local Service Quality and Complaints Commissioner, and cases investigated by the CDPDJ.

The committee reviewed and recommended the following policies/by-laws/directives for adoption by the Board:

- Use of Restraint and Isolation;
- Removal of Children from their Living Environment;
- Client Dissatisfaction,
- Suicide, Non-Suicidal Self-Injury and Mental Health;
- Meeting the Multiracial/Multicultural Needs of Children in Foster Care;
- Management of Information, Intervention Planning;
- The Safe Provision of Health and Social Services;
- Client Assistance;
- Batshaw Centres Staff Acting as Foster Parents;
- Access to Personal Information in a Client's Dossier.

Also reviewed and discussed were Youth Empowerment, sexual exploitation, Council for Clients and Community updates, the Client Service Philosophy, founded *signalements* and administrative inquiries in Foster Care, *Mesures particulières* reports, and the Executive Director's report on services.

Other Committees

Risk Management Committee

Karen Bentley	Council of Nurses
Pascale Berardino	Coordinator of Legal Services
Leon Essing	CCC
Marc Helde	Risk Management Designate
Leigh Johnston	Ad-hoc Executive Director
Bertlyn Joseph	Multidisciplinary Council
Jenny Margari	Resources
Donald Mounsey	Multidisciplinary Council
Linh Suong Pham	Risk Manager
Noémie Truffault	CCPAS
Vacant	ADREQ

The Risk Management Committee met three times during the year.

During the year, 178 events (19 incidents and 159 accidents) were declared and reported to the Risk Management Committee. The total number of events represents an increase

Total	Readaptation	Foster Care	AM	EO	DPS/HS	Legal	Access
178	146	8	1	6	11	4	2

The reporting of events within our agency remained a priority. Promotion strategies from an on-going promotion plan were put into action to increase reporting. Among these:

- The By-Law and the Procedures Regarding Safe Provision of Health and Social Services were reviewed. Among the changes, new members were added to the committee;
- A Manager's Risk Management Practice Guide was developed and its dissemination began;
- The month of May was declared the month of Risk Management. Promotion messages were distributed weekly;
- The distribution of a monthly Risk Management report was produced and forwarded to Coordinators.

The Risk Management Committee also focused on 2 areas:

- The committee improved its process for analyzing the events reported and doing follow-ups on identified situations;
- Medication distribution remained an on-going category that the committee closely examined throughout the year. The committee was also involved in the revision of the "Procedure for Management and Distribution of Medication".

Batshaw Centres maintained its active involvement within the *Association des centres jeunesse du Québec* and continued contributing significantly in the on-going development of the Provincial Risk Management *Répertoire*.

The sustained collaboration of staff and managers with respect to Risk Management activities continues to be significant and much appreciated.

Users' and Residents' Committee

The Council for Clients and Community (CCC) continues to remain an active voice for both youths and family members. The CCC is represented on the Service Quality and Vigilance Committee, the Risk Management Committee, and has two seats on the Board of Directors.

Client advocacy remains a priority, and a new advocate was introduced in the fall. Promotional items (posters and pamphlets) are being worked on.

Over this past year, youths were consulted and helped contribute to the development of Batshaw Centres' Client Service Philosophy.

The CCC also supported the clients' Black History Month Talent Extravaganza, and played an important role in the annual youth based "Our Voices" Conference.

Advisory Committee on Diversity

Staffed by Leigh Johnston, Assistant Executive Director

Shaheen Ashraf*, Canadian Council of Muslim Women
Allyson, Head and Hands

Faye Callendar, Coordinator, Human Resources Planning

Cathy Carroll, Coordinator of Resources (Foster Care)

Kerry-Ann Carty, Services to Older Adolescents

Carlos De Castro, Application of Measures (representing LGBT group)

Lynn Dion, Resource person on youth sexuality

Sharon Edwards, May Family - My Community Program

Susan Kling*, Agence Ometz (representing the Jewish community)
Howard Nadler, Manager - Liaison with Network and Community Partners
Nakuset*, Native Women's Shelter of Montreal, **Co-Chair**
Susan Pinsky, Professional Services liaison, Linguistic and cultural interpreters, **Co-Chair**
Harley Schwartz, Assistant Director of Youth Protection
Radhika Sundar* South Asian Women's Community Centre of Montreal
Dorothy Williams*, Black Community Resource Centre

***Represent a partner organization**

Pina Cassata, Administrative Support

The committee met six times over the course of the year.

The two co-chairs were elected in April. Topics examined included creating a means to support transgender clients, the provincial publication regarding the fight against interance, the Montreal Intercultural Council, and the Black Community Resource Centre's "Taking Hold" project.

The committee contributed to Batshaw Centres' revised Client Service Philosophy, supported Batshaw Centres' Black History Month planning and received a well appreciated presentation of Batshaw Centres' Practice Guidelines for Honour-Based Violence.

As the reform to Quebec's Health Care System moved from a bill to a law, the committee has written a letter, asking that the Advisory Committee be maintained and its mandate broadened to the new CIUSSS. This request was presented to the new PDG of the *Centre intégré universitaire de l'Ouest-de-l'Île-de-Montréal*.

Multidisciplinary Council

Vanessa Colarusso, **Vice-President**

Sym-Anthony Davis

Christina Douranos

Jessica Ford

Stephanie Higden

Derrolton James

Olive Kirmon

Elaine Larivière

Monique Laverdure, **President**

Mandy Perreira-Jardine

Larry Ryan

Shelley Sarjeant

EX-OFFICIO

Lesley Hill

Leigh Johnston

Chantal Fleury, Council of Nurses

The MDEC held five meetings throughout the year.

On May 27th, the MDEC held its Annual General Meeting. Mr. Tom Caplan was the guest speaker, and he presented a lecture "Modeling Non-violent Interventions with Domestic Violence Perpetrators".

A sub-committee planned and organized our 14th Annual Professional Day, held on November 14th. Two external plenary sessions and six workshops were presented on a wide range of clinical subjects. The Professional Day was inspiring and very successful.

The MDEC organized two sub-committees who were responsible for writing an Avis on "How to make clinical supervision significant". The Avis will be submitted in June 2015. Another committee

was created for the MDC journal. The chosen theme was “How are we preparing our youth for independence?” Ten articles were submitted by staff across the organization.

Over the year the following Policies and Procedures were presented and reviewed:

- Policy on Removal of children and youths from their living environment;
- Procedure on Intervention Planning;
- By-law and Procedure on Encadrement intensif;
- Policy on Batshaw Youth and Family Centres staff acting as foster parents.

Recurring concerns and updates discussed:

- The by-law of the Multidisciplinary Council and the role and responsibilities of new members;
- What is an Avis and how to write one;
- Batshaw Centres' strategic plan;
- New Client Service Philosophy;
- The Accreditation process;
- The campus projects;
- Bill 10 and its impacts;
- Reclassification of managerial positions;
- LEAN projects and organizational performance;
- COGNOS and Batshaw Centres indicators, Quality and Performance (tableaux de bord);
- The Ordre des travailleurs sociaux and the implications of Bill 21 on our HRA's and social workers;
- Template for policies and procedures;
- Risk management incident and accident reporting.

Council of Nurses

Diane Bernier, Secretary

Chantal Fleury, **President**

Linh-Suong Pham, Manager Health Services

EX-OFFICIO

Marc Helde

The Council of Nurses was active on several fronts during the year, despite a significant turnover in nursing staff. In addition to taking part in the accreditation process and maintaining a presence on the Multidisciplinary Council, the Council participated in the implementation of a collective prescription for hormonal contraception as well as the review and implementation of a procedure on the management and distribution of medication for clients in rehabilitation services and group homes. It also continued its involvement in the mentoring program designed to support nurses with less than two years of experience. In September, the Council worked with the OIIQ to conduct a professional inspection of collective practices of nurses working at Batshaw Centres. While the quality and safety of nursing practices at Batshaw Centres were recognized, the professional inspection highlighted some areas of improvement. Over the course of next year, the Council of Nurses will work with its members to implement an improvement plan to address identified issues.

Conseil consultatif du personnel administratif et de soutien (CCPAS)

Michael Cousineau, Team Leader, Intervention Agent, Prévost Campus

Lesley Hill, Executive Director

Arché Louis-Jacques, Technician, Information Systems

Frank Povilaitis, Technical Services

Linda Roberts, Cook-housekeeper, Community Group Homes, HR standing committee representative

Icka Samuels, Cook-housekeeper/Resident Night Supervisor, Montreal

Andrea Simpson, Administrative Technician, Finance

Kim St. Hillaire, Human Resources Development

Rosanna Strippa, Office Staff, Montreal

Noémie Truffault, Office staff, Dorval Campus, Risk Management Committee representative

The CCPAS continues to develop and has added new members to ensure greater representation. A new pamphlet was created with the motto 'Hear to Help!' and features photos of many of our staff as well as promoting the role of the CCPAS. Our collaboration with *Centre jeunesse de Montréal-Institut universitaire*'s CCPAS continues to evolve and we were once again invited to their *Journée professionnelle* in November. The CCPAS now has a seat at the invitation of the Executive Director on the Risk Management committee of Bathaw Centres.

Financials statements and independent auditors report



Independent Auditor's Report on the Summary Financial Statements

Raymond Chabot Grant Thornton LLP
Suite 2000
National Bank Tower
600 De La Gauchetière Street West
Montréal, Quebec H3B 4L8

To the Members of the Board of Directors of
Batshaw Youth and Family Centres

Telephone: 514-878-2691
Fax: 514-878-2127
www.rcgt.com

The accompanying summary financial statements, which comprise the statement of financial position as at March 31, 2015 and the Statement of Earnings, Statement of changes in net debt and cash flows for the year then ended and related notes, are derived from the audited financial statements of Batshaw Youth and Family Centres for the year ended March 31, 2015. We expressed a qualified opinion on those financial statements in our report dated June 15, 2015 (see below). Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Batshaw Youth and Family Centres.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Appendix 1 of the information circular on the annual management report (codified 03.01.61.19) published by the ministère de la Santé et des Services sociaux du Québec (MSSS).

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Batshaw Youth and Family Centres for the year ended March 31, 2015 are a fair summary of those financial statements, on the basis described in Appendix 1 of the information circular on the annual management report (codified 03.01.61.19) published by the MSSS. However, the summary financial statements

are misstated to the equivalent extent as the audited financial statements of Batshaw Youth and Family Centres for the year ended March 31, 2015.

The misstatement of the audited financial statements is described in our qualified opinion in our report dated June 15, 2015. Our qualified opinion is based on the fact that, as required by the MSSS, building leases concluded with the Société québécoise des infrastructures are recognized as operating leases whereas, under Accounting Guideline PSG-2, "Leased Tangible Capital Assets", these are rather capital leases. The impact of this departure from Canadian public sector accounting standards on the financial statements as at March 31, 2015 and 2014 could not be determined.

Our qualified opinion states that, except for the effects of the described matter, those audited financial statements present fairly, in all material respects, the financial position of Batshaw Youth and Family Centres as at March 31, 2015 and the results of its activities, the change in its net debt, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Raymond Chabot Grant Thornton LLP¹

Montreal
June 30, 2015

¹ CPA auditor, CA public accountancy permit no. A116823

Batshaw Youth and Family Centres
Statements of earnings

Year ended March 31, 2015

				2015-03-31	2014-03-31
	Budget	Operating funds	Capital assets funds	Total	Total
	\$	\$	\$	\$	\$
REVENUES					
Subsidy - MSSS and Agency	84 124 269	84 811 257	3 421 975	88 233 232	89 015 976
Contribution from users	2 672 347	3 782 351		3 782 351	3 892 721
Sale of services and recoveries	700 000	1 238 007		1 238 007	4 245 862
Donations		547	5 446	5 993	5 460
Investment income	160 000	209 706		209 706	165 337
Commercial revenue	85 000	165 816		165 816	83 115
Gains on disposal	425 000		416 848	416 848	1 400
Other revenues	600 000	726 827	(373)	726 454	449 057
TOTAL	88 766 616	90 934 511	3 843 896	94 778 407	97 858 928
EXPENSES					
Salaries and employee benefits	56 289 838	58 741 698		58 741 698	58 117 200
Pharmaceuticals	100 775	98 549		98 549	117 852
Medical and surgical supplies	11 200	15 270		15 270	17 524
Foodstuffs	728 811	741 379		741 379	832 634
Compensation to non-institutional resources	13 959 603	12 659 002		12 659 002	11 464 892
Bank charges	425 000		539 396	539 396	414 365
Maintenance and repairs	3 383 579	2 682 330	245 898	2 928 228	4 480 821
Doubtful accounts	1 500 000	1 282 678		1 282 678	1 409 864
Rent	921 695	959 446		959 446	933 799
Amortization of capital assets	2 236 286		2 396 127	2 396 127	2 119 718
Other expenses	9 292 873	8 433 617	26 084	8 459 701	8 838 906
TOTAL	88 849 660	85 613 969	3 207 505	88 821 474	88 747 575
SURPLUS FOR THE YEAR	(83 044)	5 320 542	636 391	5 956 933	9 111 353

The accompanying notes are an integral part of the financial statements .

Batshaw Youth and Family Centres
Statement of accumulated surplus

As of March 31, 2015

				2015-03-31	2014-03-31
	Operating funds	Capital assets funds		Total	Total
	\$	\$		\$	\$
Balance, as previously reported	13 970 826	4 855 639		18 826 465	9 715 112
Surplus for the year	5 320 542	636 391		5 956 933	9 111 353
	19 291 368	5 492 030		24 783 398	18 826 465
Interfund transfers	(7 702 030)	7 702 030			
ACCUMULATED SURPLUS AT THE END	11 589 338	13 194 060		24 783 398	18 826 465

The accompanying notes are an integral part of the financial statements .

Batshaw Youth and Family Centres
Statement of Financial Position
As of March 31, 2015

			2015-03-31	2014-03-31
	Operating funds	Capital assets funds	Total	Total
	\$	\$	\$	\$
FINANCIAL ASSETS				
Cash	23 595 664		23 595 664	18 486 144
Accounts receivable - MSSS and Agency	427 490	130 748	558 238	667 458
Other receivables	2 235 306		2 235 306	4 115 772
Interfund debts	(5 207 875)	5 207 875		
Subsidy receivable - Accounting harmonization	8 408 933	5 110 222	13 519 155	12 022 755
Deferred charge		76 735	76 735	33 917
Other	357 044		357 044	458 277
	<u>29 816 562</u>	<u>10 525 580</u>	<u>40 342 142</u>	<u>35 784 323</u>
LIABILITIES				
Short-term borrowig		2 660 385	2 660 385	2 934 126
Other accounts payable and accruals	9 010 137	2 881 560	11 891 697	10 683 118
Cash advances from the Agency - decentralized budgets		5 088 439	5 088 439	8 539 913
Accrued interests		130 748	130 748	119 466
Deferred revenues	438 204	78 644	516 848	683 189
Long term debts		22 462 570	22 462 570	11 761 735
Liability for employee's future benefits	9 188 339		9 188 339	9 143 334
Other				2 955
	<u>18 636 680</u>	<u>33 302 346</u>	<u>51 939 026</u>	<u>43 867 836</u>
NET FINANCIAL ASSETS	<u>11 179 882</u>	<u>(22 776 766)</u>	<u>(11 596 884)</u>	<u>(8 083 513)</u>
NON FINANCIAL ASSETS				
Capital assets		35 970 826	35 970 826	26 660 083
Inventory and supplies	59 662		59 662	46 886
Prepaid expenses	349 794		349 794	203 009
	<u>409 456</u>	<u>35 970 826</u>	<u>36 380 282</u>	<u>26 909 978</u>
ACCUMULATED SURPLUS	<u>11 589 338</u>	<u>13 194 060</u>	<u>24 783 398</u>	<u>18 826 465</u>

The accompanying notes are an integral part of the financial statements .

Batshaw Youth and Family Centres
Statement of Change in Net Debt

As of March 31, 2015

				2015-03-31	2014-03-31
	Budget	Operating funds	Capital assets funds	Total	Total
	\$	\$	\$	\$	\$
NET FINANCIAL ASSETS (NET DEBT) RESTATED AT THE BEGINNING					
Balance, as previously reported	(4 999 513)	13 727 129	(21 810 642)	(8 083 513)	(8 324 794)
TOTAL	(4 999 513)	13 727 129	(21 810 642)	(8 083 513)	(8 324 794)
Operating surplus for the year	(83 044)	5 320 542	636 391	5 956 933	9 111 353
CHANGE IN CAPITAL ASSETS					
Acquisitions			(11 740 928)	(11 740 928)	(11 019 458)
Depreciation of the year			2 396 127	2 396 127	2 119 718
Gains on disposals			(416 848)	(416 848)	(1 400)
Proceeds on disposals			419 651	419 651	1 400
Impairment			31 255	31 255	
TOTAL			(9 310 743)	(9 310 743)	(8 899 740)
CHANGE IN INVENTORY AND PREPAID EXPENSES					
Increase of inventory and supplies		(12 776)		(12 776)	(11 207)
Increase of prepaid expenses		(152 983)		(152 983)	
Use of prepaid expenses			6 198	6 198	40 875
TOTAL		(165 759)	6 198	(159 561)	29 668
OTHER CHANGE OF THE ACCUMULATED SURPLUS		(7 702 030)	7 702 030		
INCREASE (DECREASE) OF THE NET FINANCIAL ASSETS (NET DEBT)	(83 044)	(2 547 247)	(966 124)	(3 513 371)	241 281
NET FINANCIAL ASSETS (NET DEBT) AT THE END	(5 082 557)	11 179 882	(22 776 766)	(11 596 884)	(8 083 513)

The accompanying notes are an integral part of the financial statements .

Batshaw Youth and Family Centres
Statement of Cash Flows

As of March 31, 2015

	2015-03-31	2014-03-31
	\$	\$
OPERATING ACTIVITIES		
Surplus for the year	5 956 933	9 111 353
Non-cash items		
Increase of inventory and prepaid expenses	(159 561)	29 668
Gains on disposal	(416 848)	(1 400)
Amortization of deferred revenue related to capital assets	(5 073)	
Amortization of capital assets	2 396 127	2 119 718
Reduction for impairment of capital assets	31 255	
Amortization of transaction costs related to debt	12 345	10 152
Others		986 433
Total of Non-cash items	1 858 245	3 144 571
Change in Financial assets and liabilities relating to the operations	(307 408)	3 501 863
Cash flows from operating activities	<u>7 507 770</u>	<u>15 757 787</u>
INVESTING ACTIVITIES IN CAPITAL ASSETS		
Acquisitions	(11 740 928)	(11 019 458)
Proceeds on disposals	419 651	1 400
Cash flows used in investing activities in capital assets	<u>(11 321 277)</u>	<u>(11 018 058)</u>
INVESTING ACTIVITIES		
Change in subsidy receivable - Accounting harmonization	(1 504 067)	
Cash flows used in investing activities	<u>(1 504 067)</u>	
FINANCING ACTIVITIES		
Debts variation		
Borrowings - long-term debts	11 538 635	
Repayment - long-term debts	(837 800)	(835 840)
Short-term borrowings - Capital assets funds	11 264 894	1 220 942
Short-term borrowings - Refinancing Capital assets funds	(11 538 635)	
Repayment of short-term borrowings - Capital assets funds		(6 417)
Cash flows from financing activities	<u>10 427 094</u>	<u>378 685</u>
Net increase in cash	5 109 520	5 118 414
Cash, beginning of year	<u>18 486 174</u>	<u>13 367 760</u>
CASH, END OF YEAR	<u>23 595 694</u>	<u>18 486 174</u>

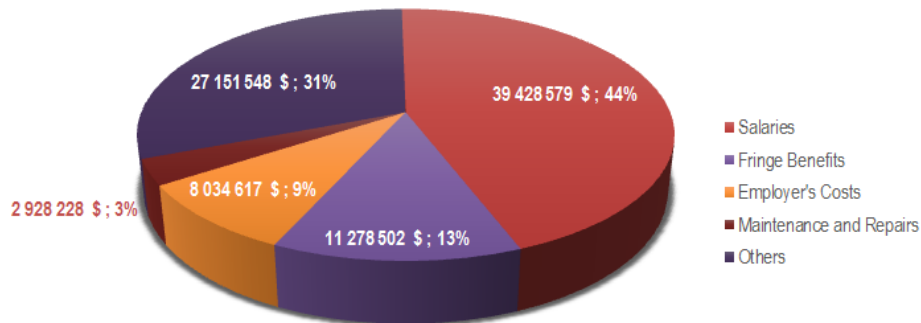
The accompanying notes are an integral part of the financial statements .

Batshaw Youth and Family Centres
Operations - Operating funds
Year ended March 31, 2015

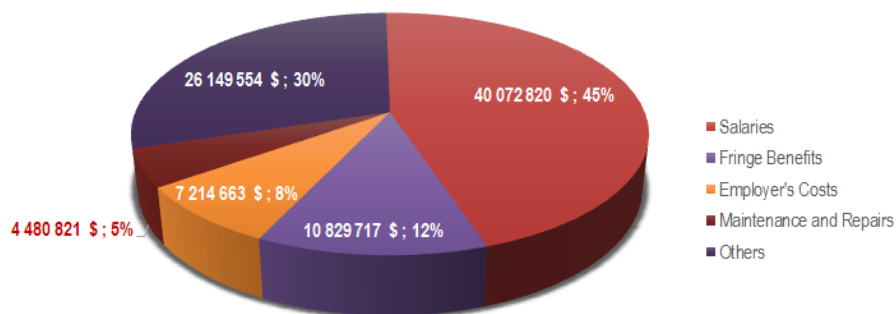
	2014-03-31			2013-03-31
	Budget \$	Main activities \$	Ancillary activities \$	Total \$
REVENUES				
Subsidy - MSSS and Agency	80 349 881	84 811 257		84 811 257
Users	2 672 347	3 782 351		3 782 351
Sale of services and recoveries	700 000	1 238 007		1 238 007
Donations		547		547
Investment income	160 000	209 706		209 706
Commercial revenue	85 000		165 816	165 816
Other revenues	600 000	726 827		726 827
TOTAL	84 567 228	90 768 695	165 816	90 934 511
EXPENSES				
Salaries and employee benefits	56 289 838	58 741 698		58 741 698
Pharmaceuticals	100 775	98 549		98 549
Medical and surgical supplies	11 200	15 270		15 270
Foodstuffs	728 811	741 379		741 379
Compensation to non-institutional resources	13 959 603	12 659 002		12 659 002
Maintenance and repairs	1 583 579	2 682 330		2 682 330
Doubtful accounts	1 500 000	1 282 678		1 282 678
Rent	921 695	959 446		959 446
Other expenses	9 292 873	8 393 094	40 523	8 433 617
TOTAL	84 388 374	85 573 446	40 523	85 613 969
SURPLUS FOR THE YEAR	178 854	5 195 249	125 293	9 499 748

The accompanying notes are an integral part of the financial statements .

Expenses 2014-2015



Expenses 2013-2014



Following of reserves comments and observations forth by the independent auditor

FOLLOWING OF RESERVES COMMENTS AND OBSERVATIONS FORTH BY THE INDEPENDENT AUDITOR						
Description of reserves, comments and observations 1	Year 20XX- XX 2	Nature (R, O ou C) 3	Measures taken to address the identified problem or improve 4	Status of the problem as at March 31, 2015		
				S 5	PS 6	NS 7
Signification of the codes :						
Column 3 :			Columns 5, 6 et 7 :			
R: for reserve			S: for solved			
O: for observation			PS: pour <u>partially solved</u>			
C: for comment			NS : <u>not solved</u>			
Report of the independent auditor on the financial statements						
Accounting for leases of immovable property concluded with the <u>Société québécoise des infrastructures (SQI)</u> as operating leases and not as capital leases	2011-2012	R	The Directive of the MSSS in accounting for leases acquired with the SQI currently treated as operating leases has been maintained. This contravenes the guidance note on accounting PSG-2 "Leased tangible Capital Assets" of the CPA Canada Handbook			NS

Service Contracts involving an expenditure of \$25,000 or more, completed between January 1, 2015 and March 31, 2015

	Number	Value
Service contracts with an individual ¹	0	0
Service contracts with a contractor who is not an individual ²	7	\$675,537
Total of Service Contrats	7	\$675,537 \$

1. An individual, either carrying a business or not.

2. Includes legal entities of private law, the partnership or limited partnership.

Code of ethics governing members of the Board of Directors

1. General provisions:

1.1 The present Code of Ethics shall set out the duties and obligations which apply to the members of the Board of Directors of Batshaw Youth and Family Centres in the discharge of their functions.

2. Duties and Obligations:

2.1 Members of the Board of Directors, pursuant to the Mission Statement of Batshaw Centres, shall always demonstrate due regard for the protection, safety and development of children, taking into consideration the respect of their rights and the rights of their parents;

2.2 Members of the Board of Directors shall respect the values, beliefs and sexual orientation of those served by Batshaw Centres in a community which has many races, languages, cultures and religions;

2.3 Members of the Board shall exercise care, prudence, diligence and skill in the performance of their duties and act honestly and in good faith with a view to the best interest of Batshaw Centres and the population it serves;

2.4 Members of the Board shall respect the confidentiality of debates, exchanges, discussions and information that are not undertaken in a public forum or that have not been disclosed in the public domain. This obligation extends beyond the expiry of their mandate.

3. Conflict of Interests:

3.1 Members of the Board shall avoid any situation which could jeopardize their capacity to exercise their specific functions in an independent and objective manner;

3.2 Members of the Board shall dissociate the promotion and exercise of their professional or business activities from the exercise of their functions on the Board;

3.3 Members of the Board shall not use confidential information or documents for the purpose of deriving there from direct or indirect benefits for themselves or others.

3.4 Members of the Board shall not solicit, accept or require someone to provide them directly or indirectly with a donation, testamentary legacy, any form of compensation, a commission, a discount, a loan, forgiveness of a debt, a favour or any other advantage or consideration which would have the effect of compromising their impartiality in the exercise of their functions.

3.5 Members of the Board shall disclose in writing every office they may hold and every property they may possess or acquire, whereby directly or indirectly a duty or interest might be created in conflict with the interests of Batshaw Centres, and the nature and extent of such conflict, and shall abstain from participating in deliberations or decisions when an issue relating to such interest is debated.

3.6 Members of the Board shall disclose in writing to the Board any contracts of professional services concluded with Batshaw Centres by a commercial enterprise in which they hold financial interests.

3.7 Members of the Board, whose objectivity or independence, or appearance thereof, could be affected by a personal matter, a family, social or business matter, a public expression of opinion or other manifestation of favouritism or hostility, shall disclose this situation and abstain from participating in deliberations and decisions around the issue in question.

4. Disciplinary Procedures:

4.1 Any breach or omission in respect of a duty or standard prescribed under this Code of Ethics constitutes a derogatory act and may entail the imposition of a sanction which may include a warning or reprimand or the temporary suspension of the Member from the Board or his removal from the Board.

4.2 Any person who has reason to believe that a member of the Board is in contravention of this Code of Ethics shall so advise the President of the Board or, if it relates to the latter, the Vice President of the Board, in writing.

4.3 The President or Vice President of the Board may then designate individuals to conduct inquiries into the situation or allegations, and shall inform the member of the Board that he is the subject of an inquiry.

4.4 The designated individuals shall submit a report to the President or Vice President of the Board.

4.5 In light of the information received, the President or Vice President of the Board may appoint a committee composed of three members of the Board.

4.6 The committee shall notify the member of the Board contemplated of the alleged breach and of the relevant legislative and regulatory provisions as well as of the relevant provisions of this Code of Ethics. Such notice shall also inform the member of the Board of his right to submit comments in writing to the committee, and on request, to be heard by such committee regarding the alleged breach.

4.7 Should it be concluded that the member of the Board is in contravention of this Code of Ethics, the committee shall recommend to the Board to impose a penalty against the member of the Board contemplated.

4.8 The committee may recommend such penalty considered appropriate according to the seriousness and nature of the derogation.

4.9 All penalties shall be communicated in writing to the member of the Board concerned.

5. Inquiries and Immunities:

5.1 Individuals conducting inquiries as well as the individuals determining and imposing penalties cannot be prosecuted by reason of acts engaged in good faith in the performance of their duties or functions.

5.2 Individuals conducting inquiries as well as individuals determining and imposing penalties are required to take a solemn affirmation of confidentiality.

6. Public Access:

6.1 Batshaw Centres shall deliver a copy of the Code of Ethics to each member of the Board upon election and shall also provide a copy to any other person requesting such a copy.

6.2 The Code of Ethics shall be published in Batshaw Centres annual report.

6.3 The annual report shall include a statement on:

- a) the number and nature of cases considered under the Code;
- b) the number of cases handled and their follow-up;
- c) their outcome, including the number and nature of any sanctions imposed; and
- d) the names of the members of the Board whose appointments have been suspended or revoked.

No cases were reported during 2014-2015.

7. Expanded Meanings:

References above to the masculine gender shall also be construed as references to the female where the context so admits.

Foundation Paving the Way for Brighter Futures...

Batshaw Youth and Family Centres Foundation is proud of its fundraising efforts this year. Through its Annual Giving Campaign, private foundation and corporation solicitations, along with the Annual Fundraising Event, over 650 youths, children and families within Batshaw Centres have benefited from additional support from the Foundation. The fundraising efforts of the Foundation's Board of Directors and the Director of Development secured the funds to achieve the following:

Since April 2014, our wonderful donors made the following possible:

- 206 children attended an overnight camp at Camp Weredale;
- 83 deserving students received a Scholarship;
- 70 families were helped through the Emergency Assistance Fund;
- 69 children and youths received help through our Specialized Services Fund with either therapy or tutoring;
- 65 youths participated in a Work Skills Projects and 5 others participated in Wilderness Camping, through the Youth Empowerment and Self Esteem Fund;
- 36 youths were supported in their transition to Independent Living.

Since 2012, the Foundation has also funded a cooking program for youths aged 12-18 in four group homes. In the past year, a total of 50 youths learned to prepare healthy meals on a budget, an important skill that is very useful as they move into independent living.

All these programs are designed to fulfill the mission of Batshaw Centres Foundation: to create an environment for youth to feel empowered and help pave the way for brighter futures.

Local Service Quality and Complaints Commissioner

Major themes noted this past year were related to:

- Care and Services Rendered
- Interpersonal Relations
- Environment and Material Resources

Care and Services: Youths in care complained about the services they felt they should have received and did not. Specifically, they complained about medication not being received, staff being on their cell phone while on shift, mail not being given to them, staff being inattentive and not involved, restraints being used when inappropriately, etc. Parents complained about lack of information pertaining to evaluation process, lack of information regarding court process, staff not returning phone calls.

Interpersonal Relations: Youths and parents complained about staff abusing their authority, being provocative, being yelled at, staff being confrontational and a general lack of respect.

Environment and Material Resources: Youths and parents complained about the lack of quality meals, insufficient quantity of food and meals, lack of appropriate meals due to religious requirements. Youths also complained about theft of personal items, lack of outdoor activities and faulty computers.

Table 1 illustrates the number of complaints concluded this year, as well as a comparison with the two previous years.

Table 1

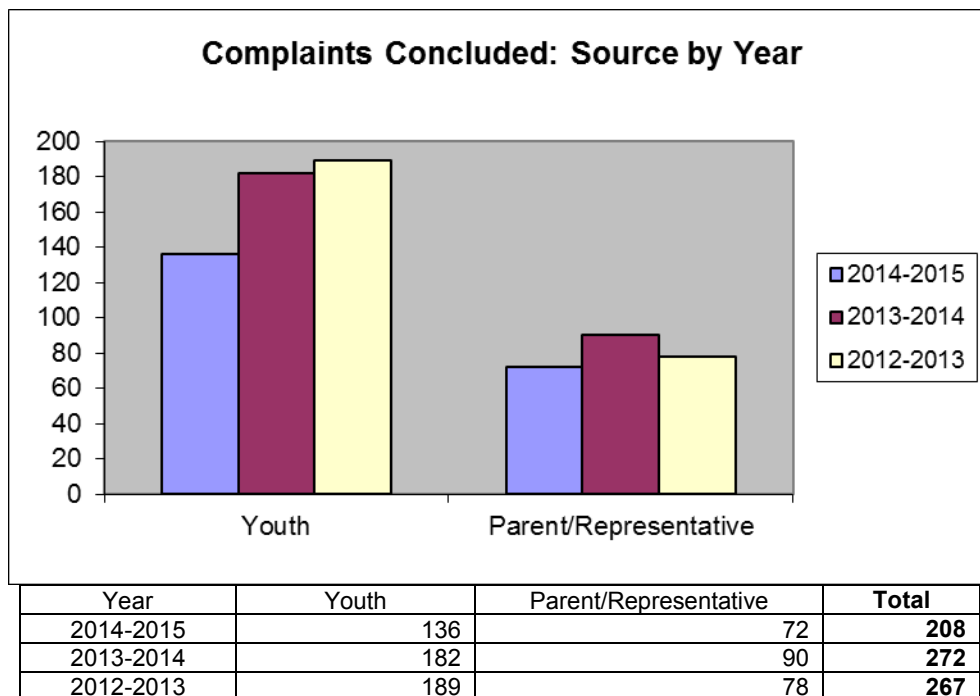


Table 2 illustrates the breakdown of the number of complaints per category.

Table 2

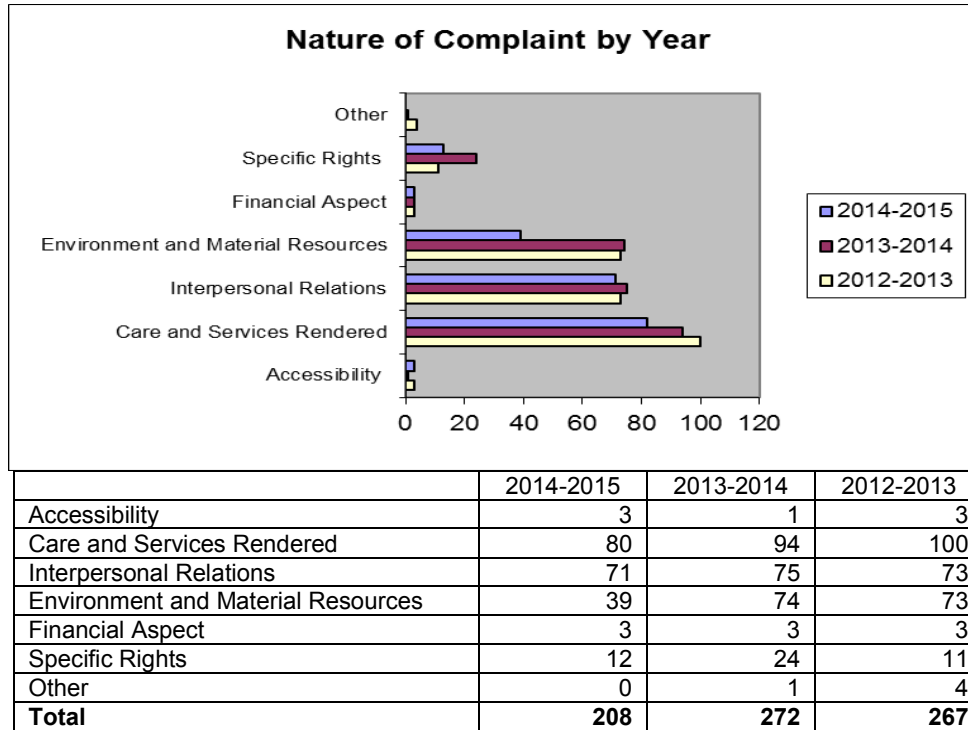
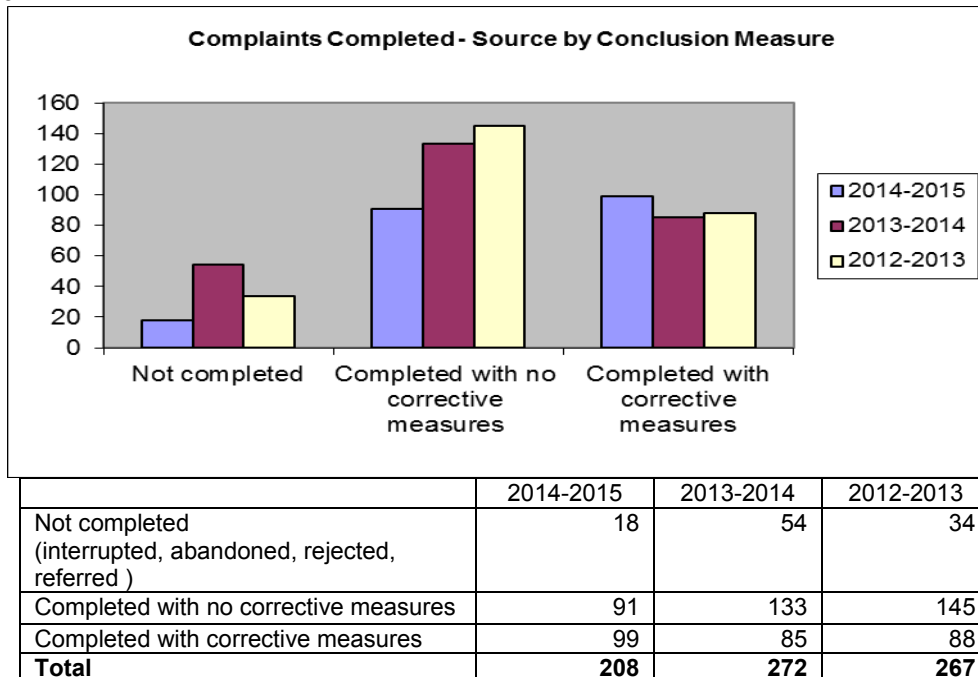


Table 3 illustrates the conclusion measures applied for each complaint as well provides a comparison for the previous 2 years.

Table 3



Please contact directly the Local Service Quality and Complaints Commissioner for the complete report.

Batshaw Youth and Family Centres, *Centre intégré universitaire de santé et services sociaux de l'Ouest-de-l'Île-de-Montréal*, produced the 2014-2015 Annual Management Report.

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