

Kahnawake
Shakotia'takehnhas
Community Services

Annual Report 2018 – 2019

Year in Review



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EXECUTIVE DIRECTOR

DEREK MONTOUR

“There is a Chinese curse which says “May he live in interesting times.” Like it or not, we live in interesting times. They are times of danger and uncertainty; but they are also more open to the creative energy of men than any other time in history. ~ Robert Kennedy, 1966.”

Although Robert Kennedy said this over 50 years ago, I believe it is just as appropriate today. Our world is being challenged on many different fronts; environmental crisis, political turmoil, religious conflicts, and economic uncertainties.

In Indigenous country, we continue to fight our battles with Quebec and Canada — and sometimes our neighbouring communities — to assert our inherent rights at the same time as improving the health and social outcomes for our people. With the acknowledgement by Canada that the system needs to change with respect to child welfare, we stand at a precipice. We have many opportunities that we can invest in to catapult our ability to create positive social change in our community.

The Kahnawà:ke Collective Impact initiative is reaching a critical stage where we are poised to institute creative activities to tackle our community’s most challenging issues. KSCS has remained a steadfast partner in this initiative and will continue to do so.

KSCS completed a review by an independent body to assess KSCS’ structure, staff, processes and infrastructure, commonly referred to as our “Organizational Review”. We received 35 recommendations to improve our operations and we have been steadily considering and addressing all of these recommendations. We look forward to updating our Strategic Plan this year so that we are prepared to reach our next milestones towards accomplishing our Vision.

As a result of the Canadian Human Rights Tribunal complaint against Canada, KSCS is projecting significant increases in funding to invest in our family services teams to improve our capacity to provide quality services and create change.

Staffing shortfalls have remained an ongoing challenge; our work is demanding and the effects on the workplace include lost time, work disruptions and paid leaves in order for employees to manage their work/life balance. Absences create vacancies and impact our ability to respond effectively to needs of the community.

Our Strategic Plan addresses the importance of ensuring KSCS has healthy and qualified staff, using a holistic approach. In addition, many of our positions require specialized training or experience. I encourage our youth to explore educational opportunities in the health and social service fields because, despite the good work at KSCS and other community organizations, the need is growing and we could use your help!

It continues to be my honour and privilege to act as the Kahnawà:ke Shakotiiá'takehnhas Community Services' Executive Director. I hope that I am able to inspire KSCS staff members to achieve the creativity that our community so desperately needs. Our employees take great pride in their role in our community, while respecting the organization's important responsibility as one of the key community partners for encouraging healthy lifestyles in all of our families.

As I mention every year, it is not an easy task to address our community's core social challenges, which have been entrenched over generations, but I am grateful that we continue to receive the cooperation, openness and trust of our community members.

Please remember that we all have challenges in life, but all of our challenges can be overcome if we have the willingness to actually face them; we sometimes just need a helping hand. KSCS is here to be that helping hand.



BOARD OF DIRECTORS

Shé:kon Kahnawà:ke, greetings from the Board of Directors (Board) of KSCS. It has been an interesting year for our organization. We have seen our community continue to evolve and we continue to strive to keep pace in this demanding service delivery area. We have had success, as well as — we won't say failure — challenges in implementing some institutional changes.

Our independent Organizational Review has been completed and we have begun the task of implementation. The Board, senior Management team, and Executive Director began with a review of the many areas identified within the report. Based on the recommendations, we have started implementing the top ten recommendations and this alone has proven to be challenging.

New positions will be created to help the organization meet community needs in several areas of service delivery.

These positions will also create time and space for our Executive Director to work on many internal initiatives, including planning for the future.

The community feedback we received from our survey has proven to be invaluable. We will use this as our guide as we continue to develop the agenda for our first Annual General Assembly (AGA). Organizing the AGA has proven to be challenging. We had hoped to launch the AGA and engage with the community on this initiative, but we remain a little further away from this than we anticipated a year ago. We are committed to hold this event, probably in 2020. Stay tuned!

We have seen new faces come and go from the Board, as we welcomed back a familiar face in the last year. The Board remains committed to improving our services for our community.

KSCS BOARD OF DIRECTORS



KSCS Board of Directors:

Standing from left to right: Michael Delisle, Vernon Goodleaf, Dwayne Zacharie

Sitting from left to right: Janice Beauvais, Jessica Lazare, Valerie Diabo.

Not pictured: Madeleine Montour, Tanner Phillips, Thomas Sky, Karlie Marquis, Mary Lee Armstrong, Rhonda Kirby.





ONKWATA'KARITÁHTSHERA

TEAM LEADER , PATSY BORDEAU

Onkwata'karitáhtshera (*for all the people to be concerned in the area of good health*) is the one health and social service agency that brings together the community organizations and community members' input in order to lead the implementation of the Kahnawà:ke Community Health Plan (CHP).

Onkwata'karitáhtshera membership is made up of leaders and staff of Kateri Memorial Hospital Centre, (KMHC) Kahnawà:ke Shakotii'a'takehnhas Community Services, Kahnawà:ke Fire and Ambulance Services, Mohawk Council of Kahnawà:ke and three support staff.

Onkwata'karitáhtshera continues to address strategic planning goals by gathering, analyzing and communicating needs through service planning regarding the seven community health priorities for the 2012–2022 CHP:

1. Substance abuse/addictions
2. Mental wellness
3. Diabetes
4. Cardiovascular disease/hypertension
5. Obesity
6. Learning/developmental disabilities
7. Cancer

To get an accurate picture of the true state of health within the CHP priorities, Onkwata'karitáhtshera developed a first-time health portrait called "*Onkwaná:ta/Onkwata'kari:te/Our Community/Our Health.*"

This and future portraits will help build our community public health capacity and improve health promotion and disease prevention in Kahnawà:ke within the services and projects offered to Kahnawà'kehró:non.

The first portrait was presented to the community in the summer of 2018 and is presently available on the KMHC and KSCS websites. Volume II of the health portrait will be presented to the community during the coming year.

Onkwata'karitáhtshera is focusing on collaboration and coordination for the identified health and social services priorities and activities for Kahnawà:ke. In order to address its operational function, a communications and public relations strategy was developed for the community health and social services portraits.

For several years now, our community health priorities have been integrated as part of the criterion for Kahnawà:ke Head Start projects funding approval. Seven projects received funding in 2018 in the areas of educational and daycare facilities servicing the 0-6 population.

Our Community Health Plan initiative was developed to address the seven health priorities and funded 23 projects while the Physical Activity Initiative funded five projects in 2018. The Tobacco Control Strategy funding from Indigenous Services Canada continues to address tobacco use in Kahnawà:ke via the KMHC Community Health Unit.

There is continued support to community members for Non-Insured Health Benefits (NIHB), which continues to be overseen by Indigenous Services Canada, and covers the areas of dental, vision, prescription drugs, and medical equipment and supplies. NIHB medical transportation is managed through an agreement with the Kahnawà:ke Fire and Ambulance Services.

The First Nations Health and Social Services Resource Center is a Quebec regional program under the administration of Onkwata'karitáhtshera. The Resource Center provides audio-visual and resource material free of charge to Indigenous communities and other organizations within the province of Quebec. Topics include addictions, parenting, family violence, residential school, mental health, and more. Over 100 DVDs were borrowed and almost 12,000 documents were distributed in the province.



Derek Montour, Patsy Bordeau and other members of Onkwata'karitáhtshera at the launch of the Community Health Portrait Vol. 1.

FINANCIAL STATEMENT



Independent Auditor's Report

To the Members and Board of Directors of Kahnawà:ke Shaktiia'Takehnhas Community Services:

Opinion

We have audited the financial statements of Kahnawà:ke Shaktiia'Takehnhas Community Services (the "Organization"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Montréal, Québec

¹ CPA auditor, CA, public accountancy permit no. A124849

Kahnawà:ke Shakotii'a'Takehnhas Community Services Statement of Financial Position

As at March 31, 2019

	2019	2018
Financial assets		
Cash resources (Note 3)	8,096,916	7,031,651
Contributions and accounts receivable (Note 4)	1,969,266	684,659
Total financial assets	10,066,182	7,716,310
Liabilities		
Accounts payable and accruals (Note 5)	1,345,126	1,458,071
Deferred revenue (Note 6)	204,142	302,884
Amounts held in trust (Note 7)	87,347	72,849
Total liabilities	1,636,615	1,833,804
Net financial assets	8,429,567	5,882,506
Contingencies (Note 8)		
Commitments (Note 9)		
Non-financial assets		
Tangible capital assets (Note 10) (Schedule 1)	3,229,199	3,246,971
Prepaid expenses	76,458	64,678
Total non-financial assets	3,305,657	3,311,649
Accumulated surplus (Note 15)	11,735,224	9,194,155

Approved on behalf of the Board

_____	Director	_____	Director
_____	Grand Chief		

The accompanying notes are an integral part of these financial statements
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Kahnawà:ke Shakotii'a'Takehnhas Community Services Statement of Operations and Accumulated Surplus

For the year ended March 31, 2019

	Schedules	2019 Budget	2019	2018
Revenue				
Health Canada		8,723,672	9,888,570	9,447,114
Indigenous Services Canada		8,563,642	9,848,756	8,860,531
Canada Revenue Agency		200,000	176,667	197,454
Rental income		295,480	309,863	312,820
Other revenue		230,182	330,302	276,083
Investment income		65,200	82,038	64,765
Deferred revenue - prior year		136,587	302,885	146,452
Deferred revenue - current year		-	(204,142)	(302,885)
Repayment of government funding		-	(147,475)	(24,273)
		18,214,763	20,587,464	18,978,061
Expenses				
Block funded health priorities	4	8,904,965	8,732,919	8,441,643
Set funded health priorities	5	76,778	367,238	289,724
Enhanced prevention focused approach	6	6,727,468	5,910,878	6,182,402
Assisted living services	7	2,627,633	2,583,672	2,246,023
Other health and social services	8	293,452	314,893	331,691
Administration	9	473,744	(59,220)	59,951
Capital	10	-	196,015	188,911
Total expenses (Schedule 2)		19,104,040	18,046,395	17,740,345
Surplus before other items		(889,277)	2,541,069	1,237,716
Other income				
Gain on disposal of capital assets		-	-	10,000
Surplus		(889,277)	2,541,069	1,247,716
Accumulated surplus, beginning of year		9,194,155	9,194,155	7,946,439
Accumulated surplus, end of year		8,304,878	11,735,224	9,194,155

Kahnawà:ke Shakotii'a'Takehnhas Community Services Statement of Change in Net Financial Assets

For the year ended March 31, 2019

	2019 Budget	2019	2018
Annual surplus	(889,277)	2,541,069	1,247,716
Purchases of tangible capital assets	(131,800)	(178,243)	(348,508)
Amortization of tangible capital assets	-	196,015	188,911
Loss (gain) on sale of tangible capital assets	-	-	(10,000)
Proceeds of disposal of tangible capital assets	-	-	10,000
Acquisition of prepaid expenses	-	(11,780)	-
Use of prepaid expenses	-	-	44,321
Increase in net financial assets	(1,021,077)	2,547,061	1,132,440
Net financial assets, beginning of year	5,882,506	5,882,506	4,750,066
Net financial assets, end of year	4,861,429	8,429,567	5,882,506

Kahnawà:ke Shakotii'a'Takehnhas Community Services
Statement of Cash Flows
For the year ended March 31, 2019

	2019	2018
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	19,129,760	19,329,198
Cash paid to suppliers	(6,828,716)	(7,515,917)
Cash paid to employees	(11,146,389)	(10,300,237)
Interest Income	74,355	57,643
	1,229,010	1,570,687
Financing activities		
Change in amounts held in trust	14,498	(13,893)
Capital activities		
Purchases of tangible capital assets	(178,243)	(348,508)
Proceeds of disposal of tangible capital assets	-	10,000
	(178,243)	(338,508)
Increase in cash resources	1,065,265	1,218,286
Cash resources, beginning of year	7,031,651	5,813,365
Cash resources, end of year	8,096,916	7,031,651

Kahnawà:ke Shakotii'a'Takehnhas Community Services Schedule 2 - Schedule of Expenses by Object

For the year ended March 31, 2019

	2019 <i>Budget</i>	2019	2018
Expenses by object			
Amortization	-	196,015	188,911
Bank charges and interest	28,040	24,111	28,372
Clinical care	184,073	188,388	184,073
Contracted services	8,350	12,914	38,554
Early learning and child care initiative	-	55,089	-
Food and beverage	117,808	122,843	128,681
Foster care	256,662	1,180,532	1,195,742
Furniture and equipment	258,834	26,306	12,674
Group home costs	-	-	107,846
Headstart	295,847	180,665	235,992
Health management	48,000	3,203	21,194
Honoraria(um)	25,200	22,881	17,199
Institutional care	-	729,760	1,068,490
Insurance	11,449	12,374	12,206
KMHC accreditation	-	-	56,278
KMHC dedicated funding	1,424,740	1,480,051	1,233,681
Miscellaneous	5,300	(3,603)	7,123
Office and administration cost share	(70,269)	(68,246)	(52,186)
Office equipment lease	14,502	18,772	14,617
Office supplies and expenses	40,100	42,839	41,360
Placement costs	85,500	15,667	147,662
Postage	8,000	8,400	7,693
Prenatal nutrition	-	-	43,864
Professional fees	121,743	96,759	116,298
Renovation materials	15,270	15,270	15,177
Rent	145,530	148,780	145,530
Repairs and maintenance	126,900	144,586	116,482
Salaries and benefits	11,671,662	11,146,389	10,300,237
Service delivery costs	3,722,815	1,758,098	1,813,356
Social development project	50,000	50,000	50,000
Telephone	26,880	66,632	65,465
Training	112,400	66,291	76,382
Transportation	47,596	46,599	46,464
Travel	229,431	164,313	167,727
Utilities	91,677	93,717	87,201
	19,104,040	18,046,395	17,740,345

Cost

Balance, beginning of year
 Acquisition of tangible capital assets
 Disposal of tangible capital assets

Balance, end of year

Accumulated amortization

Balance, beginning of year
 Annual amortization
 Accumulated amortization on disposals

Balance, end of year

Net book value of tangible capital assets

2018 Net book value of tangible capital assets

Schedule #

Segment schedules

Block Funded Health Priorities	4
Set Funded Health Priorities	5
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Other Health and Social Service Activities	8
Administration	9
Capital	10
Internally Restricted Fund	11
Moveable Assets Reserve	12

Surplus

Financial Statement

Cont/

Kahnawà:ke Shakotii'aTakehnhas Community Services Schedule 1 - Schedule of Tangible Capital Assets

For the year ended March 31, 2019

<i>Buildings and building improvements</i>	<i>Equipment</i>	<i>Furniture and fixtures</i>	<i>Computer hardware</i>	<i>Vehicles</i>	<i>Subtotal</i>
5,263,110	94,786	98,378	161,450	133,800	5,751,524
57,813	-	8,259	89,205	22,966	178,243
-	-	-	-	-	-
5,320,923	94,786	106,637	250,655	156,766	5,929,767
2,194,676	64,797	76,991	140,164	77,290	2,553,918
123,894	5,998	5,103	21,941	22,641	179,577
-	-	-	-	-	-
2,318,570	70,795	82,094	162,105	99,931	2,733,495
3,002,353	23,991	24,543	88,550	56,835	3,196,272
3,068,434	29,989	21,387	21,286	56,510	3,197,606

Kahnawà:ke Shakotii'aTakehnhas Community Services Schedule 3 - Schedule of Revenue and Expenses

For the year ended March 31, 2019

<i>ISC Revenue</i>	<i>Other Revenue</i>	<i>Deferred Revenue</i>	<i>Total Revenue</i>	<i>Total Expenses</i>	<i>Adjustments/ Transfers From (To)</i>	<i>Current Surplus (Deficit)</i>	<i>Prior Year Surplus (Deficit)</i>
-	9,473,729	(59,798)	9,413,931	8,732,919	(34,634)	646,378	624,906
-	376,856	(9,618)	367,238	367,238	-	-	-
7,696,953	176,667	19,645	7,893,265	5,910,878	(76,282)	1,906,105	381,531
2,146,036	286,185	-	2,432,221	2,583,672	31,820	(119,631)	144,104
5,767	202,496	148,514	356,777	314,893	(38,044)	3,840	9,202
-	124,032	-	124,032	(59,220)	9,077	192,329	143,436
-	-	-	-	196,015	178,244	(17,771)	159,597
-	-	-	-	-	(50,000)	(50,000)	(215,060)
-	-	-	-	-	(20,181)	(20,181)	-
9,848,756	10,639,965	98,743	20,587,464	18,046,395	-	2,541,069	1,247,716



FINANCIAL SERVICES

FINANCIAL CONTROLLER, DANA STACEY

The KSCS Financial Services team is committed to upholding the highest level of professional, ethical, and customer service standards, and as a team we capitalize on the strengths of each team member.

In order to continually improve our processes and customer service practices, in 2018-2019, a survey was conducted with all KSCS staff requesting feedback on their experiences with us. Based on the results of the survey, we have implemented internal changes that will continue to foster a good relationship with KSCS staff, supervisors, and management alike. Going forward, we will continue to seek out feedback through formal and informal information-gathering such as a survey and other processes.

As we prepare to enter the final two years of our Strategic Plan, we continue to align our budgeting process with the plan. We have also implemented new services that we hope will help KSCS to achieve its goal of being an organization that is client-centered and client-driven.

We now offer direct deposit payments to our vendors and independent contractors, as well as direct withdrawals to individuals or organizations who may be required to make payments to KSCS. Not only do these services offer privacy and time-saving benefits, going paperless reduces the environmental impact of the organization.

With the development of a new Strategic Plan for implementation in 2021, we hope to be able to plan and implement more projects or practices that will be meaningful contributions to the achievement of our strategic goals.

Moving forward, we will continue to adhere to KSCS policies and procedures, generally accepted accounting principles, and rules established by the authoritative governing bodies, while providing accuracy in our accounting practices and accountability to our community.





FAMILY SERVICES

DIRECTOR, KATHY JACOBS

The Family Services management team continues to be successful in meeting each service area's strategic goals. These goals are directly aligned with the KSCS 2016–2019 Strategic Plan's first strategic priority: "Be fully client centered and client driven" through community and client engagement activities and by empowering and engaging our people to undertake fulfilling and healthy lifestyles.

Family Services works towards meeting our strategic goals through annual action plans, service evaluation, and staff dedication. We implemented the Service Feedback Policy in 2018–2019. These action plans are directly in line with Kahnawà:ke's realities and new trends, which, at times, bring challenges for our community but can be viewed as an opportunity to provide and design relevant and responsive client programming in Support and Prevention Services, Assisted Living Services, and Home and Community Care Services. KSCS' user-friendly "one-stop shop" approach is a continuous work in progress and community feedback assists us in truly partnering with Kahnawà'kehró:non.

KSCS' Strategic Plan's second priority to "Enhance community engagement and community-based partners" is an important principle for collaborating and working together to achieve Kahnawà:ke's community vision throughout Kahnawà:ke Mohawk Territory. We will remain actively engaged with the community as a key agent for positive change and expand and strengthen KSCS' productive partnerships within our teams, our community and beyond.

This past year, we've increased funding for grassroots community initiatives that exemplify KSCS' goal in reaching our third strategic priority: "Foster and accelerate active Kanien'kéha ways of doing things, including more use of our language."

This objective is necessary for our goal of strengthening our understanding of our Kanien'kéha ways, language and culture. This includes increasing our use of the Kanien'kéha language and culture, not only in our everyday living, but also in the standards of practices of our services.

As I complete my first year as the Director of Family Services, I am appreciative of being given the responsibility to provide direction, guidance, and leadership to the Family Services management team in reaching their achievements with the KSCS Strategic Plan and the Community Health Plan.

Team building, collaboration between services, clear understandings of each service area's functions, client services, programming, and fostering of internal partnerships were key ingredients for the team's success this year. In 2018–2019, the team concentrated on our accountability to our community, through KSCS' cornerstones of integrity: respect, responsibility, trust and commitment.

Despite personal and professional difficulties this past year, these challenges allowed me to gain a better understanding about life experiences, as well as the challenges that individuals, families, and our community have or may have experienced. These experiences allowed me to have a better understanding that strength of family and community is paramount to our existence and Kanien'kehá:ka People; "Strengthen and normalize strong kahwá:tsire (family), by empowering and engaging our people to undertake fulfilling lives and healthy lifestyles" (KSCS Strategic Plan) has truly resonated with me.

In 2018–2019, First Nations Child and Family Services (FNCFS) reform came to Indigenous communities in Canada as a result of the ruling by the Canadian Human Rights Tribunal (CHRT) on January 26, 2016. The CHRT ruled that the services provided by Canada to First Nations Child and Family Services was flawed and inequitable causing service gaps, delays and denials "resulting in overall adverse impacts"¹ on Indigenous children and families on-reserve. The CHRT also ruled that that Indigenous children should not be denied healthcare while governments fight over who should pay. This is Jordan's Principle.

This decision led to increased funding by Indigenous and Northern Affairs Canada (INAC) based on their compliance to the ruling of the CHRT decision. Included in this reform, FNCFS funding takes into consideration language, culture, the importance of incorporating Mother Earth and family "kahwá:tsire" into our services while including a prevention mindset. It is with the premise that healing must happen first

so that we, as a community, can continue to move forward in having a healthy and happy way of life.

Within the 2018–2019 year, each of the program areas within Family Services planned and implemented programming that was aligned with the CHP health priorities and the Child and Family Services Prevention Framework that included the following five measures:

- Primary prevention programming.
- Healthy families skills building programs.
- Traditional skills building program for youth.
- Project management.
- Family Preservation Approach Project and Tsi Nionkwarihò:ten Program – language and cultural services at KSCS.

Tackling one of the latest afflictions in addictions, opioid abuse, requires a concentrated effort working in partnership with the KMHC, pharmacists, Addiction Response Services and Prevention Services.

In the past few years, it was apparent that there was a need for an objective organizational review of KSCS' structure, staff, processes and infrastructure. The review was conducted in 2018–2019 by an independent contractor and provides an in-depth assessment with follow-up recommendations for KSCS organizational improvement. Recommendations to adjust the structure of KSCS will continue to be a priority in the coming years. Management will emphasize change management concepts to assist staff members through the organizational change. Implementation began in stages 2018–2019 year and will continue.

Finally, the Family Preservation Approach Research Project was conducted in 2018, which resulted in three recommendations for enhanced services. These recommendations will be reviewed and decisions will be made to solidify an adjustment to our approach to family services in the 2020–2021 year.

1 "Victory for First Nations Children: Canadian Human Rights Tribunal Finds Discrimination Against First Nations Children Living On-Reserve." First Nations Child and Family Caring Society, 26 Jan. 2016. Information sheet.



ENVIRONMENTAL HEALTH SERVICES

TEAM LEADER, DONALD GILBERT

The mandatory components of environmental health and safety in Kahnawà:ke are carried out under Environmental Health Services (EHS) of KSCS. Environmental Health Services has the benefit of its own environmental health officer (EHO) with a certificate in public health inspection (Canada), who is responsible for upholding the standards we follow in accordance with all inspecting, testing and sampling.

SERVICES/PROGRAMS

- Potable water quality monitoring (public water system and private wells).
- Recreational water quality monitoring (swimming, etc.).
- Public building inspections (recreational and institutional).
- Indoor air quality investigations.
- Private building inspections (quality of living conditions).
- Food service facilities.
- Food premises inspections.
- Wastewater (sewage) disposal and solid waste disposal.
- Cancer reduction activities and health awareness.
- Communicable disease control/awareness.
- Special projects.



Members of the EHS team raising awareness to homeowners about the problem of orphan wells.

The following mandatory activities were completed during 2018– 2019 fiscal year.

EHS ACTIVITIES		
	2017–2018	2018–2019
Water Quality Monitoring - Centralized System - Bacteriological	333	320
Water Quality Monitoring - Centralized System - Complete Chemical Analysis	185	182
Water Quality Monitoring - Centralized System - Trihalomethanes	27	22
Water Quality Monitoring - Private Water Systems - Complete Chemical Analysis	114	125
Water Quality Monitoring - Private Water Systems - Bacteriological	470	815
Recreational Water Sampling	492	492
Public Building Inspections	45	33
Food Safety	90	70
Food Safety Inspections	7	9
Indoor Air Quality	22	27
Well Disinfections	17	20
Radon Monitoring	3	5
Private Building (Health and Safety)	6	4
Cancer Reduction Activities	4	4
Public Safety Recall Announcements	3	2
Training Activities / Professional Development	7	12
Special Projects	7	10
Consultations	20	13





FACILITIES

MANAGER, DWAYNE KIRBY



The Facilities department has developed substantially since the 1990s to support the growth of KSCS. What began as one employee attending to a couple of buildings, has grown into a team that manages and oversees the facilities and grounds of the following sites:

- KSCS main building
- A'nowarahne (six-plex) building
- Turtle Bay Elders Lodge (TBEL)
- Assisted Living Services building (ALS)
- Environmental Health Service/Resource Center building
- Whitehouse building
- Family and Wellness Center building (FWC)
- Services Complex

Due to a reorganization within the internal KSCS support service teams, Facilities was one of the final departments to develop and launch its strategic plan this past year, setting objectives to support KSCS. Complementary to our strategic objectives, regular maintenance operations and inspections continued. A capital plan was prepared, taking into account office renovations as well as major upgrades that are priorities for KSCS, as office space has reached its max.

In an effort to incorporate Tsi Niionkwarihò:ten (our ways) into maintenance practices and operations, the team is focusing on:

- Reducing environmental footprints and phasing in eco-friendly cleaning supplies.
- Learning about traditional smudging and cleansing practices to be able to regularly cleanse our buildings.

- Encouraging staff to use Kanien'kéha within our regular service delivery.

Community partnerships have been maintained through regular dialogue and collaborative efforts with the MCK Director of Asset Management, as well as the Executive Directors Committee's purchasing agent. Research was conducted for the acquisition of a maintenance management software for both the MCK and KSCS.

The TBEL Kitchen Services underwent a number of major changes this past year. In an effort to promote partnering and collaboration, KSCS and Kateri Memorial Hospital Centre (KMHC) entered into an agreement in 2016 that allowed the KMHC kitchen to operate out of the TBEL facility while the hospital underwent major renovations. KMHC assumed operation and supervision over the kitchen services for both KMHC and KSCS clients.

- August 2018: Ashlan Phillips, hired as team leader of KSCS kitchen services – and prepared for the transition of supervision back to KSCS.
- October 2018: KMHC kitchen operations moved from TBEL back to the hospital upon completion of phase 1 of the hospital renovation.
- November 2018: KSCS kitchen transferred back under the management of Home and Community Care Services under Manager Michael Horne.

Highlights of Facilities renovation and maintenance projects this past year include:

- Main reception area renovations completed.
- Final phase of TBEL garden project implemented.
- Planning for TBEL renovations ongoing, report submitted to INAC.

- Engineer building inspections conducted, reports received, reviewed and assessed for future renovations and expansion projects at KSCS, TBEL and ALS buildings.
- Commissioned Whitehouse roof replacement.
- Transfer of fire and security monitoring systems at all KSCS facilities.
- Coordination of Services Complex 15-tonne air conditioning rooftop unit replacement.
- Painting of Services Complex front porch, steps and canopy.
- Mold removal assessment for Family and Wellness Center building.
- Installation of solar LED motion sensor exterior lights at A'nowarahne sixplex building.
- Volunteer service project facilitated in collaboration with the Church of the Latter Day Saints at TBEL.
- Storage management process acquired for each satellite office for KSCS.
- Comprehensive asset inventory project initiated in conjunction with Finance.
- Security monitoring systems upgraded.





TSI NIIONKWARIHÓ:TEN

COORDINATOR, MARY MCCOMBER

Kahnawà:ke Shakotiiá'takéhnhas Community Services (KSCS) is evolving to better meet the needs of the community by supporting and networking with staff and community members as we work towards building and maintaining healthy families and community. In the past two years, programs and services have been in review and we continue to work hard to ensure that “tsi niionkwarihò:ten/our ways” is at the center of our daily work.

In May of 2017, the Tsi Niionkwarihò:ten Project was a new addition to KSCS as a result of the 2016–2019 Strategic Plan. For the first year of programming, the coordinator role was under the direction of the Prevention Manager.

The plan included a Strategic Objective that outlined the organizational expectations in terms of programs and services, to prioritize the incorporation of tsi niionkwarihò:ten values, principles and traditions into our daily work¹. We have seen inroads within this area and have gained support

to continue the work at a more overarching level across the entire organization.

For the upcoming 2019–2020 fiscal year, the program will now be under the supervision of the Manager of Organizational Support Services. In addition, we now have an additional staff member dedicated to the program with Christine Loft coming on board as co-coordinator earlier this year. The program continues to focus on staff development, system supports and community networking.

The Tsi Niionkwarihò:ten Program coordinators work in conjunction with the in-house Tsi Niionkwarihò:ten Committee with the goal to improve the understanding of Kanien'kehá:ka tsi niionkwarihò:ten among staff. We also serve as consultants to help with the integration and development of tsi niionkwarihò:ten standards and principles within our programs, projects, and services.

The in-house Tsi Niionkwarihò:ten committee offers monthly educational sessions, such as Midwinter Ceremony and salve making. Working in collaboration with other KSCS in-house committees, such as the Social Committee, we also offered

1 KSCS Strategic Plan pamphlet. (2016).

a plant identification workshop and ribbon skirt-making sessions to staff.

We often join forces with the Prevention and Support team to offer educational opportunities to the community such as, Kahnawà:ke Tentewathà:ren and Multi-generational Trauma and Resiliency mini-conferences.

We continue our involvement with the Tewahará:tat Tsi Niionkwarihò:ten Language and Cultural Network. The coordinators and other Shakotiiá'takéhnhas representatives attend monthly planning meetings.

This year, we are supporting the promotional campaign for the International Year of Indigenous Languages. The campaign began as a UNESCO (United Nations Educational, Scientific and Cultural Organization) initiative and Kahnawa'kehró:non are taking the opportunity to celebrate and honour our ancestors through language initiatives. Kanien'kéha is important, even today, as it holds our identity, history and world-view.



An "Introduction to the Creation Story" with Aronhiaies Herne from Akwesasne was just one of the learning opportunities for staff through the Tsi Niionkwarihó:ten Program.



Mary Kawennarò:roks McComber teaching during one of the Kanien'kéha language classes to staff.



ASSISTED LIVING SERVICES

MANAGER, VICKIE COURY-JOCKS

Assisted Living Services (ALS) provides assistance and support to the community in the area of mental health support and special needs. The general objectives of our services are to support each individual's strengths, abilities and gifts to foster independence, wellness, and quality of life.

Following intake, each client undergoes an initial assessment and an individual service plan is developed and re-evaluated no less than four times per year. Based on their needs, clients have access to an array of programs and services that may include: the Independent Living Center (ILC), Family Support and Resource Services, the Young Adults Program (YAP), the Teen Social Club (TSC) and life skills support workers.

The ILC provides support for individuals living with significant mental health issues. Our 12-unit residential facility services include: financial management assistance, life planning, mental health support, coordination of medical appointments and follow-up, individual counselling and advocacy, social skills support and program activities.

Our multi-disciplinary team includes case workers, a life skills support worker, full time security and, where appropriate, collaboration with Home and Community Care Services, Addictions Response Services, mental health nursing and the Kateri Memorial Hospital Centre.

Family Support and Resource Services is the first line of response for all new requests and

the maintenance of all active files. The team consists of case workers, life skills support workers, a psycho-educator, coordinators of the day programs, and individual support services.

YAP provides assistance and support to our special needs adults who are over 18-years-of-age. The program operates Monday through Friday; however, throughout the year specific activities and events are organized for participants that take place in the evening and weekends.

The TSC members range in age from 12–18 years. The TSC runs as an after school/evening program September through June and as a summer day camp during the summer months and on PED days throughout the school year.



The ALS Halloween party is one of the events that is made possible through fundraising.

Our team of life-skills support workers provide individualized support to clients, focusing on specific goals and services as identified in their service plans.

exercise classes, Zumba, therapeutic horseback riding, walking club, healthy cooking classes, summer camping and hiking, bowling, swimming, drama, music, and art.



The ILC holds an annual variety show that proves lots of fun and showcases the talent and creativity of everyone involved.

The goals and objectives of KSCS' Strategic Plan have become our guiding principles to improve and develop services. Progress; however, has not been without its challenges.

ALS has had no increase in funding in well over ten years and, in recent years, has run a deficit due to an increase in new requests for services. Despite this, our goal is to increase and improve services and close the gaps around the identified needs of our clients.

Fortunately, with the support of the larger organization and good fiscal management, ALS has been able to access additional dollars from other areas of KSCS and because of this, we were able to add three additional life-skills support workers to the team on a full-time basis.

After many years, ALS was successful in filling the position of psycho-educator as part of the clinical team to offer assessments, support and training to individuals, families and staff.

All programs focus on providing health and wellness activities that are culturally relevant and promote and foster communication, social integration, and life skills development. Staff of the ILC, YAP and TSC use Kahnawà:ke's Community Health Plan as a reference to help plan and implement specific activities to address these health priorities. Activities provided throughout this year included: regular

We have revitalized a project to develop a resource guide for Kahnawà:ke families that provides information, guidance, and a comprehensive list of available services and supports for special needs individuals. Acting on the direction and feedback from families, stakeholders, and community, ALS is

CLIENT USAGE STATISTICS AT ASSISTED LIVING SERVICES						
	2017-2018	2017-2018	2017-2018	2018-2019	2018-2019	2018-2019
	Male	Female	Total	Male	Female	Total
Caseworkers	40	26	66	46	29	75
Family Support and Resource Services	17	10	27	21	12	33
Teen Social Club	11	8	19	7	5	12
Young Adults Program	10	9	19	9	9	18
Total	78	53	131	83	55	138

Cont/

working towards establishing a residential facility for special needs individuals on-reserve.

We secured the services of Waban-aki Tech Services to do a property and building assessment and to provide a concept report with a budgetary estimate for a 12-unit residential facility. The next step is to identify annual operating costs for such a facility.

Finally, ALS coordinated applications to Jordan's Principle for children up to 18-years-of-age whose needs are not covered under a pre-existing program. Through this process, children

had access to professional services for hearing, autism, speech, and language, just to name a few. Through Jordan's Principle, Kahnawà:ke children received direct services and support that amounted to approximately \$246,000.

Despite these obstacles and challenges, ALS had many accomplishments and we have positioned ourselves to fulfill our commitments for the continued development of services in mental health and special needs.



The YAP Fun Fair is an annual event that raises both funds for ALS and their profile in the community. It's a fun family event.



The Halloween party is a chance for everyone at ALS to let their hair down, so to speak, and to show their creativity. It's loads of fun for residents and staff alike.

ALS



Members of the YAP program at their Christmas fundraising table in the lobby of the Services Building.

A paint party at the Turtle Bay Elders Lodge was held during the Spirit of Wellness and was attended by residents of Assisted Living Services.



YAP BBQ fundraiser. The fundraiser is one of several held by ALS to help raise funds for activities and outings.



HOME & COMMUNITY CARE SERVICES

MANAGER, MIKE HORNE

Home and Community Care Services (HCCS) provides a multitude of culturally relevant services to cover a wide spectrum of health care to Kahnawa'kehrónon. In planning, HCCS services are designed to align with Kahnawà:ke Shakotiiá'takehnhas Community Services strategic plan with an eye to better meet the immediate and future needs of the community.

We continue to strengthen our working relationship with First Nation and Inuit Health branch (home and community care program—Quebec Region) of Indigenous Services, and various sectors of the government of Canada.

HCCS services are impacted by a shortage of available hospital beds — both internal and external to the community — and an increasing demand by new clients requiring a multitude of services. By combining our assets and focusing on efficiency, the program is able to offer home care, home care nursing, social work, meals on wheels, estate planning

and management, income security assistance, activity programming and other services to meet the diverse needs of our elder population.

The HCCS Older Adult Mistreatment Committee/ Iethi'nikò:n: rare ne Thotí:iens (Looking out for our Elders) held a campaign June 14, 2018 at Turtle Bay Elders' Lodge, focusing on financial abuse. The target audience were residents and HCCS activity participants.

The committee hosted a two-day workshop in February, inviting traditional speakers to share their knowledge through storytelling which would highlight historical and cultural relevance regarding respect and cultural responsibilities toward elders. A social was also held to engage multigenerational participation between our youth and elders.

HCCS continues to enhance the palliative care component of the program. In October, four members of HCCS palliative committee attended the International Palliative Care

Adult & Elders Services Counsellor		
Service Requests	2017-2018	2018-2019
Old Age Security	42	49
Social Security	3	4
Quebec Pension Plan	3	5
Estate Planning	69	63
Legal	12	30
Pension Plans	3	7
Commissioner of Oaths	9	10
Miscellaneous	74	88
Civil Status Application	2	2
Networking	9	17
Total Requests	226	277

HCCS TOTAL HOURS OF SERVICE PROVIDED		
Service Areas	2017-2018	2018-2019
Home Visits	46,156	40,034
Services Provided	51,144	49,599
Medication Assistance	5,943	5,330
Nursing	5,431	5,310
Personal Care	4,859	4,851
Case Management	5,315	3,466
Therapy	1,229	375
In-Home Respite	57	215
Domestic Services	2,978	3,138
Meal Services* (Including Meals on Wheels)	5,944	6,566
Activity Program	16,698	17,603

Note: numbers have been rounded to the nearest number.

HOME AND COMMUNITY CARE SERVICES						
Clients Served	2017-2018			2018-2019		2018-2019
	Male	Female	Total	Male	Female	Total
Activity Program	10	43	53	2	38	40
Elders Caseworkers	8	13	21	8	10	18
Homecare	41	88	129	35	90	125
Homecare Nursing	89	147	236	88	131	219
Meals on Wheels	21	47	68	18	43	61
Turtle Bay Elders Lodge	12	21	33	9	18	27
Total	181	359	540	160	330	490

HOME AND COMMUNITY CARE SERVICES								
Intakes	Activity Program	Elders Caseworker	Homecare	Homecare Nursing	Meals on Wheels	Extended Care	Equipment Loan	Total
2017-2018	22	11	50	84	22		1	190
2018-2019	23	14	54	88	22	1		202

Cont/

Conference and shared information and material with fellow HCCS staff involved in providing palliative care. In November 2018, eleven HCCS staff attended a loss and grief training workshop to assist in coping with the loss of palliative clients in their care.

In February 2019, four members of HCCS Palliative Committee attended “Palliative and End of Life Care Skills Development for Workers” training offered by FNQLHSSC in Quebec City. The committee conducted a one-hour Power Point presentation on palliative care offered in by Kahnawà:ke Home and Community Care Services. This was an excellent opportunity to share our experiences with other Indigenous communities as they begin to incorporate palliative care as a component of their services.

HCCS continues to improve our working relationship with Alzheimer Society Suroit and offer our support where required in bridging links with our community and their services. They currently offer evening workshops and support groups at the TBEL throughout the year.



The elder’s symposium featured traditional speakers and a social and was held over two days in February 2019.

The program continues to be confronted with increases in service requests while operating with a shortage of human resources within certain service areas. The HCCS team of dedicated professional adapts to these challenges and continues to channel our efforts to maintain quality care to our clients. Our clients remain at the center of our operations and we strive to strengthen our partnerships and support where relevant.



TBEL residents and community elders were treated to a 1950s event complete with a dance and vintage cars.



Members of the Elders Mistreatment Committee at their booth raising awareness about elders mistreatment in the lobby of the Services Building on World Elder Abuse Awareness Day on June 15.



Elders twisting and shouting to the beat at their 1950s dance event at the Turtle Bay Elders Lodge.



A painting party was held at TBEL in March (one of three that took place throughout the year). These events brought families, young and elder, together for a fun evening.



PREVENTION SERVICES

MANAGER, TERRY YOUNG

One of KSCS' strategic objectives indicates the need to “enhance community engagement and community-based partnerships” as a means of strengthening not only our relationships with community partners but also our ability to provide programming with a more community-focused approach.

As a result, 2018–2019 saw continued collaborative work with community organizations and grassroots initiatives such as

- Tewanatanonhnha
- Kahnawà:ke Youth Center
- Step-by-Step Child and Family Center
- Mohawk Trail Longhouse
- Kateri Memorial Hospital Centre

It was our hope that, in doing so, we might have access to, and subsequently reach, more individuals and families.

With the creation of the addictions prevention worker position, we started to work closely with the Addictions Response Services team. Together, they focus on substance use, addictions, and mental health issues, which are key priorities of our community health plan. In doing so, they provide education, resources, and up-to-date information to youth and families about the impacts of various addictions such as gambling, opioids, and sex addiction; a part of necessary life skills to assist clients in making healthy decisions.

During the 2018–2019 fiscal year, KSCS continued offering targeted prevention services for teens and young adults. These services are important to not only support the needs of teens, but also to provide support to parents, caregivers, and family members. Providing programming of this nature ensures that “our children and youth receive a healthy positive start” (Strategic Plan, KSCS 2016–2019).

Within the strategic plan of KSCS, our special needs community members remain a high priority. We supported the Young Adult's Program (YAP) for those beyond school age and the Teen Social Club (TSC), which offer after-school programming for youth ranging in age from 12–19 years. In addition, we provide support for those needing specific and individualized services through the life-skills support workers.

The Onkwanèn:ra After School Program and the A:se Tahonatehiaróntie/Teen Group focus on “providing the youth of Kahnawà:ke with the necessary life skills to assist them in making healthy decisions.” Using the community health priorities and KSCS' new direction as the pillar of program decision-making, facilitators carried out a variety of activities and lessons to increase the children's knowledge of health issues in Kahnawà:ke according to the Community Health Plan (substance abuse/addictions, mental health, learning disabilities, cardiovascular disease, cancer, diabetes and obesity.) In addition, cultural lessons are included throughout the year based on our Cycle of Ceremonies.

Secondary prevention provided quality counselling services in a safe setting to individuals, couples and families. The service is also responsible to organize and provide support for psycho-educational groups based on client and community needs. The secondary team worked closely in collaboration with other services on special projects and groups.

The parenting program provided support and education to parents of the community, individually and in group settings to enhance their knowledge, as well as to build their capacity and ability to parent their children in a healthy holistic way.

Parents received information either through group sessions, individual work or through promotions to help them improve their daily lives and their interactions with each other.

Prevention Services

Cont/

Programming during the past year included:

- The Baby Bunch
- Baby Friendly Support Group
- Nobody's Perfect
- Super Dads-Super Kids
- Tea Time/Me Time

- Mom's Wellness Day
- Parenting workshops and promotions and contests geared towards family activities

Satatenikonrarak Program promotes education and awareness of FASD, healthy sex and sexuality, and suicide prevention through campaigns, trainings, workshops, activities, and community events; resulting in community members gaining awareness, understanding and the tools for them to make healthy adjustments to their lives.

PREVENTION SERVICES USAGE

	2017-18	2017-18	2017-18	2017-18	2018-19	2018-19	2018-19	2018-19	2018-19
	Male	Female	Other	Total	Male	Female	Other	Total	Total
Drama	28	47		75					
Teen Group/Á:se Tahonatehiaróntie	15	10		25	16	13		29	
Onkwanen:ra Group	53	37		90	47	40		87	
Parenting Services (Individual)	2	7		9	5	16		21	
Parenting Services (Groups)				160	136	337		473	
S5 Voluntary Services	29	131		158	85	195	1	281	
Traditonal Services	79	79			41	70		111	
Traditional Services (Groups)					1	34		35	
Where the Creek Runs Clearer Group	3	12		15					
Total	209	323		532	331	705	1	1037	

ENHANCED PREVENTION EVENTS AND PARTICIPATION

Total Participants										
	2017-18	2017-18	2017-18	2017-18	2017-18	2018-19	2018-19	2018-19	2018-19	2018-19
Category	Events	Male	Female	Other	Total	Events	Male	Female	Other	Total
Community Activities	45	149	297	4	450	24	118	230	1	349
Kiosks	28	303	271	15	589	11	113	178		291
In-School Prevention Activities	21	356	266	9	631	6	131	122	1	254
Workshops/Trainings	25	139	185	12	336	31	369	455	2	826
Total	119	947	1,019	40	2,006	72	731	985	4	1720

Prevention Services

Cont/

Where the Creek Runs Clearer is a family and youth group that offered cultural teachings ranging from the creation story to ceremony teachings, from basket making to gardening, hunting and fishing. This group assists our people so that the connection to our past are not lost.

The traditional services component of the Family and Wellness Center provides a variety of support services to enhance the wellness and wellbeing of the individual, using both the natural and spiritual realms of Kanien'kéha teachings and support. These services allow our people to learn from the past and live in a good way in the present.

Tsi Nionkwarihò:ten Project has been working very closely with the various cultural and language resources in the community to develop and implement more Kanien'kehá:ka practices into all of the service areas of our organization and

examining how we can partner with other organizations. Tsi Nionkwarihò:te was also incorporated into our employee orientations and offer staff ongoing training and readings to enhance Kahnawà:ke history, language and culture.

The Special Project coordinator has been working with KSCS staff to develop the Family Preservation Model Approach, which KSCS plans to integrate into our services in the coming year. The Model was completed in 2018, with recommendations that will be reviewed in the upcoming year.

Within the area of youth mental wellness, the Afterschool Drama Program has been on hold for this past year due to the Prevention worker being on a leave. The program will be reactivated in 2019–2020.



The Á:se Tabonatehiaróntie Teen Group held an open house in April 2018 to showcase the program to the community.



Prevention and Support Services held a free community BBQ to help mark and raise awareness about the International Day Against Homophobia and Transphobia in June.

Support Services



Onkwanen:ra/Our Gang group members at their fundraising lemonade stand.

KSCS Prevention held a lip sync contest that was an all-ages, family-friendly event.



The Tsi nón:we Ahsonhnhiióbake/Family and Wellness Center held a Trunk or Treat event for Halloween that included participation from community organizations and proved very popular.



SUPPORT SERVICES

MANAGER, CHERYL ZACHARIE

Shakotii'a' takehnhas Support Services provides a multi-disciplinary team approach to assist community members in acquiring quality intervention services in the following areas; intake, psychological services, addictions response services, youth protection and youth criminal justice services. In addition, our foster care and case aide program secures appropriate foster homes to assist families in need and provides support to the foster parents and clients.

With the assistance and collaboration of the Kahnawà:ke Peacekeepers and other critical partners, we provide after-hours emergency response services for social emergency situations that occur within the community on a 24-hour, 365-day-per-year basis. The ultimate focus of our work is to empower clients to take control of their lives and strive for healthier lifestyles.

The goals and objectives of the KSCS Strategic Plan provides a roadmap for the improvement of services as well as building more collaborative relationships with stakeholders. This past year, we continued to implement our strategic objectives and made strides in the service areas under Support Services.

In the area of psychological services, the focus has been on engaging the effectiveness and efficacy of our processes and emphasizing a client-centred approach with practices embedded in positive psychology. We are pleased to share that we have achieved our objective to “put in place a fully capable professional psychological service” (KSCS Strategic Plan).

Our psychological services team strives to ensure that the best possible services in the area of mental health are available for our community. A trend analysis for referrals

to psychological services indicated that the top reasons for referral over the past year were as follows:

PSYCHOLOGICAL SERVICES TRENDS 2018–2019	
FEMALES	MALES
Anxiety	Anxiety
Depression	Family therapy
Grief	Adjustment reaction
Adjustment reaction	Depression
Family therapy	PTSD

The Addictions Response Services (ARS) team continued to help individuals to break free from addictions and learn new ways of coping. This year, the team strategically focused on a more comprehensive and integrated partnership approach to address addictions related issues.

The team focused their energies on the following areas (with the long-term goal of reducing the level of harm to the community):

- Working with the Regional Working Group on Cannabis to help create strategies that aim at harm reduction as a possible result of the legalization of cannabis.

- Working collaboratively with the addictions prevention worker to promote health awareness in the community.
- Actively addressing the possible impacts of video lottery terminals (VLTs) in the community by building community partnerships for the purpose of mutual support (education, consultation and referral for gambling treatment training).

The KSCS Youth Protection Program deals with reports from within the community and at times from outside the community (such as schools, hospitals, police etc.), allegations of child(ren) at risk or in danger (compromising his or her security and/or development). Causes of concern include various issues with the individual or home environment that could include addictions, psychological and emotional problems, conjugal and domestic violence, neglect, sexual abuse, physical abuse, and serious behavioral problems.

Given that each situation is unique, a tailored response is required to address the needs of the child. The primary goal is preservation of the family by maintaining the child in his or her family of origin; however, this is not always possible. When a placement outside of the child's home is needed, extended family member homes are the first choice. In most situations, family members have come forward to care for the child. Other placement situations may be within a foster

care home or within a group home setting. The eventual goal, if at all possible, is reunification with and strengthening of the family.

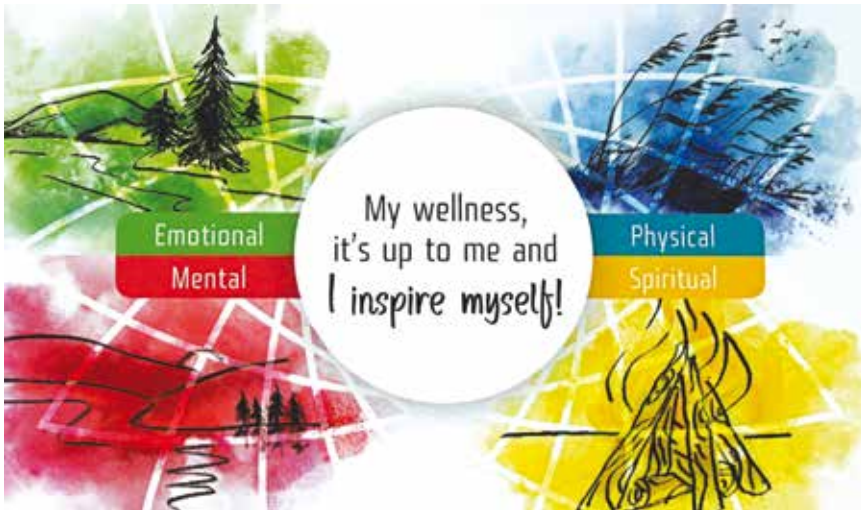
The KSCS Tsi Ionteksa'tanonhnha Foster Care /Kinship Program and Youth Protection Program work closely together to facilitate the smoothest transition for a child when he/she must be placed outside of the home. The Program's focus has been on prioritizing placements with family members and, because of this, we have been more successful in recruiting family members to become "kinship homes" (76 per cent of the children in care are with family members).

There was an average of 32 children in placement each month in approximately 21 foster homes. Under this program, we have also been working toward improving available options for young people transitioning out of foster care. We have completed a job description for a youth support worker, whose role will be to work with youth (18-25) who are aging out of foster care by offering support and assistance. We look forward to filling that position in the near future.

Moving forward, one of our objectives will be to evaluate and analyze our current structure and services, taking into account the feedback from our clientele. We are interested in determining the best practices for assisting our clientele with a more client-focused approach.



Members of the Support team during some down-time at the free breakfast for veterans. The event took place during the Spirit of Wellness.



“My Wellness: It’s up to me. I inspire myself” cards were part of the First Nations of Quebec and Labrador Health and Social Services wellness campaign. KSCS promoted the cards internally through our intranet and to our partners and externally through Facebook.

SUPPORT SERVICES — CASE AIDES		
Total Participants		
	2017-18	2018-19
Supervised Visits	371	911
Transports	1,221	188

SUPPORT SERVICES								
Total Participants								
	2017-18	2017-18	2017-18	2017-18	2018-19	2018-19	2018-19	2018-19
	Male	Female	Other	Total	Male	Female	Other	Total
Addictions Response Services	65	74		139	106	108		214
Brief Services	34	49		83	26	54	2	82
Case Aides	33	34		67	19	19		38
Foster Care	23	19		42	30	21		51
Ineligible	8	12		20	11	12	1	24
Psychological Services	58	128		186	109	201		310
Youth Criminal Justice Act	8	5		13	5	3		8
Youth Protection Services	107	97		204	99	108	1	208
Total	336	418		754	405	514	4	923

Support Services



Members of the Support team working on one of KSCS' counselling rooms to make the environment more comfortable for our community members.

Executive Director Derek Montour delivers a presentation to staff on cannabis in the workplace ahead of cannabis legalization.





ORGANIZATIONAL SUPPORT SERVICES

MANAGER, WENDY WALKER-PHILLIPS

Towards the latter part of the year, Organizational Support Services (OSS) began restructuring as a result of our Strategic Plan and organizational review. Wendy Walker-Phillips was promoted to the position of Director of Internal Operations, a new position, and will work closely with the other KSCS Directors towards attainment of our vision, mission and strategic goals.

OSS is comprised of the departments that primarily provide internal services to support the operations of KSCS. Susie Diabo was recruited as Wendy's replacement in the role of Manager of OSS.

The team worked on developing a Code of Conduct that will serve as a guide to our staff in performing their duties in line with the shared values of KSCS, and to preserve the integrity and credibility with those we work with.

One of KSCS' guiding strategic objectives is "fostering and accelerating active Kanien'kehá:ka ways of doing things, including more use of our language." In support of this, five of our staff attended in-house Kanien'keha classes this year, and one employee has completed her third year of the 5-year Mohawk Council of Kahnawà:ke language and culture program.

RECEPTION SERVICES

Guests and clients to KSCS are greeted by our team of receptionists who help people navigate through the various services we offer. Professionalism and customer service is crucial, along with a solid understanding of every department and changing personnel. This past year, we focused on creating a more welcoming and respectful environment for all who visit our building. Our reception area was

transformed to create a more cohesive workspace. Standards of practice were developed for processes to enhance services in Reception Services.

Within the Strategic Plan, it is identified that the role of the Team Leader of Administrative Services is to continue to focus on developing processes to gauge and improve employee and client satisfaction. The Team Leader has been tasked with administering and managing the KSCS services feedback process.

Reception Services
KSCS reception welcomed over 7500 visitors/clients
Meeting room support was provided to 160 internal/external groups

ADMINISTRATIVE SERVICES

Administrative Services provides various levels of support to community members as well as all KSCS departments. Our team currently has seven full-time and eight sporadic staff that continuously evaluate and enhance our services in order to ensure the best possible support to clients and internal services. This year, we welcomed a new executive assistant to support the management team at the main office.

HUMAN RESOURCES (HR)

HR provides comprehensive internal supports for managing our most valuable asset: our human capital. Starting with the hiring process and continuing throughout employment up-to-and-including retirement, we focus on all aspects of HR management including administering payroll, benefits

and compensation, staffing relations, advising on policy, and training and development. HR works towards achieving our strategic objectives while ensuring a high level of professionalism and quality services in all areas of HR management. This past year, HR successfully led a compensation market evaluation and received approval from the Board to fully implement our compensation system, ensuring policy and practices are equitable.

Payroll
Payroll provided payroll and benefit services to approximately 202 employees
Administered payroll services for 20 personnel of partner organizations

HR maintained strong partnerships by assisting organizations within the Kahnawà:ke Executive Director’s Committee (EDC) by:

- Assisting the Kateri Memorial Hospital Centre renovation project, by managing secondments of personnel via memorandum of understandings (MOU) for kitchen cooks, drivers, and porters.
- Participating in the Kahnawà:ke Human Resources Network, and regularly supporting and sharing resources and tools.
- Providing human resource technical support to smaller organizations who do not have HR departments.

Below are some of the highlights of our strategic plan objectives:

- Piloting of a new on-boarding process in order to provide new employees with a comprehensive integration into the organization.
- Offering comprehensive performance management training to all staff.
- Developing a document control process for cyclical policy revisions, and using the process to recommend revisions to the Personnel Policy.
- Ensuring our organization was prepared for the legalization of cannabis in the province by attending training on legal aspects, researching and coordinating information sessions and pamphlets for all staff.

HR Statistics		
Recruitment Processes	2017-2018	2018-2019
Positions Posted	36	41
Applications Processed/Interviews	76	59
New Hires/Orientations Conducted	26	33
Departures	18	13
Summer Students	5	5
Stage Students	8	23
Total Number of Employees	192	202

HR Statistics		
Benefit Management	2017-2018	2018-2019
Total Leaves of Absence*	45	33
Employee Assistance Usage	14	10

* Includes short-term and long-term medical leaves, leaves of absence, maternity/paternity, and on the job injuries.

Employee Turnover
HR is pleased to report that the number of departures decreased from last year; five of which can be attributed to retirement.

COMMUNICATIONS AND INFORMATION SYSTEMS

One of the main objectives of the KSCS Strategic Plan 2016–2019 is to enhance the use of IT and communications technologies to improve client services and follow-up.

Our major accomplishments this past year in regards to implementing the strategic plan have been:

- Collaborating with the EDC organizations, to fully implement the VOIP (Voice over Internet Protocol) telephone system.
- Programming and deployment of 45 new computers for staff.
- Upgrading Accpac accounting software to Sage 300 ERP version 2019.
- Furthering development of our social media Facebook page, and developing internal SOPs to include a user guide, and administrator and four editors to update the pages.
- Developing a new communications strategy.
- Conducting a community perception and satisfaction survey to gauge community wide opinions to provide information for our communications strategy.

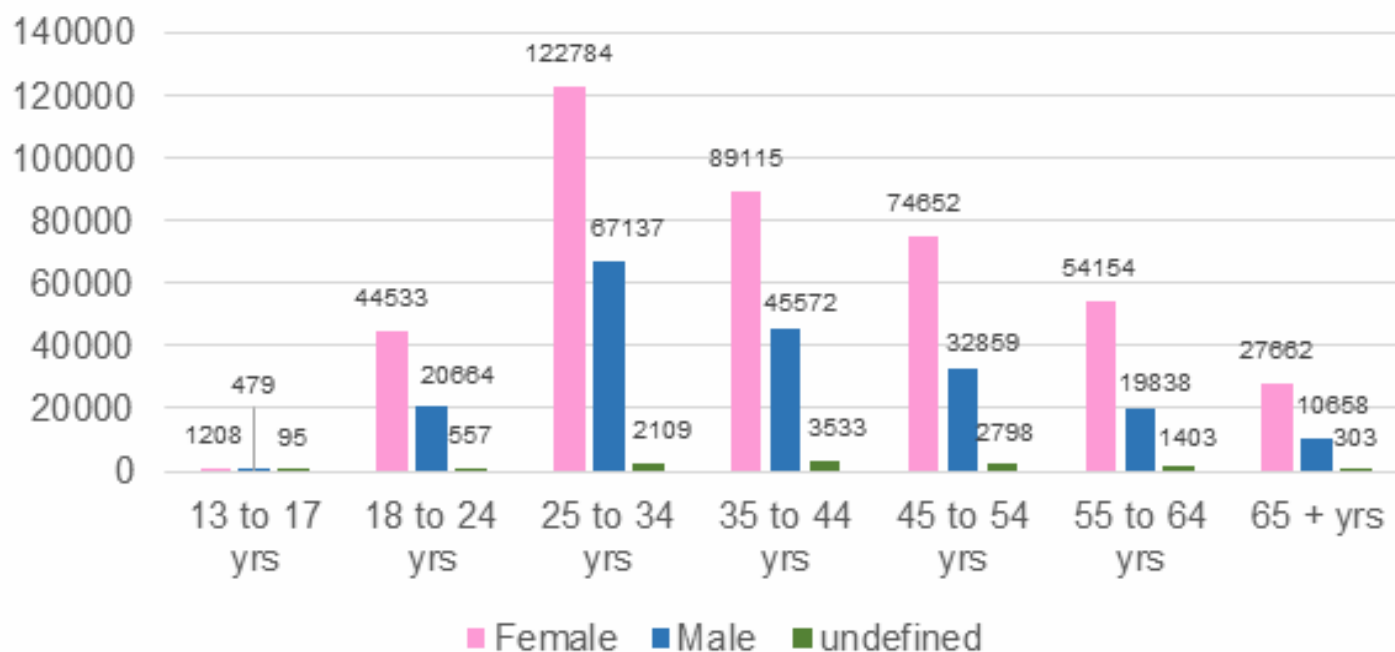
Communications		
Activity	2017–2018	2018–2019
TV Commercials		23
Facebook Posts (as of March 2018)	9	557
Workshops Recorded for Lending Library	14	14
Newspaper Ads	100	100
Newspaper Community Notes	19	10
Radio Talk Shows	16	23
Radio Commercials	6	9
Radio PSA's	41	52

Communications		
Activity	2017-2018	2018-2019
Website Updates	310	314
Weekly Bulletins	50	50
Requests for Assistance	288	309
Aionkwatakari:teke Issues*	6*	6**
KSCS Insider	15	23

* 6 publications with 118 articles covering the following health issues: Addictions 12, Violence 10, Mental Health 32, Parenting 11, Teen issues 27, Physical Health and Diabetes 16, and Environment 10

**6 publications with 118 articles covering the following health issues: Addictions 10, Violence 6, Mental Health 22, Parenting 15, Teen Issues 16, Physical Health and Diabetes 9, Environment 0

KSCS Facebook visits by age and gender



622,113 = total visits (April 1, 2018 to March 31, 2019)

9,925 = Kahnawake population*

557 = number of posts to the Facebook page

*Population identified in the Kahnawake Community Health Plan Health Transferred Programs 2012-2022, pg 7.

DATA/INFORMATION MANAGEMENT

We celebrated our one-year anniversary with the deployment of a new case management system for frontline workers. Development and support of the system is ongoing and has included fine-tuning use of the program and the development of a user’s manual for all staff.

Data/Information Management expanded this year to include an additional team member who is the primary point of contact and support to all users, as well as the second administrator on the system.

Data/Information Management
1,524 client paper files managed
5,157 client electronic files maintained
292 client files were purged and destroyed as per KSCS Retention policy

ORGANIZATIONAL STRATEGIC DEVELOPMENT (OSD)

OSD continued to focus on providing in-house consultation services and support for the services/programs of KSCS (capacity building, designing processes, and facilitating events, conducting research for service delivery improvements and producing reports).

Community involvement continued through volunteering on boards and committees, and many internal and external community activities/initiatives which keep us informed and in a position to assist and advise management. OSD sits at the KSCS Key Leadership Team (KLT) table supporting progress at the strategic level and ensuring there is alignment with the Community Health Plan.

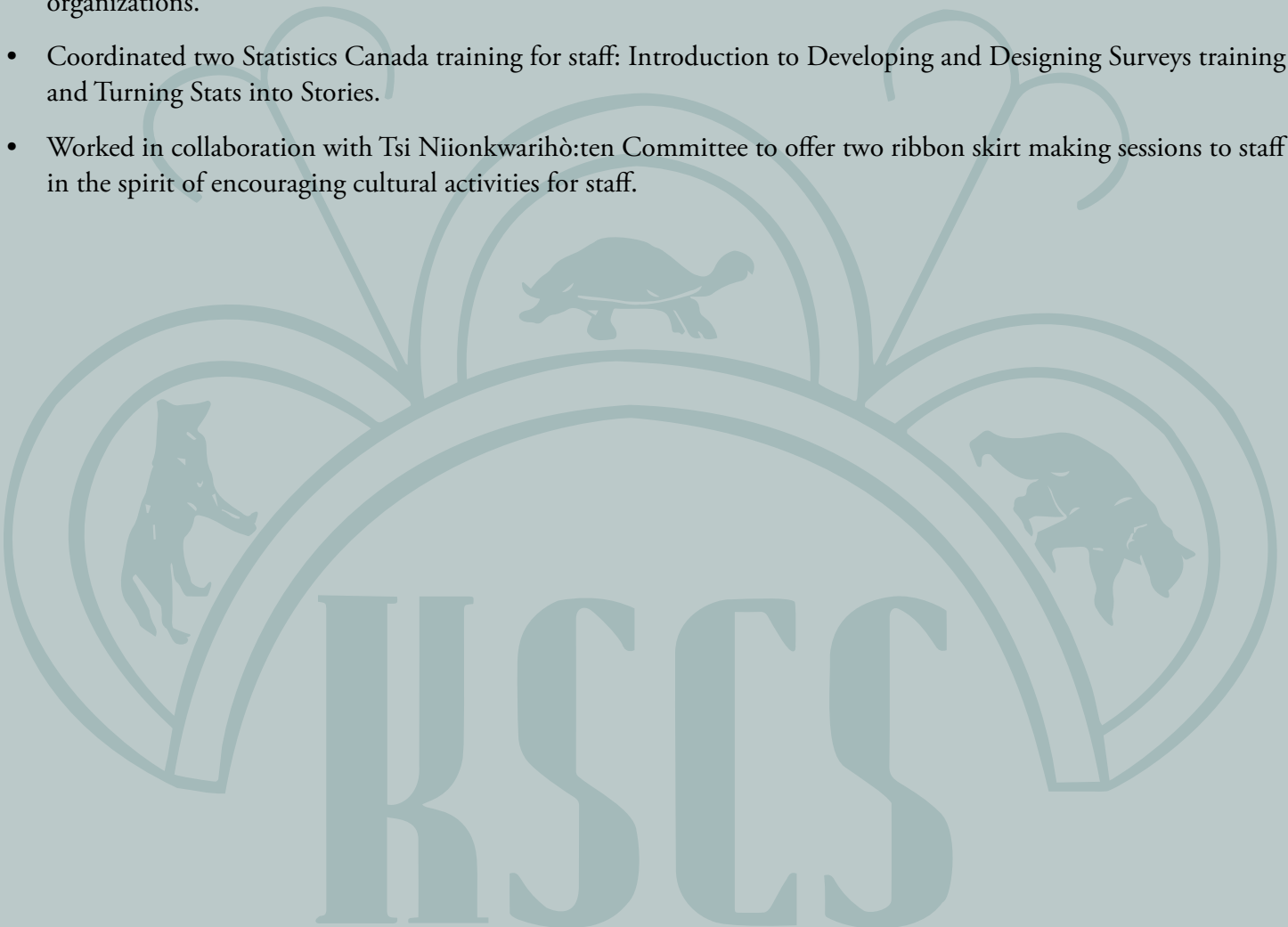
OSD work was challenged when team member, Christine Loft, was seconded to KSCS’ Tsi Niionkwarihò:ten Program in January for a one-year pilot project to assist in coordinating internal language and culture activities for staff.

In her place, Terry Young joined Winnie Taylor in March of 2019. His skills and prior experience in community planning and development, and his insights and knowledge gained as a Manager, will be beneficial for OSD and their upcoming planned projects.

Below is a listing of OSD projects and activities for the 2018–2019 fiscal year:

- Strategic Planning Global Needs.
- Assisted internal support teams to develop and review objectives and goals.
- Consulted Managers on their strategic planning support needs.
- Researched and provided strategic planning resources.
- Produced quarterly strategic plan updates for board, staff and community.
- Researched, created and adapted planning/project management tools for internal use.
- Created resource directory for management.
- Internal Projects.

- Edited and formatted Tsi Niionkwarihò:ten report for dissemination.
- Assisted in the completion of the Family Preservation Project report.
- Provided support on evaluative processes, provided technical assistance, created/edited tools and implemented surveys with staff to build capacity: Finance client satisfaction survey; LGBTQ support group interest survey; outcome measures for psychology department; community perception and satisfaction survey; as well as a number of internal activities.
- Researched KSCS's move towards accreditation and created networks and partnerships.
- Facilitated Onkwata'karitáhtshera planning meeting.
- Human Resource Training and Development.
- Co-facilitated and delivered two Applied Suicide Intervention Skills Training (ASIST) workshops to community organizations.
- Coordinated two Statistics Canada training for staff: Introduction to Developing and Designing Surveys training and Turning Stats into Stories.
- Worked in collaboration with Tsi Niionkwarihò:ten Committee to offer two ribbon skirt making sessions to staff in the spirit of encouraging cultural activities for staff.



Our Vision

Kahnawà:ke Shakotiia'takehnhas Community Services strives for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit.

Mission Statement

KSCS's mission is to encourage and support a healthy lifestyle by engaging with community through activities that strengthen our core values of peace, respect and responsibility with the collaboration of all organizations of Kahnawà:ke.



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