

2021 | 2022 ANNUAL REPORT

Health Canada Contribution Number QC1300001 KAHNAWÀ:KE SHAKOTIIA'TAKEHNHAS COMMUNITY SERVICES

CONNECTION

G



VISION

KSCS strives for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit.

MISSION

To encourage and support a healthy lifestyle by engaging with community through activites that strengthen our KSCS values of peace, respect, and responsibility with the collaboration of all organizations on Kahnawà:ke.

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EXECUTIVE DIRECTOR'S MESSAGE

Derek Montour, KSCS Executive Director



I don't think anyone could have predicted the on-going challenge that COVID-19 has presented to all of us, but through perseverance, dedication, and teamwork, we have gotten through the tough times! Although we may have outbreaks and additional challenges as we adapt our lives to the changing environment, it is vital that we remain as a united team and community. We must remain positive for a brighter future!

We have maintained services to provide enough food for our families and paying our bills throughout summer and transitioned to the Orville Standup Memorial Food Basket; we encourage everyone to continue to support and donate to this important resource. We also want the community to remain supportive of our efforts to strengthen and improve Kahnawà:ke's food system; we hope you will become more involved with this as we move forward!

Mental wellness, including anxiety and stress, has been an on-going challenge for many of our community members. We struggle with the recovery from the pandemic, while still dealing with trauma in our families and personal journeys. And we continue to persevere. It is so important that we continue to reach out to each other in a positive, healthy way, deal with conflict in our lives in a healthy way and ask for help when things become more than we can bear by ourselves. You don't have to carry your burdens alone.

KSCS operations has been significantly challenged with vacant positions, but I am very proud of our team's ability to meet the increased demands. This has put tremendous pressure on our staff members, so I ask they all continue to be mindful of their own wellness, while helping to support our community members' wellness. This year, I do not want to single out a service because I believe everyone has really shown dedication and professionalism despite the challenges that have faced us; thank you for your service.

The coming year we will make a significant change in KSCS and community operations. Through the negotiation of long-term reform of the Child and Family Services programming, additional funding is expected this year. This funding will go a long way to stabilize our children's, our families' and our community members' health and wellness. I look forward to dialoguing with different community members on how we can work together to improve our community's health outcomes. "While you desire lasting change with positive results, it will take commitment from you to transform your dreams into a reality. Be aware that there can be tough moments when you're ready to throw in the towel. Frustrating times when you may want to quit. When it gets rough or you hit a roadblock, you must forge ahead and keep going. Despite blood, sweat, and tears, do not give up on yourself. You are worth the fight for a brighter future!" ~ Dana Arcuri

I am excited to see what the next year will bring for KSCS and in my own personal journey as the KSCS Executive Director. It is an honour to serve my team members and my community. I hope that I continue to have this opportunity the Creator has asked of me.

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. We look forward to continuing our support for you on your journey as we walk with you a little while. Please remember that we all have challenges in life, and "hurt people, hurt people; whole people, heal people".

All of our challenges can be overcome if we have the willingness to actually face them; we just sometimes need a helping hand. KSCS is here to be that helping hand. \cos

BOARD OF DIRECTORS

Mary Lee Armstrong, Board Chairperson



Shé:kon Kahnawà:ke,

We hope that everyone is safe, healthy and returning to a state of normalcy after the trying times of the last few years. While we understand that these times have not been easy for many, Kahnawà:ke has continued to show our resilient spirit and strong sense of community throughout the pandemic.

There have been many bumps in the road as KSCS has been tasked with continuing to deliver services, not only in the typical areas of essential support services, but in a multitude of other areas with the need to ensure emergency food and shelter, as well as the continued increase in requests related to mental health.

KSCS has been integral in developing outreach services to individuals feeling the burden of the pandemic and has continued to address the needs of the community by creating mental health networks to focus on this serious issue. This work is on-going and will continue to be an important area of development in the future. KSCS is well-placed to understand that a healthy community requires support in order to facilitate mental wellness for all.

While dealing with two COVID-19 outbreaks, one at the Turtle Bay Elder's Lodge and one at the Independent Living Center, our staff successfully kept the spread within the facilities to a minimum. Strong partnerships within the community contributed to the success of keeping our most vulnerable safe, and as the Board of Directors we are grateful for the immediate action and leadership shown in these times.

As a Board, we have undergone quite a few changes this past year as we have had many long-term and some more recent members finish their



Arlene Jacobs



Barton Goodleaf



Brooke Rice

terms. There are now many new faces at the Board of Directors and with this they bring some newfound ideas and heightened energy to the table. For the coming year, the Board is committed to continuous improvement and will be working to ensure that we continue to guide the organization in their service to the community.

The organization has undergone a review of their strategic plans and is diligently working to ensure the updated targets are met. It will indeed be a busy year for us all.

We want to thank the community for their patience and support over this past year. The essential services to the community were stretched during the pandemic and accessing services that we have grown to rely on has been challenging at best because of many constraints.

Finally, we want to show our appreciation to the staff of KSCS. They have continued to service the community in so many areas without fail and, like other front-line workers, have done so at the risk of their personal safety, sometimes to the detriment of their own family time and mental wellness. Your dedication has not gone unnoticed. We are confident though that there are better days ahead and look forward to supporting our community together. C3



Ryan Montour



Kanahne Rice



Frank McComber



Janice Beauvais



John Dee Delormier

2021-2022 KSCS ANNUAL REPORT

ONKWATA'KARITÁHTSHERA

Karonhiaroroks Picard, Technical Programs Administrator



Wa'tkwanonhwerá:ton,

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 community organizations and community members' input 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 Shakotiia'takéhnhas Community Services (KSCS), Kahnawà:ke Fire and Ambulance Services (KFB), Mohawk Council of Kahnawà:ke (MCK) and three support staff.

Onkwata'karitáhtshera remains committed to addressing its strategic planning goals by gathering, analyzing, and communicating needs to effectively drive service planning to address the following community health priorities:

- substance abuse/addictions
- mental wellness
- diabetes
- cardiovascular disease/hypertension/ obesity
- learning/developmental disabilities
- cancer

The community is continuing to adjust to ever-changing times, while adapting to our new norms and transitioning into the recovery stage of the COVID-19 pandemic; Onkwata'karitáhtshera was no exception. The pandemic remained at the forefront of our everyday lives throughout 2021, but as vaccines became available and new mandates followed, so did the way in which we managed to cope and move forward. The Secretariat team continued to contribute to work reassignments to support food security needs for the first half of the year, until emergency response in this area ceased in September 2021. Over the past two years Onkwata'karitáhtshera has supported the Kateri Food Basket by funding a full-time coordinator position to assist in the management of their facilities and distribution, as this was proven to be a need that was only amplified throughout the pandemic.

During the spring and summer 2021, Vivienne Walz, our CHP Liaison, conducted Emergency Food Services assessments (4 in total), and throughout the year supported the COVID-19 Wellness Action Team with administration, planning and logistics. Our Health Programs Liaison, Kiersten Two-Axe Myiow, also contributed much of her time supporting Emergency Food Services through food basket coordination, preparation, and food delivery.

This year we continued reflecting on the Onkwata'karitáhtshera health priority subcommittees and began planning how we could resume working together post-pandemic. In between pandemic reassignments, Vivienne became more active as a liaison, especially with the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC).

In the summer, Vivienne collaborated with colleagues from Kahnawà:ke Schools Diabetes Prevention Program (KSDPP) and McGill University on the Food Sovereignty and Security Knowledge Synthesis project.

The release of Volume II of the Onkwaná:ta ~ Our Community, Onkwata'karí:te ~ Our Health" Health Portrait has been postponed. Many of the people who have been involved in the analysis and development of the portrait were called away to perform emergency reassignments for the better part of 2021, and as a result we have been unable to complete final elements of Volume II. We are eagerly anticipating a launch in the fall of 2022. Our community health priorities continue to guide funding distribution throughout our community. The health priorities have been integrated into the criteria for all funding initiatives managed by Onkwata'karitáhtshera. The Kahnawà:ke Head Start initiative (KHS), is available to projects with a focus on educational and daycare facilities that service the 0-6 population and continues to be managed and distributed through the Step by Step Child and Family Center.

In 2021, community projects funded through the Community Health Plan Initiative (CHPI), continued to deliver programming as the state of emergency extended into its second year, program planning was adjusted as needed to align with ever-changing restrictions. Lessons learned from 2020 certainly helped project coordinators to plan and navigate through pandemic challenges, 15 projects receiving funding in 2020-2021.

Andrea Brisebois has continued her role as Health Programs Liaison - Jordan's Principle and Non Insured Health Benefits (NIHB) Coordinator, to assist community members to navigate and access Jordan's Principle funding. Funding is available to all children in Kahnawà:ke ages 0-18, living on or off-reserve, and regardless of where they attend school. This initiative works to ensure that there are no gaps in publicly funded health, so-



Corn braiding activity hosted by the Tsi Niionkwarihò:ten Program.

cial, and education programs/services, as well as support for First Nations children.

The number of Kahnawa'kehró:non children approved through Jordan's Principle continues to grow every year as more families became aware of the initiative. During the 2021-2022 fiscal year, Indigenous Services Canada (ISC) approved 121 applications totaling \$687,597, an increase from \$477,267 in the previous fiscal year. Products and services that have been funded include laptops, assessments and screenings, art therapy, audiology testing, behavior technician, respite services, summer camp, tutoring services, school tuition, occupational therapy, speech therapy, orthodontics, transportation and more.

Andrea continues to assist Kahnawa'kehró:non in accessing information for the NIHB Program for dental, vision care, medication, medical supplies and equipment. Mental Health counselling is under the authority of Kahnawà:ke Shakotiia'takehnhas Community Services and Medical Transportation is managed by Kahnawà:ke Medical Transport, sixty-two community members called for assistance, generally for dental benefits.

This year Onkwata'karitáhtshera continued to contribute to the Covid-19 pandemic response as we worked to return to a state of normalcy. The current 2012-2022 CHP neared its end, and our focus shifted to its evaluation, and planning the subsequent development of the new CHP which will guide our service planning throughout 2022-2032. Despite the ongoing pandemic throughout 2021, Onkwata'karitáhtshera continues to manage and support many of its annual activities ensuring they continue to be successful. As restrictions are eased Onkwata'karitáhtshera looks forward to a return to normality, we are optimistic for the year ahead. 🔇

FINANCIAL STATEMENTS



Independent Auditor's Report

To the Members of Kahnawà:ke Shakotiia'Takehnhas Community Services:

Opinion

We have audited the financial statements of Kahnawà:ke Shakotiia'Takehnhas Community Services (the "Organization"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, accumulated surplus, changes in net financial assets and cash flows 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, 2022, and the results of its operations, changes in its net financial assets 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



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 July 18, 2022

MNP SENCRL, STI

FINANCIAL STATEMENTS

Kahnawà:ke Shakotiia'Takehnhas Community Services Statement of Financial Position

	As at March 31, 20	
	2022	202
Financial assets		
Cash resources (Note 4) Contributions and accounts receivable (Note 5)	18,871,242 1,381,778	12,443,357 1,037,611
	1,301,770	1,037,011
Total financial assets	20,253,020	13,480,968
Liabilities		
Accounts payable and accruals (Note 6)	1,849,584	1,910,682
Deferred revenue (Note 7) Amounts held in trust (Note 8)	3,989,674 177,644	495,494 138,153
Total liabilities	6,016,902	2,544,329
Net financial assets	14,236,118	10,936,639
Contingencies (Note 9)		
Non-financial assets		
Tangible capital assets <i>(Note 11) (Schedule 1)</i> Prepaid expenses	3,256,298 106,090	3,318,962 83,377
Total non-financial assets	3,362,388	3,402,339
Accumulated surplus (Note 16)	17,598,506	14,338,978

Director

Director



Kahnawà:ke Shakotiia'Takehnhas Community Services Statement of Operations and Accumulated Surplus For the year ended March 31, 2022

	Schedules	2022 Budget	2022	2021
Revenue				
Government funding				
Indigenous Services Canada (Note 12)		20,065,938	31,948,146	25,438,136
Canada Revenue Agency (Note 12)		156,000	212,049	252,931
	_	20,221,938	32,160,195	25,691,067
First Nations Quebec and Labrador Health and Social Services Commission		.ą.	246,258	-
Other community income		1,069,350	437,917	1,063,050
Investment income		59,977	64,940	56,958
Deferred revenue - prior year		38,351	495,494	287,659
Deferred revenue - current year		211,290	(3,989,674)	(495,494
Repayment of funding		-	(22,978)	-
		21,600,906	29,392,152	26,603,240
Expenses (Schedule 2)				
Block funded health priorities	4	11,759,009	12,797,320	11,769,974
Fixed funded health priorities	5	308,764	820,111	709.719
Set funded health priorities	6	478,619	532,644	604,264
Flexible funded health priorities	7	38,351	159,430	82,247
Enhanced prevention focused approach	8	9,286,429	8,190,250	8,396,608
Assisted living services	9	2,694,379	2,774,207	2,813,306
Other health and social services	10	788,928	406,584	980,926
Administration	11	113,616	220,090	(411,406
Capital	12	8	231,988	253,133
Fotal expenses		25,468,095	26,132,624	25,198,771
Surplus (deficit)		(3,867,189)	3,259,528	1,404,469
Accumulated surplus, beginning of year		14,338,978	14,338,978	12,934,509
Accumulated surplus, end of year		10,471,789	17,598,506	14,338,978

FINANCIAL STATEMENTS

Kahnawà:ke Shakotiia'Takehnhas Community Services

Statement of Change in Net Financial Assets For the year ended March 31, 2022

	T of the year ended match of		
	2022 Budget	2022	2021
Annual surplus (deficit)	(3,867,189)	3,259,528	1,404,469
Purchases of tangible capital assets	(131,800)	(169,324)	(134,859)
Amortization of tangible capital assets	-	231,988	253,133
Acquisition of prepaid expenses	-	(22,713)	-
Use of prepaid expenses	-	-	97,357
Increase (decrease) in net financial assets	(3,998,989)	3,299,479	1,620,100
Net financial assets, beginning of year	10,936,639	10,936,639	9,316,539
Net financial assets, end of year	6,937,650	14,236,118	10,936,639



Kahnawà:ke Shakotiia'Takehnhas Community Services Statement of Cash Flows

	For the year ended March 31, 2022		
	2022	2021	
Cash provided by (used for) the following activities			
Operating activities			
Cash receipts from contributors	32,477,225	27,104,664	
Cash paid to suppliers	(13,286,183)	(12,055,243)	
Cash paid to employees	(12,698,264)	(12,676,709)	
Interest and dividend income	64,940	56,958	
	6,557,718	2,429,670	
Financing activities			
Change in amounts held in trust	39,491	41,668	
Capital activities			
Purchases of tangible capital assets	(169,324)	(134,859)	
Increase in cash resources	6,427,885	2,336,479	
Cash resources, beginning of year	12,443,357	10,106,878	
Cash resources, end of year	18,871,242	12,443,357	

FINANCIAL STATEMENTS

Kahnawà:ke Shakotiia'Takehnhas Community Services Schedule 1 - Schedule of Tangible Capital Assets

For the year ended	March 31	, 2022
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	Buildings and building improvements	Equipment	Furniture and fixtures	Computer hardware	Vehicles	Subtotal
Cost						
Balance, beginning of year	5,506,482	141,738	186,764	445,903	222,990	6,503,877
Acquisition of tangible capital assets	154,854	-	-	14,470	-	169,324
Balance, end of year	5,661,336	141,738	186,764	460,373	222,990	6,673,201
Accumulated amortization						
Balance, beginning of year	2,563,920	90,612	113,365	270,781	160,888	3,199,566
Annual amortization	120,799	10,226	14,680	60,725	20,680	227,110
Balance, end of year	2,684,719	100,838	128,045	331,506	181,568	3,426,676
Net book value of tangible capital assets	2,976,617	40,900	58,719	128,867	41,422	3,246,525
2021 Net book value of tangible capital assets	2,942,562	51,126	73,399	175,122	62,102	3,304,311

Kahnawà:ke Shakotiia'Takehnhas Community Services Schedule 1 - Schedule of Tangible Capital Assets

For the year	ended March 31, 2022

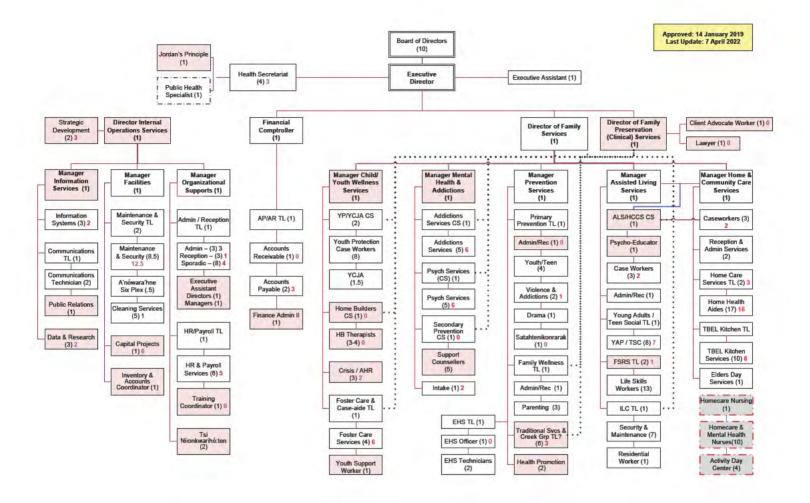
	Subtotal	Telephone System	2022	2021
Cost				
Balance, beginning of year	6,503,877	74,010	6,577,887	6,443,028
Acquisition of tangible capital assets	169,324	-	169,324	134,859
Balance, end of year	6,673,201	74,010	6,747,211	6,577,887
Accumulated amortization Balance, beginning of year	3,199,566	59,359	3,258,925	3,005,792
Annual amortization	227,110	4,878	231,988	253,133
Balance, end of year	3,426,676	64,237	3,490,913	3,258,925
Net book value of tangible capital assets	3,246,525	9,773	3,256,298	3,318,962
2021 Net book value of tangible capital assets	3,304,311	14,651	3,318,962	



Kahnawà:ke Shakotiia'Takehnhas Community Services Schedule 2 - Schedule of Expenses by Object For the year ended March 31, 2022

	2022	2022	2021
	Budget		
Expenses by object			
Liquidating dividend		696,167	
Amortization		231,988	253,133
Bank charges and interest	25,200	23,815	23,785
Special projects		10,428	
Community health initiatives	4,517,133	4,788,687	5,785,139
Community donations	5,500	34,136	6,847
Contracted services	5,350	349	5,798
Covid-19 Costs	478,141	356,574	706,313
Honoraria(um)	30,000	14,029	8,206
Insurance	12,149	18,219	13,296
KMHC non-dedicated funding	854,700	689,396	988,665
KMHC dedicated funding	1,520,843	3,779,963	1,698,193
Miscellaneous	38,500	11,423	109,554
Office and administration cost share	15,312	(69,725)	(59,296)
Office equipment lease	17,580	14,685	18,655
Office supplies	123,327	106,098	106,220
Placement costs	75,000	15,679	(49,025)
Professional fees	89,000	95,051	136,545
Rent	189,224	164,137	145,530
Repairs and maintenance	409,500	220,615	180,492
Salaries and benefits	14,094,413	12,698,266	12,676,709
Program expense	2,369,496	1,923,141	2,144,878
Purchases	28,400	12,609	15,429
Telephone	41,584	44,138	59,288
Training	181,357	52,656	39,070
Travel	259,009	112,063	106,510
Utilities	87,377	88,037	78,837
	25,468,095	26,132,624	25,198,771

KSCS ORGANIGRAM





2021 Kahnawà:ke Holiday Parade - The KSCS Hogwarts Express.

FINANCIAL SERVICES

Dana Stacey, Financial Controller



The KSCS Financial Services team has increased by one team member, an Administrative Assistant, Tami Jo Rice. The new position will allow the Finance team to continue providing services to our clients in a timely and professional manner. The team also welcomed Amanda Diabo as a replacement Finance Administrator for Kawerine Horne who welcomed a son into her family. These additions have been an asset at a time when the team provided the professional services expected of them even though the conditions were not perfect due to the COVID-19 pandemic.

Indigenous Services Canada (ISC) provided extra funding for services related to mental wellness, personal protective equipment (PPE) needs such as medical masks and shields, staff support, and Emergency Food Services.

The Emergency Food Basket and Emergency Prepared Meal Services are now complete but in the coming year, we will continue to provide services with the surplus COVID-19 funding for post-COVID-19 programming.

The KSCS Finance team continues to be an important part of the KSCS family. We continue to work together as a team and to provide support to our staff, clients, and partner organizations. C3



During the pandemic, KSCS received additional funding, some of which was used to provide Emergency Food Services.

DEPARTMENT of FAMILY SERVICES

Cheryl Zacharie, Director of Family Services (Clinical)



We all learned so much during the first year of the COVID-19 pandemic. Like all life experiences, be they positive or trying, there were lessons to be taken from what transpired. Lessons about the way we connect with others, about embracing change, and about standing together in the face of uncertainty. We were also reminded of the importance of flexibility, the true strength of our dedicated workers, and of the indomitable resiliency of Kahnawa'kehró:non.

Throughout 2021-2022, the Family Services Management team continued to adapt to the ever-evolving landscape created by the pandemic. Ensuring that the needs of our clients and the community of Kahnawà:ke were met while continuously adjusting to meet those needs safely was a challenge which management and staff rose to time and again. Whether it was by refining and enhancing virtual services and programming or by reassigning staff to support critical community supports like the Kateri Food Basket, Family Services did not shy away from finding ways to help Kahnawa'kehró:non navigate the ongoing challenges of life during the pandemic.

Despite an abundance of obstacles to be overcome, Family Services maintained many of the programs that the community has come to anticipate and rely upon. Some of these included summer youth programming and the annual Spirit of Wellness (SOW) campaign. While these events proceeded in modified formats in order to adhere to public health guidelines, it was important that they were held in order to provide a sense of normalcy in exceptional and uncertain times.

Looking to the future, we are moving forward with a new Director of Family Services (Operations) in Davis Montour. Additionally, Rebecca D'Amico will be taking on the role of Manager of Child and Youth Wellness. With their fresh perspectives in these new positions, we will continue to develop and implement innovative methods of providing services to our community, incorporating the goals and objectives laid out in the Child and Family Services (CFS) Enhanced Prevention Plan, the KSCS Strategic Objectives, and the Community Health Plan (CHP). C3



ASSISTED LIVING SERVICES

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Vicky Coury-Jocks, Manager of Assisted Living Services



Assisted Living Services (ALS) provides services to individuals living with special needs and those living with a severe and persistent mental health diagnosis. We are always striving to improve our services and to this end I am pleased to share that upon completion of a full evaluation, ALS successfully received our Accreditation Certificate from Accreditation Canada.

For our special needs clientele, each individual and their care giver has access to a multi-disciplinary team of Case Workers, Life Skills Support Workers, and a Psycho-educator. All our clients receive a service plan developed to address their individual needs and personal goals. Based on these service plans clients have access to a range of services that may include individual focused support with a Life Skills Support Worker, the Young Adults Program (YAP) or the Teen Social Club (TSC). YAP is for individuals 19 years and older and runs Mondays-Fridays and some weekends or over nights. The TSC is for youth ages 12-19 which operates as an after-school program from September to June and as a day program during the summer months and on school PED days.

ALS also operates the Independent Living Center (ILC) a 12-unit residential facility for adults living with a severe and persistent mental health diagnosis. Within this setting residents receive structure and support through a multi-disciplinary team of Case Workers, Life Skills Support Workers, and Activity Coordinators. Where necessary they also have access to services from a mental health nurse, doctor, and psychiatrist.

This year as the omnipresence of the global pandemic continued and we wrestled with wave after wave, ALS drew on our skills, experience, creativity and unwavering commitment of staff to maintain essential services and provide programming that respected safe health practices as well as met our obligations to support individual's mental health needs.

Our experience with the pandemic throughout the previous year helped staff quickly regroup, mobilize, and adapt as each new wave presented challenges to services. Bright spots did occur however when summer allowed for in-person day programming, albeit with reduced numbers able to attend each day. Although all clients were not able to attend full-time because of limited space and health measures

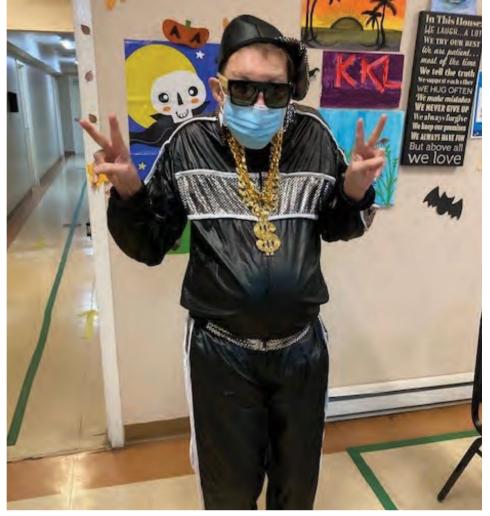


Independent Living Center Christmas Bingo.

ASSISTED LIVING SERVICES

for safe distancing, through careful planning schedules were drafted that allowed all clients who wished, to attend on a staggered schedule. When COVID-19 numbers in the community climbed, remote programming resumed. Activities whether in-person or remote included painting, drawing classes and cooking classes. There have been monthly exercise classes and bingo in the evenings. Staff led educational presentations on the mind, body, and environment. As well as cultural activities tied to our traditional festivals. On the recreational end staff held remote holiday parties for Halloween, Christmas, and Valentine's Day with pumpkin carving contests and Christmas stocking decorating contests, just to name a few.

One of the most beneficial additions to regular programming has been the twice weekly Mindfulness sessions. The addition of this activity has helped both clients and staff cope



Halloween at Assisted Living Services.

with the stress of these unpredictable pandemic times and gain skills that will support them in the future.

Although the effects of the pandemic have had a noted impact on people the world over, it presents particular risk factors to an already vulnerable population. While the public health directives targeted the threat from COVID-19 to a person's individual health, ALS staff have worked tirelessly to mitigate the impact to our client's mental health as well. To this end they have all done an incredible job for which I express my appreciation and gratitude. C3



CHILD & YOUTH WELLNESS

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Davis Montour, Manager of Youth and Wellness



The Manager of Child and Youth Wellness (MCYW) plays a role in achieving some of the objectives outlined in the KSCS Strategic Plan and operates with a Family Preservation model of practice as the focus. The MCYW is responsible to oversee and manage the Youth Protection (YP), After Hours Response Services (AHRS), and Tsi Ionteksa'tanonha (Foster Care/Kinship) programs and services. This role, along with the Manager of Mental Health and Addictions, provides management of the Clinical Supervisors that make up the Support Services aspect of Family Services.

The KSCS Youth Protection program receives intakes from various sources and holds the mandate to investigate allegations of situations of potential risk to youth. "Risk" is defined by "a situation that compromises safety, security and/ or development," and support services are offered to assist in resolving these situations. Based on the unique nature of each file, service plans are developed to best meet the needs of each child and family. These plans are reviewed and modified over time based on the progress of the file and the changing needs of the client.

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The primary goal is always the preservation of the family unit (regardless of it's structure) and maintaining the child within their family system. When doing so proves to be a challenge it's common for extended family to step forward to care for the child(ren.) In most cases family members come forward to care for the child. When that isn't possible, foster care homes or group homes are used to meet this need while the service plan is carried out.

The Tsi Ionteksa'tanonhnha Program (Foster Care/Kinship) provides various key services including our Case Aide program which provides transportation and supervised visitation activities, our Youth Support Worker who provides individual support for youth (aged 15-25 who have been or are a part of the foster care/group home systems,) as well as our Foster Care Resource Worker who provides valuable support and resources to our foster family network. The majority of our foster homes are Kahnawa'kehró:non, and there are

an average of 27 children monthly (high of 32) in Tsi Ionteksa'tanonhnha homes (regular foster homes, kinship foster homes, and kinship care) in approximately 22 (high of 23) Tsi Ionteksa'tanonhnha homes. We also saw a monthly average of 12 (high of 14) children requiring institutional settings. The supervised visits and transportations serve to maintain as much connection for children with their natural parents as possible, and this year the Case Aides successfully provided 464 supervised visits and 1077 transports for our clients. The department staff also participated and received certification in the ASIST suicide intervention training, and will continue to receive trainings to continue developing their skills.

Much like the previous year, the COVID-19 pandemic brought forth many challenges and KSCS front-line staff have continued to be available to provide 24/7 service throughout that time. The pandemic heightened the existing issues our clients have been facing and there were many challenges to providing services. As always, KSCS front line staff have carried out their work with passion, dedication, and commitment to the well-being of the youth and families of our community, regularly going above and beyond to provide services and support to our community though an incredibly challenging time. 3

PREVENTION SERVICES

Alana Kane, Interim Manager of Prevention Services



What a busy year for Prevention Services! All were excited to start the new fiscal year off right with Cultural Awareness Month activities such as the popular Auntie's Ribbon Skirts workshops for youth. It was so nice to be able to offer in-person workshops again and the series was a huge success. The COVID-19 pandemic definitely affected Prevention Services programming and all the teams were hopeful that 2021-2022 would be a year of reconnection.

To get a good sense from the community as to their evolving needs, the Parenting team developed a survey for parents and caregivers of teens to help the team develop an online support group. The new group explored topics such as anxiety, body image, sexual identity, disrespect, defiant behavior and so much more. Throughout the fiscal year, the Parenting team also continued the popular What's for Lunch segments in collaboration with KMHC's nutritionist, Chantal Haddad as well as their Round Table Talk episodes that address many important and, often, difficult issues facing community members.

One of those difficult issues was news of the loss of 215 children whose remains were discovered at the former Kamloops Residential School site in British Columbia. This discovery greatly affected our community and left many feeling intense pain and grief. Among other efforts to offer support to the community during



What's For Lunch? online cooking show bringing families together.



that challenging time, two Traditional Support Counsellors from the Family and Wellness Center (FWC) appeared on an episode of Round Table Talk to discuss the impact of the devastating news and to help parents and caregivers learn how best to talk to children about this emotional subject. The FWC also ran a Residential Schools support group for four weeks following the discovery to provide a safe space for connection, sharing and healing.

As the season changed and Fall rolled around, the Parenting, Traditional Support, and Promotion and Education teams offered an online support group for mothers experiencing postpartum depression, a suicide prevention skills workshop for the community (ASIST) and the Ase:sasatonhet - Starting A New Life grief support group. For their part, the Primary Prevention team was busy planning for Spirit of Wellness (SOW) month which is held in November every year and encourages community members to participate in activities that support their physical, mental, emotional, and spiritual wellness.

Some amazing activities that were offered throughout the campaign were the KSCS Kindness Rocks kits, the Create Your Family Tree, the Honoring Our



What's For Lunch? online cooking show.

Wisdom Keepers event, the 5km Walk or Run Challenge, and the Virtual Social. Winter was just as busy, with Zoom with Santa and Pictures with Santa events, a weekly Men's Talking Circle at the FWC, the Winter Carnival, Pink Shirt Day, as well as Family Bingo Night and March Break Activity Swag Bags! Though the ongoing pandemic still affected programming in 2021-2022, the department looks ahead to 2022-2023 with hopes of strengthening partnerships, growing existing services, and continuing to innovate and connect. With such a dedicated team, Prevention Services is more than ready! C3

HOME & COMMUNITY CARE SERVICES

Mike Horne, Manager of Home & Community Care Services



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The loss that we have all experienced over the last two years is universal. As we all know, the community lost precious time spent with friends and families due to ever changing sanitary restrictions and safety measures. Many in the community chose or were forced to isolate out of concern of contracting the virus, or worse, passing it on to their loved ones. This duty to the safety of the community came at a price: loneliness and fear.

I feel an immense sense of pride in being part of the Homecare team, especially during this pandemic. We were a key component in helping to make the Homecare clients find some sort of normalcy during this turbulent time in their lives. We became their eyes and ears when their families were not available. We were a familiar face that they could trust and feel safe with. We made them feel comfortable, gave them sense of routine, and the needed security to see them through this global pandemic. In many cases we became



Turtle Bay Elders Lodge community garden.

their family.

Not only did the Homecare team fill the void of not seeing their loved ones whom they desperately needed, but as a team, we also worked together to implement protocols and Public Health directives for our Turtle Bay Elders Lodge (TBEL) residence and community clients. This ensured that residents and clients were protected from COVID-19, all while continuing to focus on our mandate of providing services to the community.

Though client safety was our primary goal, the Homecare team made sure they too remained safe. With strict adherence to the protocols surrounding safety equipment, daily screening for symptoms, multiple rounds of testing, they persevered for the sake of our clients and their own families.

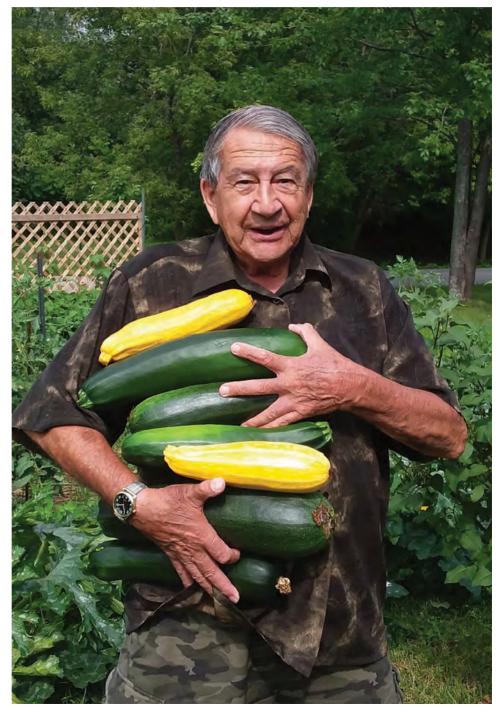
The Home and Community Care Services (HCCS) Clinical team, which is composed of the Clinical Supervisor and Case Workers, continued to deliver needed services this year, despite the on-going challenges we encountered. Though we faced staffing challenges, what we sometimes lacked in manpower we compensated for with an abundance of creativity and resourcefulness. Efforts were made to improve the quality of life of our elder Kahnawa'kehró:non during this difficult period.



Lockdowns and reassignments had a direct impact on the services of the Adults and Elders Services Counsellor. Limited services resumed when Emergency Food Services concluded in mid-July 2021. In December 2021 when the 5th wave hit, services were again diminished until late February 2022 when the wave subsided.

The TBEL kitchen team has been diligently providing consistent service throughout these trying times. There are currently 22 residents who receive daily service from the kitchen team. In August 2021, the kitchen recommenced preparation of the Meals on Wheels program. Currently the TBEL kitchen team prepares an average of 45 threecourse meals daily for community members. The dedicated kitchen staff must be commended for their efforts to continuously provide quality services during these remarkable circumstances.

Though there is a light at the end of this pandemic tunnel, we are not quite out of it yet. However, the experience that the team acquired over the last two years has equipped us to face any challenges which lie ahead. On behalf of Homecare team, I would like to express my appreciation to all staff members for their relentless determination and dedication, to community members who offered their assistance, and finally, to our clients who remained patient and understanding as we quickly adjusted our services to ensure everyone's safety during these difficult times. cs



Turtle Bay Elders Lodge community garden.

MENTAL WELLNESS & ADDICTIONS

Alana Kane, Manager of Mental Wellness and Addictions



In healing, connection is the key. As social beings, we are wired to connect with others, connect with community and connect with our values. Though this past year and the ongoing COVID-19 pandemic has once again challenged our ability to connect with others, the Mental Wellness and Addictions teams continued to find alternative and creative ways to build and preserve relationships with clients and the community to ensure continuation of service delivery.

From March 2021 to April 2022, requests from community members for counselling services have been at an all-time high. The COVID-19 pandemic has proven to be a mental health crisis (just as much as it is a physical health crisis) and when requesting services, community members continue to list the effects of the pandemic as a significant contributing factor to their mental, emotional, and spiritual distress. It became clear that feelings of disconnection, hopelessness, grief, uncertainty, and anxiety were very common among those reaching out for support. As more and more community members struggled with the impacts of isolation, the Mental Wellness and Addictions teams provided and advocated for in-person counselling sessions for individuals and families and organized safe spaces for people to connect such as the LGTBQ2S+ dropin support group for adults and youth. Connection through shared experience and shared story is an incredibly important piece of the healing journey and the teams have focused on bringing people together and making



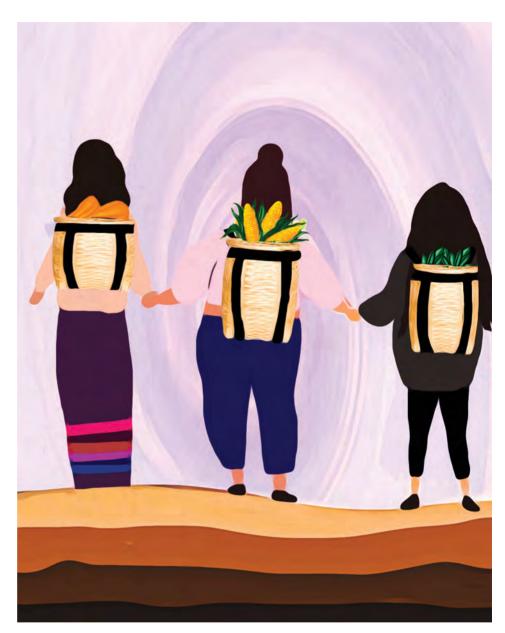
2021 Summer Teen Group.



sure they feel heard, feel seen, and feel like they are not alone. The teams also connected with the community through outreach at Kahnawà:ke Survival School, collaborations with Kahnawà:ke Collective Impact and by continuing to provide meaningful wholistic wellness information using local and social media.

Again, this year, some of our community members most deeply impacted by the ongoing pandemic are those dealing with substance abuse. The Addictions Response Services (ARS) team has further strengthened our relationships with our partners at the CHUM, CISSSMO and KMHC to connect clients with the appropriate resources and continue to meet the requests for services coming in. The ARS team's greatest challenge remains providing support for clients needing to enter residential treatment as our network of First Nations addiction treatment centers remains largely closed since the onset of the pandemic and/or the available spots are significantly reduced and difficult to access.

Given that, we continued to sponsor community members for private inpatient treatment and, with the Addictions Response Prevention Worker, offered many initiatives in the area of overdose prevention and awareness



such as a naloxone presentation in partnership with Wanaki Center, psychoeducational sessions on cannabis, Kahnawà:ke Survival School in-school activities, and the delivery of an international webinar on the treatment of Opioid use disorders. Now, perhaps more than ever, the Mental Wellness and Addictions teams' wholistic approach to wellness has proven to be effective, successful, and rooted in the important notion of connection being the correction. Niá:wen Teams! 3

ENVIRONMENTAL HEALTH SERVICES

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Mark J. Horne, Environmental Health Technician, Team Leader

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A healthy environment means safe drinking and swimming water, food supplies, suitably maintained housing and workplaces.

Every year, there is a need to respond, investigate and address safety concerns that are brought forward by the community. These can be reactive in nature when responding to incidents or they can be proactive and identified by planned inspections.

With COVID-19 restrictions and limited access to engage our clients, Environmental Health Services (EHS) pivoted at the start of 2021 and saw opportunities to modify service delivery. Instead of going into clients' homes, water samples were taken from outdoor taps and mold inspections were performed via virtual platforms in cooperation with homeowners. The EHS program was actively involved with ensuring the compliance of food safety at the Emergency Food Basket. The program worked in collaboration with the Kahnawa:ke COVID-19 Task Force, performing inspections of community food establishments to certify compliance of directives.

The program went through several staffing changes within the year and recently upgraded our testing equipment and protocols to provide more efficient and faster service delivery for our clients.

### SERVICES | PROGRAMS

- Potable water quality monitoring (public water system and private wells)
- Recreational water quality monitoring (swimming, etc.)
- Public building inspections
- Kahnawà:ke COVID-19 Task Force inspections
- Emergency Food Bank
- Indoor air quality investigations
- Private building inspections (Indoor Air Quality)
- 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



### The following Activities were completed during 2021/ 2022 fiscal year:

### Water Quality Monitoring – Centralized System

| Bacteriological   | 320 |
|-------------------|-----|
| Chemical Analysis | 47  |
| Trihalomethanes   | 27  |

### Water Quality Monitoring – Private Wells

| Bacteriological                              | 797  |
|----------------------------------------------|------|
| Chemical Analysis                            | 123  |
|                                              |      |
| Public Building Inspections                  | 21   |
| Food Safety Inspections                      | 50   |
| Indoor Air Quality                           | 14   |
| Well Water Disinfection                      | 19   |
| Radon                                        | 3    |
| Private Building Health & Safety             |      |
| Cancer Reduction Activities                  | 0    |
| Training Activities/Professional Development | 11   |
| Special Projects (COVID-19 Inspections)      | 1633 |

# **INTERNAL OPERATIONS**

Wendy Walker-Phillips, Director of Internal Operations



This past year, many of our staff who had been working remotely began to return to the office. While this was positive and allowed staff to reconnect and refocus on work that had been deferred, it posed new challenges in managing a safe work environment.

With the ending of the community state of recovery, the health and

safety committee played an integral role in constant assessing, monitoring and maintaining communications. A collaborative framework was developed with Kateri Memorial Hospital's public health to assist in managing ever-changing health directives to ensure our clients, residents, and staff were safe. With each wave, and reduction in provincial measures, we saw small spikes in staff isolations, which at times threatened a shortage of staff. Management has been supporting activities and services focusing on mental health and stress experienced by many of our staff who have been working tirelessly and putting work as a priority throughout the pandemic.

Recruitment seems to be a concern globally, and KSCS has not been

spared. We are also faced with issues with recruiting for vacant positions, so our Human Resources department has been seeking creative solutions to try to manage.

Some of the projects that internal operations has been focusing on are: the development of a Telework Program; reengaging with staff to update our Strategic Plan; working on a global policy framework; moving forward on renovations of the former Canada Post location to create more office space, as we are facing a shortage.

Internal Operations staff were innovative in changing the way we provided services to ensure staff were supported. Now that we are back in the office, we can focus on reconnection and renewal. C3



# FACILITIES

Dwayne Kirby, Manager of Facilities



2021 began with the Turtle Bay Elders Lodge (TBEL) being overwhelmed by the declaration of an outbreak of COVID-19 during the 2020 Holidays. The organization and community had to endure extended pandemic restrictions and safety measures. As of March 31, a return to normal operations has not yet been realized. Staff at the facility had to continue to provide services under strict public health safety measures and protocols.

The Facilities, Maintenance, and Security teams continued in emergency services mode throughout much of the year. In addition, the manager of facilities was on a leave of absence from June 2021 through January 2022. During this time the facilities team leaders and staff stepped up to carry out the capital projects that had been commissioned in the budget and are commended for their team effort.

Capital Projects that were carried out at the various facilities are outlined below:

### **KSCS MAIN OFFICE**

- New electronic door lock system replacement. This technology has expansion capabilities to tie in all satellite offices for future implementation.
- Hands free door lock operators throughout entire facility. Wave switches and auto operators have been installed at all entrance points to the Services Complex. The intent is to reduce physical surface contact at any entrance point.
- H/VAC AC-1 & master control unit plus accompanying infrastructure replaced in former Canada Post space in preparation for pending renovations.
- H/VAC A-5 Master control unit plus

accompanying infrastructure. This is phase 1 of 3 as each rooftop unit has a schematic of ductwork with VAV boxes engineered throughout for balancing of the system. A Variable Air Volume (VAV) box, is a part of an HVAC system in commercial buildings. A VAV box is integral to the ductwork connecting primary ductwork to secondary ductwork. Our network is currently obsolete and requires replacement of each network over the next three fiscal years.

### **ASSISTED LIVING SERVICES (ALS)**

 Planning for the expansion of the Young Adults Program space and the administrative area in collaboration with Wabanaki Technical Services were deferred into fiscal year 2022-2023. More detailed activities will follow next report.



### FACILITIES Continued

### FAMILY & WELLNESS CENTER (FWC)

- A larger storage shed replaced an existing unit that was aged and damaged. Items such as a BBQ grill, tables, chairs and other assets used for functions are currently stored within this unit.
- A new commercial mower was acquired for the center. The old lawn tractor became costly to continue in service. The green space at FWC is approximately two acres of manicured lawn surface.

### **TURTLE BAY ELDERS LODGE (TBEL)**

- A self-propelled floor washer and scrubber was augmented into service as part of our continuous improvements to Infection Prevention and Control methods. The cleaning method removes the dirt and debris from the surface and stores it for proper disposal. The methodology behind this technology is to ensure efficient cleaning as opposed to simply spreading the dirt and germs as with and mop and pail method.
- The resident room refurbishments including floor tiles, drywall, and complete washroom retrofit toilet, vanity, and accessible showers were



completed in this year's budget. The rooms are beginning to show wear and are becoming addressed as the rooms become sporadically vacant. To date, 12 of the total 22 rooms have been progressively renovated since 2019. The remainder will continue to be scheduled as vacancies occur.

 A call for help system which is tied into our security alarm system was installed in each resident room. The system provides two emergency activation switches that alert our monitoring company to call security and identify the room number of the alert. There is a switch in the washroom and living room of each unit.

 The two commercial propane water heaters were replaced. They were original installs from 1998.

### HOME & COMMUNITY CARE SERVICES (HCCS)

Flooring in the administrative offices was replaced with Marmoleum flooring. The complete office area had the furnishings removed and re-installed by contractor in order to facilitate the new installations.

# **INFORMATION SERVICES**

Mark Jocks, Manager of Information Services



The Information Services department consists of Communications, Data and Research, and Information Technologies/Systems (IT), under one collaborative team. Each plays an important

PR & Communications

**KSCS Services** 

Effect Change

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INFORMATION MANAGEMEN

EXTERNAL

**INFORMATION FLOW** 

Information

Surveys.

Feedback Evaluations

Data

Reports

Management

Make Decision

role in managing and ensuring a better coordination of data, technical systems and communication and information.

The Information Technology group continued to address the challenges caused by the COVID-19 pandemic during 2021-2022 as many staff worked from home and/or in hybrid situations during the year.

The Information Technology group continued with the work that was initiated in the previous year by working with its technology partner to enhance the overall KSCS system and network security posture. Multi-factor authentication for remote workers was implemented along

Data & Research

OSD

Evaluate · Report Strategize · Plan with a complete Endpoint Management System to monitor and report on any anomalies detected throughout the network. UPS capacity was also greatly increased in the main server room.

There was also a large shift in the staffing as the IT Manager retired at the end of July after 22 years with KSCS and the Network Administrator left the organization at the end of January. These two departures left quite a hole to fill and as of March 31 the department was still looking to fill the Network Administrator position.

The IT team handled 1166 requests for assistance through our C2 problem tracking system during the 2021-2022 fiscal year.

Activities included:

- Focused enhancement of system and network security.
- Implementation of the Endpoint Management System (EMS) and Analyzer system.
- All PC and laptop endpoints were upgraded to connect to the EMS.
- Multi-factor authentication was added to all of the existing and new VPN users.
- Additional laptops were acquired to assist staff in providing services to clients.

### INFORMATION SERVICES

Continued

#### **COMMUNICATIONS**

Communications began the process of planning and implementing some of the initiatives identified in the Communications strategy. They took overall control and oversight of the KSCS social media platforms and centralized that function within the team. They also began to position themselves more closely with the organizational departments to enhance the service provided to those teams. In September a new Public Relations Officer was hired to address that need identified at the Board level. The added skillset that person brings with them enhances the level of service the Communications team can provide to the organization as a whole.

### DATA/INFORMATION MANAGEMENT

Data and Information Management continued to develop, modify and support the Penelope case management system.

We fielded a total of 42 user requests related to accessing the system, ranging from adding new users (12), leave of absences (4) and departures or position changes (6), the remaining 20 requests were for stages or other types of requests.

Work continued to incorporate the Home and Community Care Services client database into Penelope, with

| Activity                                         | 2021-2022  |  |
|--------------------------------------------------|------------|--|
| Facebook graphic posts                           | 374        |  |
| Facebook stories                                 | 124        |  |
| Workshops recorded for Lending Library           | 15         |  |
| Newspaper Ads                                    |            |  |
| The Eastern Door                                 | 75         |  |
| lorí:wase                                        | 81         |  |
| Newspaper Community Notes                        |            |  |
| The Eastern Door                                 | 8          |  |
| lorí:wase                                        | 3          |  |
| Radio Talk Shows                                 | 9          |  |
| Radio Commercials                                | 48 job ads |  |
| Radio PSAs                                       | 24         |  |
| Website Updates                                  | N/A        |  |
| Weekly Bulletins                                 | N/A        |  |
| Requests for Assistance                          | 203        |  |
| Photo Requests                                   | 110        |  |
| Aionkwatakari:teke Issues (Quarterly newsletter) | 2          |  |
| KSCS Insiders                                    | N/A        |  |

all client data migrated by June 2021. Training of staff will be done in the 2022/2023 fiscal year and the system will be fully online with the first quarter of the new fiscal year.

Work began on updating the client

paper file system to align with upcoming changes to Federal/Provincial retention policies relating to client information. The project should be completed by the second quarter of the new fiscal year. <sup>C3</sup>

1,560Client paper files managed7,851Client electronic files managed163Client files purged and destroyed as per retention policy

# **ORGANIZATIONAL SUPPORT SERVICES**

Susie Diabo, Manager of Organizational Support Services



Looking back on the year, KSCS adapted with much more ease to the new challenges that the second year of COVID-19 presented. We were able to build on the first year's experiences to guide us in keeping our organization safe while still providing high-quality service delivery.

The Organizational Support Services (OSS) department continued to strategize with every new challenge that COVID-19 presented. Staying on top of the trends and information was and still is a priority to ensure continued and efficient guidance and support to staff.

Although we are still considered to be in a pandemic (as of March 31, 2022), the reality of some normalcy has returned, and the OSS team has resumed programming and projects. We look forward to the year ahead.

Sata'tenikonrà:rak (Take care of yourself). 🕫



# **ADMINISTRATIVE & RECEPTION SERVICES**

Kareen Diabo, Team Leader of Administrative & Reception Services

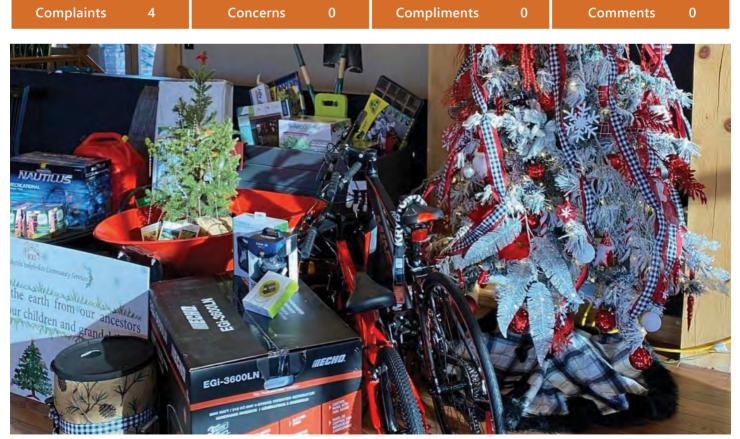


With the continuing challenges that COVID-19 brought to our services this year, we still managed to deliver high-quality support at various levels to all our KSCS departments by staying focused on providing a positive atmosphere with efficient service delivery. Reception remained vigilant in the application of the KSCS health & safety protocols in order for staff and community to feel safe when entering our facility.

We are fortunate to have a multi-faceted, talented team of administrative assistants consisting of 4 fulltime, 1 part-time, and 3 sporadic staff members that support our reception/ administrative services department. By focusing on specific administrative skill sets in our hiring process, investing in each employee, and building on individual talents, we continue to anticipate KSCS's future administrative needs.

KSCS welcomed approximately 6557 visitors to our main building and this number is reflective of external/ internal groups, clients, and service providers.

The Team Leader of Administrative Services, who manages and administers our KSCS Services Feedback process, continued to focus efforts on employee/client satisfaction as identified within the Strategic Plan.



KSCS entry in the 2021 Karonhiarahstha's Winter Wonderland.

# **HUMAN RESOURCES & PAYROLL**

Allison McGregor, Team Leader of Human Resources & Payroll



2021 has continued to be another challenging year due to the COVID-19 pandemic. Human Resources (HR) continued to provide services, aligned with KSCS's cornerstones of integrity, respect, responsibility, trust and commitment while managing our most valuable asset: our human capital. HR continues to promote excellent comprehensive human resource management while respecting legislative compliance. In addition, HR continued to work towards achieving our strategic objectives while offering a high level of professionalism and quality services in all areas of HR management during the pandemic as follows: **Employment cycle:** from recruitment and continuing throughout employment up to and including retirement. **Staff relations:** maintained a positive relationship with employees in an effort to support a positive and productive work environment.

**Benefits management:** continued to enhance staff wellness by consistently providing benefits management and promoting the EAP program to further support a healthy balanced life.

**Performance management:** supporting employee coaching for performance by offering comprehensive Performance Management training to all staff.

**Compensation adjustments:** including the calibration process which is an important step that serves to evaluate and validates employee's performance. This also ensures accuracy and fairness as this same criteria is used for each employee. **Policies & procedures:** Initiated a review of the current KSCS Personnel Policy, COVID-19 Policy and maintained the interim Recruitment Policy. **Payroll administration:** continued to provide payroll and benefits by processing salaries, benefits including deductions, government reporting and participated in the internal annual financial audit. **HR:** continued to coordinate reassignments of staff to the KSCS Emergency Food Basket and Emergency Prepared Meal Services Delivery.

Once again recruitment efforts kept HR busy this year, welcoming new employees to the KSCS family. Regrettably there were also some retirements of longstanding employees. HR remains committed to strengthening partnerships with organizations of the Executive Director's Committee and providing support by participating in the Kahnawà:ke Human Resources Network, and sharing resources and tools. Payroll and Benefits Services were provided consistently to approximately 200 KSCS employees. C3

| Recruitment Process               | 2020-2021 | 2021-2022 |
|-----------------------------------|-----------|-----------|
| Positions Posted                  | 19        | 59        |
| Applications Processed/Interviews | 28        | 146       |
| New Hires/Orientations Conducted  | 13        | 24        |
| Departures                        | 17        | 8         |
| Summer Students                   | 1         | 0         |
| Stage Students                    | 10        | 7         |
| Total Number of Employees         | 206       | 200       |
| Benefits Management               | 2020-2021 | 2021-2022 |
| Total Leaves                      | 25        | 30        |

# TSI NIIONKWARIHÒ:TEN PROGRAM

Mary Kawennarò:roks McComber & Christine Karennénhtha Loft, Coordinators



Looking back on the past year, it is remarkable how KSCS staff have adapted to the constantly changing work environment throughout the COVID-19 pandemic. The pandemic continued to have a sizeable impact on the regular work of the Tsi Niionkwarihò:ten Program in the early part of the year, where we continued to offer support to the Emergency Food Basket under reassignment. Both coordinators were reassigned to onsite coordination of the Emergency Food Basket Services at the beginning of the pandemic and continued through the summer of 2021. KSCS involvement in the Emergency Food Basket ended in August 2021. We were proud to help close out a vital emergency service to the community and ensure a smooth transfer back to the Orville Standup Memorial (Kateri) Food Basket. By the fall, we were excited to be able to get back into our regular activities to support KSCS staff to incorporate Kanien'kehá:ka ways, language and culture into the services our organization provides in the community.

The ups and downs of the pandemic had an impact on our ability to offer workshops and Kanien'kéha classes



Maple tree tapping with Charlie Patton.

as we normally would, however most of our core events continued through virtual forums. Virtual meetings on Teams and Zoom were the way to go this year and we were able to maintain vital connection this way with the KSCS Tsi Niionkwarihò:ten Committee and community networks such as, the Tewahará:tat Tsi Niionkwarihò:ten Language and Culture Network. The positive aspect of being forced to slow down a bit was the opportunity to focus on program development.

While our meeting rooms were closed to gatherings and many staff were working from home, we turned our Tsi Niionkwarihò:ten Onboarding presentation into a completely online version that staff could complete on their own schedule. In response to a request from Psychological Services, the Tsi Niionkwarihò:ten Onboarding presentation was also revamped for use with the external service providers that KSCS refers clients to. This presentation covers an overview of Kanien'kehá:ka/ Kahnawà:ke cultural and historical context, the Tsi Niionkwarihò:ten Program and Committee at KSCS, the role of Kanien'kehá:ka ways, language and culture within our strategic plan and an introduction to cultural safety.

Another major activity we accomplished in December was the development and launch of the KSCS Tsi Niionkwarihò:ten Program Survey 2021 pandemic version. This online staff



survey gathered implementation data, determined priorities for programming considering working through a pandemic and helped us better understand where the program should focus its efforts. One question asked was what staff have been doing to integrate Tsi Niionkwarihò:ten into services they provide. The following are great examples of what KSCS staff have been up to:

- Applying cultural teachings in counselling work
- Use of Creation Story themes (sky world, darkness, sky woman falling, Great Law, condolence teachings) with individual counselling and in group sessions
- Ohén:ton Karihwatéhkwen used in team meetings
- Adding Kanien'kéha to outgoing communications products (Facebook posts, newspaper ads, Christmas cards, etc.)
- Using Kanien'kéha in new psychosocial assessment tool
- Encouraging clients to use natural medicines for self-care (ex: smudging, cedar baths, etc.)
- Using our language with clients who can speak/understand
- Teaching of seasonal traditional stories such as felt board on wáhta and discovery of maple water
- Continued use of Ohén:ton Karihwatéhkwen felt board (since 2018); clients participate by placing pictures on a felt board
- Making traditional foods with clients – bannock demonstration
- Calling bingo numbers in Kanien'kéha
- Mini cultural library has been set up for staff to use for programs

- Considering/incorporating language and culture when assessing funding opportunities/projects
- Advocacy for policy change to reflect our cultural practices
- Teaching staff to use digital keyboards to facilitate in typing accents, lowering the barrier of effort when adding Kanien'kéha to posts, emails, and digital correspondence
- Incorporating learning from workshops, to better understand those who come in and speak of their cultural beliefs and practices
- Using smudging/sprays to cleanse negative energies, use of herbal teas.
- Use of songs and other tools to help connection with body, emotions, and spirit

Valuable feedback was gathered and we were glad to know the program continues to have a positive impact. Here are select comments on the program in general:

"I'm really happy that this program is available and provides so many great learnings and resources. When I talk about having our own department for it, others are wowed by it. I think you guys are doing a great job. Great work adapting to the pandemic too."

"There needs to be more of you being that we are such a large organization. You have a big job to tackle considering it is only two staff in the Tsi Niionkwarihò:ten department. We are lucky to have that support within our organization and that learning our language and culture is not only designated to work hours. We need to keep this up, I think it's important now more than ever. The pandemic really has people down."



Fire making and tree identification.

The highlight of 2021-2022 was the connection we made with the new Staff Wellness Activities Team (SWAT) at KSCS. Considering the emphasis on recovery from the effects of the pandemic and all the disconnection it created for people, we were encouraged by our manager to look at staff wellness as a top priority. Research has shown a well-established link between language and culture as a mediator of wellness and a significant healing force for Onkwehón:we. We met with Alana Kane of SWAT to plan several culturally based wellness activities for staff. Over the course of this year, we collaborated with SWAT on land-based learning events, staff sharing circles, moon ceremonies and an outdoor winter exercise club. Reviewing the feedback from these activities, it was clear that our ways can provide much needed medicine in tough times. C3

### Tsi Niionkwarihò:ten Program Data/Statistics

Shakotiia'takehnhas Tsi Niionkwarihò:ten Program 2021-2022 Internal Events

### **Staff Educational Events (3)**

- Corn Harvesting & Braiding with Stephen McComber (10 staff)
- Tree Identification and Fire Making with Iontionhnhéhkwen Wilderness Skills (8 staff)
- Wáhta teachings with Otsitsakenra Patton (9 staff)

### Staff Wellness Activities (in collaboration with SWAT) (18)

- 12 Sharing Circles (5 virtual and 7 in-person) (20 staff)
- 2 Moon Ceremonies (1 virtual and 1 in-person) (11 staff)
- 4 Snowshoe Club sessions (12 staff)
- Staff Onboarding Sessions (Total sessions: 3)
- 22 total staff participants (16 completed virtually).

### Meetings (20)

- 4 Tsi Niionkwarihò:ten Committee Meetings (8 staff)
- 6 Tsi Niionkwarihò:ten Program Coordinators meetings (2 staff)
- 4 Collaboration meetings with (SWAT) (4 staff)
- 5 Informal staff support meetings (7 staff)
- 1 Suicide Prevention session planning meeting (4 staff)

### Kanien'kéha/Language Requests

• Total 26 requests (spelling, translation, pronunciations)

### Special Requests for Tsi Niionkwarihò:ten Content

- 2 requests- Cultural Safety content/presentations.
- 4 requests for access to cultural videos.
- 5 Prevention and Support requests to participate in events (ex. Spirit of Wellness Month, Winter Carnival, Pink Shirt Day, Teacher Support Sharing Circles, Parenting Team What's for Lunch? show)

### **Promotional Activities**

- 4 Traditional Dress Day photo contests (Cultural Awareness Month) (11 staff)
- 1 Rock Your Mocs photo contest (10 staff)
- 2 Aionkwatakariteke newsletter articles
- 2 Facebook live recordings with What's for Lunch?
- 1 Mother Language Day mini Kanien'kéha lesson (6 staff)
- 1 Pink Shirt Day kiosk (25 Kahnawà:ke Survival School students and 7 teachers)

### Tsi Niionkwarihò:ten Resource Library

Total titles signed out: 7

1 new library started at Assisted Living Services.



Harvesting corn with Steven McComber.

### Shakotiia'takehnhas Tsi Niionkwarihò:ten Program 2021-2022 External Events

### Meetings

- Tewahará:tat Tsi Niionkwarihò:ten Language and Culture Network (6 regular monthly meetings)
- Tewahará:tat Tsi Niionkwarihò:ten Special Meetings (2 meetings ex. Cultural Awareness Month Addictions Panel, Mentorship Project)

### Training

- KSCS staff participation in Mohawk Council of Kahnawà:ke Tsitewaháhara'n Language and Culture Program (7 KSCS staff participants).
- Special Request for Suicide Prevention Training (Approx. 40 Kateri Memorial Hospital Center staff in two sessions).

### **Special Events/Requests**

- Tsi Niionkwarihò:ten Program Coordinators reassigned to Emergency Food Basket from April 2021 to September 2021 (close out & reporting).
- Tsi Niionkwarihò:ten Program Coordinators facilitated Staff Support Sharing Circles for the Education System (3 sessions with 13 school staff).
- Tsi Niionkwarihò:ten Program Coordinators participated in Winter Carnival and Holiday Parade.

# ORGANIZATION STRATEGIC DEVELOPMENT (OSD)

This past year OSD continued to offer in-house consultation services as well as support the services/programs of KSCS. OSD primarily assisted in the area of evaluations such as conducting interviews for both the Emergency Food Basket Assessment and Emergency Prepared Meals Assessments, evaluation for Grief groups, providing information on conducting evaluations, as well assisting the forming the Mental Wellness Action Team (now known as WAT) and identifying some next steps.

The priority continued to be reassignment tasks such as being one of several On-Call Coordinators for the Emergency Prepared Meals Services (EPMS) and helping with the Emergency Heat Shelter on occasion. Besides reassignments, focus also remained on reprioritizing and completing outstanding OSD projects i.e. submission of the KSCS Strategic Plan Evaluation Final Report while working on the development of the policy and tools for the Telework Pilot Program at KSCS (on-going).

Although the past year was a challenge with only one team member, the upcoming year looks promising, as OSD now has a new member of the team, Ashlan Phillips, to assist in continued service to the KSCS organization. 33

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The theme of our report for 2021-2022 is "Connection," as during the second year of the COVID-19 pandemic we learned new ways of staying connected with family, friends, coworkers, and the community.

We thought that the three sisters, corn, beans, and squash, was a culturally relevant representation of the concept, as each plant depends on the other to thrive.



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