



Kahnawake
Shakotia'takehnhas
Community Services

Health Canada Contribution Number QC 1300001

Annual Report 2019—2020

Year in Review



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BOARD OF DIRECTORS

Shé:kon Kahnawà:ke. On behalf of the KSCS Board of Directors, we hope you are well, we hope you are being smart, and most of all, we hope you and your loved ones are safe during these extraordinary times. We all are affected by this worldwide pandemic, which has created a new normal for everyone. We realize that some things are very different, some days are harder than others and that we all need to work together to beat this latest challenge.

There are positive's that have come to the forefront in recent days, weeks, and now months. Our front-line workers are truly doing an amazing job keeping us and our community safe. The resiliency, determination, and dedication that is being witnessed is unprecedented. They need to be acknowledged, appreciated, and thanked for the daily risks they take. Some have suffered the effects of this virus while doing their job yet continue to fight to get back to work. Bravery beyond the call of duty!

The time that we are spending with our families is priceless. Throughout all the challenges that

this time brings us, we need to focus on all the good that is being done. Whether it's the help that individuals and businesses are receiving, or the anonymous "help" that people are doing for each other, the businesses who have stepped up during this trying time, and the tremendous success that we have achieved to date to beat back this latest threat.

This is not the time to speak of organizational achievements, successes, or plans for the future. We are choosing to focus on the collective interests of Kahnawà:ke. We realize that the past few weeks have been extremely difficult to navigate through in some instances. But we guarantee that there are brighter days ahead. We will get through this. Continue to do the things that keep us all safe, continue to contribute to our society, and, most importantly, enjoy the time with the ones you love. Be safe, be well, see you soon.

BOARD MEMBERS: Michael Ahrírhon Delisle Jr., Rhonda Kirby, Vernon Goodleaf, Jessica Lazare, Valerie Diabo, Mary Lee Armstrong, Janice Beauvais, Thomas Sky, John D. Delormier, Brandon Montour.





EXECUTIVE DIRECTOR

DEREK MONTOUR



THERE IS A CHINESE CURSE THAT 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 THE MOST CREATIVE OF ANY TIME IN THE HISTORY OF MANKIND.

~ ROBERT KENNEDY 1966

I had this quote in my comments in last year's Annual Report, and I searched for a better quote I can open with, but I realized there is no other quote that can be more appropriate right now. We are certainly living in interesting times. The *bubonic plague* lasted from 1346-1353; seven years of challenges. Although I certainly do not want to have our current situation to flavour our entire Annual Report, given all the great work the KSCS team did this past year, it is difficult to reflect when confronted with the enormous struggle we are going through. Given this, I do want to acknowledge and thank the KSCS team for all the hard work we have seen in the last of couple months. I also want to thank the Kahnawà:ke community for their trust, support, and vigilance in doing our best to protect our community against the impact of this virus.

One of the substantial accomplishments in this past year has been observing the progress we have

seen in completing the 35 recommendations from our operational review. Although we have not yet completed all of them, we are proud to have accomplished so many. We will provide an update to the community in the coming months on how many recommendations remain.

One of the considerable activities is the organizational re-structuring where we have recommended additional positions that could better support both the KSCS team and to more efficiently support our community members' needs. We will be moving forward with modifications in the next year.

The other major activity we are proud to inform you of is the development of a new five-year Child and Family Services plan. This plan considers our community's situation and incorporates input from several research activities along with input from community members and the KSCS team, with a view of

using community resources in the best way. We will be posting this plan on our website for your review.

Staffing shortfalls are an on-going challenge; our work is demanding, and everyone goes through life events. This directly impacts our ability to meet the community's needs and increases wait times before services can be implemented. We thank the community for your patience when you experience these delays. Many of our positions require specialized training or experience. I encourage our youth to continue to explore opportunities in the health and social service fields because we could use your help!

It continues to be my honour and privilege to act as the Shakotii'takehnhas Community Services Executive Director. 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. We look forward to continuing to support you on your journey as we walk with you a little while. 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 just sometimes need a helping hand. KSCS is here to be that helping hand.





ONKWATA'KARITÁHTSHERA

TEAM LEADER,
KARONHIAROROKS PICARD



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 Shakotii'a'takehnhas Community Services (KSCS), Kahnawà:ke Fire and Ambulance Services (KFB), Mohawk Council of Kahnawà:ke (MCK) and three support staff.

Patsy Bordeau, team leader for Onkwata'karitáhtshera support services, retired in 2020 after 25 years of service. Her presence within the team will be sorely missed. Patsy shared her history and knowledge with her team, paving the way for Karonhiaroroks Picard, formerly a health programs liaison with Onkwata'karitáhtshera, to take on the role as team leader going forward.

Onkwata'karitáhtshera continues to address 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

Onkwata'karitáhtshera was set to finalize and release Volume II of the Onkwana'ta ~ Our Community, Onkwata'karí:te ~ Our Health" in March 2020. Unfortunately, the impacts of COVID-19 have forced Onkwata'karitáhtshera to delay the release. Volume II will focus on mental wellness/mental illness, injuries/injury prevention, and early childhood/family wellness. Volume I of our Community Health Portrait continues to be available via the KMHC and KSCS websites.

Our community health priorities continue to guide the way in which community funding is disbursed 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, is available to projects with a focus on educational and daycare facilities that service the 0-6 population. Seven projects received funding in 2019.

Our Community Health Plan Initiative was developed to address the six health priorities identified by the community, with 16 projects receiving funding in 2019. The physical activity initiative continues to support, educate and prevent chronic diseases (diabetes, cardiovascular disease (hypertension), and obesity) in our community on a global level, three projects were funded in 2019. The KMHC continues to implement the tobacco control strategy, through its Community Health Unit, by educating and raising awareness on tobacco use in Kahnawà:ke.

In the summer of 2019, Onkwata'karitáhtshera implemented a new coordinator position to support the navigation of claims and services in the area of Non-Insured Health Benefits (NIHB) and Jordan's Principle. NIHB services continue to cover dental, vision, medical equipment/supplies, and prescription drugs. While mental health and medical transportation are benefits under the NIHB, they are managed by KSCS and the KFB.

The Jordan's Principle initiative is available to all children in Kahnawà:ke, ages 0-18, this initiative works to ensure that there are no gaps in support and services in publicly funded health, social, and education programs. To date, 115 inquiries were received and a total of 78 applications were submitted; 58 were approved for funding and 20 were reviewed at the national level and refused. Some examples of products and services that have been funded for children in Kahnawà:ke include assessments and screenings, speech therapy, orthodontics, transportation, specialized equipment, assistive technology and electronics, as well as tutoring services.

In 2019, Onkwata'karitáhtshera and the Kahnawà:ke Library Skawenni:io Tsi Iewnnahnotáhkwa agreed to collaborate by relocating the First Nations Health and Social Services Resource Center, within the library's location in the heart of Kahnawà:ke. The collaboration will allow community members and students the opportunity to access Resource Center materials from a centralized location.

FINANCIAL STATEMENT

Independent Auditor's Report

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

Opinion

We have audited the financial statements of Kahnawà:ke Shakotii Takehnhas Community Services (the "Organization"), which comprise the statement of financial position as at March 31, 2020, 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, 2020, 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 [Consolidated] 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

July 7, 2020

MNP¹ SENCRL, S r l

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

Kahnawà:ke Shakotia'Takehnnhas Community Services Statement of Financial Position

As at March 31, 2020

	2020	2019
Financial assets		
Cash resources (Note 4)	10,106,878	8,096,916
Contributions and accounts receivable (Note 5)	1,379,799	1,969,266
Total financial assets	11,486,677	10,066,182
Liabilities		
Accounts payable and accruals (Note 6)	1,785,994	1,345,126
Deferred revenue (Note 7)	287,659	204,142
Amounts held in trust (Note 8)	96,485	87,347
Total liabilities	2,170,138	1,636,615
Net financial assets	9,316,539	8,429,567
Contingencies (Note 9)		
Non-financial assets		
Tangible capital assets (Note 11) (Schedule 1)	3,437,236	3,229,199
Prepaid expenses	180,734	76,458
Total non-financial assets	3,617,970	3,305,657
Accumulated surplus (Note 16)	12,934,509	11,735,224
Approved on behalf of the Board		
E-SIGNED by Michael Ahrihrhon Delisle Jr.	Director	E-SIGNED by Vernon Goodleaf
		Director
	Grand Chief	

Financial Statement

Cont/

Kahnawà:ke Shakotiia'Takehnhas Community Services Statement of Operations and Accumulated Surplus

For the year ended March 31, 2020

	<i>Schedules</i>	<i>2020 Budget</i>	<i>2020</i>	<i>2019</i>
Revenue				
Indigenous Services Canada		18,781,349	22,124,399	19,737,326
Canada Revenue Agency		156,000	233,171	176,667
Rental income		287,900	273,654	309,863
Other revenue		203,092	342,812	330,302
Investment income		89,300	92,710	82,038
Deferred revenue - prior year		43,067	204,142	302,885
Deferred revenue - current year		717,083	(287,659)	(204,142)
Repayment of government funding		-	(29,933)	(147,475)
		20,277,791	22,953,296	20,587,464
Expenses				
Block funded health priorities	4	10,095,600	10,637,551	8,740,979
Set funded health priorities	5	63,360	319,409	203,342
Flexible funded health priorities	6	-	321,222	155,836
Enhanced prevention focused approach	7	6,583,959	7,539,908	5,910,878
Assisted living services	8	2,993,285	2,747,451	2,583,672
Other health and social services	9	215,696	267,625	314,893
Administration	10	241,717	(310,369)	(59,220)
Capital		-	231,214	196,015
Total expenses (Schedule 2)		20,193,617	21,754,011	18,046,395
Surplus		84,174	1,199,285	2,541,069
Accumulated surplus, beginning of year		11,735,224	11,735,224	9,194,155
Accumulated surplus, end of year		11,819,398	12,934,509	11,735,224

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

For the year ended March 31, 2020

	<i>2020 Budget</i>	<i>2020</i>	<i>2019</i>
Annual surplus	607,414	1,199,285	2,541,069
Purchases of tangible capital assets	(131,800)	(439,251)	(178,243)
Amortization of tangible capital assets	-	231,214	196,015
Acquisition of prepaid expenses	-	(104,276)	(11,780)
Increase in net financial assets	475,614	886,972	2,547,061
Net financial assets, beginning of year	8,429,567	8,429,567	5,882,506
Net financial assets, end of year	8,905,181	9,316,539	8,429,567

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

For the year ended March 31, 2020

	2020	2019
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	23,543,597	19,129,760
Cash paid to suppliers	(8,722,564)	(6,828,716)
Cash paid to employees	(12,463,642)	(11,146,389)
Interest Income	82,683	74,355
	2,440,074	1,229,010
Financing activities		
Change in amounts held in trust	9,139	14,498
Capital activities		
Purchases of tangible capital assets	(439,251)	(178,243)
Increase in cash resources	2,009,962	1,065,265
Cash resources, beginning of year	8,096,916	7,031,651
Cash resources, end of year	10,106,878	8,096,916

Financial Statement

Cont/

	<i>Buildings and building improvements</i>	<i>Equipment</i>
Cost		
Balance, beginning of year	5,320,923	94,786
Acquisition of tangible capital assets	159,558	36,023
Balance, end of year	5,480,481	130,809
Accumulated amortization		
Balance, beginning of year	2,318,570	70,795
Annual amortization	123,285	8,401
Balance, end of year	2,441,855	79,196
Net book value of tangible capital assets	3,038,626	51,613
2019 Net book value of tangible capital assets	3,002,353	23,991

	<i>Schedule #</i>	<i>ISC Revenue</i>
Segment schedules		
Block Funded Health Priorities	4	11,037,666
Set Funded Health Priorities	5	244,500
Flexible Funded Health Priorities	6	467,300
Enhanced Prevention Focused Approach	7	8,210,536
Assisted Living Services	8	2,146,828
Other Health and Social Service Activities	9	-
Administration	10	17,569
Capital	11	-
Internally Restricted Fund	12	-
Moveable Assets Reserve	13	-
Surplus		22,124,399

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

For the year ended March 31, 2020

<i>Furniture and fixtures</i>	<i>Computer hardware</i>	<i>Vehicles</i>	<i>Subtotal</i>	<i>Telephone System</i>	<i>2020</i>	<i>2019</i>
106,637	250,655	156,766	5,929,767	74,010	6,003,777	5,825,534
80,127	97,319	66,224	439,251	-	439,251	178,243
186,764	347,974	222,990	6,369,018	74,010	6,443,028	6,003,777
82,094	162,105	99,931	2,733,495	41,083	2,774,578	2,578,563
12,921	45,691	29,953	220,251	10,963	231,214	196,015
95,015	207,796	129,884	2,953,746	52,046	3,005,792	2,774,578
91,749	140,178	93,106	3,415,272	21,964	3,437,236	3,229,199
24,543	88,550	56,835	3,196,272	32,927	3,229,199	

Kahnawà:ke Shakotia'Takehnhas Community Services Schedule 3 - Schedule of Revenue and Expenses

For the year ended March 31, 2020

<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>
-	85,749	11,123,415	10,637,551	(197,866)	287,998	646,378
(1,880)	(1,716)	240,904	319,409	78,505	-	-
-	(146,078)	321,222	321,222	-	-	-
233,171	-	8,443,707	7,539,908	(194,535)	709,264	1,906,105
233,388	-	2,380,216	2,747,451	243,533	(123,702)	(119,631)
301,509	(21,472)	280,037	267,625	(5,635)	6,777	3,840
146,226	-	163,795	(310,369)	(827,029)	(352,865)	192,329
-	-	-	231,214	439,252	208,038	(17,771)
-	-	-	-	463,775	463,775	(50,000)
-	-	-	-	-	-	(20,181)
912,414	(83,517)	22,953,296	21,754,011	-	1,199,285	2,541,069

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

For the year ended March 31, 2020

	2020 Budget	2020	2019
Expenses by object			
Amortization	-	231,214	196,015
Bank charges and interest	25,200	24,414	24,111
Client reimbursable costs	-	17,569	-
Clinical care	193,098	192,641	188,388
Contracted services	8,000	14,074	12,914
Early learning and child care initiative	-	759,721	55,089
Food and beverage	116,000	152,496	122,843
Foster care	-	1,257,375	1,180,532
Furniture and equipment	148,767	46,200	26,306
Group home costs	-	54,649	-
Headstart	295,847	296,809	180,665
Health management	48,000	9,294	3,203
Honoraria(um)	30,000	26,693	22,881
Institutional care	1,488,248	1,084,922	729,760
Insurance	13,874	12,875	12,374
KMHC non-dedicated funding	281,143	188,708	-
KMHC accreditation	30,000	-	-
KMHC dedicated funding	1,405,369	1,529,086	1,480,051
Library	-	58,789	-
Miscellaneous	5,300	16,688	(3,603)
Office and administration cost share	(60,269)	(65,270)	(68,246)
Office equipment lease	18,660	20,422	18,772
Office supplies and expenses	38,640	45,098	42,839
Placement costs	75,000	68,900	15,667
Postage	10,800	6,613	8,400
Professional fees	85,000	115,530	96,759
Renovation materials	15,177	15,270	15,270
Rent	155,100	151,380	148,780
Repairs and maintenance	171,500	224,421	144,586
Salaries and benefits	13,875,349	12,463,642	11,146,389
Service delivery costs	1,232,410	2,294,134	1,758,097
Social development project	-	-	50,000
Telephone	28,080	36,487	66,632
Training	109,200	79,228	66,291
Transportation	47,152	54,117	46,599
Travel	215,755	186,014	164,314
Utilities	87,217	83,808	93,717
	20,193,617	21,754,011	18,046,395



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 2019-2020, we increased the size of our team, taking on a stage student for a six-month placement and offering a fixed-term contract at the end of her stage.

We have improved our processes and customer service practices. This year, that meant updating our purchase order system to improve our tracking of purchases and payments. We provided training to staff on this new procedure. We also implemented an official receipt system, providing greater control of payments submitted to the organization.

Finance staff attended logic model training to understand the organization's project planning process. The training will help increase our awareness and understanding of how our internal clients plan a new service or initiative that will eventually require a budget.

This year, we experienced an increase in community health projects, with funds allocated both to individuals and other organizations. There were more Community Health Initiative contracts signed, with funds that were payable to other community organizations, and the number of Jordan's Principle claims increased dramatically.

Overall, we have upheld our commitment to adhere to generally accepted accounting principles, to the KSCS policies and procedures, and to the rules established by the authoritative governing bodies. We are proud of providing accuracy, transparency, and accountability in our accounting to our community.





FAMILY SERVICES

DIRECTOR,
KATHY JACOBS

The Family Services team continues to work towards a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit. Our goals are aligned with the 2016-2019 KSCS Strategic Plan's first strategic priority: *"Be fully client-centered and client-driven."* We will engage and empower our people to undertake fulfilling and healthy lives through client engagement activities.

Our organizational objectives are the planned improvements and changes KSCS will undertake in the ways we do things as an organization. Our primary focus is on the empowerment and success of our clients. Each of the objectives is overseen by the Executive Director. Specific objectives are assigned to directors and managers to oversee, ultimately each service area is responsible for incorporating them into their plans.

A few of these objectives are:

KSCS's second strategic priority: *"Enhance community Engagement and Community-Based Partnerships."*

In 2019-2020 the Family Services team worked on revitalizing the team, which included revisiting our structure and practices. We wanted to create a more structured level of accountability and responsibility to each other and KSCS as a whole.

The Family Services management team participated in a two-day retreat that was designed to enhance our self-awareness and awareness of others to the advantage of the whole team. The retreat's theme was, *"Building a Team Culture to Work for Families of Kahnawà:ke."* The activity helped us identify our current challenges and the tools and alternatives available to us as we work towards becoming a more cohesive team by understanding the role of the management team and the strengths of individual team members. The activity included team support and advocacy of KSCS services to create partnerships to help maintain cooperative and collaborative relationships with community stakeholders and external partners.

Meeting this strategic priority will open new opportunities to design and provide relevant client programming and accomplish local organizational collaboration that will assist us in truly partnering with our most important resource: Kahnawà'kehró:non.

ENVIRONMENTAL
HEALTH
SERVICES (EHS)
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ASSISTED LIVING
SERVICES (ALS)
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HOME AND
COMMUNITY
CARE SERVICES
(HCCS)
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PREVENTION
SERVICES
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SUPPORT
SERVICES
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“Foster and accelerate active Kanien’kéha ways of doing things, including more use of our language.”: the third strategic priority in the KSCS strategic plan. In that spirit, we continued to fund grass-roots community initiatives. These initiatives dovetailed with our strategic objective and continue to be necessary to strengthen our understanding of our Kanien’kehá ways, language, and culture. This includes increasing our use of the Kanien’kehá language and culture, not only in our everyday living but also in the standards of practice of the services offered to the community.

All managers, including Family Services, provided feedback and contributions to fill organizational gaps as some staff retired. The plan included mentoring and training, and a transition plan to ensure that staff who are transitioning to a new position or new hires are well acclimated to the position being filled.

Family Services was entrusted to ensure a comprehensive annual budget cycle for the 2019-2020 fiscal year as well as a budget forecast for the 2020-2021 fiscal year. We accomplished this by developing our programming and operations budgets, which included capital plans and projections for the completion of our strategic plans. This was accomplished in close collaboration with Financial Services and senior management.

The Child and Family Services (CFS) Enhanced Prevention Plan was in its renewal phase, which included an updated community profile and the design of five-year action plans that also included proposed budgets. These plans are directly in line with Kahnawà:ke’s realities and new trends (gathered through data analysis, community engagement activities, and research). The final draft of the proposal has received positive feedback and approval by the KSCS

Executive Director, KSCS Board of Directors, and the Mohawk Council of Kahnawake. We are anxiously awaiting the final decision from Indigenous Services Canada.

Within the 2019-2020 year, each of the program areas within Family Services planned and implemented programming that was aligned with the Community Health Plan priorities and the CFS prevention framework that included the same priorities and measures as 2018-2019.

Both Assisted Living Services and the Turtle Bay Elders Lodge are participating in the certification program for private Seniors’ residences. As part of the evaluation, a visit from Accreditation Canada took place on August 1, 2019, and the results were based on information received and validated and included a compliance audit visit report which provided recommendations. The process of obtaining certification from Accreditation Canada for our residential facilities — Turtle Bay Elders Lodge and Assisted Living Services — is underway and we expect positive results. Both residences are making modifications to the requirements and will be followed up by Accreditation Canada for review. However, the time frame has been adjusted due to the COVID-19 pandemic.

As I complete my second year as the Director of KSCS’ Family Services, I appreciate the hard work and dedication of the KSCS staff and management team. Team building, the collaboration between services, developing clear understandings of each service area’s functions, enhancing client services and programming, and the continuous fostering of internal partnerships are key for the team’s success in providing and improving Family Services.



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 procedures.

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

In early March, the World Health Organization declared COVID-19 a pandemic, resulting in an interruption of EHS' normal operations. EHS worked with KSCS and the Kahnawà:ke Task Force to ensure health and safety standards with regards to the pandemic were implemented and followed. As the pandemic stretched on past March, additional reporting on this issue will be available in next year's annual report.

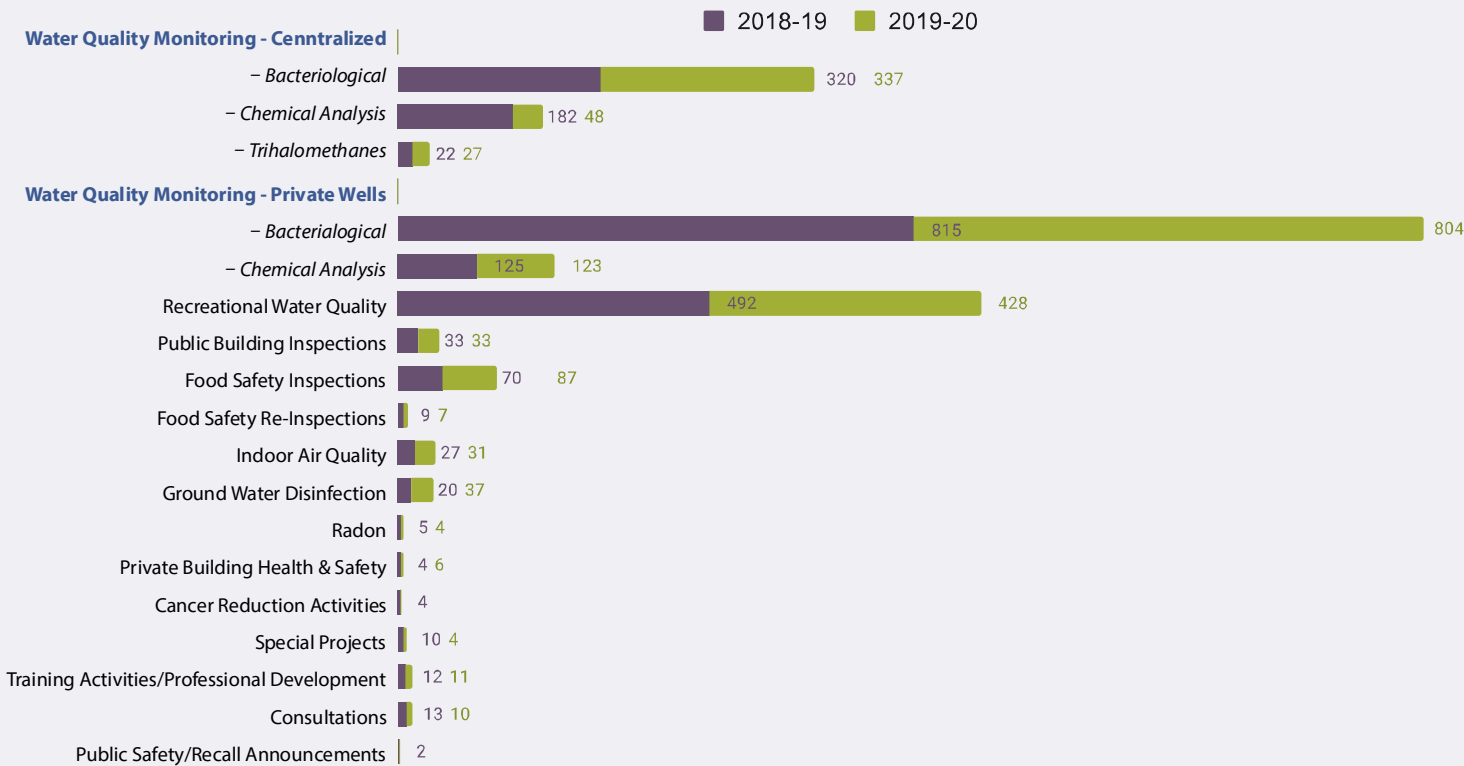
Residential bacterial water sampling, basic chemical Analysis and on-site indoor air quality investigations had to be suspended due to isolation precautions. Once the COVID-19 restrictions are lifted, we will resume normal operations.

Environmental Health Services

Cont/

The following mandatory activities were completed during 2019-2020 fiscal year.

EHS 2018-19 and 2019-20





ASSISTED LIVING SERVICES

MANAGER,
VICKIE COURY-JOCKS

Assisted Living Services provides support and assistance to community members living with developmental delays, physical disabilities, and mental health issues.

Each client has an individual service plan that focuses on their specific goals and needs. Based on these identified needs, clients have access to an array of programs that 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. Activities within these programs are developed in consideration of the health priorities identified within the Kahnawà:ke Community Health Plan and are aimed at generating a positive impact on their social skills, mental health and physical wellness.

Throughout the year, participants were involved in a wide variety of fun and rewarding activities that foster physical and mental wellness, social integration, and the continued development of productive life-skills.

Showcasing their talents, the YAP, TSC, and the ILC hosted a wide range of events such as crafts fairs, bake sales, community barbeques, and yard sales. The always popular family Fun Fair, which ALS organizes and hosts, saw a record crowd turn out to play games and socialize as a community. At the annual ALS Variety Show, the audience was able to appreciate and enjoy the talent and hard work of clients as they performed selections of music and skits. This year, the showstopper was the performance of our Ohén:ton Karihwatéhkwén performed in English, Kanien'kéha, and sign language. The continued community support and participation at these events have gone a long way toward our objectives and reaffirms the message to our clients that they are a vital and integral part of the community.

In addressing our client's physical health, there is regular participation in a range of activities including swimming, bowling, therapeutic horseback riding, yoga, Zumba, and a walking club.

In keeping with our commitment to our language and culture, all programs follow our traditional calendar and incorporate these themes into their activity plans. Local guest speakers volunteer their time to share their knowledge and insight regarding our various traditional festivals and practices. This theme is carried further at specific times during the year when clients go on outings to pick the fruits or vegetables of the season and prepare healthy, traditional meals all reflective of our traditional celebrations.

We continue to network with many local organizations and groups to support our clients and enhance their opportunities for growth. As an example, work this year centered on helping clients accomplish individual goals of work placement where they had the opportunity to utilize their

Assisted Living Services

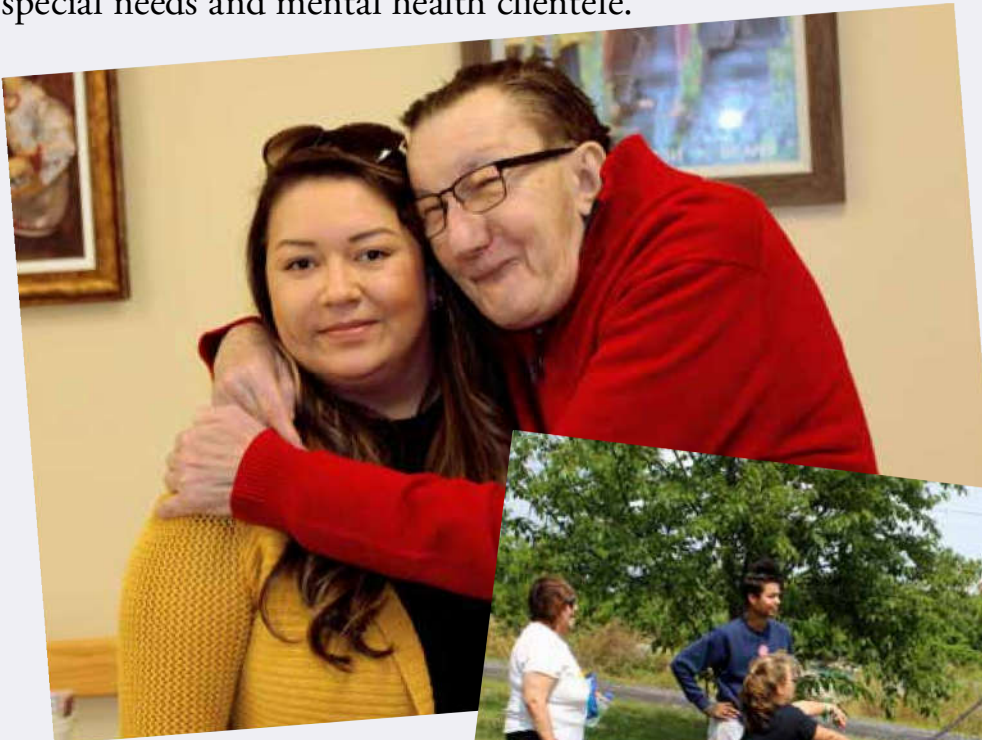
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skills and demonstrate their work ethic. ALS staff, in partnership with Tewaohnni'sahkta and independent businesses, were able to provide work opportunities for seven of our clients. We hope to increase this number in the years ahead.

In keeping with our Strategic Plan and feedback from parents, ALS continues to close the gaps of the growing program and servicing needs for our clients. Plans have been developed to increase our physical operating space in the year ahead and to adapt it specifically to the realities and challenges of the clients we serve.

Work also continued on the establishment of a residential facility for special needs individuals. Although the task is considerable, involving various levels of government negotiation and attention to details that include both construction plans and operating costs, ALS is committed to this expansion of services.

In the year ahead we look forward to the continued development of services and support for our special needs and mental health clientele.



Residents of the ILC always have great fun attending the winter carnival luncheon at the Turtle Bay Elder's Lodge.

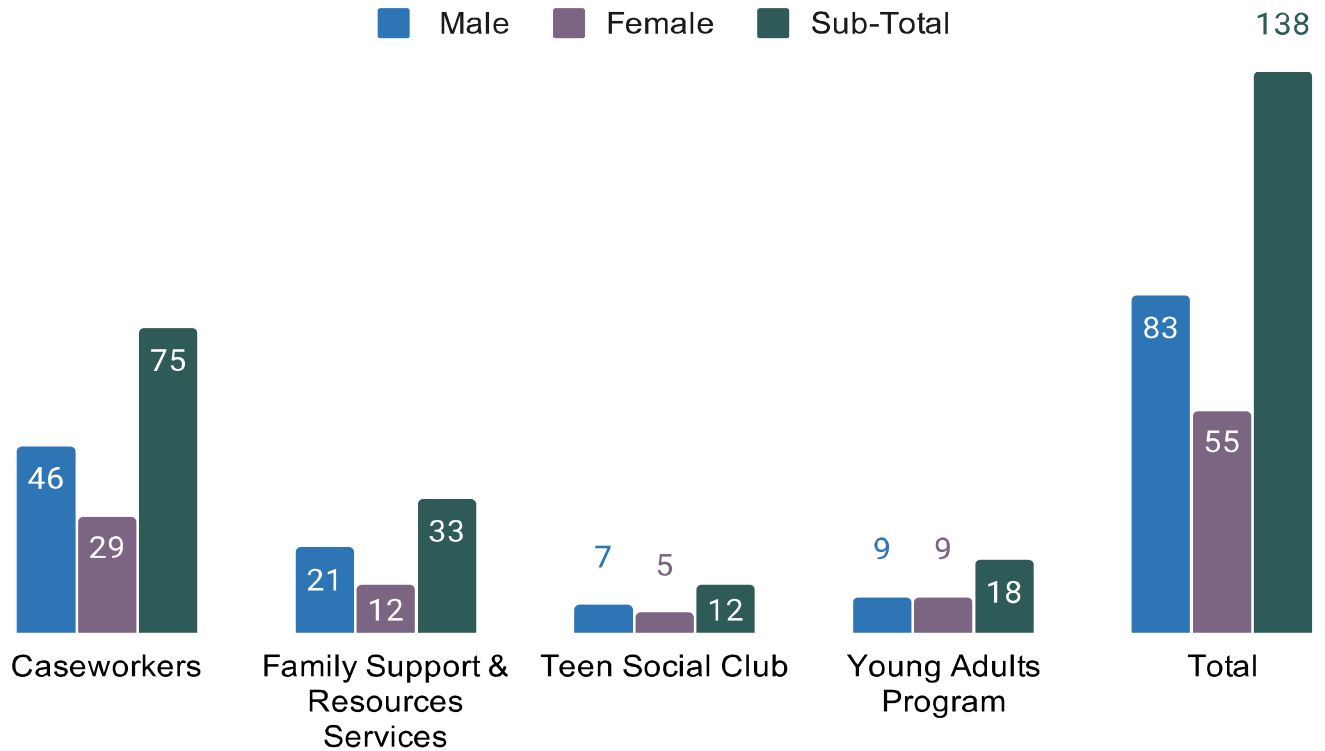


The Young Adults Program's Annual Fun Fair is great fun for families.

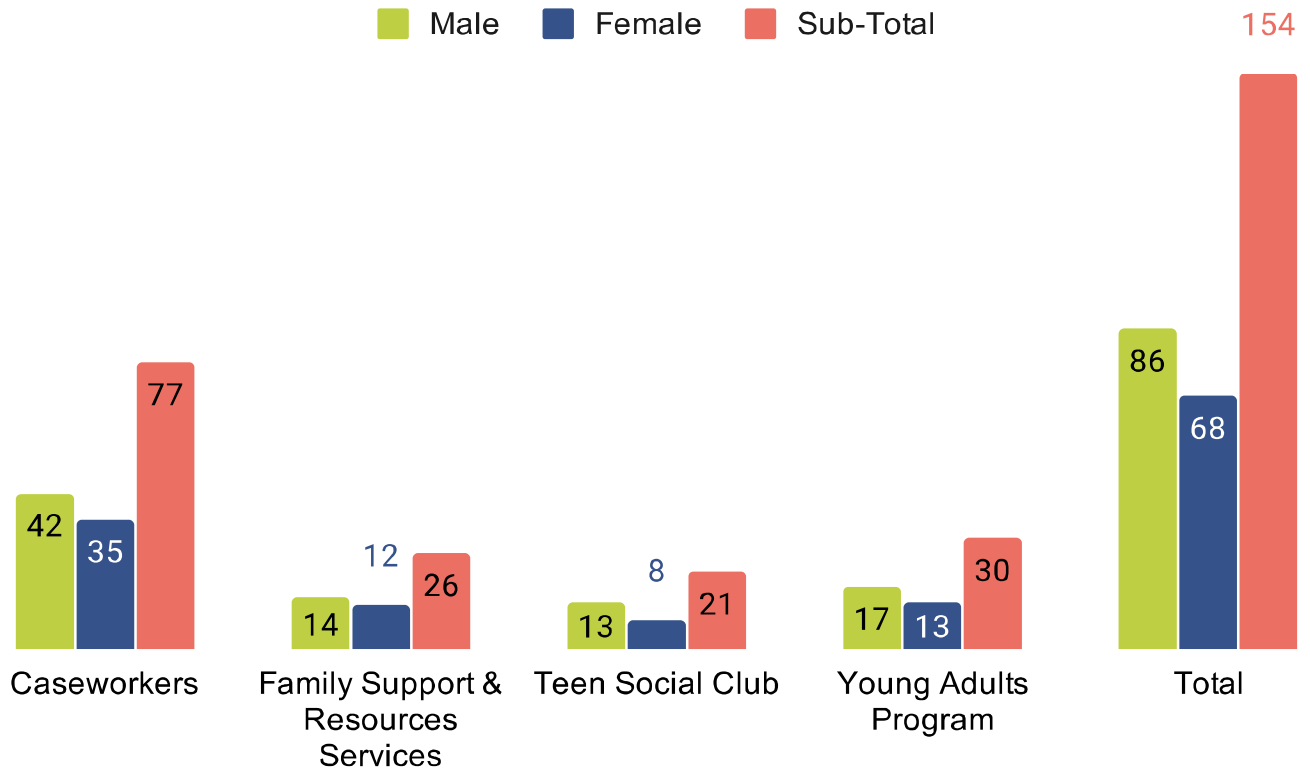
Assisted Living Services

Cont/

ALS 2018-19



ALS 2019-20



Assisted Living Services

Cont/



The ALS Halloween party is always great fun.

The Young Adults Program's Annual Fun Fair is always great fun, with games, prizes, and a chance to get up close and personal with a number of reptiles if you so choose.



Assisted Living Services held a tropical-themed luau for residents and family.



HOME & COMMUNITY CARE SERVICES

MANAGER,
MIKE HORNE

In partnership with natural caregivers, Home and Community Care Services (HCCS) offers an integrated service delivery program providing a continuum of care to Kahnawa'kehró:non. This provides clients with health needs access to culturally relevant resources to assist them in maintaining their independence. We accomplish this through a network of services accessed via a multidisciplinary approach.

All clients are assigned a case manager to assess and determine their needs. If resources are required, the case manager will submit the appropriate referrals. To enhance our working relationship with Indigenous Services Canada and various sectors of the Government of Canada, there has been a collective effort to allow our input on decisions that have a direct impact on our service delivery. The ongoing process of our evolving program has allowed HCCS to better meet the immediate and future needs of the community.

There's been a significant increase in the demand for essential services from the baby boomer generation requiring a multitude of services from the various areas within HCCS. Combining our assets and focusing on being more efficient, the program offers home care, home care nursing, caseworker, meals on wheels, estate planning and management, income security assistance, activity programming, and other services in order to better meet the growing and diverse needs of our senior population.

HCCS underwent an office reconfiguration of home care personnel. A new work environment with workstations and adequate workspace has enhanced the effectiveness of the home care team. With the addition of a clinical supervisor to assist the caseworker, we have been able to effectively address social issues.

On August 2019 the HCCS Older Adult Mistreatment Committee/Iethi'nikòn:rare ne Thotí:iens (Looking out for our Elders), attended the National Adult Protective Services Conference. This was a valuable networking opportunity for the committee to obtain current information about legislation and strategies to address Older Adult Mistreatment. Building on this, the committee developed a business plan to strategically address older adult mistreatment.

The Palliative Care Committee reinstituted regular meetings to strategically develop plans to further enhance palliative care and information. In collaboration with the Kateri Memorial Hospital Centre, home care nursing and home health aides offer their services to better meet palliative care needs. Palliative medical equipment is being evaluated and replacement alternatives are being sought where required.

Home and Community Care Services

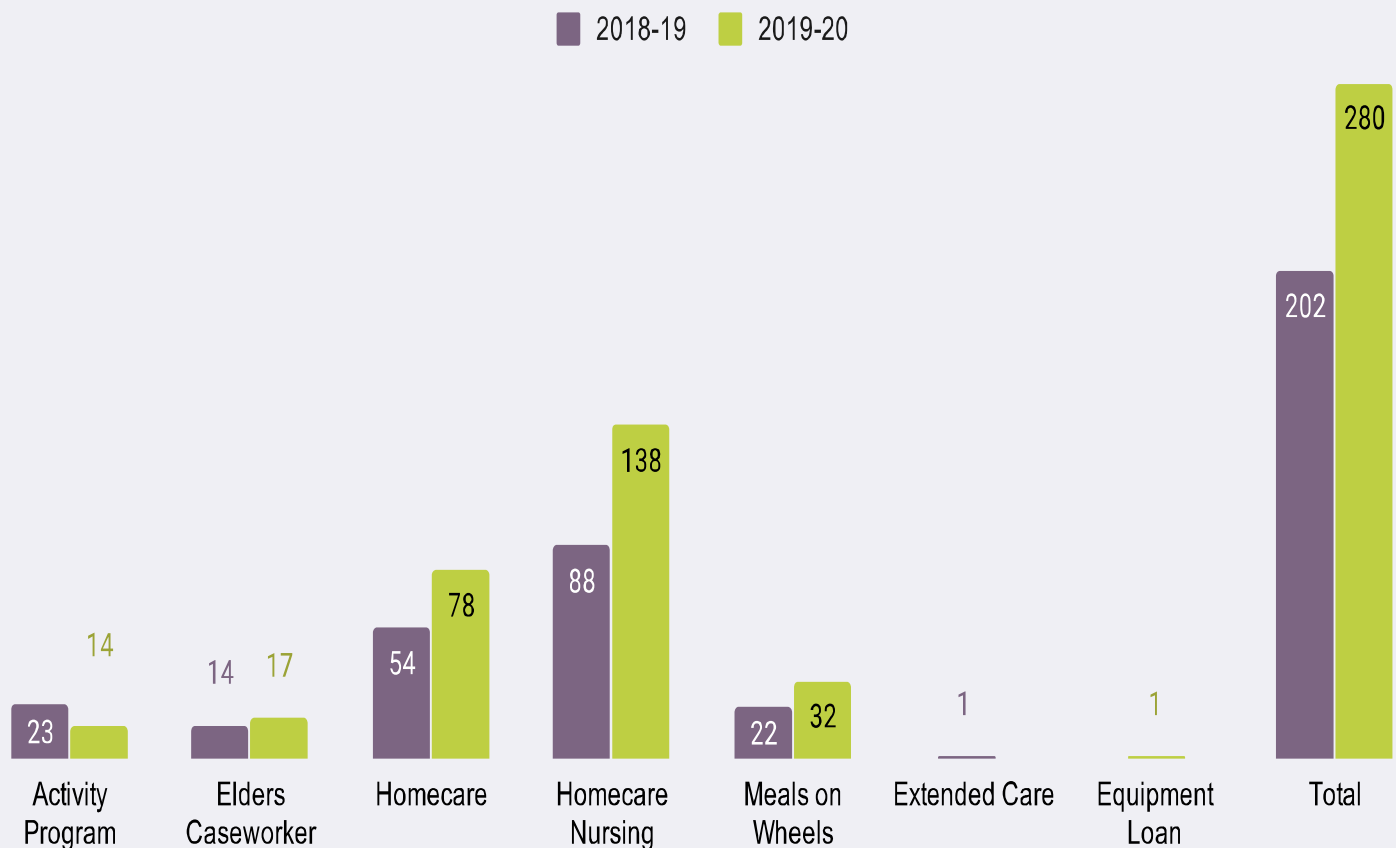
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The Alzheimer Society Suroit continues to offer their support where required in building links with our community and their services. They continue to offer evening workshops and support groups at Turtle Bay Elders Lodge (TBEL) throughout the year.

TBEL's requirements for certification, as outlined by Accreditation Canada, have been implemented or amended. The Mohawk Council of Kahnawà:ke and KSCS are in the process of conducting a feasibility study regarding a much-needed expansion to TBEL.

HCCS continues to be confronted with an increased demand for services. Our team of highly dedicated professionals adapt to these challenges and continue to channel our efforts to preserve quality care for our clients. The caregivers remain at the core of our overall service delivery and we continuously work to strengthen our partnerships and supports where appropriate.

HCCS Intake

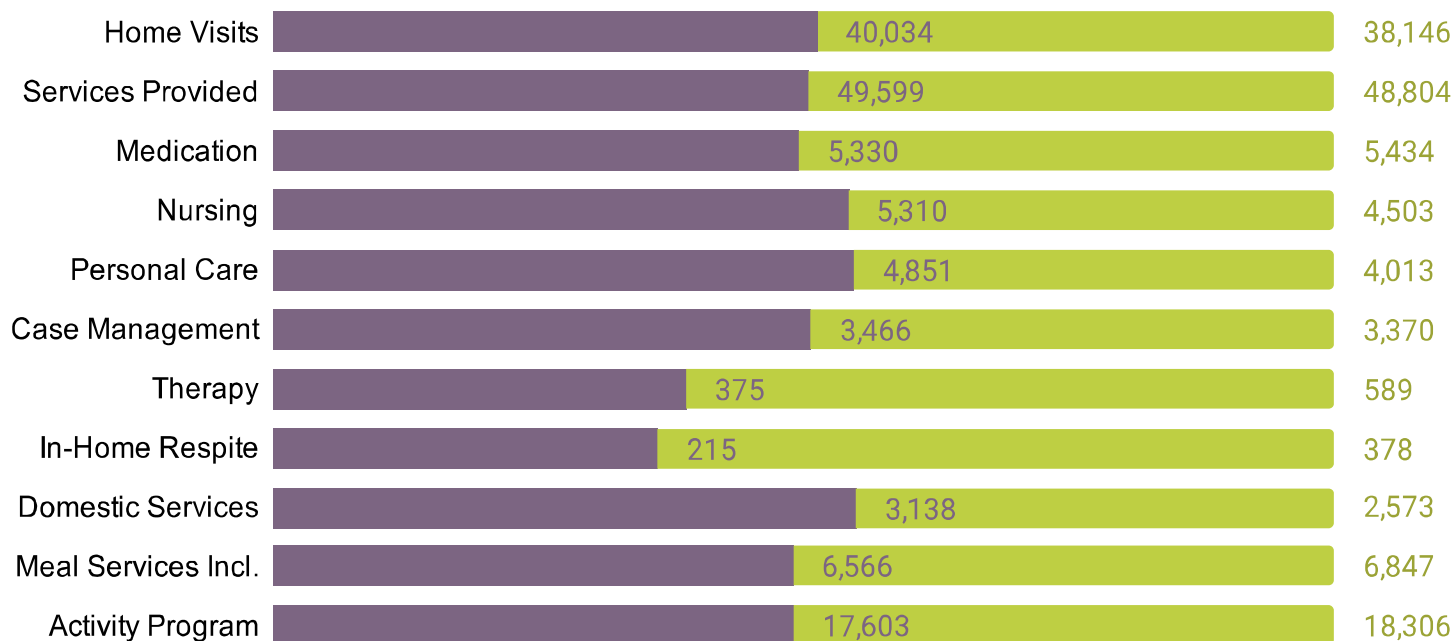


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Home and Community Care Services

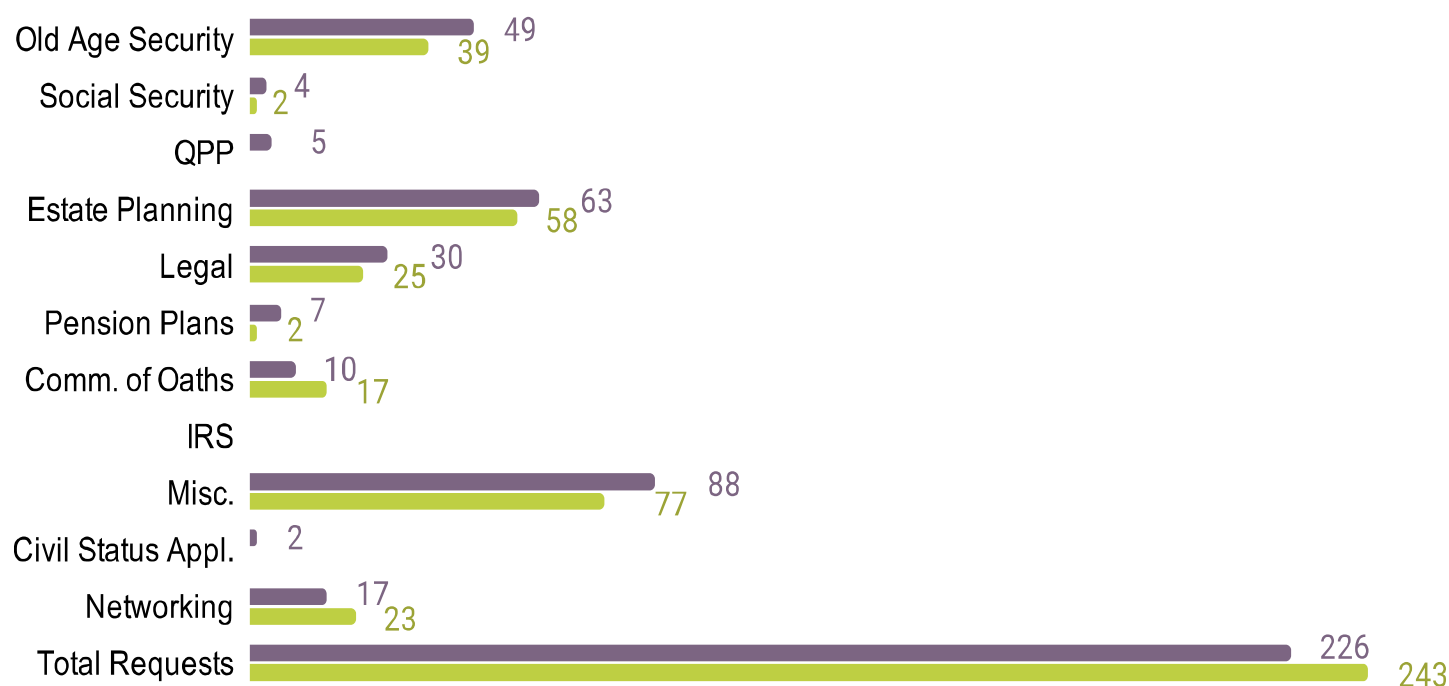
HCCS Service Hours

■ 2018-19 ■ 2019-20



HCCS Adult and Elders Services Counsellor

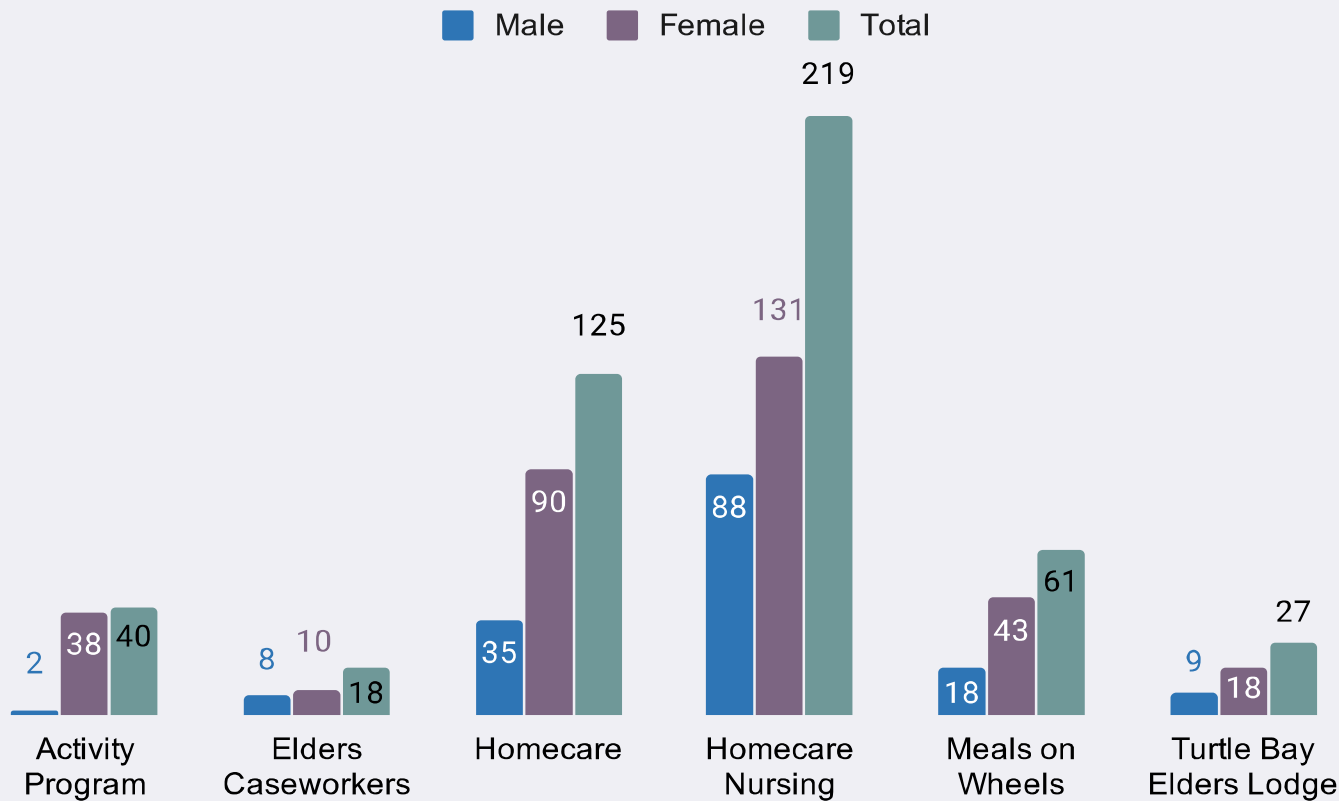
■ 2018-19 ■ 2019-20



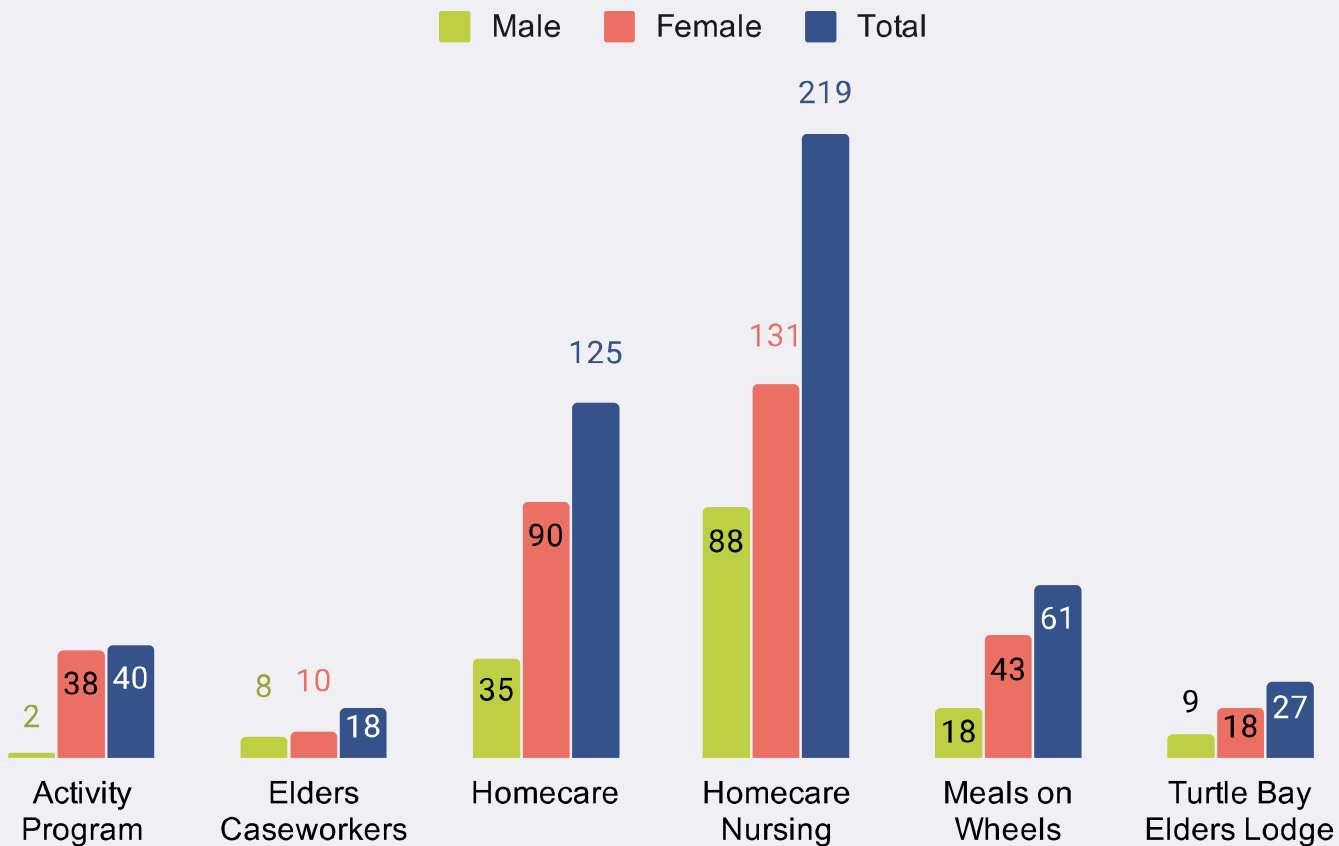
Home and Community Care Services

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HCCS Total Clients 2018-19



HCCS Total Clients 2019-20



Home and Community Care Services



The annual crowning of the King and Queen takes place at TBEL's winter carnival luncheon.

Turtle Bay Elders Lodge is the scene of the an annual winter carnival luncheon for the elders of the community.



Home and Community Care Services

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Far left: Mike Horne, manager of Home and Community Care Services, poses with friends at the annual TBEL Christmas luncheon.



Turtle Bay Elders Lodge hosted a Christmas lunch for community elders.





PREVENTION SERVICES

MANAGER,
STEPHANIE HORNE

The Prevention team focused on the vision of “Empowering Kahnawa’kehró:non for healthy and fulfilling lives” in all aspects of the program design and delivery. Many of the prevention staff are from the community and fully understand the needs of our community and what would work best for Kahnawà:ke families.

Team leaders Lisa Two-Axe and Noreen Montour have a wealth of knowledge working many years in the field of health and social services. Their passion is evident in leading their Prevention teams based on the social problems and realities that face Kahnawà:ke families on a day-to-day basis. We walk the talk of upholding the KSCS cornerstones of the integrity of respect, responsibility, trust, and commitment.

Prevention initiatives are grounded in our Kanien’kehà:ka ways of respect, language, and culture. The prevailing client’s issues are complex and multi-dimensional as families are facing abuse, violence, addictions, learning disabilities, and unemployment. These issues were targeted through our promotion and education efforts by way of Tehontathro:ris sessions (modeled on teaching hospital’s grand rounds, which is a way to keep health professionals up to date on evolving issues) and pop-up education booths at community events and activities.

The Prevention team has the creativity to approach the coexisting psycho-social and generation impacts of trauma that are experienced by Kahnawà:ke families. The eventful initiatives by KSCS this year had the autonomy to render options that had concurrent psycho-social impacts on the trauma that is experienced by our families. The Prevention team delivers a range of services to address these complex needs. The following are highlights of the Prevention Services activities for 2019 -2020:

FAMILY VIOLENCE AND ADDICTIONS

Family violence and addiction prevention initiatives were successfully delivered through diverse community activities. This year, the pink shirt and bullying campaigns were delivered in partnership with local schools and were well attended. We also participated in the Kahnawà:ke Youth Center’s (KYC) winter carnival by hosting a movie beach party at the KSCS Whitehouse. The addiction prevention approach expanded to working as a multi-disciplinary team with Addiction Response Services (Support Services) to deliver programs for families in recovery and also hosting a book club at the Kahnawà:ke library. The family violence activity was the beginning of a sexual assault action plan for Kahnawà:ke.

Prevention Services

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SUICIDE PREVENTION

Prevention Services held several SafeTalk and Applied Suicide Intervention Skills Training workshops throughout the year. The training was open to community partners as well as to community members. The Gift of Hope - Pictures with Santa activity is an annual event that creates awareness about suicide prevention. It was coordinated in partnership with the KYC this past December.

SATAHTENIKONARAK PROGRAM

Prevention campaigns were conducted in the community to address the following: preventing FASD, healthy sexuality, healthy relationships, and setting boundaries. The focus was on developing cultural and up to date resources for the community to help address these social and health problems. The FASD worker also provided training to the parenting team on neuro-behavioural differences to provide support and guidance to parents whose needs require this type of service.

Á:SE TEHONTATEHIAHRÓNTIE TEEN GROUP

The facilitators brought in guests to educate youth on prevention of the community health priorities such as substance abuse/addictions, mental health issues, learning disabilities, cardiovascular disease, cancer, diabetes, and obesity. This was based on the notion of true health prevention models of

self-efficacy in youth to foster and attain their personal health goals into adulthood. The teen group's giving back initiative entails doing volunteer work at community events.

ONKWANÈN:RA

The after-school and summer programming flourished with innovative approaches to engage members to learn about health and wellness in a fun and safe environment. The youth had the opportunity to learn about the value of giving back through the lemonade fundraising stand. Their chosen recipient of the funds raised was the Native Women's shelter of Montreal.



The Onkwanenra group participating in yoga.

PARENTING

The Prevention parenting team continued to develop programs and services that nurtured the clients' and families' personal development and parenting skills. The parenting program is strongly rooted in peer parenting support.

The program had great success holding groups including Tea Time - Me Time, Nobody's Perfect, Onkwa'nisten'okon'a Aotinen:ra/The Baby Bunch, Brown Bag Luncheon, and Let's Get Cooking, which brought together a diversity of caregivers in the community. The combination of recreation and sharing of parenting realities in Kahnawà:ke was impactful in addressing a plethora of issues such as blended families, divorce and separation, relationship problems, and raising a child with special needs. The parenting workers also addressed the needs of individual clients and provided parenting guidance by way of in-home visits.

SHAKOTISNIEN:NENS TRADITIONAL SUPPORT

The Shakotisnien:nens Traditional Support workers offered one-on-one traditional healing sessions with community members working with spiritual medicines, teachings, and ceremonies. The workers also delivered Ionatenenhraró:ron, for 3 – 8 weeks sessions. This group was offered to help provide support to women through group discussions, exercises, and reflection using cultural and traditional teachings. The Indian Residential Schools Program held information sessions for outside agencies about the history and impacts of Indian residential schools as well as the importance of healing through reconciliation. The Family and Wellness Center offered the services of traditional healers — Mike Standup and Geraldine Standup— as an enhancement of services to meet the community's cultural needs. The programs that were rolled out this year — such as the Harvest Corn Soup for the Soul — encapsulated cultural approaches merged with overall community wellness objectives. These included traditional practices such as gathering

and preparing medicines and gardening, doing beadwork and sharing the knowledge of how to incorporate daily healing practices into your own life. This model demonstrates how the “well-family” can transfer the knowledge and practices to the next generation and to support extended family members. This programming was highly responsive to the needs and realities of the community.

WHERE THE CREEK RUNS CLEARER

The Where the Creek Runs Clearer Program was innovative this year in stepping “out of the box” in how we deliver services and being creative and flexible in developing new ways of working. This included a youth engagement survey, a summer youth beadwork program, a traditional summer camp for 6 to 12 year-olds, an after-school teen drop-in, and a March spring-break camp. These events were successful in helping Prevention Services evaluate how we can go forward in providing programming to youth and families strongly rooted in cultural revitalization; harmonized with healing and wellness.

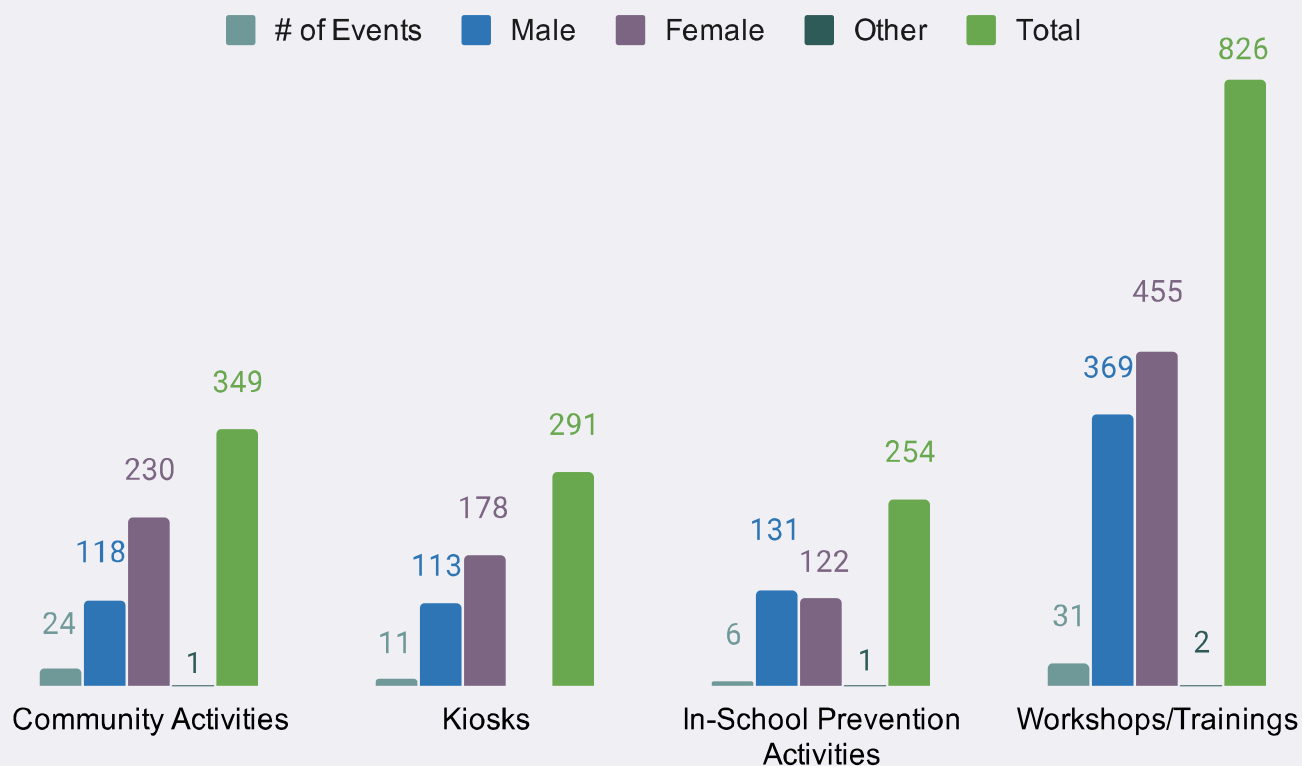
TRAINING AND PROFESSIONAL DEVELOPMENT

Prevention workers had the opportunity for training and knowledge building on the key strategic objective “foster and accelerate active Kanien'kehá:ka ways of doing things, including more use of our language”. The incorporation of Tsi Niionkwarihò:ten (Our ways) has become a foundation in the development of all of our programs, resources, and initiatives. Subsequently, this was integrated into their program calendar of activities over the fiscal year.

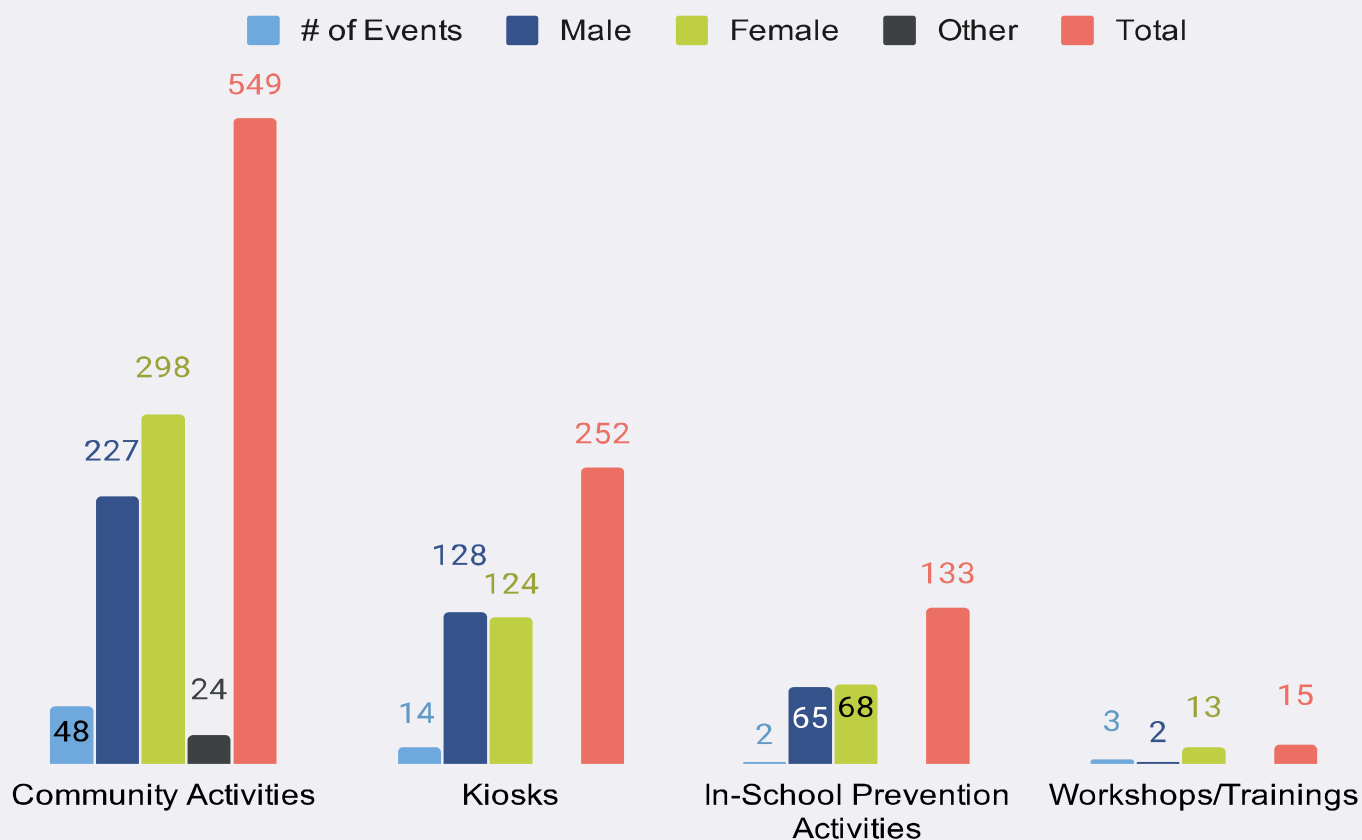
Prevention Services

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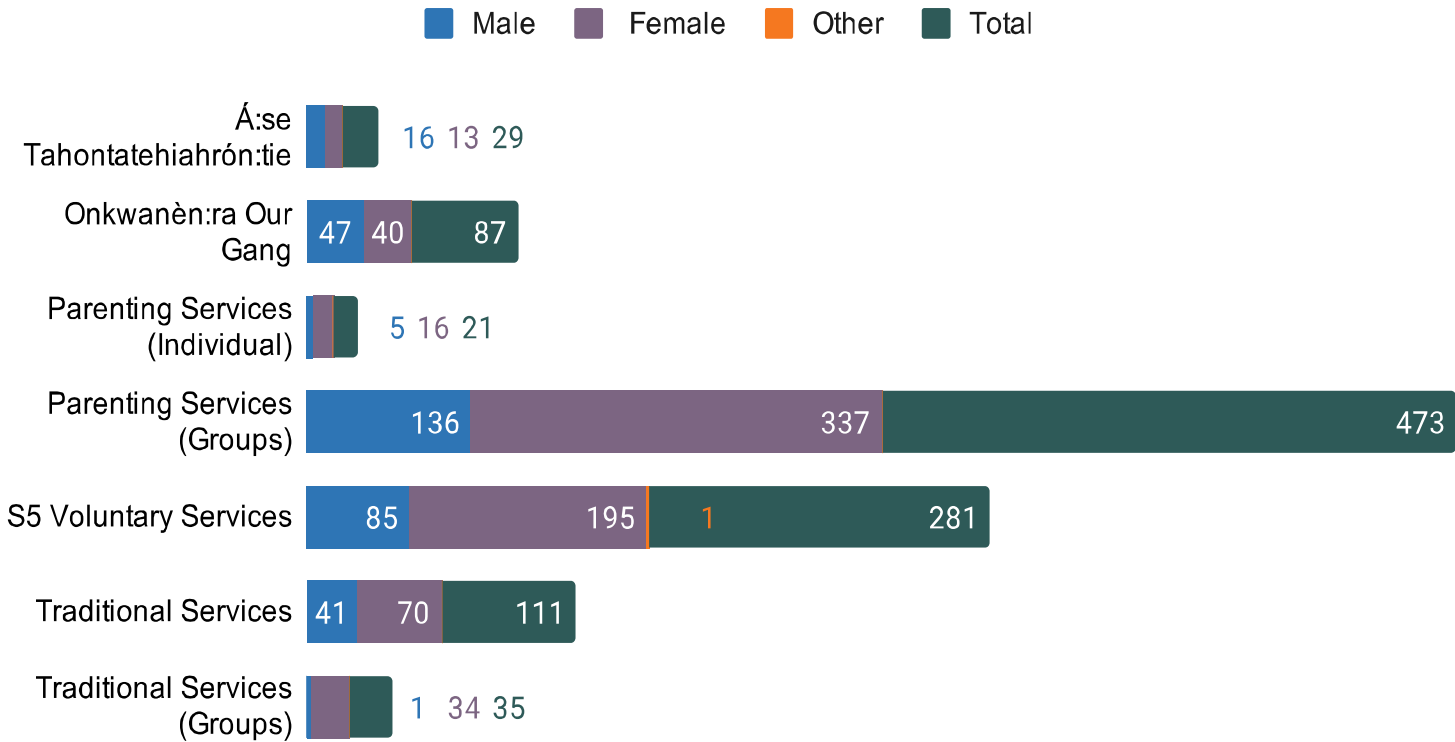
Enhanced Prevention 2018-19



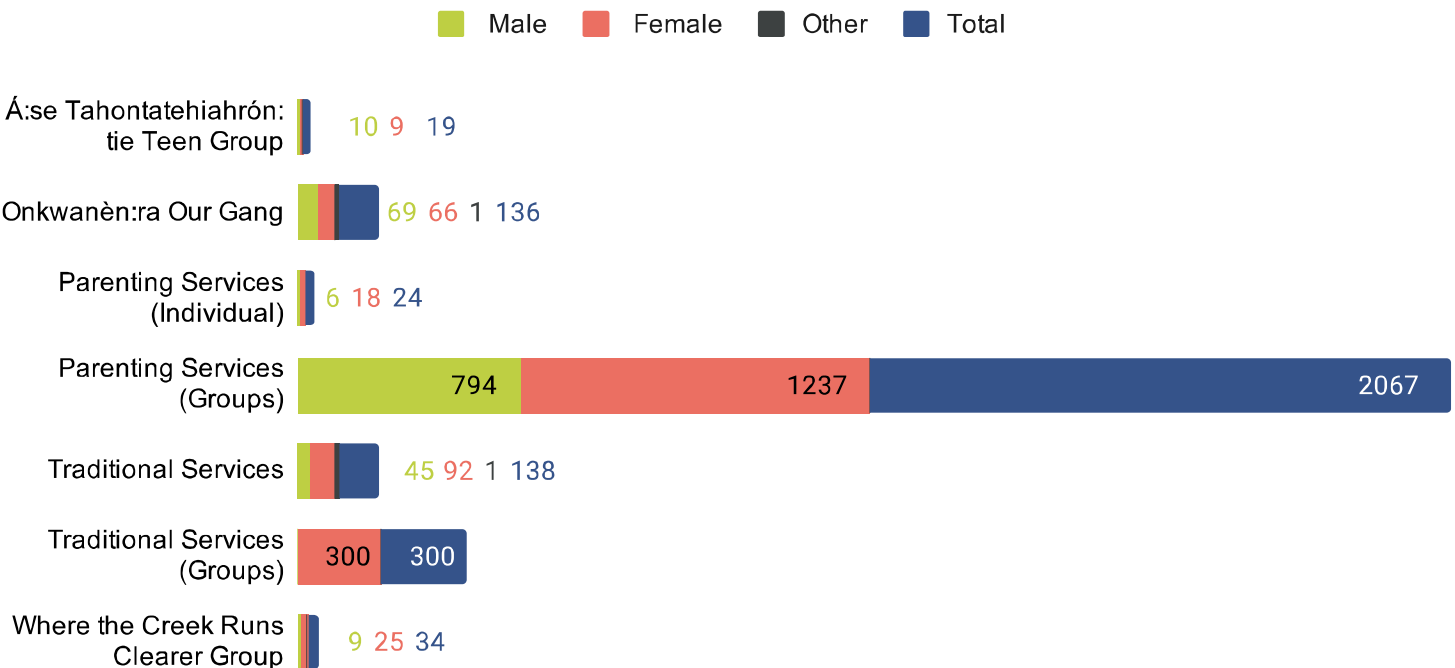
Enhanced Prevention 2018-19



Prevention Services 2018-19



Prevention Services 2019-20



Prevention Services

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The Family and Wellness Center held a day to *Celebrate Ista* (mothers).

The team members behind the organization of the *Helpers Coming Together* event that brought together health professionals in addictions and mental health to share resources and information.



The Á:se Tahonatehiahron:tie Teen Group raised funds and toys to donate to the Montréal Children's Hospital.



SUPPORT SERVICES

MANAGER,
CHERYL ZACHARIE

Kahnawà:ke Shakotiià'takehnhas Support Services (KSCS) provides a multi-disciplinary team approach to assist community members in acquiring quality intervention and psychosocial support services in the following areas; Intake Services, mental health counselling, Psychological Services, Addictions Response Services (ARS), Youth Protection, and Youth Criminal Justice Act (YCJA) Services.

Our Foster Care and case aide program secures appropriate foster homes to assist families in need and provide support to foster parents and clients. With the assistance and collaboration of the Kahnawà:ke Peacekeepers, and other critical partners, our After-Hours Response workers respond to social emergencies that occur within the community on a 24-hour, seven-days-a-week basis. The ultimate focus of our work is to empower clients to take control of their lives and live healthier lifestyles.

We began reviewing the goals and objectives of the KSCS strategic plan in 2015-2016 and will be continuing with the review into 2020-2021. Our goal is to improve our services and build a more collaborative relationship with our stakeholders. This past year the program continued to implement its plans and made strides in the service areas under Support Services.

In the area of mental health counselling, the secondary Prevention and Psychological Services teams focused on improving accessibility, efficiency, and transparency of services. Walk-in counselling (Let's Talk Kahnawake – Tewakaratónnion) was offered beginning in July 2019, which offers access to a support counsellor without the need of an appointment. This service is being evaluated but the response has been positive indicating a need for its continuation. In addition to individual counselling, therapeutic groups addressing sexual trauma and loss were made available to community members.

KSCS's mental health counselling teams have expanded their network of external service providers and available resources to offer the best level of care in a client-centered approach. A trend analysis of referrals made to Psychological Services identified anxiety, depression, trauma, grief, and family difficulties/violence as the leading reasons why community members sought help.

Our ARS team was successful in offering a variety of services from assessments to treatment planning, and referrals to specialized resources. ARS continues to build and maintain partnerships with various external stakeholders in the areas of drug and alcohol abuse, gambling, and mental health. The ARS team also offered addiction recovery groups (one for men and one for women) that incorporated both conventional and traditional approaches.

The ARS team collaborates with the addiction prevention worker on various awareness campaigns and has maintained supportive partnerships with the gambling research team from Concordia University and the Centre intégré de santé et des services sociaux de la Montérégie-Ouest. Members of the team participate in the prescription drug/opioid task force, while another member sits on the Section 84 committee with Corrections Canada. Finally, the team, along with the Secondary Prevention Team, assisted in planning and hosting the first mental health and addictions resource fair, *Helpers Coming Together*, where approximately 40 organizations from the surrounding area gathered to promote the services they offer to the community.

The KSCS Youth Protection program receives and investigates allegations of risk to children (if their situation compromises their safety, security and/or development), and offers support to rectify the situation. Issues of concern affecting a child's security and development can 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 put into place to address the needs of each child. The primary goal is the preservation of the family and maintaining the child in his or her family of origin; however, this is not always possible.

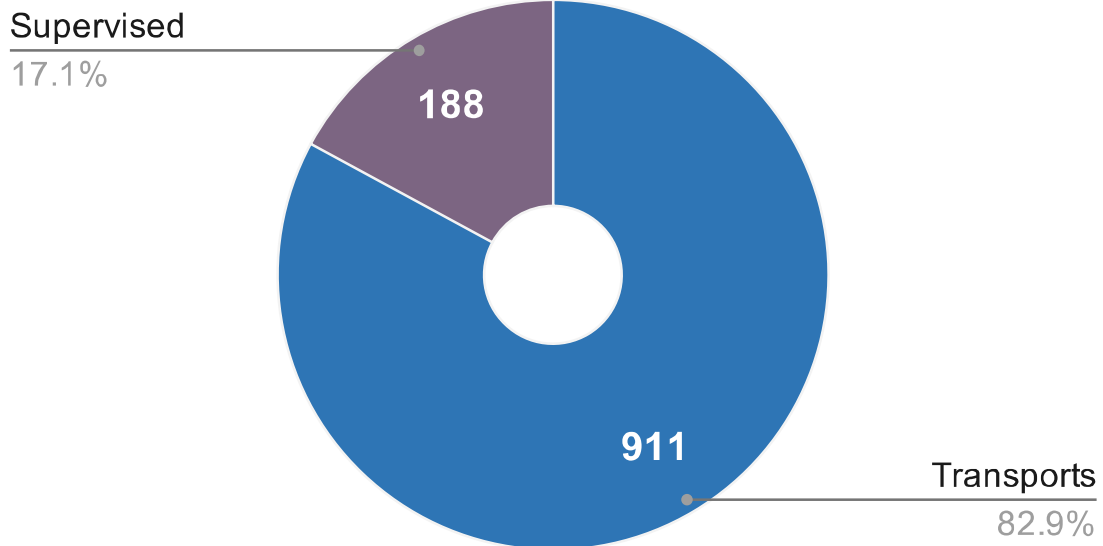
When a placement outside of the child's home is needed, extended family member homes are the first choice. In most situations, family members have come forward to care for the child. Other placement solutions may require a foster care

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

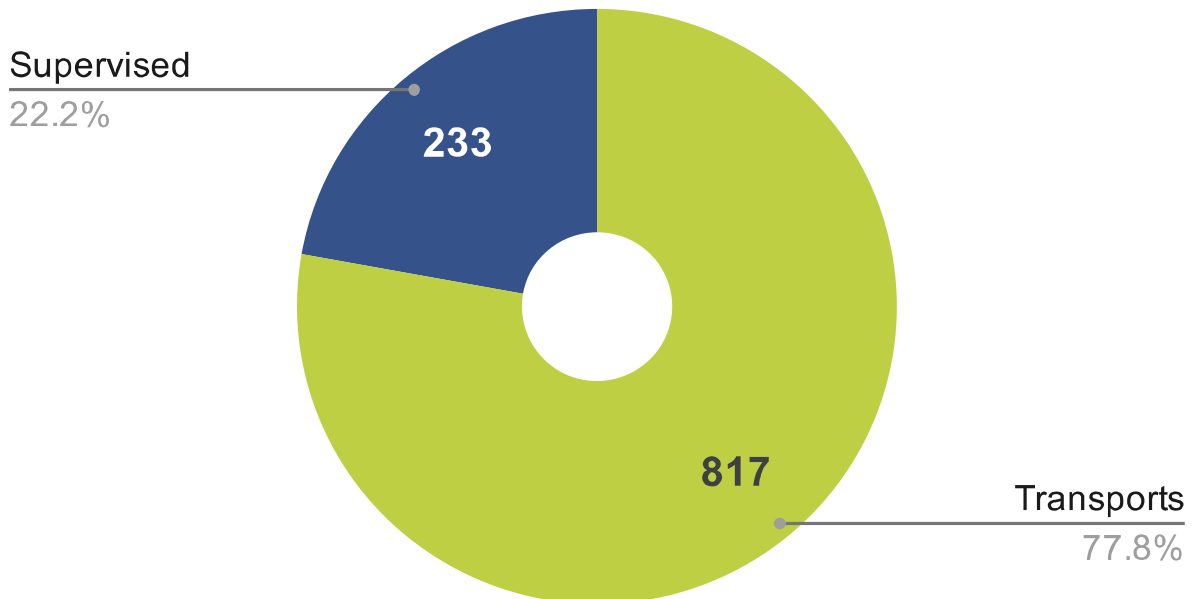
The KSCS Tsi Ionteksa'tanonhnha (foster care / kinship) Program works closely with the Youth Protection team to facilitate the smoothest transition for a child when he/she must be placed outside of the home. Over the last year, the program experienced high staff turnover yet, through these changes, the program continued to prioritize placements with family members (70 per cent of children are in care with their extended family). Overall there was an average of 37 children in placement each month in approximately 22 foster homes. Under this program, Case Aide Services have helped maintain contact between children and their biological parents by providing 817 transportations and conducting 233 supervised visits. Additionally, our new youth support worker has been researching, networking, and developing her position to best serve our Tsi Ionteksa'tanonhnha youth who will be transitioning out of care. She will begin direct work with youth in the next few months.

One of the objectives of Support Services will be to evaluate and analyze our current structure and services, considering the feedback from our clientele. We are interested in determining the best practices for assisting our clientele with a more client-focused approach that continues to provide the best level of care in the area of psychosocial support. We intend to remain committed to offering accessible, professional, and quality services to the community of Kahnawà:ke.

Case Aides 2018-19



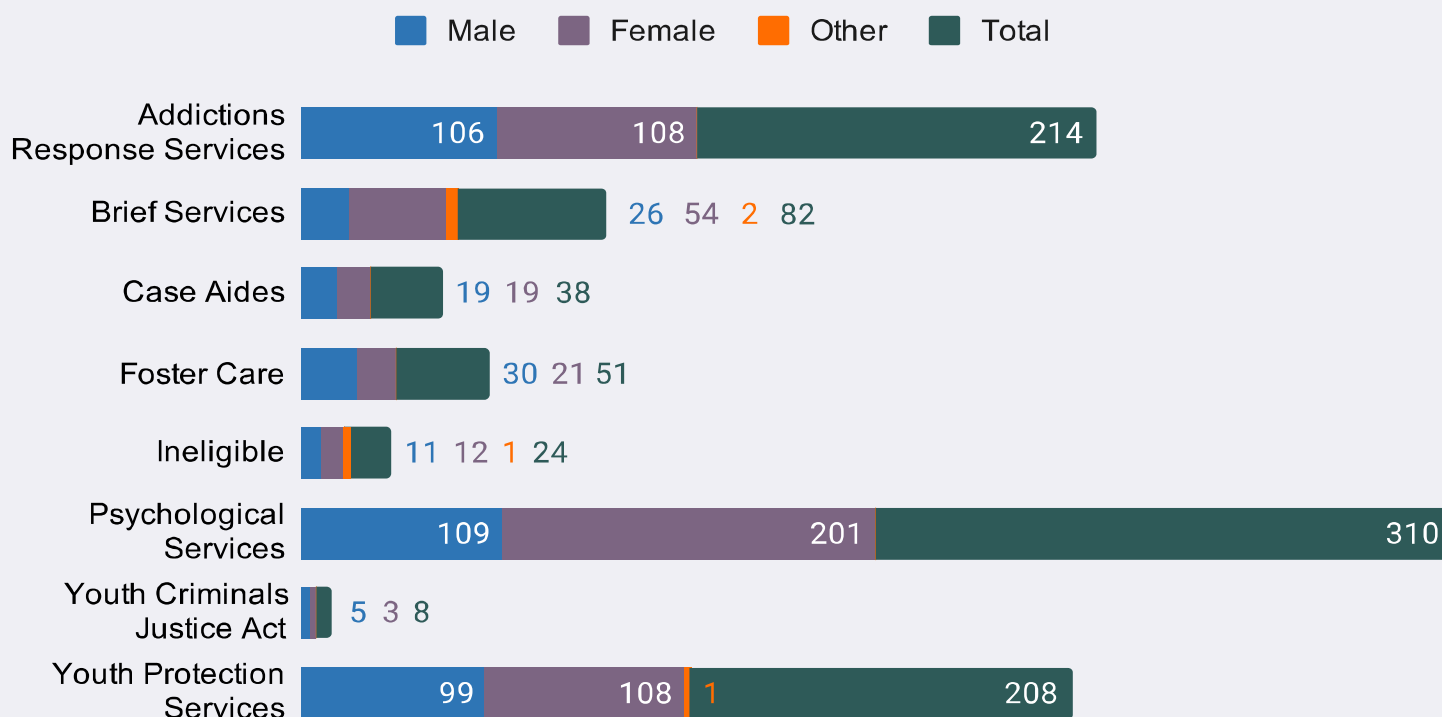
Case Aides 2019-20



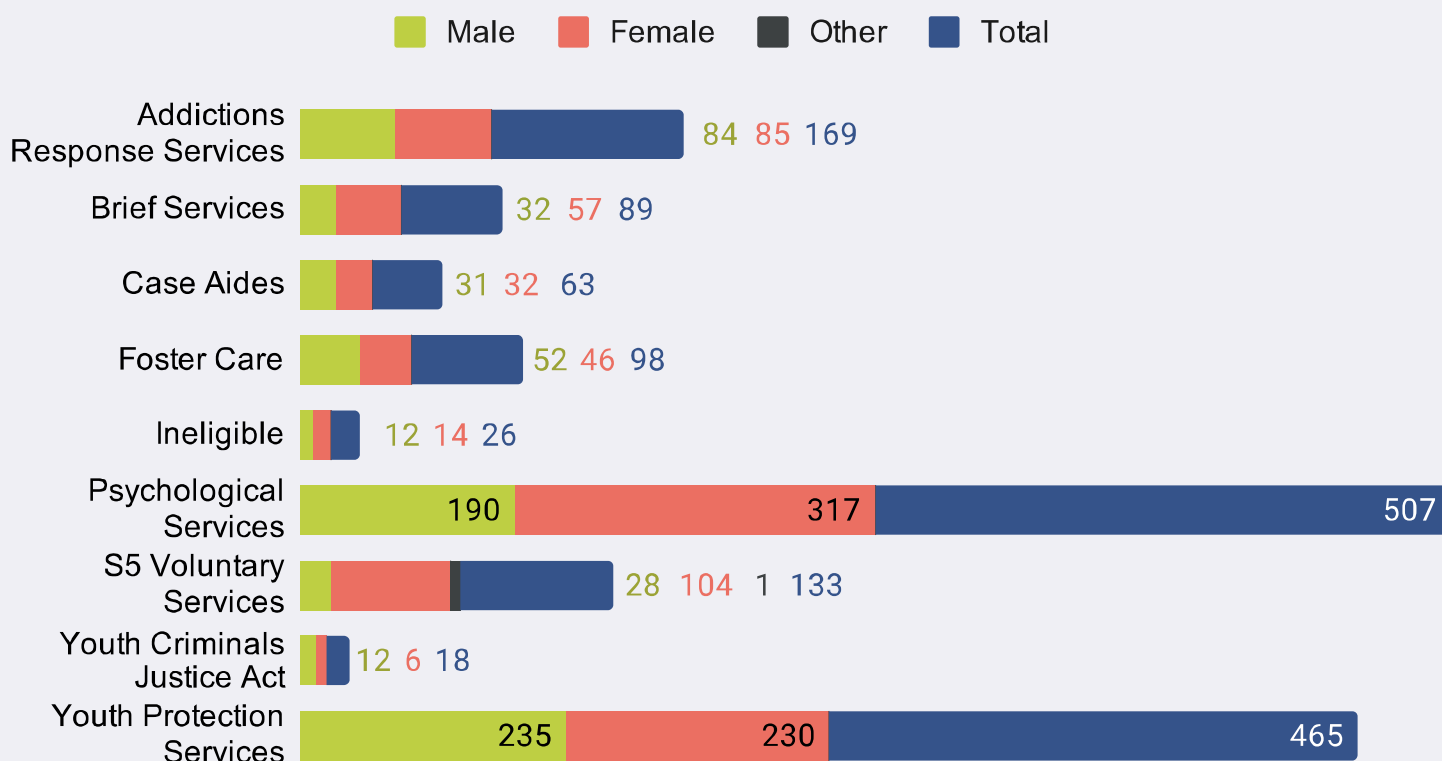
Support Services

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Support Services 2018-19



Support Services 2019-20





INTERNAL OPERATIONS

**DIRECTOR,
WENDY WALKER-PHILLIPS**

This year was full of change and development for Internal Operations. Our structure was solidified with a reorganization of our teams to enhance the support we provide to KSCS. The Facilities team joined us in April 2019, and in November we recruited a new manager of Information Services to oversee IT, Communications, and Data and Research.

Our structure now consists of:

- Facilities: Maintenance and Security
- Information Services: Communications, Data and Research, and Information Technologies (IT)
- Organizational Support Services: Human Resources, Payroll, Administration and Reception, and the Tsi Niiionkwarihó:ten Program (language and culture)
- Organizational Strategic Development (OSD)

We spent a major part of the year evaluating and assessing our current services, to set the groundwork for overall improvement. We implemented a number of recommendations outlined in our organizational review:

- a community perception and satisfaction survey
- our recruitment process
- our IT needs
- a global learning and development (training) plan
- communications experts to develop a branding and communications strategy

Some of the global projects led by Internal Operations this year include:

- assure organizational objectives are planned and carried out, as per our Strategic Plan and Organizational Review
- evaluate the KSCS 2015-19 Strategic Plan
- develop a global policy framework
 - ♦ undertake a policy review
 - ♦ update the Personnel Policy (in effect December 2019)

**ORGANIZATIONAL
STRATEGIC
DEVELOPMENT
P. 42**



**ORGANIZATIONAL
SUPPORT SERVICES
(ADMINISTRATION,
PAYROLL, HUMAN
RESOURCES)
P. 45**



**TSI
NIIIONKWARIHÓ:TEN
PROGRAM
P. 48**



**INFORMATION
SYSTEMS (IT,
COMMUNICATIONS,
DATA &
RESEARCH)
P. 51**



**FACILITIES
P. 53**



- ♦ research a finance and purchasing policy/manual
- assist the organization with planning for the change to chart of accounts
- assist the executive director with Excel Gantt chart
- plan for organizational office space requirements
 - ♦ assess office needs

Our Maintenance and IT teams implemented and enforced new systems for intakes and tracking in order to prioritize service requests.

At the close of the fiscal year, Internal Operations responded swiftly to support the organization and the community during the COVID-19 pandemic. From setting up remote technology, maintaining up-to-the-minute public relations, and delegating work reassignments for emergency services, we were able to mobilize our staff and services quickly in response to the crisis. Many of our staff worked from home offices, which was not easy, but our staff adjusted to do what was necessary. Facilities Services became an essential service to ensure the buildings are disinfected and safe during these difficult times.

ORGANIZATIONAL STRATEGIC DEVELOPMENT (OSD)

OSD supported KSCS through several global projects focusing on research, evaluation and improvement, and capacity building.

OSD was the lead on the development of a Community Perception and Satisfaction Survey, which provided feedback on the community's

current perceptions of KSCS. The results provide baseline data for future evaluations of our services after a new communications strategy is launched. Every KSCS department received helpful feedback to guide them in areas of improvement. A team of six staff members worked on the project. A full report was shared with the community in September.

OSD continued its support of the KSCS Strategic Plan, by producing quarterly updates for the board of directors, staff, and community. We assisted the Finance team in developing their plan's objectives and goals. And in the winter of 2019, planning began for an overall evaluation of the Strategic Plan. The results of the evaluation will help the KSCS board of directors and management prepare for the new strategic plan.

The team provided in-house consulting services on two major projects:

- research project on After-Hours Response Services with recommendations to Support Services for areas of improvement
- review of the Human Resources recruitment process including research and recommendations on how to streamline the process

OSD's technical advice provided input with three external consulting projects including

- attending focus groups for the communications consultation, with the goal of developing a new communications strategy for KSCS
- assisting Organizational Support Services with the development of a request for proposal, and terms of reference for the

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Learning and Development Project; external consultants were secured to lead the project, Winnie Taylor sat as a member of the steering committee

- assisting in the co-development of the consultation process and tools for the submission of the Child and Family Services proposal

In terms of training and capacity building, OSD facilitated or organized training in the following areas:

- conflict management
- statistics training
- logic model training in collaboration with HR

To enhance their own skills, the facilitators attended training with Statistics Canada, learning hands-on techniques for manipulating and sorting data. They attended a regional comprehensive community planning conference, as well as training with the Canadian Management Center on developing a strategic mindset.

During the summer months, OSD was fortunate to hire and train a summer student to assist on projects, which provided the student with valuable research skills that will aid them in their university studies.

Other activities included

- assisting and advising on survey creation
- collating and analyzing survey data
- providing technical advice on evaluations, presentations, and PowerPoints
- facilitating all-staff exploration of the needs to be considered for a Kahnawà:ke Charter of Rights of the Child
- continuing involvement in the

Kahnawà:ke Collective Impact Steering Committee

- proofreading the organization's bi-monthly newsletter

In March, as KSCS began preparations in response to the COVID-19 pandemic, OSD coordinated staff reassignments to where emergency services staffing was required.

Internal Operations

Cont/



From left to right: Wendy Walker Phillips, Director of Internal Operations, Derek Montour, Executive Director, Kathy Jacobs, Director of Family Services, and Doug Lahache, Team Leader of Communications at the press conference announcing the results from the community satisfaction survey.

Members of the OSD team facilitate an activity at one of KSCS' annual all-staff meetings.





ORGANIZATIONAL SUPPORT SERVICES

MANAGER,
SUSIE DIABO

Organizational Support Services (OSS) completed the restructuring of the department at the start of the year and is now comprised of Administration and Reception Services, Human Resources and Payroll, and the Tsi Niionkwarihó:ten Program. Once the structure was finalized, each service area developed its work plan by amalgamating common goals from the KSCS program objectives and goals and priorities set out in the organizational review.

The development of a KSCS training and development program was deemed a high priority and as a result a consultant company was hired to assist with this project. The focus of this project is to develop a learning and professional development training program and framework aimed at enhancing the capacity of KSCS employees that is sustainable over time. The program plan will be launched within the next fiscal year.

Research on a new Human Resource Information System (HRIS) was initiated as it was identified through an internal assessment that there was a need to streamline Human Resource and Payroll functions while providing and enhancing a high level of efficiency to KSCS in the areas of performance management, job description evaluation, training and development, and timesheets. Engagement with several companies is underway to determine our needs and best fit.

Moving forward, OSS will maintain its focus on reviewing several components within its service areas to continually enhance, support, and provide best practice for KSCS staff.

ADMINISTRATION AND RECEPTION SERVICES

Team Leader Kareen Diabo

Administrative Services provide various levels of support to community members and all KSCS departments. The team is comprised of five full-time, one part-time, and five sporadic employees. The team has changed its directions in the last few months. It has intensified its focus on professionalism internally through more structured and responsive staff training. Recruitment has also changed direction; we are targeting specific administrative skill sets in the hiring process as we anticipate KSCS' future staffing needs.

The Team Leader of Administrative Services continues to administer the service feedback process. The feedback helps us focus on where KSCS can enhance our services with the goal of improving client and employee satisfaction. The service feedback process allows for a centralized place for tracking and ensuring follow-up.

The following feedback range from delays in service to environmental concerns, as well as positive compliments on our services:

- Complaints 6
- Concerns..... 3
- Compliments..... 5

Reception Services

Reception Services is focused on providing the best experience for our clientele, whether they are community members, colleagues, or stakeholders. In the latter part of the year, we enhanced our room-booking procedures to manage our increasingly finite room resources. In this, and many other ways, Reception Services constantly innovates to anticipate the needs of the both organization and the community.

Last year, KSCS received approximately 10,199 visitors into our building. This tally includes external/internal groups, clients, and service providers.

Reception Services played a pivotal role in the daily screening of all staff and community members who entered the building during the COVID-19 pandemic. Strict procedures were enacted and modified as new recommendations came from medical professionals and as the situation evolved.

HUMAN RESOURCES AND PAYROLL

Team Leader Alison McGregor

Human Resources

Human Resources provides a range of services throughout the employment lifecycle. This support begins at the hiring process and continues throughout employment including staff relations, benefits, performance management, and compensation, policies and procedures, training and development, and payroll administration.

Human Resources continues to provide services that are aligned with KSCS’ cornerstones of integrity, respect, responsibility, trust, and commitment, while managing our most valuable assets; our employees. We promote excellence in comprehensive human resource management and respecting legislative compliance.

Human Resources continues to work towards helping KSCS achieve its strategic objectives while ensuring a high level of professionalism and quality services in all areas of HR management.

This past year, Human Resources completed compensation adjustments in alignment with the Compensation Policy and Performance Management Process (PMP) upon approval from the Board of Directors. HR also provided PMP training and revised the KSCS Personnel Policy that was enacted in December 2019. We are assisting with the research of a new Human Resource

Organizational Support Services

Cont/

Information Software (HRIS) system that would promote further efficiency in tracking all human resources management.

HR is committed to strengthening partnerships with the organizations on the Executive Director's Committee (EDC) and provide continuing support by

- assisting the KMHC renovation project by managing the Memorandum of Understandings (MOU) for the secondments of personnel 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 that do not have HR departments.

HR Statistics		
Recruitment Processes	2018-2019	2019-2020
Positions Posted	41	41
Applications Processed/Interviews	59	62
New Hires/Orientations Conducted	33	27
Departures	13	11
Summer Students	5	9
Stage Students	23	11
Total Number of Employees	202	204
Benefit Management	2018-2019	2019-2020
Total Leaves of Absence*	33	34
*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; three of which can be attributed to retirement.		

Payroll

The Payroll team provides payroll and benefits for approximately 204 staff. Their work includes control procedures to ensure the accuracy of wages, benefits, and deductions, as well as the developing, implementing, and monitoring of the internal audit and government reporting.

This year, as the situation around the COVID-19 pandemic evolved rapidly, the payroll staff responded seamlessly (with the help of IT) as we moved to work remotely so that we could

continue to make our payroll and other fiscal obligations as well as close off books for the end of the financial year.

Tsi Niionkwarihò:ten PROGRAM

Coordinators Mary Kawennarò:roks McComber and Christine Karennénhtha Loft

This year marked the third fiscal year for the Tsi Niionkwarihò:ten Program at KSCS. It began as a project to assess the use of language and culture in the workplace, gather ideas for more wholistic services, and make recommendations to the organization. The program has been a welcome addition that is in alignment with the direction our community has been asking for. The program continues to focus on staff development via training, program development, system supports, and community networking. Since 2016, with the implementation of the new KSCS Strategic Plan, the issue of fostering “our ways” was raised to the global level making it everyone’s responsibility to learn and integrate what they can. It has been a major undertaking to determine how tsi niionkwarihò:ten standards and principles could be best integrated into

programs, services, policies, and practices for the entire organization. It’s understandable to have challenges and delays along the way, considering the many other competing priorities within the organization, but we have seen much success and the organization is in an exciting time of change.

The Tsi Niionkwarihò:ten Program coordinators work in conjunction with the in-house Tsi Niionkwarihò:ten committee to improve understanding of Kanien’kehá:ka tsi niionkwarihò:ten and help build cultural safety. While our mandate is for staff events, we work closely with other KSCS teams who hold the mandate for community events. Here’s a snapshot of internal events coordinated this year.

We also spend time developing relationships with external partners for information sharing

Tsi Niionkwarihò:ten Program: Internal Events/Activities and Participation

Training and Educational Events	Events/ Activities	Participants
Indian Day Schools and Indian Residential Schools Awareness with Waheshon Whitebean and Tom Dearhouse	1	20 (10 KSCS staff)
Indigenous Cultural Safety Webinar: Transforming Organizations	1	6
Kahnawà:ke History: 300 Years of Resilience with Teiowisonte Deer	1	49
Staff Kanien’kéha Classes: Beginner’s Group “Basics of Dialogue” & Novice Group “Building Blocks” with Kawennarò:roks McComber	10 (2 groups)	22
Healing from the Impacts of Colonialism: Working with the Barriers to Learning with Wendy Hill	1	20 (10 KSCS staff)
Traditional Wellness & Self Care Workshop with Mike Standup, Allyson Phillips, Tom Dearhouse	1	24

Organizational Support Services

Tsi Niionkwarihò:ten Program: Internal Events/Activities and Participation

Sha'tekohsérhon/Midwinter Ceremony Lunch & Learn: KSCS Tsi Niionkwarihò:ten Committee	1	16
Introduction to Kaianere'kó:wa (Great Law of Peace) with Kanentó:kon Hemlock	1	28
Creation Story Teachings with Aronhiaies Herne (two-day)	2	32
Building Cleansing Awareness & Practice with Mike Standup	1	6
Tsi Niionkwarihò:ten Onboarding Sessions: Tsi Niionkwarihò:ten Coordinators	4	47
Collaborative events with Tsi Niionkwarihò:ten and Social Committees	Events/ Activities	Participants
Staff Arts & Crafts Showcase	1	39
Kaienthóhsera: Staff Harvest Celebration & Showcase	1	29
Kanien'kéha Bingo at KSCS Family Picnic	1	10
Meetings	Events/ Activities	Participants
KSCS Tsi Niionkwarihò:ten Committee Meetings	14	9
Collaborative Internal Meetings: Planning, Program Development, Consultation & Team Building	33	136
Traditional Wellness Activities for Staff	Events/ Activities	Participants
Staff Sessions with Wendy Hill	4	24
Whitehouse Building Cleansing		
Staff Sessions with Mike Standup		
Traditional Singing Practice		
	Total: 78	Total: 517

and mutual benefit. Some of the community collaborations this year included involvement with the MCK Language and Culture Training Program, attendance of monthly Tewahará:tat Tsi Niionkwarihò:ten meetings, assisting with Tenshate'nikonhrakwarite (Broaden Your Minds) events, assisting with the Elders/Language Law Commemoration, setting up at the Mental Health and Addictions Fair, and setting up at the Onkwehonwehnéha Tewathahíta: Kanien'kéha is an Asset event. Great things come out of working in partnership with the many amazing efforts already organized within the community.

Wrapping up this fiscal year was a challenge as we needed to quickly adjust to the COVID-19

pandemic. Two learning events planned for March were postponed and will be rescheduled in the new fiscal year when it's safe to do so.

In late March, both Tsi Niionkwarihò:ten Program coordinators were re-assigned to assist with the setup and operation of the emergency food bank. The community demonstrated once again how we still have the mindset of tsi niionkwarihò:ten, by working together for the collective and ensuring that those most impacted by the virus have food and necessities. The Tsi Niionkwarihò:ten Program will continue as the pandemic settles down. Skén:nén akenháke.

The creation of Information Services brought together Communications, Data and Research,

Organizational Support Services

Cont/



Members of the Tsi Niionkwarihó:ten Program and the language committee.



The Tsi Niionkwarihó:ten Program co-sponsored several staff cultural activities, including a canning and harvest demonstration (above) and a showcase of staff arts and crafts (left).





INFORMATION SERVICES

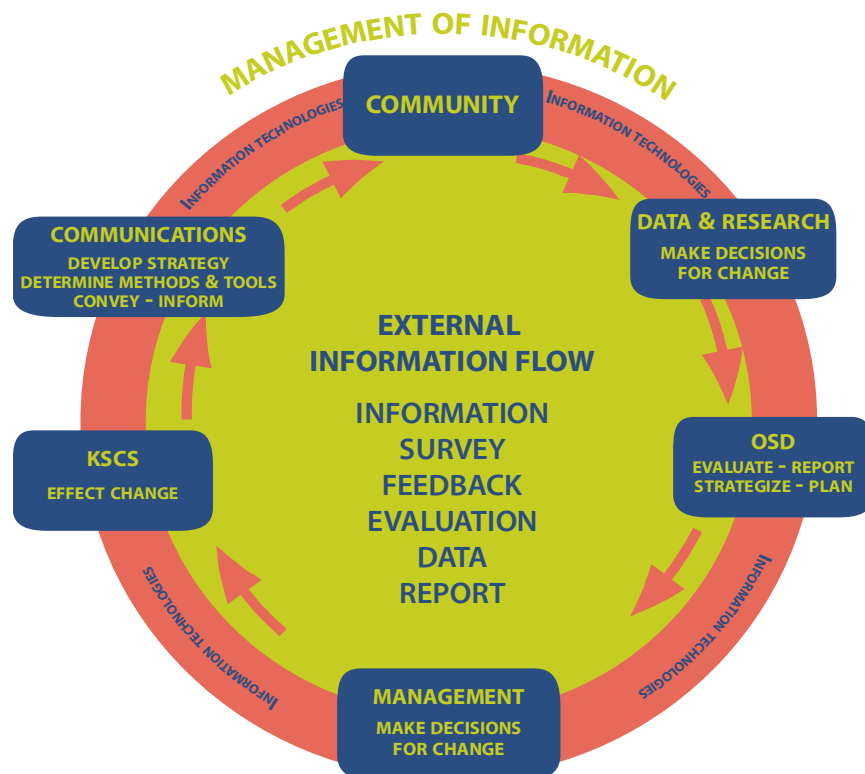
MANAGER,
MARK JOCKS

and Information Technologies/Systems (IT), under one collaborative team. Each play an important role in managing and ensuring better coordination of data, technical systems and communication and information.

To set a solid foundation for the department, Information Services took the lead of two prominent projects. The first was to secure consultants who will assist in developing a new communications strategy and branding for KSCS. Once completed, this will set the groundwork for the Communications team to enhance our communications with our clients.

The second project was to carry out a comprehensive review of our information technology systems. External expertise was sought (by those who are certified in technology systems and solutions) so they could assess our existing network infrastructure and provide recommendations for improvement.

Both projects will help us meet our strategic goal of enhancing the use of IT and communications technologies to improve client services and follow-up.

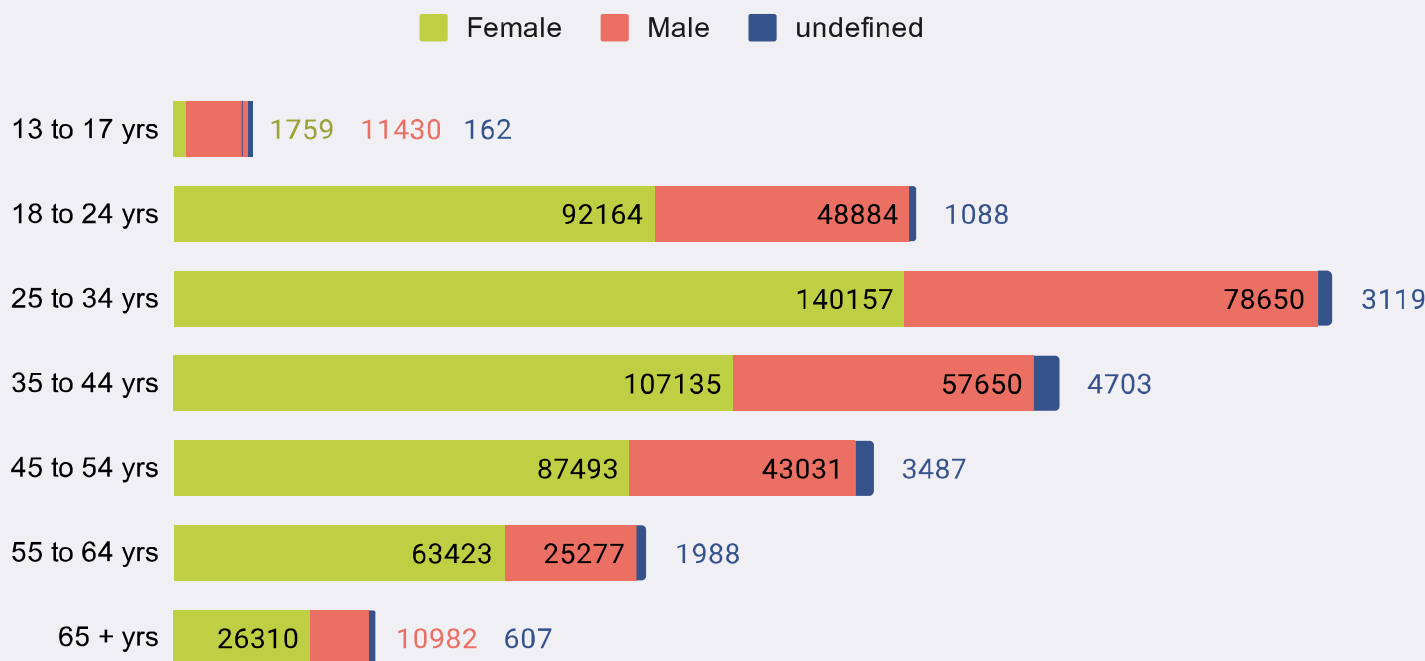


Communications		
Activity	2017–2018	2018–2019
Website Updates	310	314
Weekly Bulletins	50	50
Requests for Assistance	288	309
Aionkwatakari:teke Issues*	6*	6**
KSCS Insider	15	23

* 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 2019-20



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.



FACILITIES

MANAGER,
DWAYNE KIRBY



Facilities began planning the restructuring of the department at the start of the year and successfully added a new position to help with inventory and accounts control.

The Facilities strategic plan accomplished the following actions:

- Improve protocols and security measures for after-hours at all KSCS buildings (lighting, video surveillance, locks, etc.).
- Incorporate Tsi Niionkwarihò:ten (our ways) where possible into maintenance practices and operations (such as reducing environmental footprints).
- Enhance existing partnerships with partner organizations through formal agreements for collaborative delivery of services.
- Implement a team-building validation process with quarterly events that will help foster happy and healthy employees.
- Acquire a facilities management software program that will support facility management and ensure work requests are completed within budget.
- Ensure service delivery and workflow meet the needs of the team's diverse clients and multiple sites.
- Complete all current facility upgrades and renovations identified in the 2017-18 capital plan within established budgets.
- Determine key messages that inform our clients of our serviced delivery standards and processes and establish realistic expectations for project delivery.
- Implement an inventory system to manage facilities equipment and supply needs, access, and usage.
- Implement a process to develop a long-range capital plan that identifies priorities within each budget cycle.

Below, are some of the major capital projects that were completed this year.

Security was enhanced at the Independent Living Center (ILC), the Family and Wellness Center (FWC), and the Whitehouse with the installation of high-definition security cameras that provide 30-day recording capabilities and remote monitoring.

New master/sub-master key systems were installed at the ILC, FWC, the Whitehouse, and KSCS. Security and management will have master keys for security purposes and to manage access for staff.

The fire alarm systems at the ILC, FWC, and the Whitehouse received upgrades from a two-zone panel to a three-zone panel:

- Trouble: activated by the security keypad
- Fire: activated when the sprinkler system is triggered
- Supervision: activated by the smoke and fire detectors (now included)

The ILC and the Whitehouse received new roofs. These renovations were recommended in the 2016 Waban-Aki building conditions report. Both buildings received efficient steel roofs in July 2019.

Assisted Living Services

The Young Adults Program renovation was prioritized by the manager of Assisted Living Services. The handicap washroom received new flooring. New cabinets were installed in the programming area and the main entrance doors were replaced with wider doors for safer wheelchair entry.

Family and Wellness Center

A contractor was hired to decontaminate and dispose of materials damaged by mold in the basement due to flooding from a sump pit. An electric furnace with a heat pump was installed.

The furnace will help remove moisture that was in the basement and complement the previously unevenly balanced temperature control on the main floor. This system will rectify the office temperature and work environment for the staff

and counselling rooms, which become very heated during the summer.

The Whitehouse

Renovations transformed a former dishwashing room into space accommodating six workstations. However, with the new workstations in place and computer equipment running daily, we found the rear workroom was insufficiently served by the existing HVAC system. Modifications were put in place and a mini-split system was installed to fix the issue. New furnishings were installed in the team leader's office.

A 12'x12' exterior storage cabin was installed to ease lost storage space due to the rear room's reconfiguration into office workspace.

Turtle Bay Elders Lodge

The kitchen team leader's office was constructed from retrofitting the former jacuzzi room. The floor was resurfaced and levelled, and the drywall replaced. Glass partitions with frosted panels were installed for privacy.

The 12.5 tonne HVAC unit services TBEL's dining room was replaced and mounted on a concrete slab. This unit replaces the original unit which was installed in 1998 and saw 21 years of service. We had experienced several costly repairs of the unit over the years.

Room renovations are planned and executed in stages on a priority basis, with as little disruption to services as possible. Renovations include new floors, drywall, and washroom upgrades. This year, six rooms were refurbished as a priority.

Cont/

TBEL experienced multiple kitchen appliance failures when the combi-oven and the upright freezer simultaneously malfunctioned. The units were original equipment from the time of expansion of the kitchen circa 2005, thus being 14 years of service in 2019.

Home and Community Care Services:

A reconfiguration of the home care office workspace consolidates the team into one area with an office for private discussion and client consultation.

KSCS Main Office Reconfiguration:

The family counselling room was divided into two counselling rooms and refurnished.

A corner storage room was converted into two offices. The floors were resurfaced, and new drywall was installed and painted. Glass partitions with frosted panels for privacy were installed and the ventilation system was modified to evenly distribute the heating and cooling system for these offices. There are currently three positions stationed within the new office area.

As of April 1, 2020, all normal maintenance tasks and capital plans have been put on hold due to the COVID-19 pandemic. Therefore, emergency services remain in effect as of publication time.

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.



Kahnawake Shakotiia'takehnhas Community Services

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