



Annual Report C/Δ"Ρ ∩<ΓJ·Δ° 2016-2017

ΓΓο ΟΛΟΠΟΟ.Α.Ο Ροα Δοισορείος, υρνιας, βαιας

MAMOW OBIKI-AHWAHSOOWIN everyone working together to raise our children



BOARD OF DIRECTORS @ March 31, 2017 **bαΛCL9α·**⁻ @ ΓΡ₇Δ·Λ₇^c 31, 2017

Officers

Lorraine Crane, Chairperson Sonny Gagnon, Co-Chair Russell Kakepetum, Secretary-Treasurer

Directors

Jim Bottle, Board Member Archie Meekis, Board Member Stena Turtle, Board Member

ELDERS COUNCIL

@ March 31, 2017

Elsie Fox Emily Gregg Georgina Neshinapaise

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OUR SERVICE MODEL - MAMOW OBIKI-AHWAHSOOWIN

In Tikinagan's efforts to provide culturally appropriate services, Tikinagan has developed very different service delivery procedures and policies than mainstream Children's A Societies.

The vision, goal and principles established by the Chiefs for Tikinaga have been fully integrated with Aboriginal values and service delivery policies and procedures into a unique Native service model for the agency called Mamow Obiki-ahwahsoowin, which means "everyone working together to raise our children."

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nt Aid	It is a system of protecting and caring for children and supporting families, which has been designed and is delivered by First Nations people.
an	The Chiefs of this area have endorsed Mamow Obiki-ahwahsoowin and authorized the agency to use this model to deliver child welfare services.
y e	Learn more about Mamow Obiki-ahwahsoowin on our website- www.tikinagan.org

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Message from the **Board Chairperson**

At the core of who we are as an agency, Tikinagan is here to serve our children and our communities. This focus is especially crucial in light of the challenging year we've had. Every year has its challenges of course, as we work with the most vulnerable, and most important. population of our communities. This means it's even more imperative to focus on our quality of service and where we can improve. The work we do is never easy. But as long as we do what's right, we will continue to be true to our values and responsive to the unique needs of our children and families.

The work we've done this past year continues to be in-line with our strategic plan and focuses on five strategic visions:

- **1. Mamow Obiki-ahwahsoowin** represents our values and beliefs, guides our decisions, and is reflected in everything we do.
- 2. Families and Communities. Tikinagan champions the right of every family to raise their children in a manner consistent with their own cultural and community values, providing responsive, respectful, supportive, and collaborative child welfare services which protect children and empower families and communities.
- **3.** Children in care. Tikinagan champions the right of every child in care to grow, thrive, and belong in their own community, where their physical, emotional, intellectual, and spiritual needs are nurtured in homes that foster love, acceptance, strength of spirit, and the power of a dream.
- 4. Communication. Tikinagan staff communicate clearly and directly, ensuring informed decision-making and effective relationships with colleagues, clients, communities and service providers, while recognizing the use of the First Nations languages as a priority.

5. Supporting staff. Tikinagan is respectful and responsive to the unique challenges experienced by staff, ensuring that they are supported, appreciated, and confident in delivering high standards of service to our clients.

The steps to these visions are being worked on every day here at Tikinagan. These visions are seen in our service policy manuals, our decisions and actions we take working with every family and child, and most importantly in the decisions we make as a board working with the Executive Director and senior management team.

These days there are more problems complicating the lives of families in our communities. There are many challenges that exist in our communities that are interconnected, such as lack of medical services, prevention services and addiction treatment for youth and adults. Tikinagan is supporting community efforts to address these problems. We know this puts an extra burden on our staff and we give thanks for their commitment and professionalism. Our team never gives up advocating for our children and standing up for what is right, as well as our values as our First Nations' child and family services agency.

"Mamow Obiki-ahwahsoowin embodies our values and beliefs. It helps us make decisions and it's a part of everything we do.

At the board level, we held the election of officers and committee appointments in December 2016. I continue my role as Board Chairperson, and Russell Kakepetum continues his role as Secretary/Treasurer. I would like to thank Archie Meekis for his service as Board Vice Chairperson and welcome Sonny Gagnon to this role. I would also like to thank all of our dedicated board members and the Elders' Council for their support and guidance this year. On behalf of our board and Elders, thank you to our executive director, Thelma Morris, who continues to lead the staff and shows such dedication and leadership.

Continued on page 8

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Lorraine Crane, Board Chairperson ≤▷≥♡ ₽≥♡. ₽▷∩₽.συ₽' ⊲ΛС∠٩Δ.)

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Tikinagan's board, management and staff continue to be guided and inspired by Mamow Obiki-ahwahsoowin - Everyone Working to Raise Our Children. Mamow Obiki-ahwahsoowin embodies our values and beliefs. It helps us make decisions and it's a part of everything we do. We work together as leaders, communities, families and Elders to ensure children are cared for.

This next fiscal year has already begun and we continue to focus on urgent matters before the board but more importantly we continue to focus on the work that our agency is doing to help families and children. We thank you for your continued support and participation in keeping Tikinagan responsive to the needs of our people. Meegwetch!

Lorraine Crane

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Message from the Executive Director

This last year, Tikinagan staff have come together to support children and families in all of the communities we work with. Following our service model, Mamow Obikiahwahsoowin, everything we do is in-line with this and is the foundation for our daily work here at Tikinagan. We believe the best way to provide child protection is to work handin-hand with families, children, community leadership, Elders, extended family and community resources.

As we present this report, I think it's important that we acknowledge the tragedies and sorrow we all feel from this past year after the loss of children and youth from our communities. Words cannot express our sympathies for the families and communities. Tikinagan staff are members of your communities and your families. We are here together to help children and families. Nothing is harder than losing a child. Nothing is harder than seeing a child hurt or in pain. We are here to answer that call for help and work with each and every member of the communities we serve to protect children.

"We continue to take direction from our leadership and to operate with Mamow, a model that was created by First Nations, for First Nations."

New legislation was introduced in June 2017 in Ontario which mandates child and family service agencies to now provide child protection services to youth up to the age of 18 (previously 16). In anticipation of this legislation, this past fiscal year we created a service management position to develop programming for specialized services. This legislation and the crisis we see in youth suicide means specialized services for children coming into care are more important than ever. Youth who require treatment group homes or specialized services would ideally be kept closer to home, their families and their community. We would like to see these specialized services in their community, if not in a community close by. We need more treatment foster homes, maybe even more treatment group homes.

With increased specialized services and recognizing the value of our two communitybased group homes, we enhanced our clinical counsellor department so there are adequate resources there to provide group-home based counselling for youth. This initiative complements our vision of bringing services to children and families, and reducing the distance people have to travel to access resources during what is already a hard time in their life.

Tikinagan continues to partner with each community, each leadership team, each family and each essential service (such as mental health counselling, addictions services, education services and health care). We keep working towards being seen as a resource and as part of holistic care for families. There's always going to be a need for services and intervention from a child and family service agency such as Tikinagan. What sets us apart from mainstream child protection is that we are a part of First Nations governance and we work in collaboration with leadership.

We continue to take direction from our leadership. We continue to operate with Mamow, a model that was created by First Nations, for First Nations. But we continue to grow too. Our communities are under-resourced and this is felt by every other service provider. We need to work with each other to fill in these gaps and figure out how to make the most of our resources and how to provide the best preventative and responsive services for families. All while remembering that children are our future and will be the leaders of tomorrow, so let's keep them healthy, safe, and thriving.

Continued on page 12



Thelma Morris, Executive Director ∩≤L L·≥∆°, b⊳PL∆·-

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As we continue to grow, our families may leave their communities and choose to live in other towns and cities. We appreciate the collaboration and protocols in place with agencies like Kenora Rainy River Districts Child and Family Services so that we can serve our families who live in their region. We hope to see collaboration with more child welfare agencies so that no matter where our families are we can provide culturally appropriate services.

Tikinagan is here to protect children, but we're also here to work with parents and caregivers to answer the call for help and address intergenerational trauma in a way that is healing and transformative. I ask myself, and my staff, where will we be next year and in five years? How can we move towards more partnerships with community resources, more prevention services, and more services at the community-level?

I want to thank the Board of Directors and the Elder's Council for their vision, experience and guidance. We continue on our journey together and working on the strategic plan. which guides our work to bring us where we want to be in the coming years. I also want to take this time to thank our employees for their work and commitment.

We know we need to support our staff and ensure they are providing the best services in child protection and family support. This past year we addressed our compensation for staff to address recruitment and retention challenges. We want to support our staff and continue working towards more community-based services. The more we can bring services to the children and families, the less they will need to leave their home communities for help. Just like our Vision statement, the answers lie within the community.

As we look forward to the future, it can be hard to be optimistic in the area of child and family welfare. We consider our agency to be a true partner with each community, working alongside resources to ensure families get the services they need to thrive. When families have good outcomes, so do their children. We ask the leadership to keep being our partner and keep working together each step of the way. It's through collaborative efforts that families can be successful, healthy, happy and whole. Nothing is more meaningful than this, and this is what we mean with Mamow Obikiahwahsoowin.

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ρርσσστω) Γασδαργ, ως τη αντικής για μαραγίας και μαραγίας μαραγία σ Paici La parago La pa b4, $PCJ^{0}\Delta \cdot \sigma a^{2}$ $a\Lambda^{-}$ ∇b $\nabla U\Lambda \cdot h^{2}$ $\Delta \cdot h^{"}\Delta \nabla \cdot \Delta \cdot a^{2}$ $\forall \Gamma C^{\vee} \nabla \mathcal{J} L d^{\vee} b d d \cdot^{-} b P d \Delta \cdot \Gamma^{"} \Delta \nabla \cdot \Delta \cdot d^{2} b < \Lambda d d \cdot^{-}.$ α³C∇·³Cb·³ ββα ΓΔ·C□βΓΠ³ ▷∇· ∇6 b∫ CUΛ\β³ $PC\sigma_{2}$, $Pd q_bCL_{2}$, $Pd q_bCL_{2}$, $Pd q_bCL_{2}$, $Pd q_bCL_{2}$ $\Delta \cdot \Gamma^{"} \Delta \nabla \cdot \Delta \cdot \Delta^{2}$ by $\Gamma \circ \sigma^{2} C \Delta \cdot P \circ C L^{1} \Delta \sigma^{2} \Theta \rho \sigma$ ασβσρσ, υδ ασρεγαίς, ρσσρυσαιραα. Γσ $\Delta \cdot (\Box \Delta \Delta \cdot d \Delta$ <u>ρ</u>ρηγ-γοραγ. <u>ρ</u>αρα, <u>ρ</u>αραγ. <u>σ</u>γ. <u>σ</u>γ. ۹PJ Γ_4P<> a>CL9A·a> Γa 9J Δ·ΓΓ6UP> Π</br> $\cdot \Delta \Gamma b < \Delta \cdot C \triangleleft \cdot \Gamma$ $\sigma C \rho \rho a b \sigma a$ $\Gamma a \Gamma \int \Lambda \Gamma \langle \Delta \rho b C L \rangle$ $\Delta \cdot \Gamma^{"} \Delta \nabla \cdot \Delta \cdot a^{2}$. $\omega d^{-} b^{4} \Gamma \Lambda \Gamma b^{2} b^{3}$ $\rho \sigma \cup \sigma \sigma^{2}$ P + < P = A + b + < A + C = A + b + < A + C = A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + b + < A + & Aσυ Γασ ΛΓυδα.- Γα Γασ συσειαν Δισυ, $b < P \cap \sigma b \cup P$ $D \wedge C'' \Delta d \Delta \cdot \sigma d \cdot d d \cdot \sigma h$ $T \cap D \wedge C' \cap \Delta d \cdot \sigma h$. VLUSA.ρρ ργ Δρογρ, Δγαγαν, Δα. Διματικά στο στ

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Service Highlights

Tikinagan works hand-in-hand with communities to provide child protection services and help our families. Our service model, Mamow Obiki-ahwahsoowin means everyone working together to raise our children, and it guides everything we do. An integral aspect of Mamow is the delivery of services at the community-level by community-based workers. We hire and train local First Nation members to be frontline workers, supervisors and senior managers. We develop community-based resources, including office locations, training opportunities for staff and foster parents, residential care options and youth healing centres.

Our Tikinagan employees are a part of each community, with family ties and community values. At our core we provide child protection services with true Anishinabe values. Child protection requires workers to be compassionate, understanding and culturally-aware. This approach keeps a strong focus on the child's safety and well-being.

Continued on page 16

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Services for Children in Care

Our first priority is to keep children with their families, but when that is not possible we work with the community to develop an alternative care plan. Most often, when a child needs to live away from his or her family for a period of time, a Mamow Obiki-ahwahsoowin care agreement gives parents time to work out their problems while their child is receiving care in a stable, nurturing environment.

Each year, we present a highlight of our services and we explore the statistics we keep. We can look at this past year and data to get a better understanding of how our services are being utilized. In the fiscal year of 2016-17. Tikinagan workers provided support to hundreds of children. The year began with 545 children in care and ended with 603 children in care. This number had been on the decline in recent years, but this year has risen.

It should be noted that overall this number decreased significantly over the last five years, as we ended the 2012/13 year with 671 children in care. So over the last five years, we've been used to seeing a steady decrease. This year we also had a high number of referrals, which means more people are reaching out for our services and from this we can see the increase in children coming into care.

Of the 603 children in care, 525 are in Mamow care (87%).



This last year, there were **525** children **603** under Mamow Care. out of 603 Children in Care, which is 87% *Other (includes crown wardship, continued care vouth services and renewed youth support)

Tikinagan workers are required to consult with the First Nations on all case management decisions, including whether a child should come into care. First Nations are involved in all child welfare cases and work with Tikinagan to develop service plans for families, and placement options and plans of care for children.

Annual Ministry reviews involve interviews with children in care. Interviews that were held conveyed positive comments by children, communicating that they felt safe in their placements and their caregivers had a good understanding of their roles and responsibilities. It was also noted that customary care homes provide stability to youth requiring care, and that being familiar with caregivers, environment and community make any type of transition easier.

This past year, there has been a lot of proactive work initiated or completed to address the complex needs of youth in Tikinagan's care. There has been much suffering and grief with the loss of children and youth from our communities. We work with the leadership and other community resources to identify gaps in service delivery and the need for resources.

One of the gaps we have is specialized services, such as access to mental health counselling, medical centres or addictions treatment. When a child comes into care and needs specialized services, this becomes a deciding factor for where they can access the best services available.

Unfortunately, these specialized services are not community-based and mostly located in city-centres.

We've been looking at how we can move towards establishing specialized services in the communities. We have hired a Service Manager to build on our specialized residential care. We will be working towards opening our own residential placements in the north to meet the needs of the children closer to home.

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Child Protection Investigations

completed (738 five-year avg)

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Intake and Family Services

Our Service Managers support their own Intake Unit, along with Family Services and Child Care, in the communities they are responsible for. This team approach is closely tied to the Mamow Obiki-awahsoowin service model.

This year, our intake team received 6,249 referrals, which include general inquiries about our services and child protection concerns. This is a significant increase over the previous vears' referrals.

There were 691 child protection investigations completed this year, which is a little bit below our five-year average.

We had 788 open family files at the beginning of the year. As of the end of the year, we had 847 open family files. This reflects the higher number of referrals and connects to the higher number of children in care.

Residential Services

We maintain focus on recruitment of community-based and Aboriginal foster homes because Aboriginal children deserve an Aboriginal home. In 2016, we started to refer non-Aboriginal foster applicants to non-Aboriginal agencies.

As of June 2017. we have 332 Aboriginal foster homes and 20 non-Aboriginal foster homes

New support for recruitment arrived in June 2016, with funding in the amount of \$5000 to each new foster home for the purpose of preparing the home for a foster child. We're happy to have sufficient numbers of Aboriginal foster homes available but we are working to focus our recruitment to communities where there are shortages so that no child has to leave their community.

When other alternatives are not immediately available for children coming into care, we operate Agency Operated Homes, or AOHs. These provide a home-like environment for short-term placements until longer term arrangements can be located. We currently operate 15 AOHs in Sioux Lookout, Lac Seul, Muskrat Dam and Sachigo. We are in the process of opening an AOH in Neskantaga.

We have community-based group care options in our two healing centres - O-Shkee Meekena Youth Healing Centre in Cat Lake and OshkaTeesuk Neehgan Healing Centre in Kitcheuhmavkoosib Inninuwug. As part of the Mamow Obiki-ahwahsoowin service model, it is our responsibility to keep our children connected with their culture and traditional teachings. Youth in these healing centres receive these services, as well as counselling from our clinical counselling team.

Training and Capacity Development

Staff training and capacity development continue to be a high priority for Tikinagan, which is why we created the role of Training Service Manager. This role provides a stronger support system as we grow our training unit. As we enhance training this enriches services to families and children.

Starting in early 2017, all new employees at Tikinagan now have a three-day orientation. Prior to this, we had a one-day session to review policies, benefits and other important information for new employees. The three-day session provides more thorough overviews of Mamow Obiki-ahwahsoowin, our services. completing internal forms, and training in materials related to human resources and workplace safety.

We provide a wide-range of job specific training. Some of the training provided this year included Child Welfare Professional training for child protection workers, specialized training for supervisors, and Eligibility Spectrum and Standards for Child Protection for frontline staff.

We were excited this year to provide a new Child Care Worker series training that was developed in-house. We hope to continue this series, along with other specific training for our child care workers, to better support the staff who work directly with children. We also delivered training directly in Cat Lake and Kitchenuhmaykoosib Inninuwug for our staff at our group homes and covered essentials such as first aid, fire safety and boat safety.

Outside of job specific training, we also offer training in areas like intergenerational trauma, suicide prevention, and mental health first aid. We work with our staff to ensure cultural understanding and true empathy for the families we serve and realities of living in remote First Nation communities.

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Statement of Child Welfare Fund

Operations 2016/17

Operating Revenue	2016/17	2015/16
Child Welfare	\$ 52,222,375	\$ 50,904,758
Other	\$ 4,821,649	\$ 3,171,835
Total	\$ 57,044,024	\$ 54,076,593
Operating Expenses	2016/17	2015/16
Salaries & Benefits	\$ 18,241,429	\$ 17,033,707
Boarding & Client Services	\$ 30,438,891	\$ 31,140,862
Administration	\$ 4,456,515	\$ 6,370,884
Total	\$ 53,136,835	\$ 54,545,453
Fund Balances, beginning of year	\$ (4,492,793)	\$ (4,019,005)
(Deficit) Surplus for the year	\$ 3,265,884	\$ (473,788)
Fund Balances, end of year	\$ (1,226,909)	\$ (4,492,793)

A summary from Schedule 1 – Statement of Revenue and Expenses – Child Welfare – audited by Meyers Norris Penny LLP, Chartered Accountants

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LL° bPΔረጓ	\$ 57,044,024	\$ 54,076,593

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$bVJ^{H} \Delta \nabla \cdot \Delta \cdot \mathbf{a}^{J} \& \Delta \cdot O^{H} \Delta \nabla \cdot \Delta \cdot \mathbf{a}^{J}$	\$ 30,438,891	\$ 31,140,862
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LL° bPΔረጓ	\$ 53,136,835	\$ 54,545,453
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10 years

Cecilia Anderson Emma D. Kenequanash Marilyn Shewaybick Kathleen M. Thomas Elaine Macklin Fanny Keesickquayash Kathleen Ruby McKay Jessie Beaver June Machimity

15 Years

John Allen Albany Victoria Carpenter Shirley Gray Mary Mamakwa Gordon Tait Lawrence Therriault

25 Years

Robert Cantin

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Tikinagan Child and Family Services' management and staff were saddened to hear of the passing of former board chair and long-time friend Harvey Kakegamic, who passed away after a battle with cancer on the morning of May 3, 2017.

His leadership, wealth of knowledge and understanding of our own people will never be forgotten. Harvey served on Tikinagan's Board of Directors for 10 years, most of that as Board Co-Chair then as Board Chairperson. His commitment to Tikinagan's vision was a valuable asset, especially his strong belief in finding the answers and solutions within the communities we serve.

Tikinagan benefited greatly from his expertise and guidance. In his Board service he provided strong leadership and dedication to the visions set out by our Chiefs and to the spirit of Mamow Obiki-ahwahsoowin. We appreciated his dedication to improving services at the community level and true caring for the children and families we serve.

Harvey was the recipient of the Oneesh Tam Key award in 2014, which is given annually by Tikinagan to people who have made an outstanding contribution to Tikinagan's progress. Harvey exemplified all that this award stands for.

We will miss his humour, his heart and his presence. He provided invaluable wisdom and leadership to the agency for a decade and was deeply connected to the communities we serve. His spirit will always be remembered here at Tikinagan.



Find this report, past reports and more information about Tikinagan on our website www.tikinagan.org



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