



**Maison  
Elizabeth  
House**

# **ANNUAL REPORT**

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## **2021 - 2022**

**2131 DE MARLOWE AVE, MONTREAL, QC H4A 3L4**

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**[www.maisonelizabeth.com](http://www.maisonelizabeth.com)**

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# Section 1: Message from the Executive Director and the Board President

## Message from the Executive Director

It is with great pride that I present to you our Annual Report of Activities for the fiscal period April 1, 2021 to March 31, 2022. This report highlights some of Elizabeth House's important achievements of the year.

During this entire period, the pandemic continued to have a huge impact on our world. We continued to adapt our programs and services to meet the pandemic realities such as ongoing restrictions of contacts, heightened safety measures and ongoing stressors and challenges on our staff team.

Despite these challenges, the excellent staff team of Elizabeth House was unwavering in their commitment to meeting client needs and providing the most effective and accessible services possible. I want to thank the staff for their dedication and exceptional work.

Our young families continue to show great resilience during these difficult times; meeting set personal objectives, finishing a school year, connecting to services in the community and pushing through with plans that were positive for their families.

I proudly announce that this year, Elizabeth House completed Accreditation Canada with Special Accommodation, having met 94% of national standards of excellence in high-quality health and social services. This accomplishment has been made possible by the tremendous work of staff, volunteers and the support of partners and donors.

I have had the great pleasure to work with an exceptional group of people who form our board of directors. They have worked tirelessly to support me and the entire team as we met the challenges of the year. They provided leadership as we went through an accreditation year, revamped our website and branding and they helped support the revision of several new policies. Their varied experiences, expertise and feedback have been very appreciated.

Our Foundation Board continued to work diligently developing new fundraising strategies and recruiting new members. It was a successful fundraising year with funders supporting Elizabeth House by continuing to fund our programs. I want to thank them for their generosity and ongoing commitment to us.



As Executive Director, I announce that this will be my last Elizabeth House Annual Report as I will be retiring in the next fiscal year after 35 years of work within the health and social service network. It has been my great honour to have been part of this wonderful organization these last 5 years.

I wish Elizabeth House ongoing success in the important work you do for young families. Through your work, you have positively impacted and changed the lives of many.



Christine Jagiello

Executive Director, Elizabeth House

## Message from the Board President

Providing services to young families, children, their parents, and their social support network in the not-for-profit sector is exceptionally challenging. The not-for-profit sector enables organizations a degree of creativity and flexibility to serve the community in unique ways. The staff at Elizabeth House meet these challenges head-on, daily. It is to the staff, the management team, the volunteers, the donors, board and our Executive Director that I must thank in a most sincere and wholehearted way.



Our staff have managed to keep all services operating throughout the pandemic. The house continued to be open and operational throughout the year. The families served by Elizabeth house have been provided with sound clinical services both to the residents and those served in the community. During this year, the Elizabeth House management team was able to consolidate a number of the new initiatives brought forward in the past year and are moving forward with creative means to be effective and efficient. Client service has come first and foremost in this organization! This has been recognized by Accreditation Canada. Elizabeth House has been reaccredited in the past year and the feedback we received was and is highly positive and encouraging. I wish to thank the generosity of the donors to Elizabeth House.

Aside from providing funding to support our clinical work, donors this year have made it possible to modernize the house with significant improvements. The fundraising efforts made by the Elizabeth House Foundation are critical supports that we cannot do without, thank you!

As Christine noted in her remarks this will be her last year as the Executive Director of Elizabeth House. Her retirement from the organization will take place during the next two months. Christine has been enormously effective in implementing needed changes in the organization in human resources management, IT systems, accounting, pay services, clinical approaches and the management and updating of our buildings. Her dedication to the organization, her commitment, hard work and determination as well as ease at developing effective relationships with those around her have not gone unnoticed. I have known Christine for a good part of my career in social service and recognize and appreciate the skills, compassion and organizational capacity she displays. I wish her the best as she retires and hope that she finds it within her and within the scope of her retirement plans to continue to apply her skills for the community.

I would also like to announce and welcome, at the same time, Anitra Bostock to the organization. Our selection committee named Anitra to become our next Executive Director a short while ago. Anitra comes with a host of attributes and skills that will undoubtedly help to pilot the organization in the years to come. We look forward to working with her.



*Howard Nadler*

Howard Nadler

President, Board of Directors

## Section 2: Declaration Regarding the Reliability of Data in this Annual Report

As Executive Director of Elizabeth House, I have the responsibility to ensure the reliability of the information contained in the Annual Report of Activities as well as the integrity of the related controls.

An audit of the coherence and plausibility of the information presented in this report was conducted by the independent firm Richter. A report to this effect was produced and is available in section 9 of the present document.

The results and data in this report of activities for the fiscal year 2021-2022 of Elizabeth House:

- accurately describe the mission, the mandate, the responsibilities, the activities and the strategic orientations of the organization;
- accurately describe the objectives, the indicators, the targets and the results obtained;
- present correct and reliable financial and statistical data.

I declare that the data contained in this Annual Report of Activities, as well as the related controls, are reliable and accurately reflect the situation as of March 31, 2022.



Christine Jagiello

Executive Director, Elizabeth House



## Section 3: Presentation of Elizabeth House and Highlights of the Year

### 3.1 About Elizabeth House



Elizabeth House is a rehabilitation centre that offers a continuum of intervention and support services to families with children aged 0-5 years. Elizabeth House works primarily with young mothers and mothers-to-be who are experiencing serious difficulties adjusting to pregnancy or their role as parents. The approach to treatment is educational and therapeutic, focusing on the needs, and building upon the strengths of the individual.

Services are provided to mothers and families through residential and external programs. Services are also provided to fathers through the external

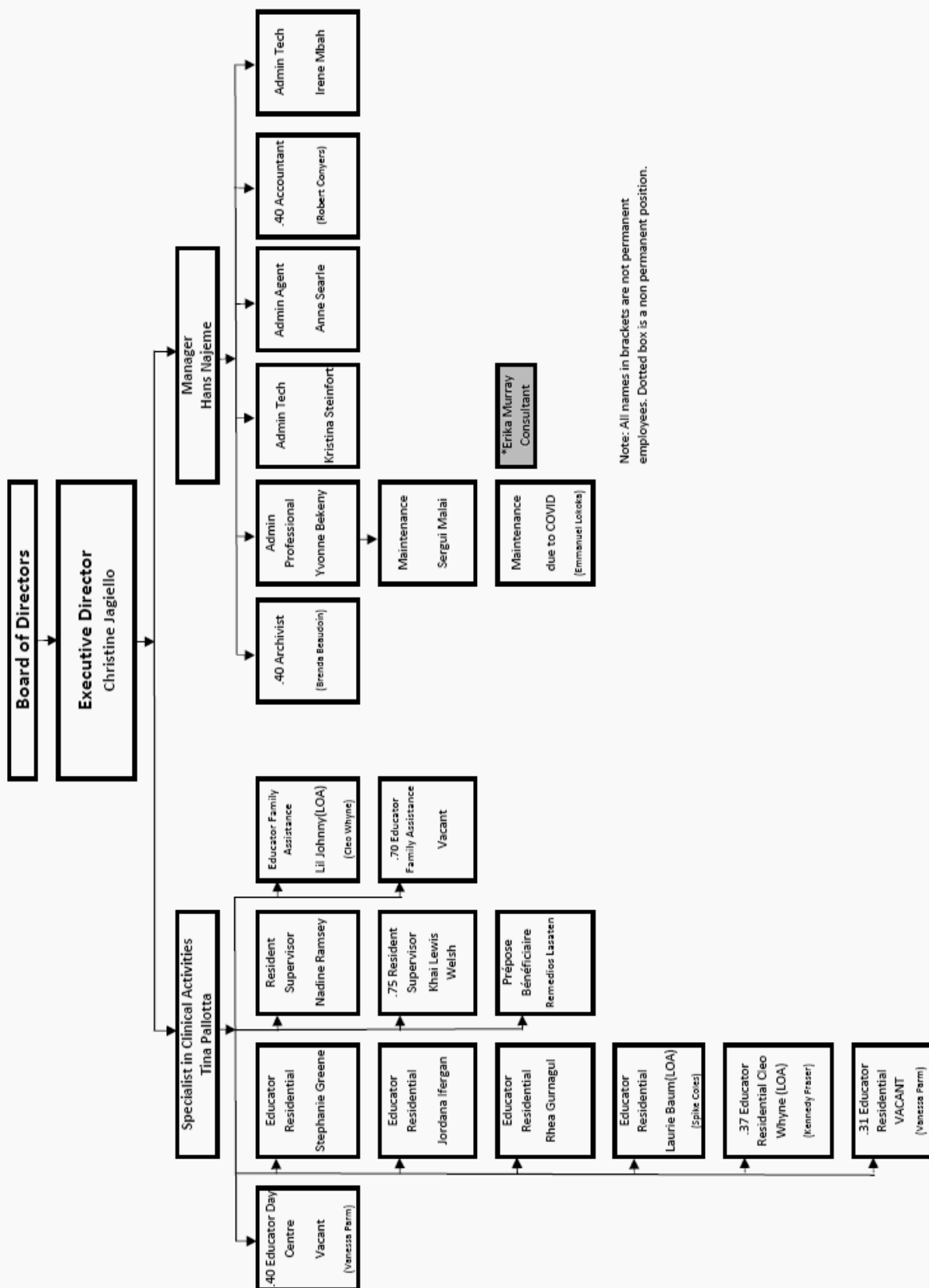
programs. Interventions focus mainly on the acquisition of parenting skills and life skills. Elizabeth House is equally concerned with optimizing children's development and facilitating the development of a long-term or permanent plan for each child.

Services are designed to serve the English-speaking community of Québec and are generally offered in the greater Montréal area. Elizabeth House is funded through the Ministry of Health and Social Services, but relies on private donations to support programs and activities.



# Organizational Structure

## Organigram



## 3.2 Board of Directors

EXECUTIVE		REGULAR MEMBERS	
<b>President</b> <b>Howard Nadler</b>	<ul style="list-style-type: none"> <li>Retired manager in health and social service</li> </ul>	<b>Cristina Birks</b>	<ul style="list-style-type: none"> <li>Lawyer / Counsel at Borden Ladner Gervais LLP</li> </ul>
<b>Vice-President</b> <b>Leigh Johnston</b>	<ul style="list-style-type: none"> <li>Retired assistant executive director of Batshaw Youth and Family Centres, with experience working and living in Nunavik</li> </ul>	<b>Allison Kurz</b>	<ul style="list-style-type: none"> <li>Pedagogical Counsellor Accreditation &amp; Evaluation, Dawson College</li> </ul>
<b>Secretary</b> <b>Sandra Sinclair</b>	<ul style="list-style-type: none"> <li>Translator, retired grants administrator, a veteran of several non-profit Boards and committees</li> </ul>	<b>Donna Varrica</b>	<ul style="list-style-type: none"> <li>Semi-retired communications specialist in institutional/educational communications and in the corporate sectors</li> </ul>
<b>Treasurer</b> <b>Geneviève Morin</b>	<ul style="list-style-type: none"> <li>Senior Manager Forensic Accounting and Financial Advisory Services, BDO Canada</li> </ul>	<b>Brigid Quinlan</b>	<ul style="list-style-type: none"> <li>Director, Legal Affairs - Corporate &amp; International Sector, Caisse de dépôt et placement du Québec</li> </ul>
<b>Member ex officio</b> <b>Christine Jagiello</b>	<ul style="list-style-type: none"> <li>Executive Director, B.Ed., B.S.W., M.S.W.</li> </ul>	<b>Kim St-Hilaire</b>	<ul style="list-style-type: none"> <li>Director of Human Resources, Shriners Hospitals for Children® – Canada</li> </ul>
		<b>Nyah Songui</b>	<ul style="list-style-type: none"> <li>Foreign Trained Physician, BSc, MBBS</li> </ul>

## Committees and Advisory Bodies

Executive Committee	Finance and Audit Committee	Integrated Risk Management and Service Quality Committee
Service Quality and Vigilance Committee	Local Service Quality and Complaints Commissioner	Strategic Planning Committee
Building Committee	Users Committee (not presently operating due to COVID-19)	Joint Standing Committee (English Montréal School Board and Elizabeth House Partnership)

## Code of Ethics

The code of ethics can be found at the end of this report. There were no violations of the Code of Ethics in 2021-2022.

## Elizabeth House Foundation

<b>President</b> <b>Tara Sandler</b>	•Director of Strategic Education & Engagement, Canadian Council for the Advancement of Education
<b>Treasurer</b> <b>Geneviève Morin</b>	•Senior Manager Forensic Accounting and Financial Advisory Services, BDO Canada
<b>Secretary</b> <b>Christine Jagiello</b>	•Elizabeth House Executive Director
<b>Clôtilde Fascione</b>	•Innovation Advisor, Health Canada
<b>Ange Ndahayo</b>	•Administrative Agent, Jewish General Hospital
<b>Christina Vongas</b>	•Retail Executive. Partner, ReTell Consulting
<b>David Walsh-Pickering</b>	•Associate at Egon Zehnder
<b>Christopher Sztankovics</b>	•Business Development Manager
<b>Peter S. Eusanio</b>	•Consultant- specializing in private and government Senior Home Care Businesses
<b>Jenny Bouras</b>	•Assistant Director of Financial Resources at the English Montreal School Board
<b>Kaitlin Common</b>	•Manager of In-flight Services Cabin Crew, Air Canada

## A word from the Foundation President

Hello,

It is wonderful to meet you here, at the end of a long year and the start of a new and promising one. I find it a great honour to address you from the position of Foundation Board President. I have spent 14 years working in the non-profit sector and I know, without a doubt, how important organizations like Elizabeth House are. Their existence makes communities better, contributes to bettering future generations and provides an outlet of support for those in need.

The Foundation Board exists to help further the Mission of Elizabeth House, bringing it resources and providing additional assistance to ensure that the clients who rely on its services, never find

themselves unsupported. The pandemic was a challenge and at Elizabeth House, huge efforts were undertaken to continue to provide client support and care while ensuring the safety of all.

With attention on safety, the Foundation Board pushed on, virtually. Opting to shift away from transactional fundraising, the team turned focus to recruitment, planning and relationship building.



I would like to thank Sylvie Bergeron and Christina Little who served the Elizabeth House Foundation Board and stepped down from their roles in 2021.

Following their departures, there was a large effort to fill the empty seats around the table. Mobilizing LinkedIn connections and professional contacts at Batshaw Youth and Family Centres, the Foundation Board welcomed four new members in early 2022: Jenny Bouras, Peter Eusano, Christopher Sztankovics and David Walsh-Pickering.

These individuals join long-standing members Kaitlin Commons, Clotilde Fascione, Genevieve Morin, Ange Ndahayo and Christina Vongas. For the first time, in a long time, the Elizabeth House Foundation Board is complete.

Many thanks to Elizabeth House staff representatives Anne Searles and Yvonne Bekeny, who provided incredible help and assistance in numerous areas.

A goal of the Foundation Board is to strengthen relationships with donors. Using artwork created by clients of the house, a card was created, and Board members handwrote thank-you cards to all donors quarterly. The new Elizabeth House website and branding efforts are going to assist the Foundation Board in creating clean, attractive collaterals to approach businesses with.

The Foundation Board is thankful to loyal donors and organizations who continued to support Elizabeth House through gifts of funds or donations in kind. New relationships built have allowed client trips to the ballet, the pick-up of strollers, car seats and cribs from Air Canada and countless others. Others like students from Miss Edgar's and Miss Cramp's School, who completed a project and won \$5,000 for Elizabeth House.

Via platforms like CanadaHelps, donors can give online in a safe and secure manner and there are multiple monthly donors who select to give that way.

The 2022 Scotiabank Charity Challenge allowed for participants, returning and new, to achieve new endurance heights and fundraise for the cause. With Board Members acting as Team Captains, the group raised over \$6,000 and held a celebratory BBQ for all participants.

When speaking of unparalleled generosity of community and friends, I would be remiss not to note the loss of long-time supporter and friend of Elizabeth House, Johannah Llyod. It is because of Mrs. Llyod, that the garden of Elizabeth House was transformed into a wonderful oasis with

places to sit and where vegetables could be grown. In her passing, she encouraged her community to support Elizabeth House in her memory. Johanna Llyod will live on with us for many years to come.

There you have it my friends, when I reflect on the activities, commitment, and generosity of the entire Elizabeth House Community, I am inspired and excited, about what awaits us around the next corner. The work being done today will impact the future and the future looks bright.

My thanks,

Tara

***"Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has."***

— Margaret Mead

## Our staff





### 3.3 Achievements of the year

#### Strategic Plan

2022 – 2023

*The following is a presentation of the focused areas of our Strategic Plan:*

*Despite its small size, Elizabeth Houses is a unique and effective organization that provides ongoing effects to the community. It provides a lasting legacy, helping the next generation.*

*Our focus areas for the next two years include:*



1. Being a sustainable organization- building upon our 50+years of history and ensuring that the organization thrives for generations to come.
  - Ensure the maintenance and upkeep of our buildings and ensure that they provide comfortable living and working environments. Re-evaluate the use of the Path building;
  - Reassess our admission criteria with a view to expand our services (parent support groups, adult education, support regarding mental health and intellectual disability, etc.);
  - Create alliances with the organizations supporting the English community;
  - Nurture and extend the culture of philanthropy through our Foundation.
2. Attracting, developing and retaining outstanding staff who model and inspire lifelong learning and growth.
  - Foster a culture in which staff are intrinsically motivated to improve;
  - Provide professional learning opportunities;
  - Support staff wellbeing;
  - Provide staff with timely performance evaluations and future-focused career goals;
  - Provide a more thorough and supportive orientation to new staff.
3. Foster relationships within our community to extend our support to our families.
4. Ensure Elizabeth House services to Anglophone families in Quebec are synonymous with excellence in our work with young families and pregnant women.
  - Provide an individualized approach acting on the specific needs of each client to help them reach their potential;
  - Improve parental capacity for all family members;
  - Gather and use data to track client progress and improve clinical practice.
5. Modernize our Administrative Services, including Human Resources, Finance and Auxiliary Services, to improve efficiency and excellence in the work produced.



## THE COVID Experience

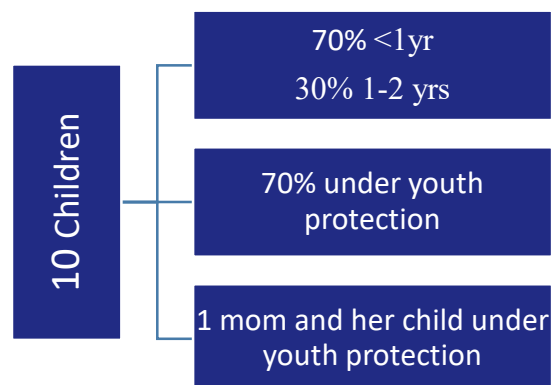
### Residential Program

*Contributed by Jordana Ifergan, Educator*

Over this past year, we have learned that COVID has become “the new normal” as it has continued to impact the lives of both clients and staff in various ways. Considering that COVID has proven that it is here to stay, Elizabeth House slowly began to allow clients to meet with friends and family members out in the community. However, clients were asked to keep their circle small as COVID numbers continued to fluctuate. Overnights were permitted for children in accordance with Youth Protection to ensure that they maintained contact with their other parent. In addition, any supervised visits and meetings with external professionals continued to take place at our PATH apartments down the street.

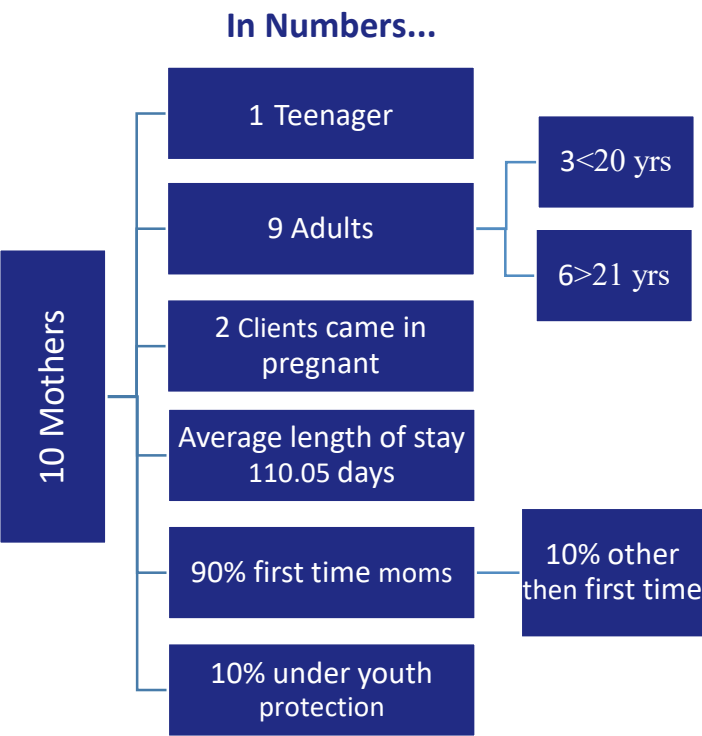
Daycares had re-opened by the beginning of the fiscal year and have remained open. Children registered in daycares were permitted to attend, however, mothers were expected to return to EH after dropping them off in the morning and picking them up at the end of the day. It wasn't until about

#### In Numbers...





the last quarter of the fiscal year that Elizabeth House began allowing clients to visit their family members or close friends within their homes.



Newly admitted clients were required to complete a 14-day isolation, which later in the year changed to 5 days for those who were unvaccinated. Clients who had been vaccinated did not have to isolate, however, they were required to provide proof of a negative COVID PCR test upon admission. Our quarantine zone remained the same as the previous year – clients in isolation had a bedroom to sleep in, a separate room to eat, and their own washroom. In addition, they were provided with Wi-Fi access and a comfort kit with activities such as puzzles, adult coloring pages, a deck of cards, and puzzle books to keep their mind going.

Despite our hard efforts to keep COVID outside of Elizabeth House, we did experience an “in-house outbreak” in

April 2021 after a client had tested positive. This particular client was sent to PATH to isolate while arrangements were made for the other in-house clients as they were exposed and were potentially at risk. In addition, numerous staff were deemed high-risk and were instructed to isolate themselves at home for 14 days. This resulted in the organization having to operate on single coverage as there was limited clinical staff available to replace open shifts.

We also experienced numerous COVID scares throughout the year. Clients were sent to be tested for COVID at the onset of any symptoms and were to isolate until receiving their results. Clients with mobile and active children were sent to PATH as it provided them with a bigger space, whereas isolating here would mean they were restricted to their bedroom.

Staff and all visiting professionals were screened before entering any of Elizabeth House properties. Masks were enforced throughout the fiscal year unless alone in a room or office. In addition, unvaccinated staff members were responsible for getting tested three times a week and providing proof of negative results to be permitted to work.

Overall, Elizabeth House kept a close eye on government mandates and expectations in order to ensure the safety and wellbeing of both staff and employees as Quebec shifted back and forth between red, orange, and green zones.

## Residential Programming

*Contributed by Stephanie Greene, Educator*

At EH, we have several fundamental programs that are always in circulation. These include: *Communication, Nutrition, Terrific Toddlers, Conflict Resolution, Relationships & Sexuality, Infant Stimulation, Budgeting, Self Esteem, Safety Workshops and Resident Meetings.*

Our program to highlight for 2021-2022 is our *(Mental) Wellness* program, a program we hope to continue to expand upon.

### Wellness

Mental Wellness has replaced Mental Health as the trendy term for finding peace and joy in our lives. Whatever the terminology, Wellness today implies a collaboration of physical, emotional and mental harmony. In order to create this balance, we need to work hard to be healthy in the ways we eat, exercise, think, and interact with people.

In our **Mental Wellness** chapter, the ***Bend Your Mirror*** workshop explored cognitive distortions and how to reframe negative thinking. With group and individual exercises, music, and writing prompts, we identified habits and patterns of thinking that can limit us, and practiced flipping our perspectives.

Our objectives were:

1. To gain an awareness of cognitive distortions and how they affect our actions and moods.
2. To increase self-awareness on how our behavior affects those around us.
3. To develop strategies to redirect our thinking when these distortions affect us negatively.



## Spring & Summer Break

Every year for spring and summer break, outings are planned for both mother and child, as well as giving Moms some time to treat themselves. In the last year, our community outings included: The Aquadome, Beach Day, Spa Day, Mom's lunch, Movie Day, and Family Photo Shoot. During Covid, we got creative with events in-house including: An Easter egg hunt, indoor trick or treating, and take-home pottery kits, to name a few.

We also attend cultural events whenever we can! During the holiday season, we had tickets to "The Nutcracker", but the show was cancelled due to Covid. This spring, we were able to make up for that loss by taking the residents to see the ballet "Romeo & Juliet." A big thank you to Les Grands Ballets Canadiens for donating the tickets and facilitating a remarkable artistic experience for our clients!



## Special Events

Elizabeth House also marks the holidays with special events. This year, our team did a presentation for International Woman's Day and celebrated Black History Month by inviting a poet to share some powerful words on the subject. For the kids, there is always an activity or project to go with each holiday theme.

### International Women's Day

*Contributed by Yvonne Bekeny, Specialist in Administrative Processes*

On March 8, 2022, the clients and staff joined the global community to celebrate International Women's Day, commemorating women's cultural, political, and socio-economic achievements. The clients participated actively in the ongoing global conversations on gender equality, breaking the biases and generally what it means to be a woman in a world characterized by a gender divide.

While examples were given from other parts of the world, this event also allowed our clients to share their personal experiences on issues that have directly or indirectly affected them disproportionately as women. They appreciated the event as an occasion to raise questions, exchange ideas, and contribute their perspectives to the global gender debate.

## Black History Month

*Contributed by Kennedy Fraser, Educator*



For Black History Month, staff at Elizabeth House were fortunate enough to have a wonderful and empowering presentation given by Roen Higgins, a Montreal-born poet, speaker, event producer, and community activist. Afterwards, staff continued to celebrate BHM with an authentic Jamaican and Caribbean luncheon from Boom J's Cuisine. Elizabeth house staff also brought in different art pieces, books and clothing to celebrate BHM. A special thank you to Cleo Wayne, Family Assistance Educator, for organizing this special day. Residential and Elizabeth High clients were also given a presentation by Roen Higgins at Elizabeth High School, followed by a luncheon.

## Cultural Cooking Night

### *Cultural Cooking Night*

*We also had cultural cooking night where one of our residential clients cooked a variety of traditional Haitian dishes for dinner. Stories were shared about her culture and the importance of each dish!*





## Overview of an Overnight Attendant at Elizabeth House

### The Overnight Perspective in the Residential Program

*"Over the past 10 years I have had the privilege to work as an overnight attendant at Elizabeth House. Working overnight we provide a safe and comfortable environment for the mothers and their children to get a restful night's sleep, as well as provide support to moms when needed ... whether it's a bottle feeding, a diaper change or providing mom a needed break.*

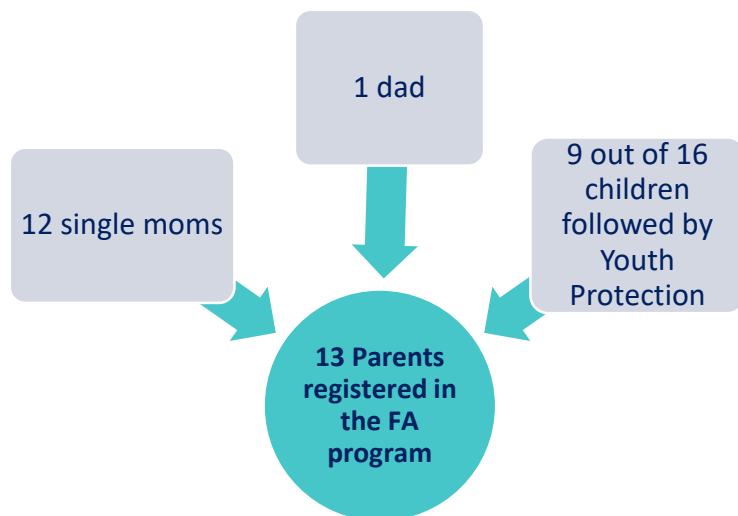
*Overnight shifts can have its challenges: like trying to wake a sleep-deprived young mom in the middle of the night to feed her child when all she wants to do is sleep. The benefit though outweighs any challenge: I find it extremely rewarding to see the bond that develops when a mom cuddles her child during the early hours of the morning."*

**Khai Lewis-Welsh**

*Overnight Attendant*

## Family Assistance Program

*Contributed by Cleo Whyne*



The Family Assistance (FA) Program provides services to EH external clients living in the community. Our clients struggle with their parenting, life skills and mental health issues. Over the year, FA had to navigate with clients through the pandemic and spent time connecting clients to find community resources and services. Despite the COVID-19 restrictions, Family Assistance had to adapt to reach our clients. FA conducted meetings with clients virtually through text messaging and telephone calls. With the internet, clients and FA were able to exchange documents. At times, FA would drop off or pick up documents from clients.

FA continued to support clients and reassured them that FA would still be available to them, despite the pandemic obstacles.

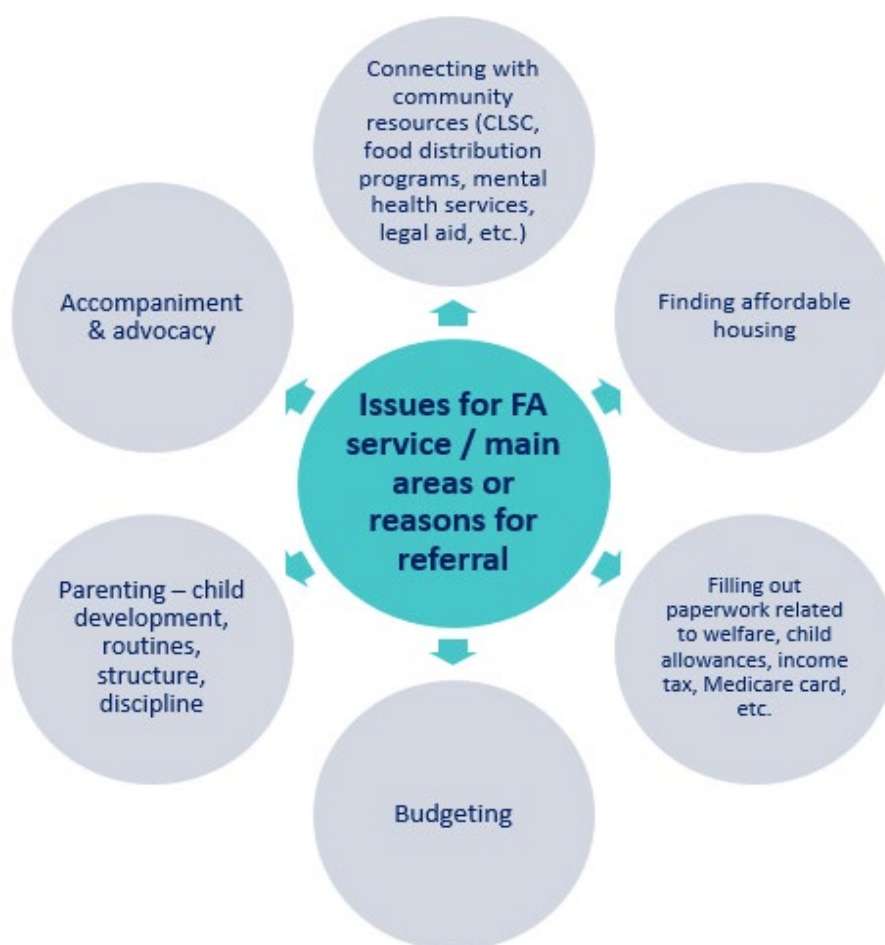
Due to COVID-19, many clients struggled to get additional services and resources in the community. FA had to find creative ways to improvise and substitute for various resources and

services. We spent lots of time encouraging clients to use the internet to navigate and connect with resources; FA had to assist clients in using the online platform.

As many of our clients have a mental illness, they often expressed feelings of discouragement and anxiety about the pandemic. FA helped clients identify the things they could control and focus on the positive aspects of their lives. FA focused on Wellness and encouraged clients to stay motivated and consistent with activities that keep them happy. All clients were given a wellness package with a few activities that could help ease any stressors and tension they were feeling. In addition, our O3 (transitional low-income housing for young parents) clients were encouraged to seek support from O3 staff if they needed additional help.

Clients who had their children in daycare had continued daycare interruptions as their children were often asked to stay home and isolate due to the potential spread of COVID-19 in daycares.

### Reasons for Referral



Many mothers were stressed with staying home with children for days. FA encouraged clients to capitalize on spending quality time with their child and focus on keeping child routines consistent.

FA ran the ABC Infant Stimulation program. The ABC program supports mothers and fathers of children 0-5 years of age who are not parenting their children full-time but have regular visits



with them. All ABC clients are given 8 sessions, where the FA educator would demonstrate and encourage a client to play with their child in an age-appropriate manner and help stimulate their child's development. The overall objective of the ABC program is that clients can optimize their visits and strengthen the parent-child bond. Our ABC clients found the program helpful and appreciated the guidance in exploring different ways to interact with their children.

FA continues to work closely with dads to facilitate their parenting role in their children's lives. FA ran weekly programs at the Day Center. Group program consists of facilitating theme topics in relationships and sexuality. Moreover, FA provided weekly workshops with clients, creating healthy discussions on the subject matter. The clients were very engaging and participated in all activities presented. O3, which houses young mothers in the community, paired with FA to assist clients who may need additional support with their parenting, life skills and mental health. This year FA spent some time assisting clients with moving out of O3. Clients needed help with apartment hunting, moving budget and transitioning from O3 into the community independently. FA assisted moving clients, reintegrating children into their new environment, and connecting clients with new schools, daycares and local CLCS in their areas.

Overall, FA played a huge part in case managing clients and tailoring an individual plan to meet clients' goals and objectives. FA continues to empower clients to reach their goals by providing adequate support and guidance. Our goal is to help clients gain more confidence in their parenting roles.

On a positive note, as we neared the end of the fiscal year, we veered from virtual contacts to connecting with our clients in person and doing home visits.

## **Day Center / Education Program – Year at a Glance**

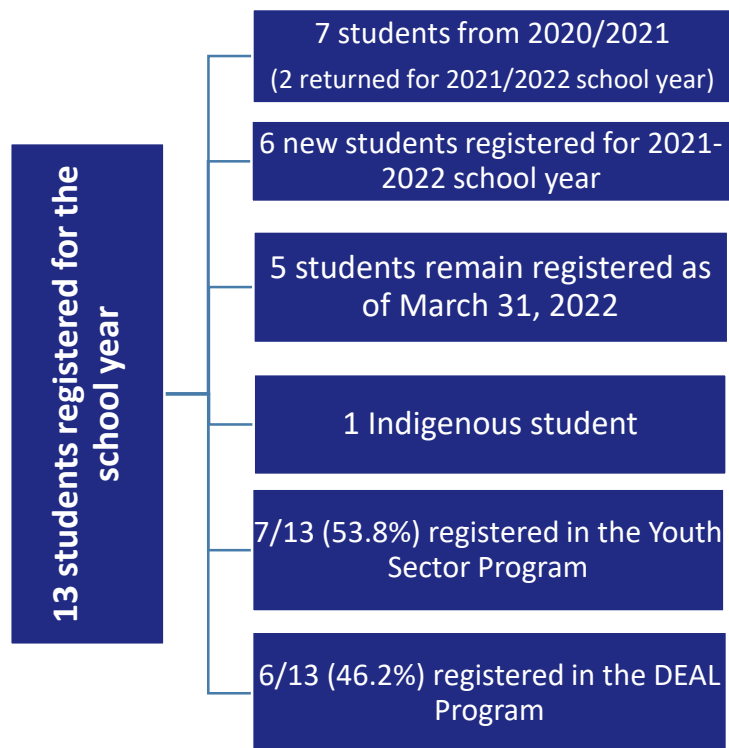
*Contributed by Vanessa Parm, Educator*

The fall 2021-2022 school year was highly anticipated as educators, school staff and students were eager to resume and rebuild the integrity of Elizabeth High School that was put on hold



during COVID-19. The new student orientation lunch hosted in August 2021 suggested an optimistic outlook for the upcoming year, but undeniably, the challenges and stressors of the past year and the hurdles experienced by all throughout COVID-19 were carried over.

### Day Center / Education Program Numbers



The mental health of our young mothers was severely tested as some welcomed their babies during isolating and uncertain times. While the desire to pursue their education was inspiring and spoke to their level of determination, the realities of such unprecedented times remained an oppressive factor and negatively affected their ability to consistently attend classes. Taking public transportation remained a contributing stressor for some, while others lacked access to reliable childcare, some were hesitant to expose their young babies to those outside of their homes and consequently did not take advantage of our nursery option. Additionally, the mindset required to focus on school was simply too much for others to handle during this time.

As the fall term came to a close, talks of rising COVID-19 cases once again reinstated tremendous fear and by mid-December schools were closed again and would remain closed until late into January 2022, delaying the start of the new term. Nevertheless, some students returned to online learning during this time, often with young babies underfoot.

As the New Year progressed and COVID-19 measures loosened, certain programming was able to resume. Cooking classes with Genevieve were once again a hit, Upstart Ed, a program designed to encourage students to develop greater self-awareness and emotional intelligence, also began, and both residents at Elizabeth House and the school benefitted from weekly discussions focused on building a strong sense of individual and community oriented self. Health and sexuality also took place and was facilitated by Cleo of Family Assistance, whom the students greatly enjoyed as she offers a calm and approachable disposition that allows a welcoming and open environment to discuss this topic.

Despite the many difficulties and bouts of uncertainty and rounds of COVID-19, the adaptability and perseverance of the students as individuals and as mothers has been highly commendable. We remain in awe of their progression despite the many obstacles they have all experienced over the last few years.

## Continuum of Services in Numbers



### RESIDENTIAL PROGRAM

4 (out of 10) residential clients were involved with other EH programs during the same fiscal year (40%).

2 residential clients also in Education program during the same fiscal year (20%).

3 residential clients transferred to Family Assistance program after leaving residential program (30%).



### EDUCATION PROGRAM

3 Education Program clients were also connected with FA and/or Residential Program in this fiscal year.

4 out of the 13 students were residential program clients in previous fiscal years.



### FAMILY ASSISTANCE PROGRAM

2 Family Assistance parents were also Education program clients in the same fiscal year.

3 Family Assistance parents were Education program clients in previous fiscal years.

2 Family Assistance parents were Residential program clients in previous fiscal years.

**1 client was involved in all 3 main programs during this fiscal year**

## Nursery services

Nursery Services in the Residential Program provide respite periods for moms and to allow them to participate in programming.

Nursery Services are also provided on-site at the Day Center to support young moms registered in the Education program.

### 10 Children in total

Nursery Services in numbers			Ages
2	Children were in the school nursery	7 / 10	< 1 year
8	Children were in the residential program	2 / 10	= 1 year
7 / 10	Children were under Youth Protection	1 / 10	= 2 year

## The Role of Dads

*Contributed by Cleo Whyne, Educator & Tina Pallotta, Clinical Supervisor*

While we do not always work directly with dads, we want to ensure that dad's role in their child's life is prominent. We have had a few dads who have been implicated in the intake process and in one case, a meeting was scheduled to help a dad understand the role EH would be playing in his child's life. Given that we work predominantly with mothers, there is always a delicate balance in choosing to work with both a mom and dad of a child. In some cases, given the nature of the relationship between parents (controlling, hostile, intimidating), we may choose not to work with a dad if we are working with the mom. But whether we work directly with a dad or not, our goal is to ensure they can continue to play a role in their child's life if they can.



### The role of dads in the Residential Program

4 out of 10 children had their fathers declared on birth certificate = 3 fathers (multiple children)

- A Dad had primary custody of 1 child
- 2 children had regular visits with their father
- 1 child had limited or supervised contacts with their father either due to distance or due to personal issues or issues related to Youth Protection involvement
- 1 father who was not on their child's birth certificate maintained regular contact with their child through social media due to distance
- 1 dad with a child in the Residential program was involved with the Family Assistance program

In the Residential program, we provide fathers as much access as possible to visit with their children. This was certainly a struggle with the Covid-19 pandemic. Dads' visits with their children occurred off-site at our Path apartment. We also provided dinner to 1 dad whose visit included having dinner with his child.

The Family Assistance (FA) educator continues to work closely with fathers, helping to facilitate supervised visitation for dads while they are part of the ABC Infant Stimulation program.



FA assists dads with identifying their roles and responsibilities. Our primary goal is to ensure that dads are present in their child's life. We also want to help them understand that a parenting role has many aspects, such as stimulating child development, following child daily routines, meeting child at their level, caring and bonding with their child. When possible, the FA program has also been beneficial to dads in our program as they learn how to co-parent efficiently and effectively.



## Administrative Report

It is important to highlight here that 2021 was a big year of change at Elizabeth House. There was a need to streamline our processes, rebuild the Administration, digitize our work and optimize our accounting and HR systems. Below are the highlights of achievements realized in the various departments during the year 2021/22.

### Human Resources

- We proceeded with the transfer in-house of the Logibec HR software (Espresso GRH Paie). The HR system was implemented and we finally realized the administration of our payroll in-house as well as salaries being made through direct deposit into employees' accounts.
- After management discussion and approval to revamp the Administration, two Administrative Technicians were hired, trained to take up the tasks.
- An orientation committee was set up following staff concerns on the hiring process. Proposals from the committee were acted upon by Management and the orientation process was adapted to reflect the concerns of staff.
- With the departure of our Specialist in Administrative Processes, a new Specialist was hired and is currently undergoing training.

### Accounting

- After identifying the anomalies in our accounting system, we embarked on a total cleanup of our chart of accounts. With the help of our specialists from Logibec, this was completed by the end of the first quarter.
- The AS471 process was also reviewed and major work was done in the coding of the LPRG system template to reflect the MSSS codes, this allows for a better integration of data as well as avoid error messages which could be difficult to address.

### Information Technology

- New performing computers were bought and all updates required were done. Staff now have all the tools at their disposal to perform their work without having to seek for technical support.
- Zoom and Microsoft Teams are the two platforms we got to use for remote meetings.
- Rebranding of the Elizabeth House began with the creation of a new website, still ongoing.

### Maintenance

- Maintenance/housekeeping was restructured and a schedule was fixed in collaboration with the maintenance staff. Staff had clarity as to what was expected daily, weekly, monthly, and also to pre-empt tasks based on seasons in an orderly fashion.
- The windows and doors of PATH building were redone.
- The front and back balconies of the PATH building were also redone.
- An electronic logging system was created and placed on the server with direct access to Maintenance staff. This excel worksheet is interactive and the logs could easily be accessible to the supervisor for review.
- Work requisitions are now easier and faster to execute as we have cut the three-step process to just one. The receptionist is no longer a part of this process as we identified a duplication of logs in the old process.



## Experiences of a Maintenance/Housekeeping staff at Elizabeth House

### "Life in Maintenance"

*"I started working at Elizabeth House as a Maintenance Technician in August 2018, after working for several years in related group-home and social work settings in Canada and the United States. Since then, I had to do different types of work here. The first major challenge I experienced in this role was preparations for an Open House event; I have vivid memories of having prepared tents to protect the patio, porch and balcony while I painted them throughout two weeks of nonstop rain in October. This task was challenging but rewarding. I also had to learn a lot about the house's functioning, the policies, the house routines, and the clinical programmes.*

*Outside of maintenance, I am involved in social initiatives, such as being EH's very own Santa during the winter holiday season. My favourite part of this work is seeing the children grow up, play with toys, and enjoy the safe, happy environment we give them. In addition, I have occasionally enjoyed quality moments with the little ones who offer to assist me with cleaning chores around the buildings.*

*I also provide support in welcoming and training new staff and volunteers. At times, I play a coordinating role between staff members from the clinical, administrative, and maintenance teams, supporting us through critical moments. In this way, my work is very interdisciplinary at EH. It is very interesting because I have gotten to meet many great people and participate in different trainings and social events.*



*The key challenges of this role include the fluctuation of moving clients and liaising work with various contractors. Further to these internal challenges, we have experienced major external problems in the recent past, such as contaminated water and COVID outbreaks. Overall, I very much look forward to seeing how the many ongoing and future improvements such as the changing of the furnace, completed neighbouring construction, and other renovations- will positively affect our clients and the overall EH community."*

**Sergiu Malai**

*Maintenance/Housekeeping staff and Risk Delegate*

## Archive Project

*Contributed by Brenda Beaudoin, Archivist*

We succeeded in having the *Archival & Historical Documentation Policy and Procedure Manual* approved by the Elizabeth House Executive Board. Other prominent highlights included: following up on two family adoption requests at the McCord Museum and granting researcher Janet Lewis, a Concordia University student access to our archival documentation. Her research thesis will focus on the transition of the Sheltering Home of Montreal to Elizabeth House (1960 - 1975) and how the work of both

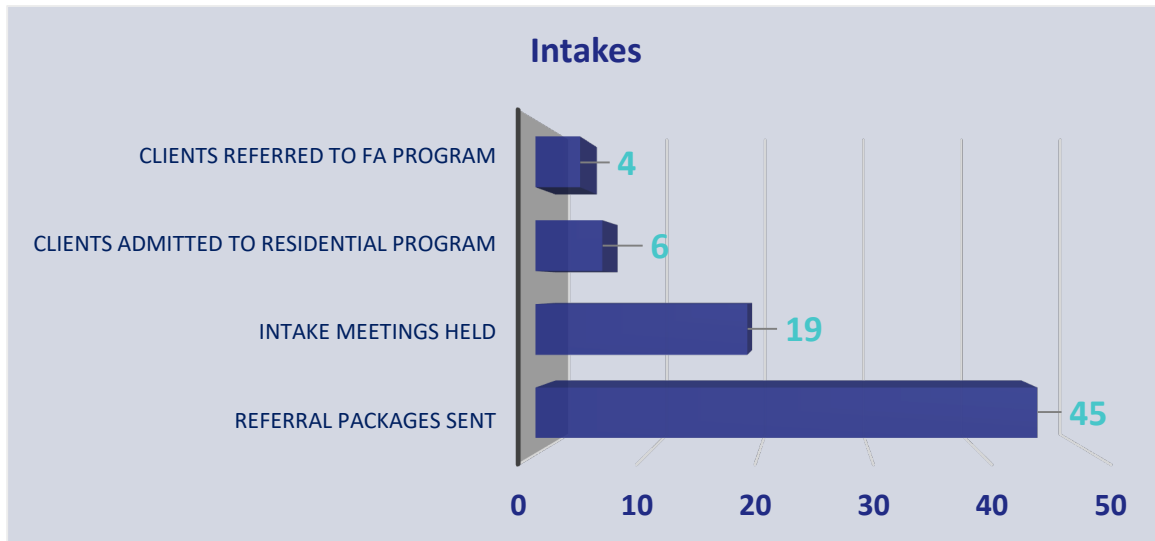
institutions reflected the social and legal concepts of the single woman.

Long-term goals: Developing and implementing a Digitizing of Document Policy and Procedure Manual, and being actively involved in completing work on the relaunching of Elizabeth House's website. Processing the existing and incoming documents with consideration to analyze the diskettes and hard drives will carry on throughout the year.

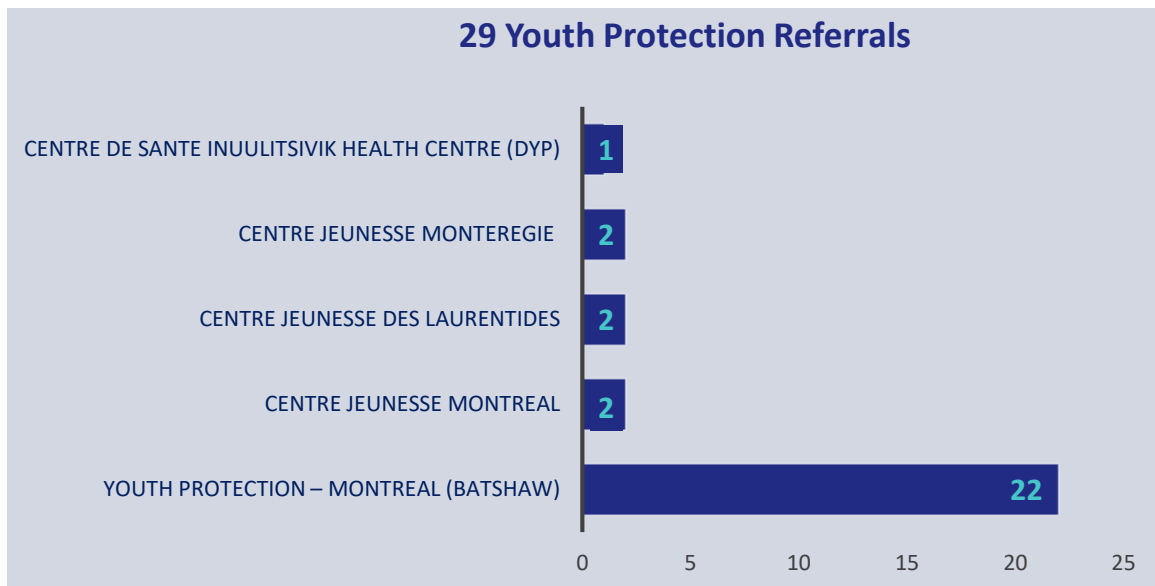


## Section 4: Partnerships, collaborations and community Links

### Intakes



### Client Referral





## 16 = Community

- |                                     |  |
|-------------------------------------|--|
| 1. Aides Juridique Montreal         | 9. Shriners Hospital (McGill University Health Center – Glen Site) |
| 2. Old Brewery Mission              | 10. St. Mary's Hospital  |
| 3. Rosalie Jettee                   | 11. Jean Talon Hospital  |
| 4. Elizabeth High School            | 12. Ungava Tulattavik Health Center                                |
| 5. Native Montreal                  | 13. CLSC de Bordeaux-Cartierville                                  |
| 6. Pavillon Marguerite de Champlain | 14. CLSC Parc-Extension  |
| 7. Options                          | 15. CLSC St. Laurent   |
| 8. CROM                             | 16. CIUSSS du Centre-Sud-de-l'Île-de-Montréal                      |

## Support for our Staff, Clients and Organization

Collaboration with our community partners was substantially limited by the pandemic. However, we remain in touch with the following organizations and hope to continue to work together as things return to normal in the coming year:

RESOURCES	PARTNER ORGANIZATIONS
YOUTH PROTECTION	Batshaw Youth and Family Centres - CARE project team
MEDICAL SERVICES	Jewish General Hospital
COMMUNITY HEALTH	CLSC Benny-Farm
COMMUNITY HEALTH	CLSC Parc-Extension
MEDICAL SERVICES	Montréal Children's Hospital Adolescent Medicine Clinic
TABLES DE CONCERTATION AND PARTNERS	<ul style="list-style-type: none"> <li>Table 0-5 ans Cavendish</li> <li>SIPPE</li> <li>Regroupement pour la Valorisation de la Paternité</li> <li>English Montréal School Board</li> </ul>
SUICIDE	<ul style="list-style-type: none"> <li>Service de police de la Ville de Montréal - Poste de Quartier 11</li> <li>Suicide Action Montreal</li> <li>TRACOM</li> </ul>
ADDICTION	<ul style="list-style-type: none"> <li>Pavillion Foster, Montreal</li> <li>NA / AA meetings online</li> </ul>
DOMESTIC VIOLENCE	<ul style="list-style-type: none"> <li>Auberge Shalom</li> <li>Shields of Athena</li> </ul>
FOOD	<ul style="list-style-type: none"> <li>Montreal Diet Dispensary</li> <li>NDG Food Depot</li> </ul>
HOUSING	<ul style="list-style-type: none"> <li>Maisons Transitionnelles O3-On Our Own</li> </ul>
COMMUNITY	Mosaik Family Resource Centre
EDUCATION	Mini-Biblio
COMMUNITY	Unitarian Church of Montréal
VOLUNTEER	Volunteer Bureau of Montreal
COMMUNITY	Generations Foundation

## Section 5: Risk Management and Quality Improvement

### Accreditation

#### Exceeding national standards of excellence in high-quality care

Elizabeth House is accredited by Accreditation Canada, exceeding national standards of excellence in high-quality care in the health and social services. We are proud to announce that we achieved accreditation again in 2021 with Commendation, meeting 94% of national accreditation standards. This result reflects the dedication and commitment of Elizabeth House staff, Board members and volunteers to helping, supporting and empowering young mothers, fathers and children so that they all have the opportunity to develop to their full potential.



STANDARD SECTION	UNMET CRITERIA	WHAT WE ARE DOING ABOUT IT
Governance	The mix of background, experience and competencies needed in the governing body's membership is identified	Inserted in updated Board By-laws that will be approved on June 20, 2022.
Governance	The governing body includes clients as members, where possible.	Every attempt will be made to add a user as an associate member.
Governance	The governing body, in consultation with the organization's leaders, identifies timeframes and responsibility for achieving the strategic goals and objectives.	To be added to strategic plan
Governance	The governing body follows a policy on CEO compensation	Included in the new policy on Position Description
Governance	The governing body adopts patient safety as a written strategic priority for the organization.	Has been added to the strategic plan.
Governance	The governing body regularly hears about quality and safety incidents from the clients and families that experience them.	User committee to be reinstated. Staff representative to the board will begin to report to board in September 2022.

Governance	The governing body works with the CEO to establish, implement, and evaluate a communication plan for the organization.	Communication Guidelines approved. Plan to be put into place.
Governance	The communication plan includes strategies to communicate key messages to clients and families, team members, stakeholders, and the community.	Communication Guidelines approved. Plan to be put into place. Consultation required with clients.
Governance	The governing body works with the CEO and the organization's leaders to develop an integrated quality improvement plan.	Dashboard to be created.
Infection prevention	Input is gathered from team members, volunteers and clients/residents and families on the effectiveness of infection prevention and control activities.	Risk reports to be shared with clients and staff. To become a regular item on team and staff meetings.
Leadership	Quality improvement is identified as a strategic priority.	Already in strategic plan.
Leadership	Teams, clients/residents, and families are supported to develop the knowledge and skills necessary to be involved in quality improvement activities.	Indicated on yearly objectives.
Leadership	Team members, clients/residents and families who participate in quality improvement initiatives are recognized for their work.	Feedback loop to occur in supervision and team meetings
Leadership	The strategic plan identifies goals and objectives that are consistent with the mission and values and have measurable outcomes.	To be added to strategic plan.
Leadership	The operational plan identifies the resources needed to achieve the strategic plan, goals and objectives.	To be added to operational plan.
Leadership	The organization's leader ensure that plans for maintaining upgrading and replacing medical devices and equipment are followed.	To be added as a guideline.
Leadership	Retention strategies are implemented.	Exit interviews in place. Climate evaluation action plan in place.
Rehabilitation services	The effectiveness of team collaboration and functioning is evaluated and opportunities for improvement are identified.	Staff feedback survey to be implemented.
Rehabilitation services	Access to spiritual space and care is provided to meet clients' needs.	Space and opportunity provided.

Rehabilitation services	Measurable objectives with specific timeframes for completion are identified for quality improvement initiatives, with input from clients and families.	To be added to annual objectives.
Rehabilitation services	Indicator(s) that monitor progress for each quality improvement object are identified, with input from clients and families.	To be added to annual objectives.
Rehabilitation services	Quality improvement activities are designed and tested to meet objectives.	Design to be improved.
Rehabilitation services	New and existing indicator data are used to establish a baseline for each indicator.	To be incorporated into activities.

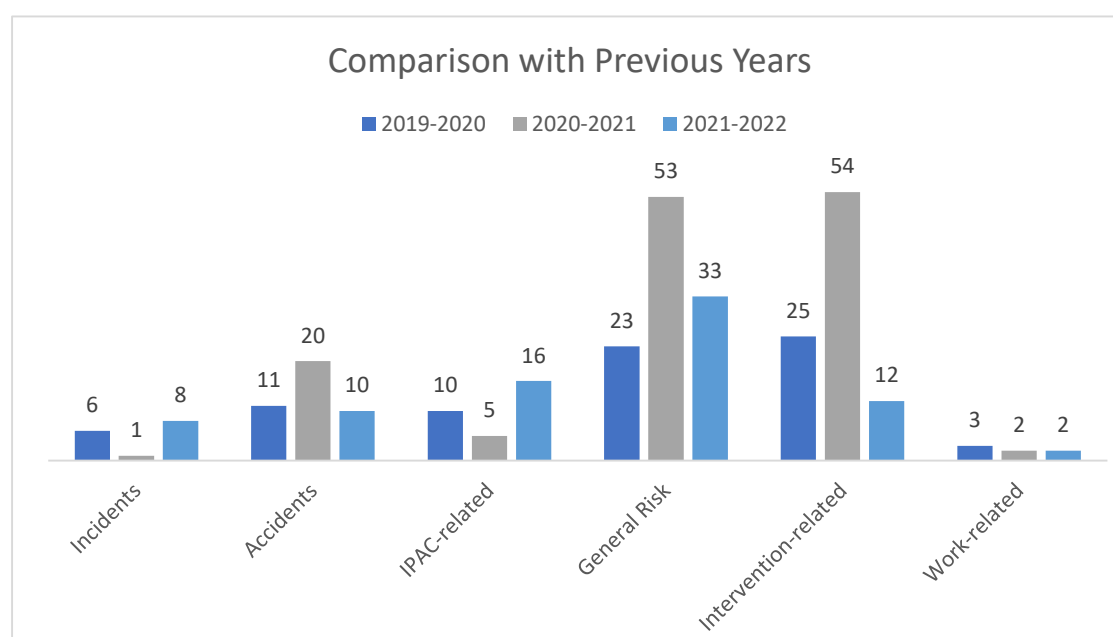
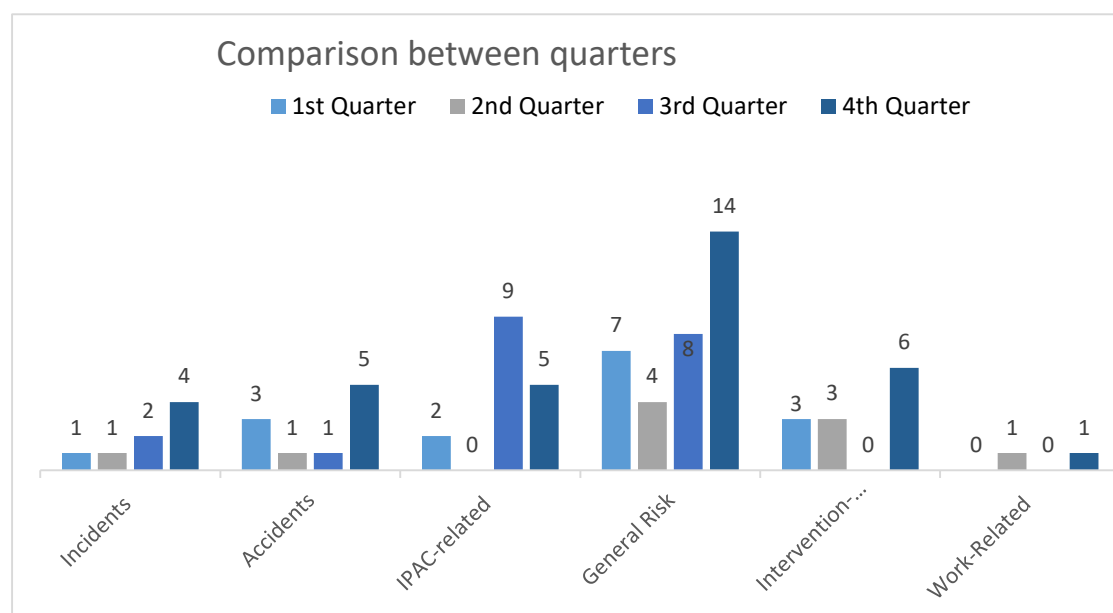
## The Safe Provision of Care and Services

Elizabeth House always strives to improve safety and service quality, while also respecting its obligations under the Law on Health and Social Services. In addition to these requirements, Elizabeth House has established its own process to monitor and report risk events that do not fall under the legal definitions of incidents and accidents.

This has resulted in a more comprehensive surveillance of all kinds of risk situations which could have a negative effect on the health, safety and security of clients, students, visitors, volunteers and personnel. We also make sure to involve all these parties in our culture of risk prevention and reporting, namely by providing an orientation on the matter as soon as they become involved with Elizabeth House.

The process is overseen by the legally mandated Risk Management and Quality Improvement Committee, while ongoing follow-up is ensured by management of all departments.

## Incidents/Accidents and Events



### Overall Trends and Accreditation results

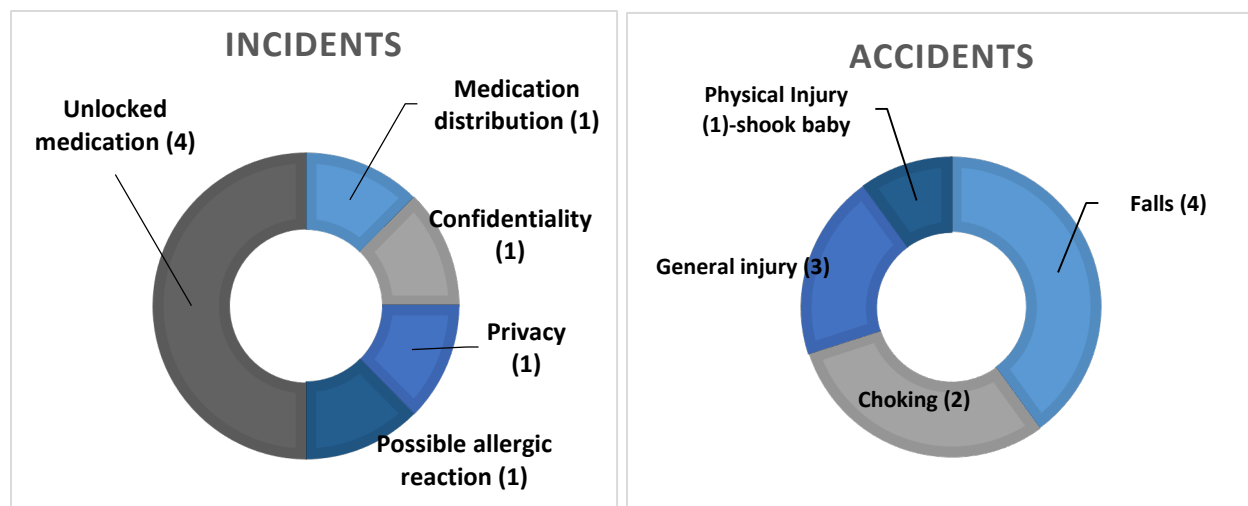
Elizabeth House was accredited by Accreditation Canada in September 2022. We are proud to report that within Infection Prevention and Control, we met 64/65 standards.

Over the course of the year, the number of events per category of risk is relatively stable except for IPAC in the 3<sup>rd</sup> quarter, where we show a Covid outbreak, and in General Risk, last quarter when we introduced a new Risk Delegate who was very vigilant in reporting.

Previous year comparisons show an IPAC increase as we began consistently recording Covid outbreaks. We also see a decrease in the number of intervention-related reports that can be explained by an older, more capable clientele.

Comparisons for numbers of clients each year are 2019/2020 – 14 mothers, 13 children, 2020/2021 - 12 mothers, 11 children and this year 10 mothers and 10 children.

## **1. Incidents 2. Accidents**



### Analysis

Area of concern: there were 4 incidents related to medication left unattended/ dropped by both staff and clients. This is possibly caused by distraction, or not witnessing mothers taking their medication once distributed.

All other areas indicate average reporting.

### **Accidents:**

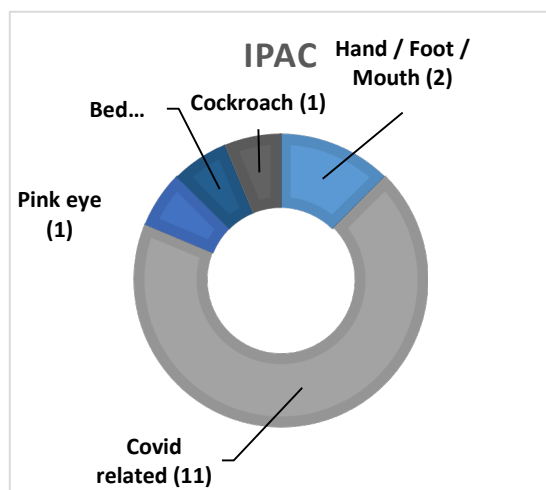
ACCIDENTS	DESCRIPTION
<b>Falls</b>	<ul style="list-style-type: none"> <li>Toddler slipping on water on 3 occasions.</li> <li>One mother slipping on wet snow.</li> </ul>
<b>Chocking</b>	<ul style="list-style-type: none"> <li>Baby chocking on cracker</li> <li>Baby chocking on piece of cloth</li> </ul>
<b>Injuries</b>	<ul style="list-style-type: none"> <li>Burn during cooking</li> <li>Baby's head is hit when client turned around while holding baby.</li> <li>Baby fell from mother's arms.</li> </ul>
<b>Physical injury</b>	<ul style="list-style-type: none"> <li>Suspected shaken baby (Proper Youth Protection follow up occurred)</li> </ul>

## Incidents:

INCIDENTS	DESCRIPTION
<b>Unattended medication</b>	Medication dropped/ left unattended on 4 occasions
<b>Medication distribution</b>	Mom asking for more medication than what is indicated. Possible suicidal ideation
<b>Confidentiality</b>	Staff driver's license copy found in communal computer file
<b>Privacy</b>	Staff walked in on client in washroom when door was unlocked and did not respond to knock.
<b>Possible Allergic Reaction</b>	Child introduced to a new food, some rash noted

## 3. Events

### a) Infection Prevention and Control

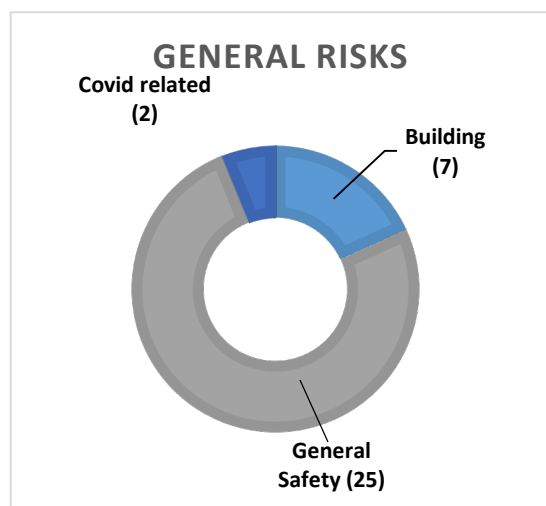


#### Analysis

IPAC events were somewhat higher this year considering the presence of Covid and our consistency in reporting. Elizabeth House experience a spike in cases at the end of December (Omicron variant) and again at the end of March. Other virus detection was low such as flu, gastro which is quite typical to the setting. Masks and hand hygiene helped in these areas.

All IPAC events and required follow up are shared with staff and clients immediately in order to prevent spread.

### b) General Risk Events

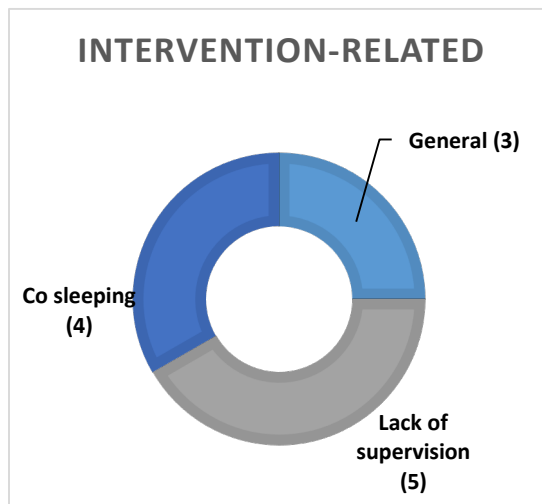


#### Analysis

The number of general risks stabilized this year as compared to last. Covid-related risks greatly decreased as staff were more accustomed to the new protocols. 7 building/equipment-related events were reported, i.e., broken baby gates and cribs, water cooler and fridge. All reports were wear and tear type events with maintenance managing them promptly. General risks highlighted baby gates being left open, exit doors being blocked, cooking mishaps with stove and toaster and staff keys being misplaced. Some follow-up was needed in these areas. Other resulted from a busy house, with human error on the part of staff. Regular feedback provided to staff around these reports.



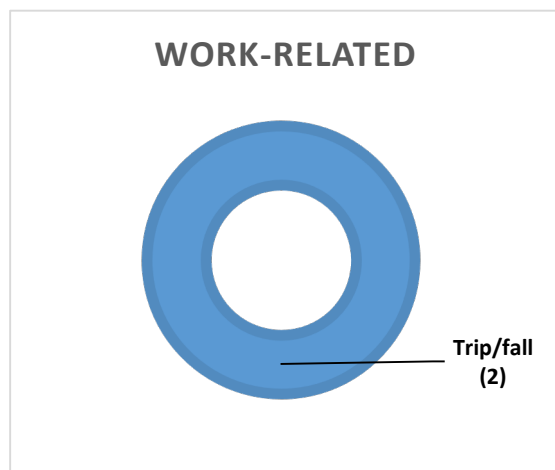
### c) Intervention-Related Events



#### Analysis

Intervention-related events significantly reduced this year. It is believed this is mostly due to the age (more mature) and capabilities of the mothers in residence. Most events were in the areas of cosleeping and leaving baby unattended. Open safety gates, leaving possible dangerous materials within child reach and non-sterilizing bottles were other examples.

### d) Work-Related Events



#### Analysis

The two work-related events had to do with tripping on an object and slipping on a wet floor. There were no CNESST claims filed this year.

### Internal Processes

In addition to the quarterly IRMQI meetings, incidents, accidents, and events have continued to be discussed amongst the management team as they arise. Feedback was given to staff and clients.

A new Risk Delegate was appointed in the Fourth Quarter, Sergiu Malai. His knowledge and attention to risk-related issues will be an asset to Elizabeth House.

#### **a) Risk Management-Related Training (internal only)**

- COVID-19 and PPE education.
- First Aid refresher occurred in Jan/Feb. 2022
- Hand Hygiene Audit occurred September 2022

#### **b) Proactive Risk Management Activities (not stemming from an event)**

- Fire drills each quarter
- Program with clients included Falls Prevention, Kitchen safety, Child Proofing and Sleep Safety.

- Medication distribution policy updated Winter 2022.
- Furnace change from oil to electrical – expected for spring 2022.
- The Food Policy was updated in September 2021.

### **COVID-19**

Covid procedures and guidelines continued to be updated as the situation and governmental demands changed across the province. These procedures helped Elizabeth House manage things such as general safety within the house for staff and clients, visitors, outings in the community, home visits, possible in-house Covid outbreak, etc. These guidelines were updated regularly by consulting with Public Health, CNESST and government directives.

As the year evolved, constant changes and improvements were implemented within the house to address the changes in requirements. Some of these included, changes in PPE requirements, adding reminder signs throughout the house, meetings via Zoom, working from home, visitor screening, vaccination tracking of clients and visitors, etc. A second Housekeeper was added for high-touch area cleaning and disinfecting. Information regarding the availability and requirements of Covid vaccination for healthcare workers was made available. Regular testing and monitoring of non-vaccinated workers continues to take place.

Elizabeth House had an outbreak of Covid in April 2021, where we managed to stay open. A further outbreak occurred in December/January 2021/22. Again, the house remained open and services were maintained for clients. Both outbreaks required tremendous support by all staff, including educators, maintenance staff, administrative staff and management, who all put in extra time and effort, some over the holiday season.

### **Follow-up and objectives for 2021-2022**

- Continue to provide regular feedback to clients on risk management issues during resident meetings and User Committee. (Accreditation unmet standard)
- Continue to manage the Covid 19 risk.
- Complete the furnace/electrical renovation.
- Complete the objectives listed on the Risk Management Improvement Plan.

### **Measures of Control and the Management of Dangerous Client Behavior**

The treatment and interventions carried out at Elizabeth House do not include any form of measures of control. Alternatives, such as non-physical crisis intervention or police assistance, are favored. Staff are trained in Therapeutic Crisis Intervention methods. As in previous years, there was no exceptional recourse to the application of physical restraints, chemical substance measures or isolation nor to alternatives such as police assistance this year.

### **Report on the Activities of the Service Quality Vigilance Committee**

The Service Quality Vigilance Committee met via Zoom four times this year, on September 7, 2021; October 26, 2021; January 25, 2022 and April 26, 2022. It received and analyzed quarterly Incident, Accident and Event reports and reports from the Complaints Commissioner. The Committee monitored that recommendations were followed regarding the quality, safety and effectiveness of services; the handling of client complaints; the COVID-19 response and ensured that clients were aware of their rights.

## Report from the Local Service Quality and Complaints Commissioner

<b>Issuer</b>	<b>Office of the Service Quality and Complaints Commissioner - CIUSSS West-Central Montreal</b>
<b>Recipient</b>	<b>Elizabeth House</b>
<b>Subject</b>	<b>June 9, 2022</b>
<b>Objet</b>	<b>Statistical report to fulfill the obligations of the Office of the Commissioner in the context of the preparation of the institution's annual management report</b>

*N. B. This statistical report is not intended for the general public, but for the administration as part of its regulatory obligations towards the Ministère de la Santé et des Services sociaux du Québec. A report for the general public, which can be published on the web, will be communicated to the establishment at a later date.*

### **Statistical report on dissatisfaction - 2021-2022**

**Background :** On June 1, 2021, the *Loi visant à renforcer le régime d'examen des plaintes du réseau de la santé et des services sociaux notamment pour les usagers qui reçoivent des services des établissements privés* ('Bill 52') was implemented. Bill 52 was put forward by the Minister responsible for Seniors and Caregivers and passed by the Quebec National Assembly. The main objective of this law is to make the publicly funded Service Quality and Complaints Commissioners responsible for examining complaints from users of certain private and contracted private institutions.

Thus, with the introduction of Bill 52, private institutions in Quebec are relieved of this responsibility. This makes it possible to limit various conflicts of interest and to provide a more uniform inventory of complaints throughout Quebec.

Since June 1, 2021, the Office of the Complaints and Service Quality Commissioner of the CIUSSS West-Central Montreal has been responsible for complaints and reports of abuse of this institution. Prior to the introduction of Bill 52, the Office of the Service Quality and Complaints Commissioner of the CIUSSS du Centre-Sud-de-l'Île-de-Montréal was responsible for complaints and reports of abuse from Elizabeth House.

This annual report covers the 2021-2022 fiscal year: April 1, 2021 to March 31, 2022.

#### **1. Case status from April 1, 2020 to Mai 31st, 2021 (before the introduction of Bill 52)**

	Open files	Concluded files	Still under examination
Non-medical complaints	0	0	0
Assistances	0	0	0
Interventions	0	0	0
Medical complaints	0	0	0

**2. Case status from June 1, 2021 to March 31st, 2022**

	Open files	Concluded files	Still under examination
Non-medical complaints	2	2	0
Assistances	0	0	0
Interventions	0	0	0
Medical complaints	0	0	0

**3. Numbers of files opened at second level**

	Open files	Concluded files	Still under examination
Non-medical complaints	0	0	0
Medical complaints	0	0	0

**4. Profile of complaint files**

In progress at beginning of year	Received during year	Processing not completed	Concluded during year	In progress during year	Average processing time
0	2	0	2	0	14 days

**5. Processing time for completed complaints**

	Percentage of complaints
Less than 45 days	100%
More than 45 days	0%

**6. Intervention files**

In progress at beginning of year	Received during year	Concluded during year	In progress during year
0	0	0	0

**7. Abuse Component**

Elizabeth House shared its abuse policy with our office. This policy was revised in 2020.

**8. Reasons for complaints and interventions**

Although two complaint files were opened, it was a single event involving a mother and her child (thus one complaint filed on behalf of the mother, and one complaint filed on behalf of the child). The complaint in question concerned the interpersonal relationship between two employees, the mother and the care and services provided to the child.

**9. Measures**

The facility met with the employees involved in the complaint to discuss the complaint and to clarify the facility's expectations regarding care and services and interpersonal relationships.

## 10. Medical Examiner's Report

In progress at beginning of year	Received during year	Processing not completed	Concluded during year	In progress during year	Average processing time
0	0	0	0	0	N/A

## 11. Review Committee

No files

### Findings

The Office of the Service Quality and Complaints Commissioner of the CIUSSS West-Central Montreal met with Christine Jagiello, Executive Director of Elizabeth House, prior to the implementation of Bill 52. Ms. Jagiello ensured a smooth transition and shared the necessary documentation (e.g., the facility's abuse policy) with representatives of the office.

The 2021-2022 fiscal year was a busy one for the Office of the Complaints and Quality of Service Commissioner of the CIUSSS West-Central Montreal. The office saw an increase in overall activity of almost 25% compared to the previous year. The office had a goal of visiting Elizabeth House, however, due to circumstances related to both the pandemic and a change in management within the office, it was not possible to meet this goal before the end of the fiscal year. Nonetheless, the office met with Elizabeth House employees on May 5, 2022 to introduce itself and explain the mandate and services it can provide to both clients and staff members. The Office of the Complaints and Quality Control Commissioner remains committed to actively promoting its activities to Elizabeth House users and staff during the 2022-2023 fiscal year.

The Complaints and Service Quality Commissioner of CIUSSS West-Central Montreal and Elizabeth House

**Jean-Philippe Payment**

Mr. GIPP Accr. Civil Mediator





## Section 6: Donations and Fundraising

Again, this year, Elizabeth House received much support from its loyal donors and has made some excellent new connections.

Our very active Foundation has built up this year with several new members who bring a wealth of diverse experience. Through their tremendous efforts, Elizabeth House received gifts at Christmas, Poinsettias, tickets to the Nutcracker and Romeo and Juliette Ballet, and a partnership with Air Canada to receive lost and found baby items, to name a few exciting initiatives.

We continue to be so grateful to all individuals, foundations, philanthropic associations, and numerous partners that support Elizabeth House throughout the year. These donations help us supplement its regular programming, providing clients with a more enriched treatment approach and a more comfortable living environment.

### **We highlight these initiatives below:**

The Church of St. Andrew and St. Paul for their ongoing support of us through the work of the Guild and Youth and Children's group, Fall Fair, Celebration Sunday, and Christmas Pageants and individuals to continue to give generously!

Mount Royal United Church

Unitarian Church of Montreal – John Cordier Fund

Teen Haven Foundation

George Hogg Family Foundation

The Curry Family Foundation

The Hay Foundation

## The Gazette Christmas Fund

Kids Fun and Learning Center – every year, they collect non-perishables for our families in the community!

Montreal Shoe Box Project (picture)

Carolyn Bouchard McNeil – toy drive

Students from TAV College collected boxes of donations from fellow students of baby items, women's clothes, toys etc.



Surrey Knitters provided beautiful, knitted hats, scarfs, and blankets for our mothers and children.



The wonderful team at Arthur's Nosh Bar collected boxes and boxes of beautiful baby clothes, toys, diapers, hygiene products etc. We cannot thank them enough. Check out this fabulous restaurant at 4621 Notre-Dame St W, Montreal, Quebec H4C 1S5.



If you love apple pies, you will love Maria's pies! Thank you to a wonderful young woman, small business owner, mother, and friend of Elizabeth House. Maria has supported us again this year with a donation during International Woman's Day from her pie sales.



Thank you to a lovely group of grade 10 students at Miss Edgar's and Miss Cramps School and the Youth and Philanthropy Initiative. The girls worked on a fantastic video highlighting the great work of Elizabeth House and won first prize which produced a 5000\$ donation to Elizabeth House. They also donated beautiful baskets full of baby items and surprises for moms. Our future is in excellent hands with these bright young women leading the way!

And finally, a very special thank you goes out to Amy and Peter Howick, who have generously pledged to get our main kitchen renovation underway!! Their ongoing generosity is truly special!! As a result, architect Debra Brown has begun initial drawings this spring and we hope for a summer renovation project!

## **Other Topics**

### **Christmas Party**

Our Christmas party was celebrated at the Petros Greek Restaurant and attended by many staff and members of the Elizabeth House and Foundation Boards. This was an opportunity to meet in person after several months of lockdown due to COVID-19. We shared some excellent food and played a game that got everyone's full engagement. It was undoubtedly an exciting occasion to meet again despite the pandemic.



### **Demolition next door**

In the summer of 2021, our neighbours (north) demolished the building, and construction work actively started this spring. We are in constant communication with the project manager for feedback regarding maintaining the safety of our premises and constantly keeping clients and staff aware of any unusual sounds, vibrations and interferences that could occur due to the use of heavy construction equipment.

Furthermore, a temporary parking lot has been made available for Elizabeth House staff across the street right behind the church.





## Johannah's Garden

### In memory of Johannah Lloyd

Johannah Lloyd called herself and her friends from the Church of St. Andrew and St. Paul the "Godmother's" of Elizabeth House, and that they most certainly were. We remember Johannah after her passing in September 2021 and lovingly name our garden at Elizabeth House – Johannah's Garden.



Johannah was a special friend to Elizabeth House over the years. She was the main organizer of a yearly pre-Christmas luncheon where she hosted fellow congregants and encouraged support and donations to our young families. It was a time when she highlighted the extraordinary work done by the staff team at Elizabeth House.

Johannah always had the mothers, fathers, children and staff on her mind and looked for ways to support and fulfill a need. She organized special donations of alarm clocks, luggage, bathrobes and gift cards. With Christmas came a tree full of ornaments. Springtime brought us tulips and there was ice cream delivered on hot days in the summer.

Johannah, along with her husband Tracy's biggest project was the

beautification and total remodeling of our backyard/garden and surrounding green areas in 2019. A large donation funded the hiring of her landscaper Claire Belisle and handyman/carpenter Hans Dybka, who transformed our surroundings with new tiles and grass, planting of a vegetable/herb/fruit garden, flowers and the building of a pergola, storage shed and bench. She ensured that we had watering buckets, a hose, a bird feeder and garden solar lights. Every year, the flowers and tending of the garden was taken care of.

Last year, our side garden was brightened with new plants and trellis. Our front porch and stroller ramp got a coat of fresh paint.

Johannah's gifts were so much more than monetary. She shared her giving heart with us. She always had the families and staff on her mind and checked in weekly by email or phone. She was giving of her time, ideas and constant support.

Her loss is felt sadly by Elizabeth House but we will forever remember her memory as we enjoy the beauty of Johannah's Garden.

**A poem by a client**

**In Memory of my Mom**

**By Maria Z.**

**Mom,**

***It has been a year since you passed away. The most painful day of my life. But it is okay, you are in a better place and I am happy for you. I am writing this book and I decided to write about you in this journal. This letter is for you, so here it goes.***

***Dear mom,***

***I miss you dearly and I still wake up crying when I dream about you.***

***I miss hearing your laugh and I miss hearing your voice over the phone.***

***I miss coming home to you and asking "are you listening to me?". We were very good complaining and after laughing together.***

***Our time together was short but sweet. Thank you for being the best mom you could have been.***

***I am sure that you are watching over me and Julian, your first and only grandson. You two would have been good partners in crime. Julian would have loved you so much.***

***You hold a special place in my heart despite our difficult time together. I just want to tell you I miss you dearly and I will never stop loving you.***



## Section 7: Human Resources

### Staffing Levels

	Nombre d'emploi au 31 mars 2022			Nombre d'ETC en 2021-2022		
	2022	2022 COVID	2022 Total	2022	2022 COVID	2022 Total
2- Personnel paratechnique, service auxiliaires et métiers	7	1	8	4		4
3- Personnel de bureau, techniciens et professionnels d'administration	4		4	4		4
4- Techniciens et professionnels de la santé et des services sociaux	18		18	8		8
6- Personnel d'encadrement	2		2	2		2
Total	31	1	32	18		18

Elizabeth House operated with 15 permanent full-time and 5 permanent part-time employees for a total of 18 full-time equivalent positions. There were 8 educators, 2-night attendants, 1 Residential Aide and 1 maintenance worker on the on-call list, working replacement shifts as needed.

In addition, Elizabeth House also used the services of consultants, contract workers and occasional laborers.

## Section 8: Financial Resources

### Use of financial resources by program

	2021 - 2022		2020 - 2021		Variance	
	Expenses	%	Expenses	%	Amount	%
<b>Programs - Services</b>						
Public Health (Pandemic Response)	0	0%	3,859	0.22%	(3,859)	(3.89)%
Youth in difficulty (Clinical Programs, Youth health & others)	885,233	48.10%	848,880	48.75%	36,353	36.68%
<b>Support Programs</b>						
Administration (Administration, IT & others)	773,902	42.05%	697,345	40.05%	76,557	77.26%
Support Services (Food services & others)	26,610	1.45%	16,397	0.94%	10,213	10.30%
Building and Equipment Management (Hygiene, safety, functioning & Maintenance)	154,726	8.40%	174,895	10.04%	(20,169)	(20.35)%
<b>Total</b>	<b>1,840,471</b>	<b>100%</b>	<b>1,741,376</b>	<b>100%</b>	<b>99,095</b>	<b>100%</b>

## **Budget Equilibrium**

Budget Equilibrium Under Article 2 of the Balanced Budget Act in the Health and Social Services Network (Chapter E-12.0001, an establishment must maintain a balance between its expenditures and its revenues during a fiscal year and must not have a deficit at the end of the fiscal year. Elizabeth House finished the year with a \$71,514 deficit. We continued to rely on the support of the Elizabeth House Foundation to supplement the operating budget for needs related to client services, safety, and program equipment replacement. According to the information provided on page 200 of the AS-471 Annual Financial Report for the year ending March 31, 2022, Elizabeth House was not able to meet this legal requirement and must use the accumulated surplus to compensate for this deficit.

## Section 9: Observations Reported by Independent Auditor

### Independent Auditor's Report on Summary Financial Statements

To the Members of the Board of Directors of  
**Maison Elizabeth House**

#### *Opinion*

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022, and the summary statement of revenues and expenses and summary statement of accumulated surplus for the year then ended, and related notes, are derived from the audited financial statements of Maison Elizabeth House (the "Organization") for the year ended March 31, 2022.

In our opinion, the accompanying summary financial statements are a fair summary of the financial statements, in accordance with the criteria disclosed in Note 3 to the summary financial statements. However, the summary financial statements are misstated to the equivalent extent as the audited financial statements of Maison Elizabeth House for the year ended March 31, 2022 for the reasons described in The Audited Financial Statements and Our Report Thereon section of this audit report.

#### *Summary Financial Statements*

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

#### *The Audited Financial Statements and Our Report Thereon*

In our report dated July 25, 2023:

- We expressed a qualified audit opinion on the audited financial statements because the Organization does not amortize the property and equipment, does not present a statement of cash flows and does not present a comparison of the results for the accounting period with those originally planned, all of which constitute departures from Canadian public sector accounting standards

#### *Management's Responsibility for the Summary Financial Statements*

Management is responsible for the preparation of the summary financial statements in accordance with the criteria described in Appendix 1 of circular (03.01.61.19) relating to the annual management report, published by the Ministère de la santé et des services sociaux du Québec (MSSS) and disclosed in Note 3 to the summary financial statements.

#### *Auditor's Responsibility*

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

 Richter LLP

Montreal, Québec  
July 25, 2023

# Summary Statement of Financial Position

## As at March 31, 2022

	Operating fund		Capital assets fund		Total	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
<b>Assets</b>						
Cash	87,409	75,361	84,297	84,284	<b>171,706</b>	159,645
Term deposits (note 5)	150,000	150,000	26,161	26,161	<b>176,161</b>	176,161
Due from other funds	9,959	9,959	-	-	<b>9,959</b>	9,959
Accounts receivable	42,446	81,513	1,963	1,741	<b>44,409</b>	83,255
Due from Agence de la santé et des services sociaux (note 6)	157,749	156,978	-	-	<b>157,749</b>	156,978
	<b>447,563</b>	<b>473,811</b>	<b>112,421</b>	<b>112,186</b>	<b>559,984</b>	<b>585,998</b>
<b>Liabilities</b>						
Accounts payable and accrued liabilities	422,613	358,491	2,030	2,030	<b>424,643</b>	360,521
Due to other funds	-	-	9,959	9,959	<b>9,959</b>	9,959
Deferred revenues:						
Agence de la santé et des services sociaux	9,596	9,596	-	-	<b>9,596</b>	9,596
Other	13,416	13,416	-	-	<b>13,416</b>	13,416
	<b>445,625</b>	<b>381,503</b>	<b>11,989</b>	<b>11,989</b>	<b>457,614</b>	<b>393,492</b>
Net financial assets	1,938	92,308	100,432	100,197	<b>102,370</b>	192,504
Property and equipment (note 7)	-	-	201,127	201,128	<b>201,127</b>	201,128
Prepaid expenses	22,590	3,731	-	-	<b>22,590</b>	3,731
Accumulated surplus	24,528	96,039	301,559	301,324	<b>326,087</b>	397,363
<b>Accumulated surplus</b>						
Unliberated	(6,470)	65,041	301,559	301,324	<b>295,089</b>	366,365
Liberated	30,998	30,998	-	-	<b>30,998</b>	30,998
	<b>24,528</b>	<b>96,039</b>	<b>301,559</b>	<b>301,324</b>	<b>326,087</b>	<b>397,363</b>

See accompanying notes

Approved on behalf of the board: Anitra Bostock, Director \_\_\_\_\_, Director \_\_\_\_\_



## Summary Statement of Revenues and Expenses For the Year Ended March 31, 2022

	Operating fund		Capital assets fund		Total	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
<b>Revenues</b>						
Agence de la santé et des services sociaux	1,739,172	1,607,322	-	-	1,739,172	1,607,322
Contributions from Elizabeth House Foundation	31,475	45,000	-	-	31,475	45,000
Other revenues	71,295	62,395	235	923	71,295	63,318
	1,841,942	1,714,717	235	923	1,842,177	1,715,640
<b>Expenses</b>						
Residential services	752,833	715,188	-	-	752,833	715,188
Administrative expenses	726,853	650,153	-	-	726,853	650,153
External services - Day centre	16,076	27,929	-	-	16,076	27,929
External services - Family assistance	107,448	117,340	-	-	107,448	117,340
Maintenance and repairs	103,711	151,582	-	-	103,711	151,582
Food services	26,610	16,397	-	-	26,610	16,397
Housekeeping	5,416	2,708	-	-	5,416	2,708
Building operations	42,385	25,953	-	-	42,385	25,953
Information systems	47,052	47,194	-	-	47,052	47,194
Other	85,069	(128)	-	-	85,069	(128)
	1,913,453	1,754,316	-	-	1,913,453	1,754,316
<b>Ancillary activities</b>						
Revenues	-	-	-	-	-	-
Salaries and employee benefits	-	-	-	-	-	-
<b>Excess of revenues over expenses (expenses over revenues)</b>						
	(71,511)	(39,599)	235	923	(71,276)	
	(38,676)					

See accompanying notes

## **Section 10: Disclosure of Wrong-Doing in the workplace**

There were no reports of wrongdoing at Elizabeth House in 2021-2022

# Annex 1: Code of Ethics

## Code of Ethics

- *Originally approved by Board of Directors: June 2003*
  - *Updated: July 2021, 2018*
  - *Latest update approved by Board of Directors: September 13, 2021*
-

## Introduction

The code of ethics sets out the rules and standards of conduct for everyone at Elizabeth House, including all staff, volunteers, board members and students, in dealing with clients. It goes hand in hand with professional codes of ethics, applicable laws and internal policies and procedures, but does not replace them in any way. An annex at the end of our code of ethics also tells clients and their families what rights they have and what their responsibilities are.

## General Principles

### **1. We recognize that everyone is unique.**

We do this by:

- developing individualized plans and approaches;
- actively and continuously seeking to inform ourselves and take into account the values of others;
- identifying and linking with community resources that can partner with us to provide better-informed care for our clients.

### **2. We recognize that a pregnant woman or adolescent 14 and over has the right to determine her plans regarding her pregnancy. We will provide the information and support she needs to make life decisions without imposing personal views or judgements.**

### **3. We act with the knowledge that parents retain primary responsibility for their children.**

## What we want for our clients

### **4. We help the young person who chooses to become a parent to assume this role, while ensuring that child has a healthy, stable and safe environment.**

### **5. We promote responsibility and autonomy and appropriate interdependence.**

We do this by:

- intervening when and only when necessary;
- ensuring clients do not remain in in our services longer than necessary;
- encouraging clients and their families to define their own problems, needs, strengths and service priorities;
- helping clients develop problem-solving abilities, rather than automatically imposing our own solutions;
- equipping the client with knowledge and information so they can make informed choices, understanding the consequences of their decisions.

### **6. We help each client experience success and encourage the fullest possible development of the mother's, the child's and the family's potential.**

We do this by:

- identifying and helping others see strength and potential in individual clients, their families, and their natural environment;
- providing opportunities for success, and positive reinforcement; maximizing educational and / or employment opportunities.

### **7. We encourage grandparents, siblings, members of the family and significant others, as defined by the client to be involved in the care and services we provide.**

We do this by:

- promoting the involvement of family members in activities with the client, while taking into consideration their particular situation;
- incorporating family context and matters in our interventions;
- recognizing that fathers play an important role in the life of a child;
- drawing upon the strength and contributions of parents, other family members, significant others and the larger community in the provision of care and services;
- providing parents with information about their rights and responsibilities and supporting them in carrying these out.
- developing an understanding with their families of how they will be involved in decisions and activities and informed of the client's progress;

**8. We promote ongoing collaboration among clients, families, colleagues and partners within and outside the health and social service system, in order to provide the best possible services.**

We do this by:

- conducting periodic and timely reviews of each client's service and intervention plans, involving the client and their family in the process;
- expressing differences of opinion, discussing them openly, and abiding by the decided outcome;
- being transparent with clients and those involved in their care;
- recognizing strengths, talents, and expertise, and by recognizing ways other individuals or organizations can contribute to the wellbeing of young mothers and children;
- build partnership with other professionals and /or organizations and refer clients as needed to ensure comprehensive services;
- ensuring open communication with and about clients with the aim of promoting continuity and understanding;
- consulting with colleagues on our work with clients and families, and incorporating their feedback whenever possible;
- working in consultation and collaboration with, and not in isolation from, others (colleagues, supervisors, clients and their families);
- providing an environment conducive to dialogue, which allows room for the expression of differences of opinion and the resolution of conflict.

## **Who we are as professionals**

**9. We care about and are committed to the wellbeing of our clients, recognizing their physical, emotional, spiritual, social and cognitive needs and capacity.**

We do this by:

- placing these needs at the center of the intervention plans, activities, and programs we develop;
- looking beyond behavior in an effort to understand its meaning;
- giving clients space and time to attend to their own needs by carrying out our mandate in the least intrusive manner while still providing what is necessary;
- promoting healthy habits (physical, emotional, social, etc.);
- ensuring that our expectations towards clients and families are realistic, growth-producing, and in accordance with their capacities;
- for clients with children, supporting the parent and ensuring that they provide for the baby's physical, emotional, cognitive, and social needs;
- committing ourselves to finding creative and resourceful ways of meeting their needs;



- validating our understanding of a client's needs with them before acting;
- respecting the client's individual pace in working through difficulties;
- identifying the special needs of clients and finding ways of having them met;
- advocating with and on behalf of our clients according to their needs.
- helping clients access the resources they need.
- Providing the tools and resources the parent needs and teaching them how to make use of them.

**10. We treat everyone with dignity, care and respect, regardless of their race, religion, ethnic origin, socio-economic status, sexual orientation, gender identity, disability, age.**

We do this by:

- using respectful language and tone with all;
- keeping ourselves informed about the issues faced by clients and their rights;
- upholding each person's right to self-determination, consistent with that person's capacity and with the rights of others;
- participating in activities and/or developing programs that promote an understanding of differences between people.
- condemning and confronting all behaviours and attitudes which are prejudiced or discriminatory;
- focusing on the prevention of maltreatment, violence or harassment of any form;
- addressing issues in a manner that prevents / reduces the harm to those involved.

**11. We recognize the potential vulnerability of the clients we serve and use our authority in an appropriate and responsible manner as we carry out Elizabeth House mandates.**

We do this by:

- acting in a non-threatening manner;
- being aware of the power vested in our position and recognizing the potential for abuse;
- allowing clients and the parents of minor clients to state their disagreement, and supporting them in using the appropriate channels to do so;
- working at resolving conflicts as they arise, and seeking the necessary supports to do so;
- informing clients and their families of their right to make a complaint, and assisting them if requested or required.

**12. We acknowledge that we are accountable for our actions and decisions. We are aware of the impact of our actions on others, and act in a manner that exemplifies integrity, consistency and caring. We acknowledge that we are all role models for our clients.**

We do this by:

- actively measuring our performance and participating in the evaluation of our work, our programs, and the services we provide;
- recognizing our mistakes and shortcomings with humility and working to improve on them;
- constantly seeking to understand how our words, actions or decisions may be perceived by or affect others;
- following through on the plans we develop and adjusting them, when necessary, in a manner which promotes continuity and clarity;
- modelling appropriate behavior without usurping the role of the parent.

**13. We exercise care, prudence, and diligence in the performance of our duties, and act honestly and in good faith in the best interest of Elizabeth House and our clients.**

We do this by:

- we prioritize the interests of Elizabeth House and our clients when discussing any business related to the agency with private individuals and outside organizations;
- we make judicious use of the resources at our disposal;
- Establishing strictly professional relationships with clients.

**14. We act in a dependable and trustworthy manner while maintaining professional boundaries and objectivity.**

We do this by:

- recognizing our values, biases and limitations and how they influence our practice and work relationships;
- following through on our commitments;
- introducing ourselves in a personalized way, by name and job title, in order to create links and a humanized approach.

**15. We avoid actual or potential conflicts of interest, or even the appearance of conflict of interest, in the decisions we make and the way we work.**

We do this by:

- identifying situations of potential conflict, informing the appropriate people, and consulting with our supervisor when in doubt;
- prioritizing our clients' needs above our own;
- being constantly aware of what motivates our actions and decisions;
- not using information or resources obtained through Elizabeth House for our benefit or that of others.

## **What we provide**

**16. We promote a safe and secure environment.**

We do this by:

- involving ourselves in planning, strategizing and implementing ways to create safe and secure environments on a day-to-day basis;
- knowing, respecting, and applying safety and security procedures and informing clients of their existence;
- identifying and acting on any situation which poses a threat to safety or security;
- clearly communicating to colleagues, information which can have an impact on the safety of clients and staff;
- working on conflict resolution in a manner which does not jeopardize the safety of those involved;

**17. We provide the necessary information to clients, potential clients and family members regarding Elizabeth House services and other resources available to them.**

We do this by:

- making information about our programs and services available to our clients or potential clients
- using clear, accessible language when sharing information;
- posting, distributing and explaining the content of, and reasons for important rules and decisions.
- ensuring that the client is connected with the necessary resources to support them and that pertinent information is shared with new caregivers or workers;

- planning transitions (change of program, new worker, discharge, etc.) to allow for continuity of care;

**18. We communicate — whether verbally, non-verbally, or in writing — in ways that protect the privacy of individuals, as well as their right to confidentiality.**

We do this by:

- always ensuring that confidential information is stored safely and only shared with authorized individuals;
- never discussing clients in ways or places where the respect for their integrity and right to confidentiality as individuals and as a group might be violated.
- not discussing confidential agency business with anyone who does not have a legitimate need to know the information, whether internally or externally.

## **Our commitment to learning**

**19. We know and respect the laws, standards and ethics of our particular professions or occupations, and Elizabeth House policies and procedures.**

We do this by:

- keeping abreast of relevant laws, norms and standards and adjusting our practices to reflect new or changing requirements;
- abiding by all internal policies and procedures, and asking for clarification when there is something we do not understand;
- knowing and promoting client and family rights;
- acknowledging that in situations of risk and protection, the rights and interests of the child prevail over those of the parent.

**20. We invest in our personal and professional development in order to carry out our respective roles.**

We do this by:

- actively participating in ongoing supervision;
- making use of available training opportunities relevant to our work;
- keeping up-to-date on information pertinent to our work with young parents and children, sharing the knowledge with our colleagues where appropriate;
- gathering expertise while providing services and carrying out our duties.

## **Conclusion**

Any person who becomes aware of a conflict of interest or unethical behavior must bring the situation to the attention of their supervisor. The supervisor will then follow up with an investigation and recommendations.

Possible responses could range from a case study to serious disciplinary action depending on intent and severity.

## **Annex 1: Examples of potential conflicts of interest or ethical dilemmas for consideration**

### **Gift Giving**

Generally, Elizabeth House staff members do not participate in the exchange of gifts with clients, as such a practice could potentially lead to secrets and preferential treatment — or to the perception thereof. In the instance where a client wishes to express gratitude, they may do so with a card or other more appropriate non-monetary gestures. If the gift has already been purchased or if the client insists, a supervisor is to be consulted.

### **Personal Invitations**

Generally, Elizabeth House staff members do not accept personal invitations from clients or ex-clients. This includes weddings, baptisms / christenings, family parties, graduations, etc. If a client has no one to support or represent her/him, an exception may be made in consultation with a supervisor.

### **Information from Unofficial Channels & Off-time Observations**

When we encounter a client off the Elizabeth House premises, and whether or not we are “on duty”, we must always act as a representative of Elizabeth House. Information obtained off-site deemed relevant to the Intervention with a client must be reported to the Clinical Program Manager at the first opportunity.

### **Meeting clients and ex-clients in social situations**

It is important not to breach confidentiality, to let the client/ex-client initiate the contact and to follow their lead if conversation is initiated.

### **Staff who has a previous personal connection with a client (ex. a client is a relative, the child of a friend or neighbor, etc.)**

Such a relationship must be disclosed to the supervisor, who would determine how the staff member can / should conduct themselves in such a situation.

### **Communication with clients outside of work**

Staff should not communicate with clients when they are off duty (unless they run into them on the street). This includes contacts by email, phone, texting, social media and apps, etc. Staff are to keep their social media private if possible, and refuse any invitation from clients or their family.

### **Clothing**

Staff are to wear safe, professional and discreet clothing.

## **Annex 2: Client Rights**

### **Everyone has rights**

There are many laws that govern what a person may do, what a person must do, what he or she cannot do, and what his or her rights are. The Quebec Charter of Human Rights, the Civil Code and the Act Respecting Health Services and Social Services directly affect you as a client of Elizabeth House. The Youth Protection Act and the Youth Criminal Justice Act may also apply to you if you are under Youth Protection or placed at Elizabeth House under these laws.

#### **You have the right to**

- get an education through the public school system, if you are under 18;
- consult your file, if you are over the age of 14, by following set procedures;
- live in a place where you feel safe;
- have a continuity of care, stable relationships and stable living conditions which meet your needs;
- have a lawyer, if you go to court;
- know what services are available, how to find them, and how to use them;
- receive services from Elizabeth House in English;
- get help from a child/youth worker, a counsellor, a social worker, or other professional;
- get help in a way that meets your needs as an individual;
- be treated with courtesy, fairness, respect, and understanding;
- have your opinion taken into account and participate in planning which concerns you;
- know what is happening and what decisions are being made about you;
- have your confidentiality respected so that information about you is protected, and can only be shared among people authorized to do so in order for you to receive treatment or services;
- to make a formal complaint if you are not satisfied with the way you are treated, and get help in doing so, if necessary, and to be supported by the User committee of the organization from which you receive services (the Elizabeth House user committee is called the Committee for Client Satisfaction and Support);
- be accompanied by a person of your choice in processes affecting you unless this assistance is contrary to your interests, your rights or the rights of others.

**Elizabeth House is a rehabilitation centre for young mothers in difficulty. We have two types of clients: direct clients and indirect clients.**

Direct clients are admitted to, or registered in, Elizabeth House programs. Indirect clients are not admitted to or registered in Elizabeth House programs, but have a family or emotional connection to direct clients.

**ALL clients of Elizabeth House, direct and indirect, have other, specific rights.**

#### **As a client of Elizabeth House you have the following rights:**

- to be actively involved in the planning and delivery of services to you and your child;
- to be informed as to what is going on, what plans are being made, and what progress your child is making;
- to consult your child's file, within the limits of the applicable laws;
- to get the help you need to understand your rights and responsibilities as a parent;
- to be free from exploitation or an invasion of personal privacy for the purpose of publicity or fundraising efforts.

**Direct clients of Elizabeth House have added rights.**

You have the right to:

- know what Elizabeth House rules are, and what could happen to you if you do not follow them;
- get a copy and an explanation of the rules for yourself;
- participate in the development of your service and intervention plans, including setting the goals and objectives of these plans;
- have the goals and objectives of your service and intervention plans explained to you in a way that you understand;
- have your intervention plan reviewed to make sure your needs are being met.

**If you are admitted to the residential program have the right to:**

- live in an age-appropriate environment that meets your developmental needs, with the necessary structure, routine, and rules to ensure care, protection, and security;
- get the medical help you need to stay healthy, and get help getting the medical attention if needed;
- personal privacy, within the rules set out by Elizabeth House, which ensure the protection and safety of all of our clients;
- communicate privately with your parents and/or siblings, unless a judge says you cannot;
- communicate in private with other people;
- to get help in preparing for the change when you to move in or out of Elizabeth House.
- If your baby or child is admitted with you, he or she has the same rights.

## **Having rights also means having responsibilities**

In order to make the best possible use of the services available at Elizabeth House you must acknowledge that you have some responsibilities along with your rights. These responsibilities include:

- respecting the rights of those who work at or receive services from Elizabeth House by respecting their right to safety, privacy, confidentiality and to be treated with courtesy, fairness, respect, and understanding;
- being involved in the planning for the services you receive;
- working with staff in finding solutions to problems;
- knowing and following the rules of the program in which you are involved;
- if you are dissatisfied with something, to speak up and be willing to work toward resolving the conflict.