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**Embracing Change  
and Building a  
Stronger Community**

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# **ANNUAL REPORT**

## **2023-2024**

2131 Ave De Marlowe, Montreal QC H4A 3L4  
[www.maisonelizabethhouse.com](http://www.maisonelizabethhouse.com)

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# SECTION 1: MESSAGE FROM THE EXECUTIVE DIRECTOR AND THE BOARD PRESIDENT

## 1.1 Message from the Executive Director

I am pleased to present the annual report for Maison Elizabeth House 2023-2024, showcasing a year marked by significant growth, team building, and a steadfast commitment to enhancing our organizational culture. Our unwavering focus on renewal and fostering unity has been the catalyst for our achievements, and I am excited to highlight key milestones from the past year.

This year, we witnessed a remarkable expansion in program offerings. Our dedicated staff played a pivotal role in advancing our mission, working collaboratively to create a positive and supportive environment for the families we serve. Elevating our organizational culture has been a top priority. By fostering unity and a sense of belonging, we aim to provide a nurturing environment for both residents and staff.

- Full House with Clients

Achieving and maintaining a full house with clients underscores our community's trust and confidence in Maison Elizabeth House. This accomplishment reaffirms our commitment to providing a safe and supportive haven for mothers and families in need.

- Expanded Offering of Programs

Successfully broadening our program offerings reflects our commitment to equipping individuals with the tools they need for success beyond their time at Maison Elizabeth House.

- Learning Hub Launch

The launch of our Learning Hub is a significant milestone in our dedication to education and skill development. This resource not only enhances the learning experience for our residents but also serves as a hub for community engagement and support.

- Aesthetic Renovations in Client Bedrooms

Undertaking minor aesthetic renovations in clients' bedrooms aligns with our commitment to providing a homey environment that promotes well-being and comfort.

- Successful Grant Acquisitions and Future Initiatives

The Elizabeth House Foundation secured \$240,500 through grant applications, raising awareness about Maison Elizabeth House and laying the foundation for a more defined strategy in our capacity-building initiatives.

Looking forward, our focus is on securing \$2.5 million over the next two years to comprehensively renovate both properties, ensuring lasting sustainability. This strategic investment will double the capacity of our semi-independent living space and expand community support programs. As part of



this expansion, we will enhance our Learning Hub, introduce a community kitchen, and provide additional resources for education and support.

Our commitment extends to developing more programs tailored to the unique needs of the dads we collaborate with in our Family Assistance program.

I would like to express my gratitude to our dedicated team, boards, generous supporters, and the wider community for their continued engagement in the mission of Maison Elizabeth House. Together, we are making a lasting impact, and I look forward to our journey of growth and positive transformation.

**Anitra Bostock**  
Executive Director  
Maison Elizabeth House



## 1.2 Message from the Board President

I am proud to announce that it has been a very exciting year for Maison Elizabeth House.

Both the governing board and the foundation board participated in exercises related to our strategic plan, our objectives, and the development of strategies to achieve our goals.

We have set forth an ambitious plan to renovate both buildings, which will enable us to significantly expand our service offer, especially as it pertains to building supports for families who are leaving the residential services or who are already at home with their children.

To this end, we contracted with a fundraising expert, and have struck partnerships with many new donors, as well as continuing to work on our partnerships with existing donors.

With the help of generous donors, we have already opened the Learning Hub. We are convinced that making attendance easier and having the support of Elizabeth House staff and volunteers will greatly enhance the attendance and graduation rate of our clients. Again, through our partnerships, we look forward to developing the community kitchen where parents can come together to work communally to prepare healthy, inexpensive meals for their children.



With the help of volunteers, we have worked to make the current residence more attractive for the women and their children who live there.

Several persons from local and provincial political bodies have made visits to Elizabeth House as we work on raising the community's awareness of Elizabeth House.

Of course, none of this would be possible without the work of our Executive Director, Anitra Bostock, and the two boards of directors.

I would like to express my gratitude to Anitra, her staff, the volunteers, and the boards, without whom none of these exciting projects would see the light of day.

Thank you, thank you, thank you.

**Leigh Johnston**  
President  
Board of Directors

## SECTION 2: DECLARATION REGARDING THE RELIABILITY OF DATA IN THIS ANNUAL REPORT

As Executive Director of Maison Elizabeth House, I am responsible for ensuring the reliability of the information in the Annual Report of Activities and the integrity of the related controls.

The independent firm Richter audited the coherence and plausibility of the information presented in this report. 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 2023-2024 of Maison Elizabeth House:

- accurately describe the mission, mandate, responsibilities, activities, and 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.

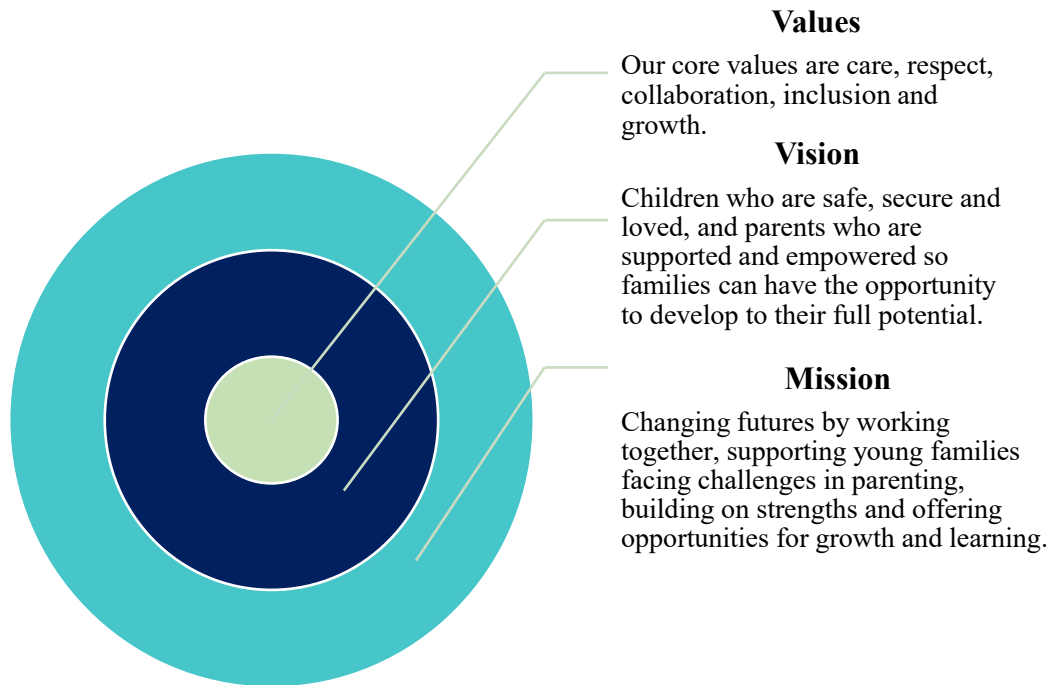
I declare that the data contained in this Annual Report of Activities, as well as the related controls, are reliable and accurately reflect the situation as of March 31, 2023.



**Anitra Bostock**  
Executive Director  
Maison Elizabeth House

# SECTION 3: PRESENTATION OF MAISON ELIZABETH HOUSE AND HIGHLIGHTS OF THE YEAR

## 3.1 About Maison Elizabeth House

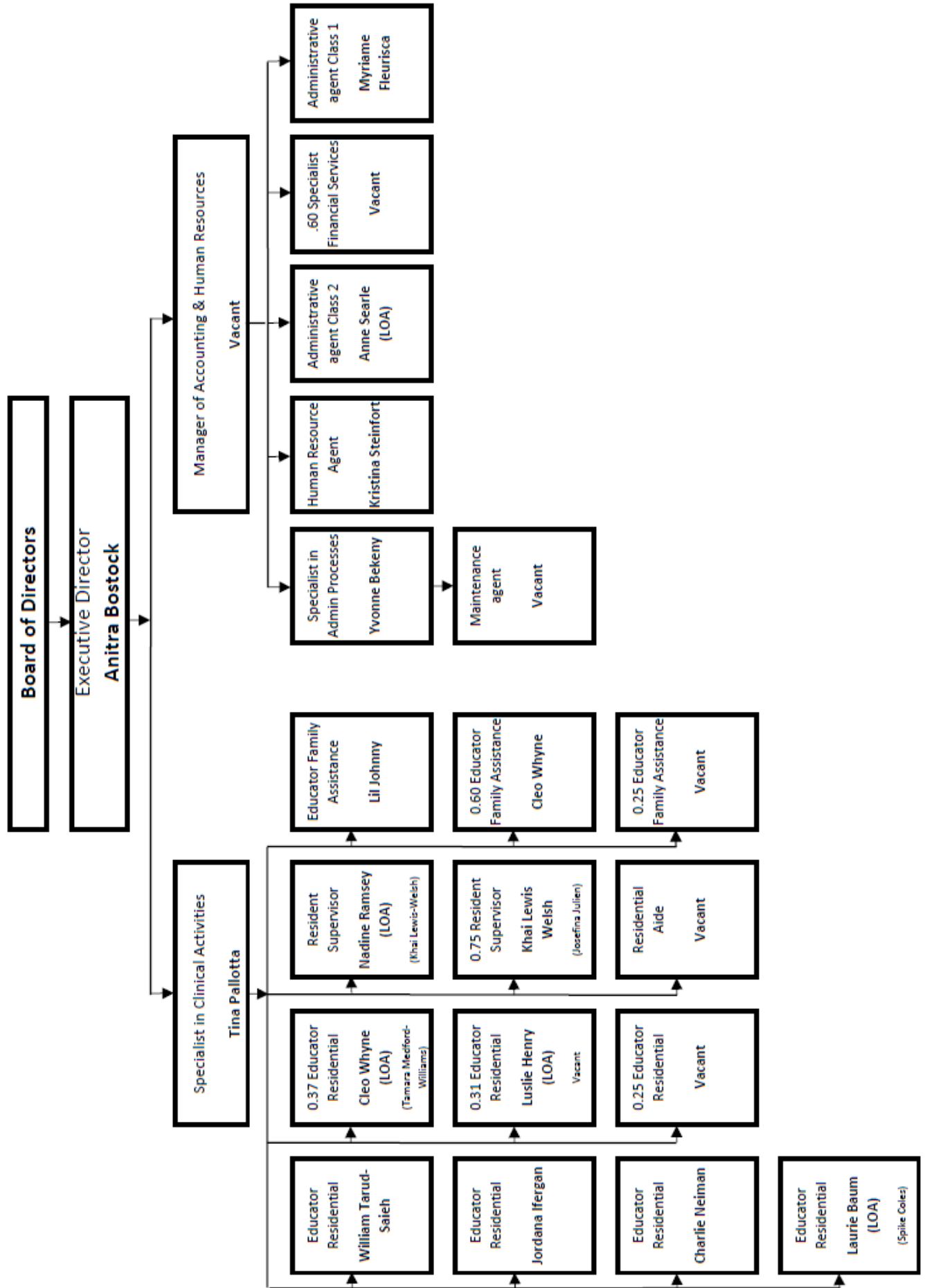


Maison Elizabeth House is a rehabilitation centre that offers a continuum of intervention and support services to families with children aged 0-5 years. We work primarily with young mothers and mothers-to-be who are experiencing serious difficulties adjusting to pregnancy or their role as parents. The 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 dads through external programs. Interventions focus mainly on

optimizing a secure attachment between parents and their children, and the acquisition of parenting and life skills. Maison 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.

# Our organigram

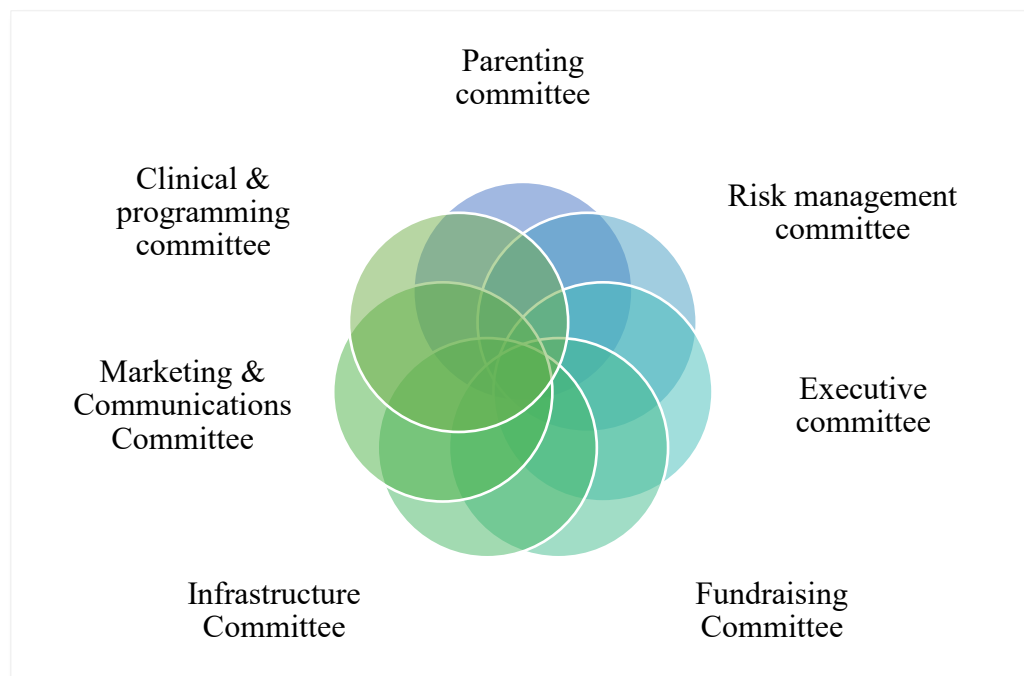
## Elizabeth House Organigram as of March 31, 2024



## 3.2 Board of Directors

Director Name	Board Role	Job Title
Leigh Johnston	President	Retired assistant Executive Director of Batshaw Youth and Family Centres, with experience working and living in Nunavik
Howard Nadler	Vice-President	Retired manager in health and social service
Geneviève Morin	Treasurer	Conseillère principale, Gouvernance financière et Performance opérationnelle, Mouvement Desjardins
Lisa Filice	Director	Executive Director - Projet Jeunesse l'ouest de l'île
Brigid Quinlan	Director	Director, Legal Affairs - Corporate & International Sector, Caisse de dépôt et placement du Québec
Donna Varrica	Director	Semi-retired communications specialist in institutional and educational communications and in the corporate sectors.
Kim St. Hillaire	Director	Director of Human Resources Shriners Hospital for Children® - Canada
Linda Corbeil	Director	Consultant and retired Finance Director from the Health and Social Services sector
Tina Hillenbrand	Director	Director- Orchard House Preschool
Anitra Bostock	Member Ex-officio	Executive Director, Maison Elizabeth House

## Committees and advisory bodies



## Code of Ethics

There was no violation of the Code of Ethics in 2023-2024. The code of ethics can be found at the end of this report.

## Elizabeth House Foundation

Director Name	Board Role	Job Title
Christina Vongas	Interim President	Fractional Executive, Self-employed
Geneviève Morin	Treasurer	Conseillère principale, Gouvernance financière et Performance opérationnelle, Mouvement Desjardins
Anita Chandan	Director	Sr Vice President Inglasco Inc.
David Walsh-Pickering	Director	Citadel Consulting Services - Founder
Kaitlin Common	Director	Manager, In-Flight Service Cabin Crew YUL - Air Canada
Paola Samuel	Director	CEO & Founder of Paola Samuel Mindset Coaching
Elin Oldland	Director	Digital Assets Manager Hatley / The Little Blue House
Anitra Bostock	Member Ex-officio	Executive Director at Maison Elizabeth House

### A Word from the Foundation (Interim) President

First and most importantly, thank you for supporting Maison Elizabeth House. Whether you do so by giving financially, volunteering your time, or advocating for young women and children, we are incredibly grateful.

The last year has been one of significant changes. For one, we've welcomed new faces to our board whose insights, ideas, and experiences will strengthen our purpose and serve the network greatly. We have also spent time deep in conversation about who we are and where we are going together, and a theme that shows up in each dialogue is that of collaboration.



The better part of 2023 was spent on laying out a strategic plan to support the new vision and continue to enhance the lives of our young mothers and their children. 2024 will also involve building

Board committees with specialized expertise to continue supporting our organization's needs and enable us to reach more girls and women in need.

Fundraising is at the forefront of our priorities. We are preparing to launch the most extensive fundraising campaign in Maison Elizabeth House history for our 'Capacity Building'. With support from our community, this project will see us renovate our House to help the next generation of young girls get back on their feet and be able to take care of their babies. Along with bolstering our boards, the global economic recovery from the pandemic combined with Canada's economy outperforming expectations should enable us to achieve our seemingly lofty fundraising goals.

With deep appreciation for our donors and volunteers, we conclude one year and embark on the next energized. We look forward to the path ahead - together.

Sincerely,

**Christina Vongas**  
Interim President,  
The Elizabeth House Foundation

## Our Staff

From left to right: Jason, Jennifer, Cleo, Tina, Anitra, Brenda. Second row: Myriame, Lisset. Top row: Kristina, Heather, Spike, Diana, Lil, Yvonne, Tamara.

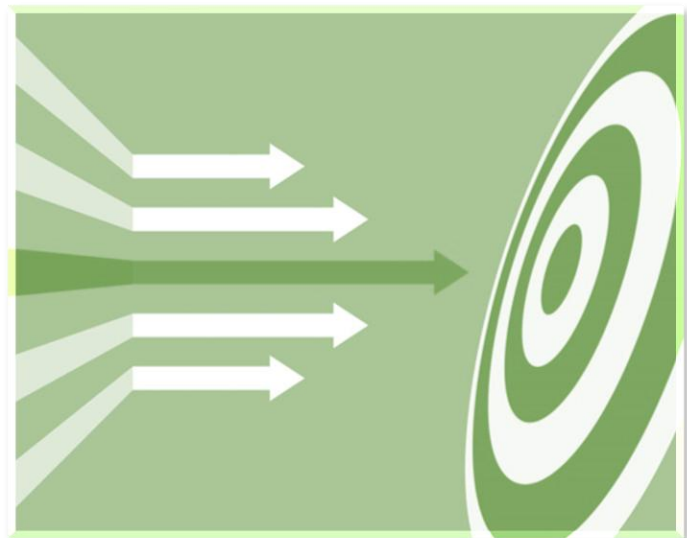


### 3.3 Strategic Plan & Achievements of the Year

This year at Maison Elizabeth House has been marked by significant progress and numerous milestones. We've invested in making our living spaces more inviting and practical, with upgrades to bedrooms that enhance comfort and aesthetics through added artwork and vibrant colours.

This year, we transitioned from planning to action, implementing the objectives outlined in our strategic plan. We developed clear missions for each working committee and expanded our programming to better address diverse client needs and enhance accessibility.

To ensure high standards of service delivery, we are continuously improving staff training programs, fostering professional growth and skill enhancement. We worked on increasing our organizational visibility through targeted marketing, social media campaigns, and community engagement, ensuring sustainable support and a stronger community presence



## Achievements of the Year



**Celebrating Firsts:** 2023 was filled with many "firsts" for the families we support. We celebrated joyous moments such as first steps, first days at school, and graduations, marking important developmental milestones for the children in our care.



**Community Engagement:** Our efforts to raise awareness about our mission and impact saw a notable increase in visitors, including donors and elected officials at the local, provincial, and federal levels. These visits have been crucial in building support and understanding of our work.



**Staff Dedication:** Our staff's dedication has been a cornerstone of our success this year. Their commitment and enthusiasm are driving forces as we prepare for extensive renovations and the expansion of our programming to better serve our community.



**Addressing Critical Issues:** We have begun to tackle pressing issues such as food security and affordable housing. Through partnerships with organizations like Moisson Montreal, we are addressing food insecurity, and our plans to renovate our PATH building aim to double our capacity for transition housing.



**Educational Initiatives:** The launch of the Learning Hub has highlighted the importance of personalized and engaging education. This initiative has demonstrated the positive impact of tailored educational approaches on our residents.



**Celebratory Events:** We hosted several insightful and engaging events this year, including guest speakers for Women's Day, Truth and Reconciliation Day, and Black History Month. These events provided valuable opportunities for reflection, discussion, and learning.



**Social Media Presence:** Our increased activity on social media has allowed us to share our successes more broadly and engage with past clients. These interactions have brought to light many inspiring stories and experiences from those who have benefited from our services.

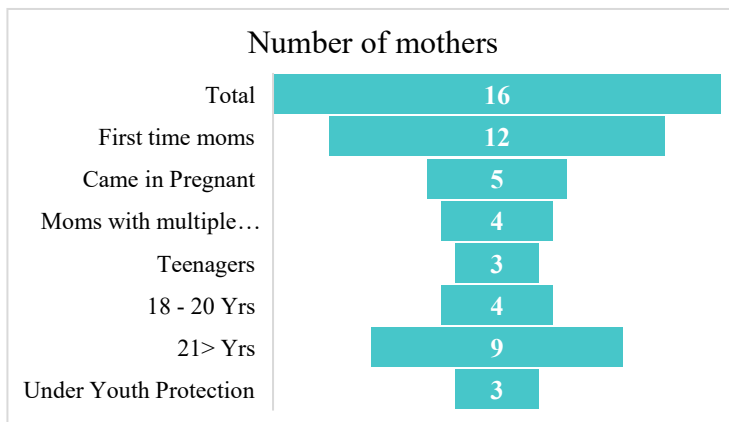
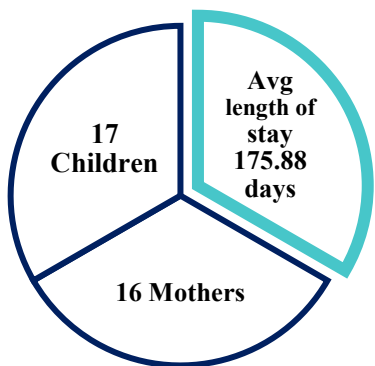


**Looking Forward:** As we move forward, our focus will be on preparing for the next phases of our renovation plans. This involves continued fundraising efforts and the development of architectural drawings. We anticipate a busy year ahead, filled with challenges and opportunities, and we are eager to roll up our sleeves and get to work.

At Maison Elizabeth House, many of our programs intersect, showcasing the comprehensive support we provide to young families. Clients have the opportunity to transition between programs based on their individual needs and the levels of learning and independence they attain.

In the fiscal year 2023-2024, we assisted a total of 90 clients through our residential and various external programs. This number accounts for individual clients who participated in multiple programs, and adjustments were made to eliminate duplicate entries.

## Residential Population Numbers



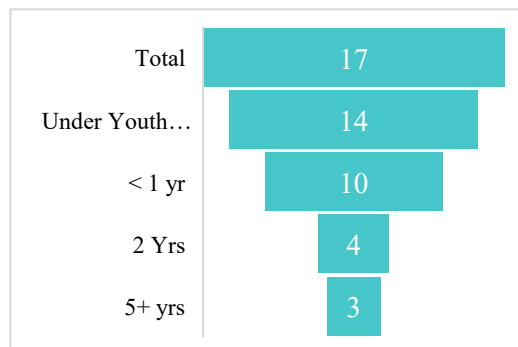
### Number of Mothers

This year, we provided residential services to 16 mothers, a 25% increase from last year. Five moms (31%) were pregnant upon arrival, which highlights the critical support we offer to expectant mothers during this significant life transition. Furthermore, 12 (75%) residents were first-time moms, underscoring the critical role that Maison Elizabeth House plays in providing parenting support and resources to new young mothers.

Additionally, 4 (25%) mothers had multiple children, demonstrating the diverse needs of

families receiving our support. While we received clients of different ages, over half, 56.3%, were above 21 years old, indicating a consistent pattern of older moms over the last few years. Lastly, 3 (18.8%) moms were under the jurisdiction of Youth Protection services, highlighting the complex circumstances and vulnerabilities of some individuals within our care. Our population results this year underline our commitment to providing tailored support and resources to meet the diverse needs of mothers and families seeking our support.

### Number of Children



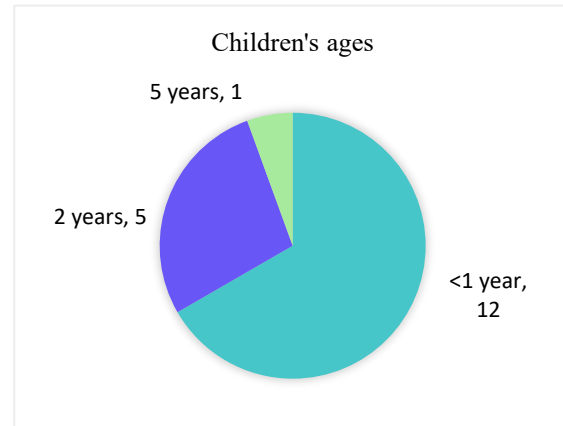
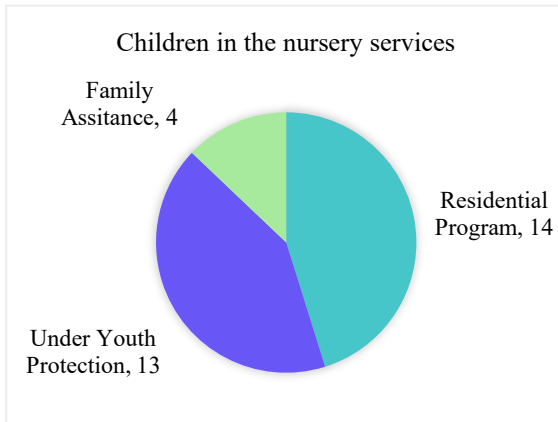
We served 17 children this year. While 4 (23.5%) were 2 years old, more than half, 10 (58.8%), were infants, underlining the need to address their unique needs as they go through early childhood milestones and development.

Moreover, 14 children (82%) were under the Youth Protection services, highlighting the complex circumstances and vulnerabilities faced by a significant portion of the children in our care and stressing our role in ensuring their overall well-being.

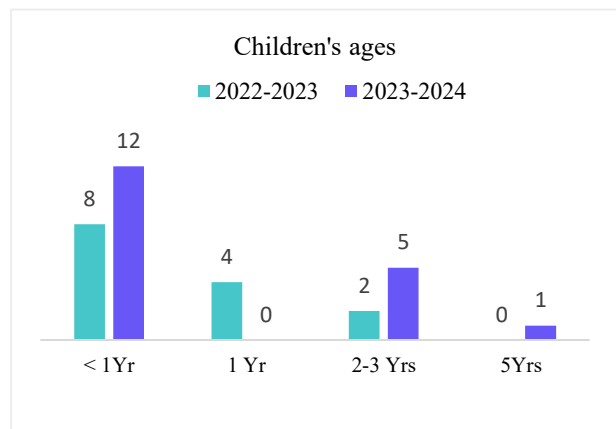
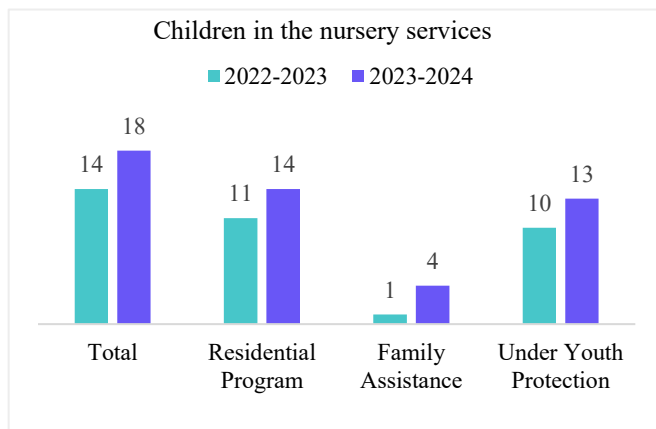
## Nursery Services

Nursery Services allow parents to participate in programming and provide respite periods as needed. They are also available to parents with children aged 0 to 18 months who are continuing their high school studies through the Learning Hub.

This year, our nursery had a total of 18 children in the residential and Family Assistance programs. Twelve children were under 1 year, five were 2 years old, and one was 5 years old.



## Comparison with the previous year



## The Role of Dads

- The role of dads for the children in the Residential Program:
  - 8 out of 17 children had their dads declared on birth certificate, which totals 7 dads (1 dad had multiple children).
  - 1 dad was not declared on his child's birth certificate but played an active role in his child's life.
  - In total, 8 dads played a role in the lives of 9 / 17 children.
    - 1 dad had primary custody of his 2 children.
    - 3 dads had regular visits with their children.
    - 2 dads had limited or supervised contacts with his child either due to distance or personal issues or issues related to Youth Protection involvement.

- 2 dads had occasional visits / phone contact with their child.
- 2 dads with a child in the Residential program were involved with the Family Assistance program.

### **The Role of the Other Parents / Dads in the Family Assistance (FA) Program**

When we started tracking the role of dads in the lives of the children in the residential program, our optimal goal was for the children to have both parents involved in their lives. In tracking the role of dads for the children in FA, we realized we needed to change the wording to ensure we included all parents and not just dads:

- We worked with 1 dad who had primary care of his child, and therefore, we wanted to know the role of the other parent in this case.
- As well we worked with 1 parent who had been part of a same-sex relationship, and they shared children.
- **So, for the children in the Family Assistance program, we tracked the role of the “other parent” (be it mom or dad):**
  - To start off, 18 out of 28 children had both parents declared on their birth certificate = 14 other parents (multiple children).
  - 2 other parents were not declared on their child’s birth certificate but played an active role in their children’s lives.
- **In total, 16 other parents played a role in the lives of 20 / 28 children (71%):**
  - 1 other parent had primary custody of their children.
  - 1 other parent had regular visits with their children.
  - 2 other parents had limited or supervised contacts with their child either due to distance or personal issues or issues related to Youth Protection involvement.
  - 4 other parents had occasional visits / phone contact with their children.
  - 2 other parents had no contact with their child.
  - 7 children were living in 2-parent homes (6 couples). Although we officially worked with 2 couples, living arrangements for the other 4 couples were unofficial or situations where, eventually, the couple returned to living together.
- 2 dads with a child in the Residential program were involved with the Family Assistance program.

This year the number of children in FA that had the involvement of both parents was extremely high.

### **Continuum of Services**

- 6 (out of 16) residential clients were involved with other Maison Elizabeth House programs during the 2023-2024 fiscal year (37.5%):
  - 2 residential clients were in the Education program during the same fiscal year (12.5%).
  - 4 residential clients transferred to/from the Family Assistance (FA) program during the same fiscal year (25%).
- 5 FA clients were also connected with the Residential program in previous fiscal years.
- 4 clients have been involved in all 3 main programs (residential, education and FA) during multiple fiscal years.

### 3.4 The Learning Hub

The Maison Elizabeth House's Learning Hub is a unique and comprehensive centre. It focuses on providing tutoring to help participants obtain a high school certificate. It provides structure and a nurturing space to help participants work at their own pace. The Hub will also provide other learning opportunities by incorporating other essential programming, such as a community kitchen that fosters food security, culinary skills, and budget-friendly cooking.

This innovative concept was born out of an evaluation of our clients' current and future needs. Following the dissolution of our partnership with the EMSB youth sector, the educational component of the program (which was held at Elizabeth High School in Ville Émard) was moved in-house to increase attendance and better serve all our clientele and the community.

Thanks to the generous support from our donors, the Learning Hub was inaugurated in October 2023 and has since become a hub for individuals aspiring to broaden their horizons and work towards their high school diploma. This year, we welcomed three students, one of whom is on track to complete their high school credits.

### 3.5 Programming

This section features the programming provided to our residential and external programs, which are offered to clients year-round. We discuss how these activities and services help clients become better parents, learn essential life skills, and grow emotionally and socially. We also share what made the program successful and suggest ways to sustain and improve them.

While we have several vital programs that are always in circulation, the following programs and events have been the high points of the year: The Learning Hub, the Parenthood Development (PHD) workshop, yoga for moms and babies, summer program, drama therapy, the writing workshop, Black History Month (BHM), the International Women's Day event, community outreach and new partnerships, visits by local and Federal politicians, and Remy's retirement.

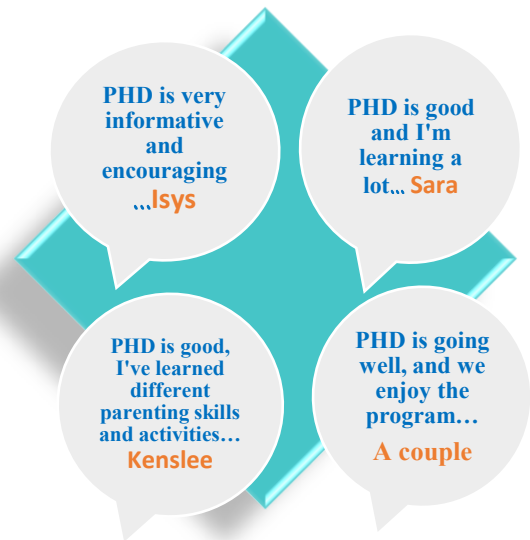


Despite the initial challenges of motivating some clients to attend, many participants have expressed their satisfaction with the centre. They appreciate its proximity to Maison Elizabeth House, its modern and comfortable environment, the on-site tutor, and the volunteers who provide subject-specific support. The availability of up-to-date technology, nursery services, snacks, and bus tickets, among other resources, has also encouraged regular attendance and fostered engagement and productivity.



## The Parenthood Development (PHD) workshop

The PHD workshop is a 10-week educational workshop that focuses on topics such as child development, parenting styles, positive discipline, successful parenting styles, child development, etc.,. The workshop, which will be offered twice a year, is available to all our clients and the community at large. This year, the first cohort of parents completed the program with a lot of engagement. The 8 participants, who were moms, a single dad and a couple, all acknowledged the program's relevance. The next workshop is scheduled for the fall of 2024.



## Yoga for moms and babies



Mindfulness Yoga is offered through our partnership with the Santovas Foundation, which provides trauma-sensitive, mindfulness-based yoga and meditation programs to youths in Quebec. The mindfulness Yoga program at Maison Elizabeth House, which began as a mother-only activity, has evolved over the course of the year into a mother-baby yoga practice, opening up a wealth of growth and opportunity for mother-baby relational interaction.

The instructor, Champa, has been very skilled at helping some of the more reluctant or shy mothers feel comfortable and engage fully in the dynamic of one-on-one yoga with their baby. The mothers have become more aware of their babies'

needs by developing a greater awareness of their facial expressions and watching their babies move through yoga practice. It has been lovely to see all the mothers increase their connectedness with their babies, a vital need for an attentive and safe mother/baby dynamic in other areas of life.

One mother expressed how much she loved the yoga sessions. She did not see her son regularly and greatly enjoyed the days he visited, and they attended yoga. She felt the yoga sessions helped her feel close to her son, for him to know her better, and for him to feel he could rely on her. An immensely successful program, yoga continues to help mothers and babies flourish.

## **First Aid & CPR for moms**

This year, we also started offering First Aid and CPR training to our young moms thanks to funding from a donor specifically designated for this activity. Given the critical need for these skills, we recognize that providing this training to young moms is essential for equipping them with life-saving skills and confidence in responding to emergencies.

With this training, young mothers gain the capability to act decisively during critical situations, potentially saving lives and ensuring the safety of their babies and anyone in an emergency. This year, the first group of young moms took the training, and given the turnover rate of our clients, we plan to provide it twice a year so we can continue to ensure the health and safety of young families.



## **Drama Therapy for moms and children**

Maison Elizabeth House benefited from internships through Concordia University's Department of Creative Arts Therapies. We were able to offer drama therapy to our clients this year. This activity was facilitated by one of our interns who conducted individual sessions and both dyadic mother-child drama therapy and

group drama therapy sessions. This activity has been instrumental in providing our clients with a unique avenue for emotional expression and self-discovery. Drama therapy offered a safe and supportive environment for clients to explore and process their thoughts, feelings, and experiences through creative expression and role-play.

## **Writing Workshop Presentation**

Following two months of weekly workshop sessions facilitated by writer Nadine Neema and managed by Maison Elizabeth House educator Tamara Medford-Williams, Writer's Corner zine was produced at Maison Elizabeth House as part of the Writers in the Community, a program run by the Quebec Writers' Federation.

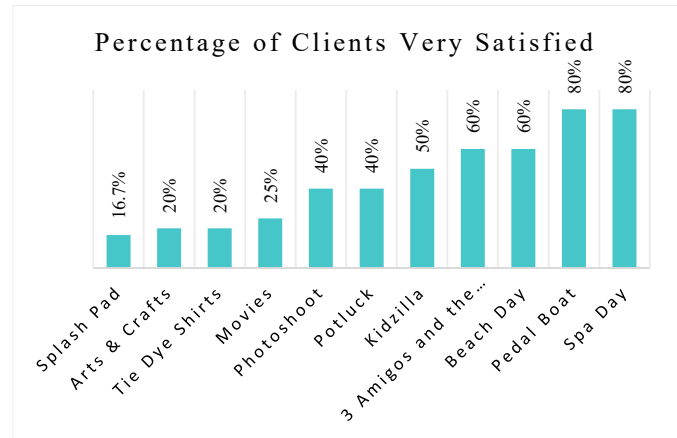
The clients were extremely proud of the work they produced and were excited to share their work. They presented their final work to an audience of their peers, invited guests, staff, and board members. Some presentations were poignant; others were very animated, making them come to life, and others incorporated sound effects into their storytelling. We are truly proud of all those who participated in this activity.



## Summer Program: Embracing Wellness and Self-Care

For our yearly summer program, we organized various vibrant and enriching outdoor activities designed to promote community involvement, wellness and self-care for our clients. These activities offered a blend of relaxation, recreation, and bonding opportunities, catering to both mothers and their children.

Central to the program were activities tailored specifically for moms. From a spa day and serene pedal boat rides to refreshing splash pad sessions, moms had the chance to refresh while fostering connections with other moms. Movie time offered cozy moments of relaxation, while a field trip to the 3 Amigos & Arcade allowed moms to build and strengthen friendships.



In line with our commitment to holistic rehabilitation, we also featured leisure activities for both moms and children to bond. The arts and crafts activity was a moment to express creativity, while a photo session captured special moments for these young families. The trip to the amusement park, the potluck picnic, and the tie-and-dye activity further encouraged a sense of bonding and community, creating memories. Throughout the program, our focus was to foster well-being and strengthen the bonds within our Maison Elizabeth House and Family Assistance community, ensuring that summer was a time for fun and an opportunity for moms to prioritize their self-care. Participants reported that their children enjoyed the program and would like to do these activities again. The chart shows the percentage of participants' satisfaction with each activity.

## Black History Month



Black History Month (BHM) was yet another opportunity to honour the rich heritage, resilience, and contributions of Black Canadians. During the BHM, we organized several events to commemorate the pioneer leaders and cultural icons whose impact inspires us and continues to shape the diversity of our

communities. As a tradition at Maison Elizabeth House, we started off by setting up a symbolic artifacts corner in our conference room, and later in the month, we hosted an inspiring guest speaker, Pat Dillon-Moore, a radio broadcaster and an actress who shared her journey and relatable experiences of resilience as a young mom and a black woman growing up in Quebec. We wrapped up the BHM events with a staff night out where everyone enjoyed dinner with a variety of ethnic delicacies at a Haitian restaurant.

### **International Women's Day (Women in Politics)**

At Maison Elizabeth House, we're always proud to honour the women who inspire us every day. Our International Women's Day celebrations were marked by an insightful and empowering forum, with a panel of guest speakers who shared their journeys into politics and emphasized the crucial role of political awareness and engagement. While this day is always an opportunity to celebrate the incredible strength and achievements of women worldwide, this year, we chose to highlight women in politics at the municipal, provincial and federal levels.

As we reflect on the pertinent discussions shared during this forum, it becomes

evident that highlighting women's representation in politics at all levels underlines the importance of gender equality in decision-making roles and offers an opportunity to continue meaningful dialogue and action. We are grateful for all the women who participated in this engaging event.



### **New Partnerships and Community Engagements**

We were pleased to host local MNAs and the mayor of Notre-Dame-de-Grâce (NDG). During Désirée McGraw's and Jennifer Maccarone's visit, they focused on building partnerships and exploring collaboration opportunities to empower our organization.

The Mayor of NDG, Gracia Kasoki Katahwa, visited to learn more about our services, and we expressed our mutual interest in a potential partnership and collaboration with the NDG borough.



These visits also served as a platform to communicate the real impact of our services, reinforcing the importance of community engagement and support from key local stakeholders.

## Honouring Remy's 34-Year Legacy at Maison Elizabeth House

Staff and clients bid farewell to Remy Lasaten, the longest-serving staff member who retired after 34 years of service at Maison Elizabeth House. Her departure was received with mixed emotions: happiness for a well-deserved retirement but also for a huge vacuum that would take a while to fill. Remy's consistent work exemplifies the values that define our organization, embodying compassion and commitment to services. As we continue to experience nostalgia about her remarkable contributions, the countless meals prepared with love, and the enduring relationships she fostered with clients and staff, we honour the service of this esteemed staff member and reaffirm our commitment to ensuring that her influence and legacy live on.



*Remy at Maison Elizabeth House in the 1990s*



# Administrative Report

## Human Resources

In the past year, our team has demonstrated exceptional collaboration and innovation in designing our programs. As a result, we've witnessed a notable increase in staff retention, a testament to our efforts in fostering a collaborative environment. Moreover, we're dedicated to further enhancing our team's capabilities through increased training and robust team-building activities.

## Finance / Accounting

Our Finance and Accounting department focused on restructuring and training, resulting in a highly efficient team. Our streamlined schedules and processes, along with the digitization of invoices and vendor payments, have not only reduced paper but also enhanced workflow efficiency. These initiatives have collectively fortified our department, enabling us to better support the organization's financial needs.

## Information Technology

We are seeing increased traction on our social media posts, which has helped us reconnect with previous clients. Our quarterly newsletters keep donors and connections updated on the happenings at Maison Elizabeth House and help us share our story. We've also added additional accessible laptops for clients, enabling them to complete schoolwork, fill out important documents, and our writing workshops.

## Maintenance

As we plan our renovations, we have obtained 3D renderings and CAD drawings of both houses to aid in finding an architectural firm to realize our vision. Throughout the year, we've been sorting and purging old items. We've also made minor upgrades to enhance functionality, including fresh paint, new art, bedding, and curtains in client bedrooms for a cozy feel. Additionally, we installed a water filtration system to remove lead from our water. We're pleased to welcome Jason and Martin to our maintenance team, whose energy and quality work has been a wonderful addition.



## Archive Project

With 85% of the archiving of the Elizabeth House documents completed, we are one step closer to moving on to other related projects. We plan on developing a Digitization Policy and Procedure that may be integrated into the existing Archive and Historical Documentation Policy and Procedure Manual or kept as a separate entity. Upon approval of the aforementioned policy by the Elizabeth House Board of Directors, work will begin on digitizing the important documents within the organization.

Other notable highlights of the year include the destruction of 405 boxes of documents by Shred-It since 2016. Discussions will follow regarding requests for Maison Elizabeth House's confidential client file information and

determining the criteria for its potential distribution.

Concordia student Janet Lewis's thesis defining the transition of the Sheltering Home of Montreal to Elizabeth House between 1960 and 1975 has been suspended until 2025. Currently, Ms. Lewis's busy schedule does not permit her to commit more time to focus on this undertaking.

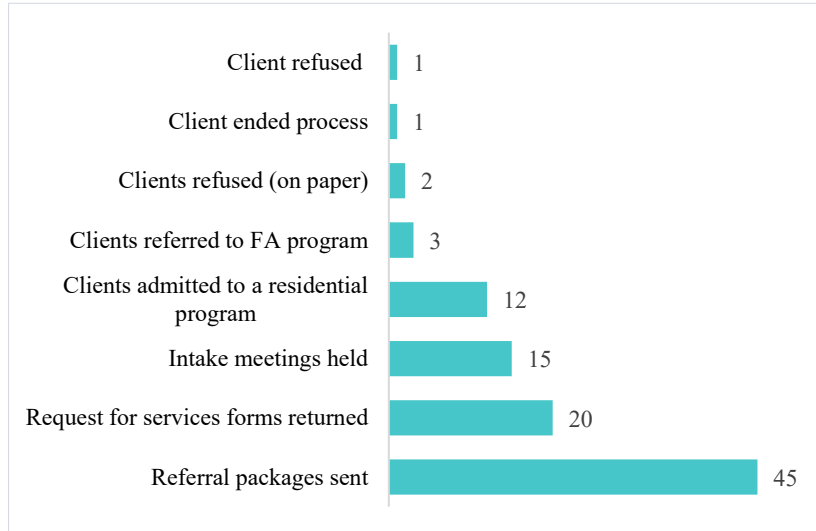
Long-term goals: Overseeing the preservation of an E.H. reel-to-reel film to assess its condition and historical value and the probable destruction of the old floppy disks and Zip files. Additionally, a relocation of the archives will be looked into further, with renovation plans looming at P.A.T.H. within the next year or two.



*Some of 405 boxes of documents destroyed by Shred-it since 2016.*

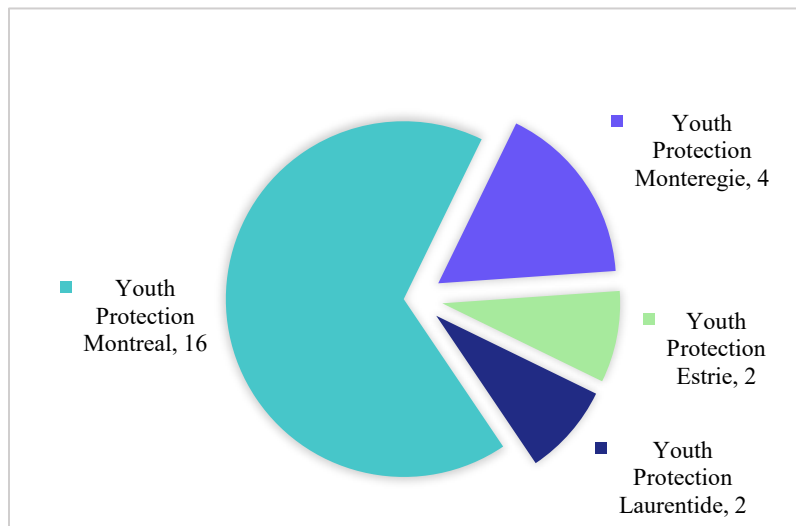
# SECTION 4: PARTNERSHIPS, COLLABORATIONS AND COMMUNITY LINKS

## 4.1 Intakes



## 4.2 Client referral

- We received 21 client referrals from community resources.
- The following Youth Protection services referred 24 clients to us this year:



### 4.3 Support for our Clients, Staff and Organization

As we continue to put the pandemic behind us and have resumed collaborating with our community partners, we received community support, collaborations, and resources from the following organizations:

1. Aspire Program
2. Lakeshore Hospital (Clinique externe de psychiatrie)
3. KSCS Kahnawake
4. CIUSSS CHUS de l'Estrie
5. Maison Transitionnelles O3
6. Chez Doris
7. Douglas Hospital
8. Le Parados
9. Montreal Diet Dispensary
10. Se tenir debout (Missionary organization)
11. CLSC Metro
12. Maison le Paravent
13. CLSC Petite-Patrie
14. CLSC Benny Farm
15. La Maison Bleue de St Michel
16. Quebec Vie (pro-life organization)
17. Old Brewery Mission
18. Legal Law Firm
19. Family Assistance (EH)
20. Elizabeth High School
21. ACDPN
22. QBBE (Québec Board of Black Educators)
23. CJE (NDG)
24. DEAL (Distance Education for All Learners)
25. Fondation Enfant Jeunesse



# SECTION 5: RISK MANAGEMENT AND QUALITY IMPROVEMENT

## 5.1 Accreditation

To prepare for accreditation in 2025, we are focusing on addressing any unmet criteria from 2021 and enhancing our governance, leadership, and rehabilitation services. We are thoroughly reviewing the 2021 accreditation report to identify gaps and develop SMART action plans to address each unmet criterion.

We are committed to a client-centred approach by developing individualized rehabilitation plans, implementing empowerment programs, and using outcome measurement tools to track progress. Leveraging technology and innovation, we will integrate digital tools and data analytics and expand programming to enhance service delivery. Continuous improvement will be maintained through benchmarking, regular self-assessments, and establishing feedback loops with staff, clients, and stakeholders.

Through transparent communication and systematic efforts, we aim to achieve successful accreditation in 2025 and ensure high-quality service delivery for our clients.

## 5.2 The Safe Provision of Care and Services

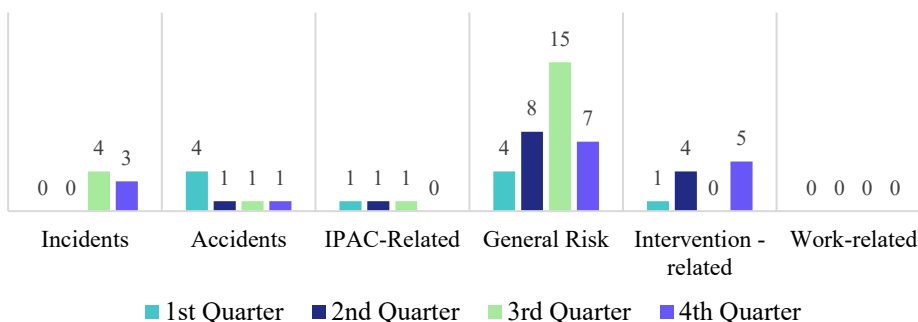
Maison Elizabeth House is dedicated to enhancing safety and service quality while upholding its obligations under the law on Health and Social Services. Moreover, the organization has implemented its own system to monitor and disclose risky events that do not fall within the legal definitions of incidents and accidents.

As a result, comprehensive surveillance of various types of risk situations that could compromise the health, safety, and security of clients, students, visitors, volunteers, and staff is ensured. We also ensure the involvement of all the relevant people mentioned in our culture of risk prevention and reporting by providing them with proper safety orientation from the moment they become associated with Maison Elizabeth House.

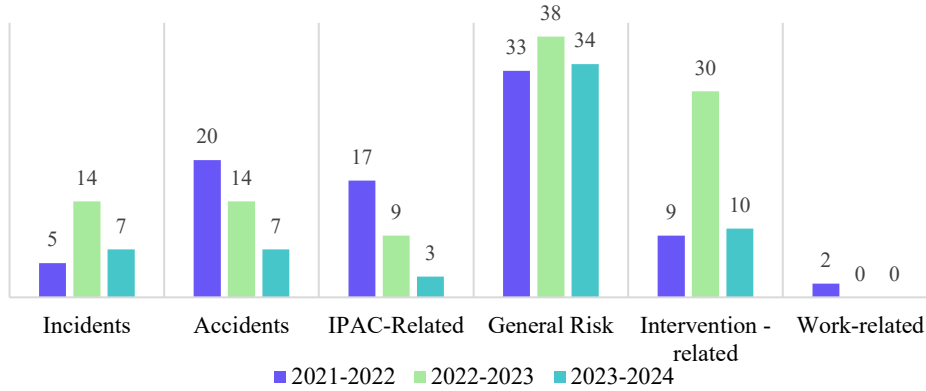
The risk manager and the Quality Improvement Committee oversee the process, while departmental management ensures ongoing follow-up and rapid interventions as needed.

### Incidents/Accidents and Events

Comparison between quarters



### Comparison with previous years



### Overall Trends

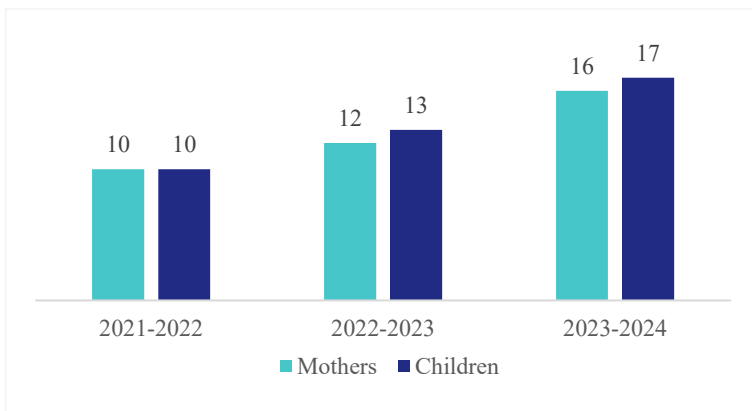
During the year, there were variations in the occurrences of incidents, accidents, and general risk-related events. While no incidents were reported during the first two quarters, 7 incidents were reported in the third and fourth quarters. One of the incidents was medication-related, while the rest were different types of incidents.

We saw a steady decline in accidents throughout the year, starting with 4 incidents in the first quarter and down to one reported during each quarter for the rest of the year. While three Infection Prevention and Control (IPAC)-related incidents were reported throughout the year, we recorded a high frequency of events in the general risk category, with a noticeable peak in the third

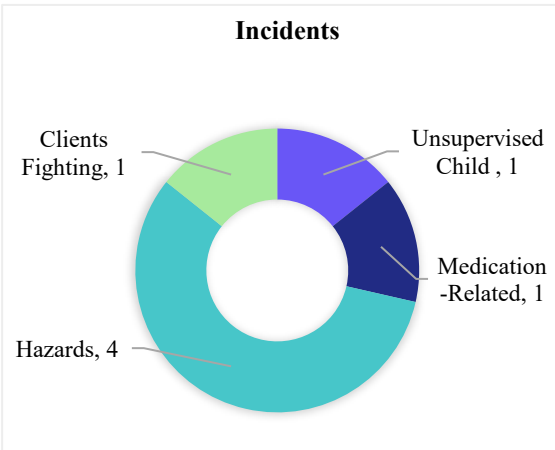
quarter. A total of 34 events were reported, with 11.7% (4) related to a stove burner or the oven left on, 11.7% (4) related to building/equipment, and 76.6% (26) events were wide-ranging. Ten intervention-related events were reported, with a fluctuating trend in the first three quarters and a sharp rise during the fourth quarter. This year, we did not record any work-related events.

An overall comparison with previous years shows a consistent decline in accidents, IPAC and work-related events, while we see continuous variations in incidents and intervention-related events within the last three years. We also observe that during the same period, general risks have remained steadily on the high side.

### Comparison of Number of Clients



## 1. Incidents

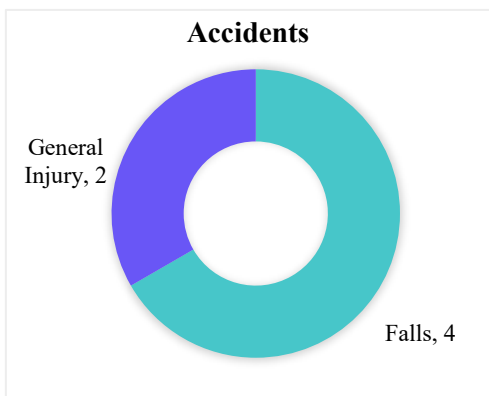


### Analysis

This year, out of 7 reported incidents, one involved medication, one involved an unsupervised child, and the rest were diverse hazardous situations. All incidents were quickly reported, and the supervisor applied necessary interventions immediately. Nonetheless, given the increasing number and high turnover of clients in the residence, these incidents emphasize the importance of diligent adherence to medication administration procedures and security protocols and maintaining a safe environment to prevent conflicts that may arise between residents.

Incidents	Description
Unsupervised Child	A child threw a paintbrush at a staff member holding a baby
Medication-Related	A mother gave her child 1.5 ml of medication when she should have given him 1 ml.
Hazards/others	A student intern let an unknown man into the building. A child swallowed a coin. A dad who was scheduled to pick up his daughter at Maison Elizabeth House did not show up. He had been making numerous abusive phone calls to the child's mom, saying he had a paternity test done and that he was not the dad of the child. The police were called.
Clients Fighting	A client sat on a broken chair, and a piece of wood scraped her buttock. A client punched another client, pulling some hair and breaking her glasses.

## 2. Accidents



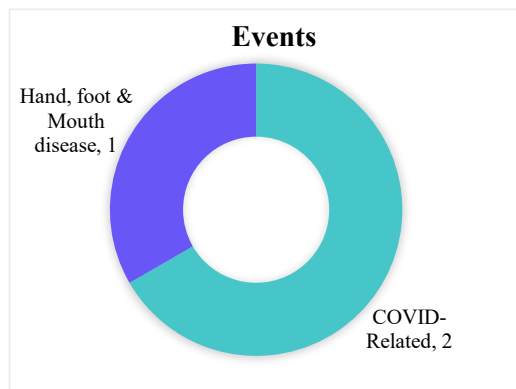
Accidents	Description
General Injury	A child's finger was scraped by an opened door. A child cut his genitals while sitting on the potty.
Falls	A baby fell on his arm. A mom fell on the stairs. One mom tripped in her room. A child fell out of his crib.

### Analysis

Accidents were addressed in a timely manner with the necessary first aid treatment and replacement of broken equipment. We continue to highlight the importance of reinforcing child safety measures, supervision, and awareness of potential hazards present in the House. Clients are encouraged to be more vigilant and proactive to ensure a safer environment for themselves and their children, reducing the likelihood of accidents and injuries.

### 3. Events

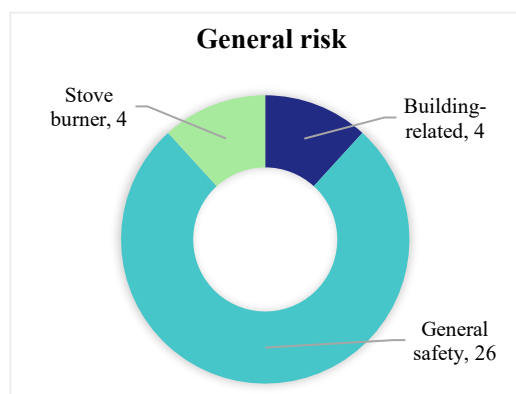
#### a) Infection Prevention and Control



#### Analysis

As we continue to see a significant decline in COVID-19, IPAC events were considerably fewer this year compared to last year. We recorded 2 cases of COVID-19 and a child who was infected with hand, foot, and mouth disease. Both events were quickly brought under control, with several days of isolation for those infected and all staff notified.

#### b) General Risk Events

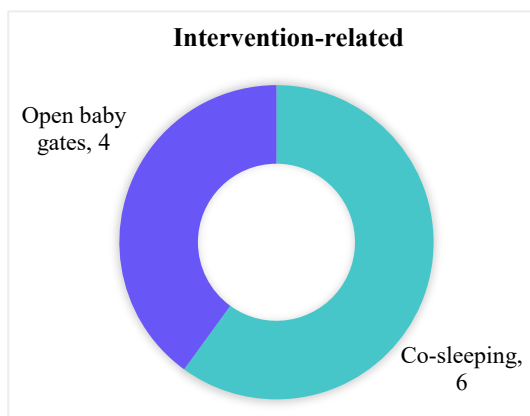


#### Analysis

General risk events were slightly fewer this year compared to last year. Children were left unattended 6 times, with 2 children locking themselves in the pantry and bathroom. In these instances, staff reminded and cautioned moms of the dangers of leaving their children unattended. We also observed that the stove burners and/or oven were left on 4 (11.8%) times. Clients and staff were reminded to remember to turn off the stove after each use.

Given that the stove is quite old and some of its temperature indicators are worn out, we also invested in purchasing a new stove so that all instructions are visible to everyone using the stove. Twenty-six other events (76.4%) were hazardous objects found on the floors, like sewing needles and small screws, door alarms going off, and potential allergens brought into the building etc. All 4 (11.8%) building/equipment-related events were promptly investigated and addressed. Most events were a result of the increasing number of clients this year and some wear and tear in some of our equipment and furniture. We provided regular feedback to staff around these reports.

#### c) Intervention-Related Events



#### Analysis

This year, intervention events declined sharply by 67% compared to last year. Of the 10 interventions reported, 6 (60%) were co-sleeping situations, and 4 (40%) were baby gates left open. All co-sleeping interventions were immediately addressed by staff and reported to the supervisor while baby gates were closed right away and clients advised.

#### **d) Work-Related Events**

Once again, this year, no work-related events were reported.

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

- Fire Safety reminders
- Emergency Go-bag and contents verified
- First Aid kits updated

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

- Fire drills
- Program with clients included Falls Prevention, Kitchen safety, Child-Proofing and Sleep Safety.
- Service de sécurité incendie de Montréal (SIM) Fire Safety and Prevention occurred on 2 occasions
- New stove ordered
- Clients were reminded of the importance of getting both themselves and their children vaccinated, given the outbreak of Measles in the rest of Canada

#### **COVID-19**

Covid-19 is treated more like the flu, as per the Quebec Health Directives. Regular surface disinfection and protocols remain in place.

#### **Follow-up and objectives from 2022-2023**

- Continue to provide regular feedback to clients on risk management issues during resident meetings and the User Committee. (Accreditation unmet standard)
- 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 Maison Elizabeth House do not include any form of measures of control. Alternatives, such as non-physical crisis intervention or police assistance, are favoured. 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, or alternatives such as police assistance this year.

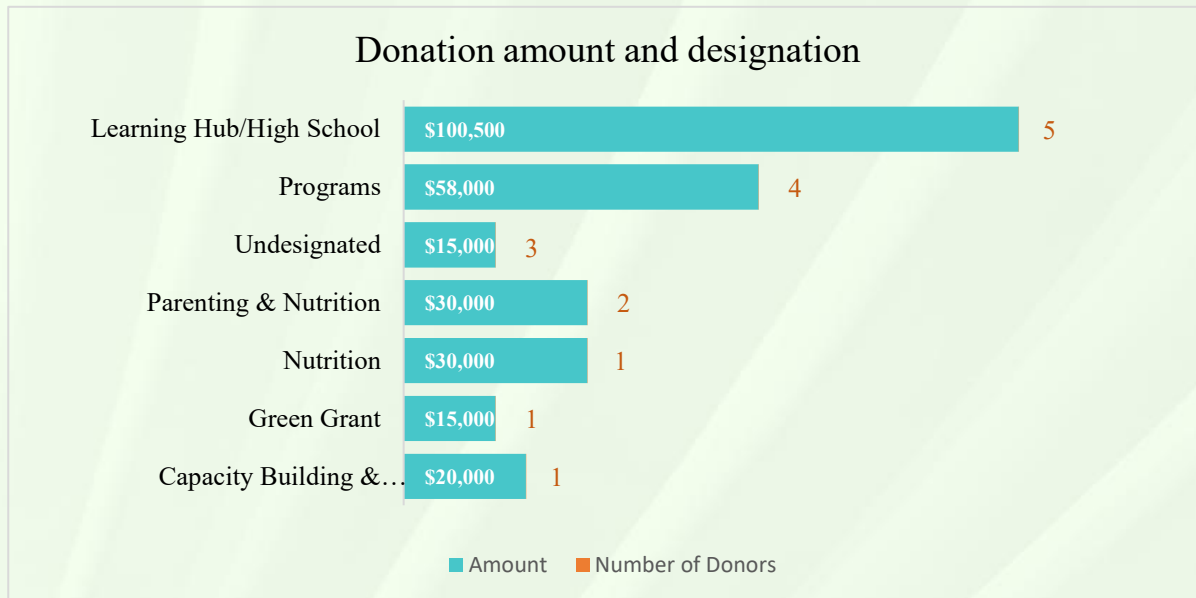
#### **Report on the Activities of the Service Quality Vigilance Committee**

The Service Quality Vigilance Committee met via Zoom four times this year: on July 25, 2023; October 17, 2023; January 16, 2024; and April 23, 2024. 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, and ensured that clients were aware of their rights.

### **5.3 Report on the Activities of the Service Quality and Complaints Commissioner**

This year, the Office of the Commissioner received one (1) complaint about the general ministerial motives of Organisation des ressources matérielles and relations interpersonnelles and one (1) assistance regarding users' rights. Staff at Elizabeth House took the opportunity five (5) times to consult the Office of the Commissioner on various topics. The Commissioner would like to emphasize the great collaboration the institution has maintained with his office since the devolution of power in May 2021. A detailed report will be added soon.

## SECTION 6: DONATIONS AND FUNDRAISING



This year, we embarked on an ambitious fundraising project to enhance our capacity and renovate our two buildings. Our goal is to increase our operational capabilities and expand programs and accommodation for our clients. To realize this project, we hired a fundraising consultant who has been passionately engaged in the process, and we are proud to have raised a total of \$240,500 through direct outreach to 16 family foundations. While this amount is double our initial projections for the first year, we are exceptionally thankful to all our new and existing donors who made this possible. Moreover, we continued to receive donations from individuals, groups, and partner organizations who are touched by our mission. We are thrilled by all your financial support and gifts in kind, which make it easy for us to move our mission forward.

Donations were designated for specific initiatives that we identified as pertinent to realizing our strategic goals within the next couple of years.

Our donation trends so far reveal a strong interest in education-related initiatives. The significant contribution to the Learning Hub underscores keen attention to education and youth empowerment, which we have identified as the cornerstone for breaking the cycle of poverty among young, vulnerable families.

Donations towards general well-being, parenting, nutrition, and programs indicate a shared commitment to fostering holistic well-being within our community. As we continue our fundraising project, we express our sincere appreciation to all our donors, whose generosity has enabled us to impact lives within our community in different ways. We are also grateful for all the donations in kind from our supporters and partners, who provided essential products to our clients. Through your support, we have made significant progress in enhancing programs and promoting sustainable practices within our organization. Looking ahead, we remain committed to our vision of creating a thriving and equitable community driven by the collective efforts of our donors, volunteers, and stakeholders.

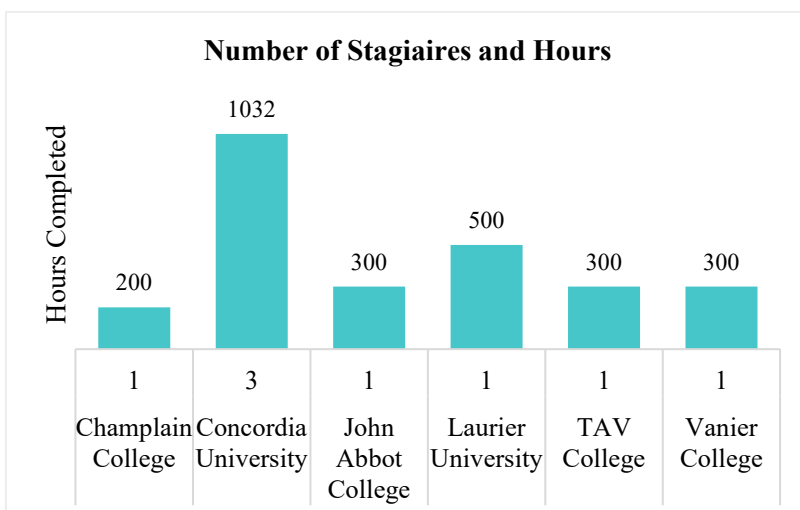
## SECTION 7: HUMAN RESOURCES

### 7.1 Staffing levels

	Nombre d'emploi au 31 mars 2024	Nombre d'ETC en 2023-2024
2- Personnel paratechnique, service auxiliaires et métiers	7	4.15
3- Personnel de bureau, techniciens et professionnels de l'administration	4	3.6
4- Techniciens et professionnels de la santé et des services sociaux	15	9.55
6- Personnel d'encadrement	1	1
<b>Total</b>	<b>27</b>	<b>18.30</b>

Maison Elizabeth House operated with 12 permanent full-time and 2 permanent part-time employees. There were 7 educators, 4 night attendants, 1 Residential Aide and 1 maintenance worker on the on-call list, working replacement shifts as needed for a total of 27 employees = 18.30 full-time equivalent positions.

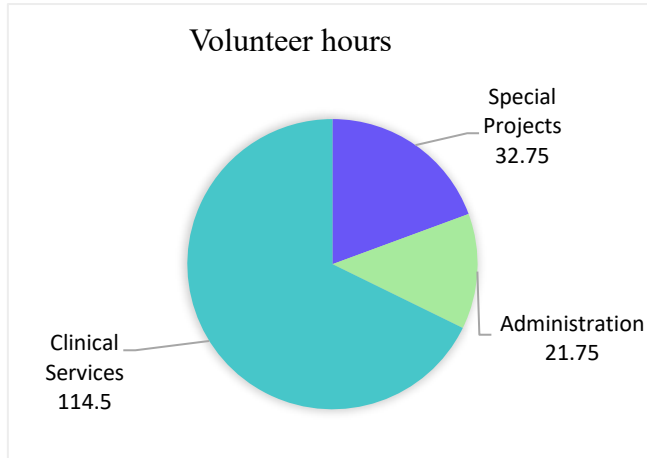
### 7.2 Students / Interns



We are always pleased to welcome college / university students and give them the opportunity for hands-on experience. This year, we supported 8 students from 6 institutions who contributed a total of 2632 hours of work. We supported three interns from Concordia University who dedicated 1,032 hours of learning, while interns from Champlain College, John Abbott College, Vanier College, TAV College, and Laurier University contributed a combined total of 1,600 hours. We

appreciate the work done by these students and the collaboration with the academic community to support us while providing valuable learning experiences for students. This enriches our programs and services, fosters a relationship with educational institutions, and empowers both our clients and the next generation of professionals.

## 7.3 Volunteers



This year, we witnessed a remarkable surge in volunteer engagement, with a significant increase of over 35% in volunteer hours compared to the previous year. Twenty-six volunteers contributed a total of 169 hours, enhancing our capacity to deliver essential services and programs. Seven volunteers focused on clinical services, providing 114.5 (68%) hours of support, primarily in our nursery.

Two volunteers offered 21.75 (13%) hours in administrative support, while 17 volunteers dedicated 32.75 (19%) hours to special projects,

ranging from painting, photography, equipment installation, inventory, shredding and assembling furniture. Their collective efforts have been invaluable, and we extend our deepest gratitude to each volunteer for their steadfast commitment to our organization.

## 7.4 Testimonials from Clients and Staff

*“Maison Elizabeth House welcomed me when I was being released from jail, seven months pregnant, nowhere safe to go, and in need of structure to secure my release before giving birth. It was a hard sell at first because they hadn't had this specific clientele in the past (I was 22 at the time and incarcerated at Maison Tanguay - 1989), but they believed in me and gave me a chance.*

*Without Maison Elizabeth House, my reintegration would've been much harder, and I might not have lived through that horrid situation. The support, encouragement, and feeling of community were important factors for my safety and well-being and, by extension, that of my children. It was the springboard to full reintegration and independence, and I will always be grateful for my time there. Funnily enough, my own daughter also went to Maison Elizabeth House for a short period when she was pregnant with my first grandchild. If I would recommend Maison Elizabeth House to my daughter, you know I would recommend it to anyone who is struggling during their pregnancy and needs a soft landing before the real work begins after the birth of their child”.*

**-Liane Berry, former resident**





*“As a YP worker for over 36 years and recently retired, I was excited to join the Maison Elizabeth House team on a casual basis.*

*I have enjoyed providing supports that begin at the very start of life! It has also been wonderful to be part of a new initiative of EH that provides one-on-one support to mothers and babies immediately following birth to ensure that extra care and attention is provided to optimize the healing and bonding process.*

*I was delighted to have been involved and look forward to having that initiative assimilated into the regular programming. I look forward to my ongoing involvement with the EH program.”*

**- JB, a staff**

*“My journey at Maison Elizabeth House started in February after my original stage placement didn’t work out, and I ended up here where I believe I should have been from the start. The staff and clients made me feel welcome, and every day was a new learning experience. I learned many new skills by observing the staff, and I was given multiple opportunities to perform interventions independently, where staff encouraged and supported me.*

*Once my stage was coming to an end, I was offered the chance to become a full-time educator. I knew I couldn’t pass up on this incredible opportunity. Working here has been a wonderful experience; I am challenged every day, and the support I receive daily from coworkers is extremely encouraging for someone who is young and new to the field. I am lucky that I have been given the chance to work here, you can definitely say that doing my stage at Maison Elizabeth House was meant to be.”*

**- Charlie N**



*“I had a wonderful experience volunteering at Maison Elizabeth House. Caring for the little ones was rewarding work, and the staff and volunteer team were very kind and welcoming. I can’t wait to return in the fall!”*

**– Helen C.**



*“I volunteered at Elizabeth House in the late 1990’s. I realized then, as I do now, that the clients are “children raising children”. Without the full support and encompassing programming offered by this organization, these girls would be lost.*

*I am thankful to have witnessed its success since being hired as the archivist in 2016. Teaching the clients the value of becoming independent individuals and completing their high school education. Of equal importance in taking on the responsibility of raising their children in a safe and secure environment.*

*Elizabeth House will always have a special place in my heart on a personal and professional level. I know that my donation will help provide the means to inspire hope, knowledge, and a positive sense of direction to those who need it the most.”*

**- Brenda Beaudoin, Archivist**

## SECTION 8: FINANCIAL RESOURCES

Use of financial resources by program						
	2023 – 2024		2022 – 2023		Variance	
	Expenses	%	Expenses	%	Amount	%
<b>Programs - Services</b>						
<b>Public Health</b>	-	0%	-	0%	-	0,00%
<b>Youth in difficulty</b>	\$1 024 418	53,65%	\$ 879 044	49,82%	\$145 374	100,33%
<b>(Clinical Programs, Youth health &amp; others)</b>						
<b>Support Programs</b>						
<b>Administration</b>	\$700 981	36,71%	\$694 882	39,38%	\$ 6 099	4,21%
<b>(Administration, IT &amp; others)</b>						
<b>Support Services</b>	\$ 27 527	1,44%	\$26 358	1,49%	\$ 1 169	0,80%
<b>(Food services &amp; others)</b>						
<b>Building and Equipment Management</b>	\$156 494	8,20%	\$164 241	9,31%	(\$7 747)	-5,34%
<b>(Hygiene, safety, functioning &amp; Maintenance)</b>						
<b>Total</b>	<b>\$1 909 420</b>	<b>100%</b>	<b>\$1 764 525</b>	<b>100%</b>	<b>\$144 895</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 expenditure 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 2023-2024 with a surplus of 91 901\$.

We rely on the continuous support of the Elizabeth House Foundation to supplement the operating budget for needs related to client services, safety and program equipment replacement.

## **SECTION 9: OBSERVATIONS REPORTED BY INDEPENDENT AUDITOR**

[CLICK HERE](#) to view the report.

## **SECTION 10: DISCLOSURE OF WRONG-DOING IN THE WORKPLACE**

There were no reports of wrongdoing at Elizabeth House in 2023-2024

# ANNEX 1: CODE OF ETHICS

## Code of Ethics

- *Originally approved by Board of Directors: June 2003*
  - *Updated: July 2021, 2018*
  - *Latest update approved by the 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 judgments.**

#### **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 dads 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 recognizing ways other individuals or organizations can contribute to the well-being of young mothers and children;
- Building partnerships with other professionals and /or organizations and referring 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 well-being 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, or 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 support to do so;
- Informing clients and their families of their right to make a complaint, and assisting them if requested or required.

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- 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 that 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:

- Prioritizing the interests of Elizabeth House and our clients when discussing any business related to the agency with private individuals and outside organizations;
- Making 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 that can have an impact on the safety of clients and staff;
- Working on conflict resolution in a manner that 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 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 disciplinary action depending on intent and severity.