

2018

annual report



Letter from the **Board Chair** and the **Executive Director**

Dear Friends,

Over the past year, Chisholm has continued to build upon our 2016-2019 Strategic Plan, enriching the care and support provided in the delivery of service from Chisholm Centre, the LINKS Literacy Program and the Volunteer Adoption Program. As we deepen service delivery with the integration of *'The Chisholm Way'* and values based service, Chisholm continues to build capacity, evolving to better meet the needs of children in our province.

We invite you to review Chisholm's 2018 Annual Report to become familiar with the important role Chisholm holds for children who are in need of supportive services such as residential placement, literacy skill development and adoption opportunities. As you review the report, it will become apparent that in balancing service delivery and fiscal responsibility in collaboration with funding partners, Chisholm continues to build upon past successes with attention to team development, partnerships, children's transitions, and reaching further into the community to support literacy needs of children.

With a focus on enriching partnerships, responding to community needs, clarification of service delivery, Operational and Board policy development, and focusing on fiscal responsibility, this past year for Chisholm has been one of capacity building; all with the vision of enhancing services for children placed at Chisholm Centre. Our ongoing commitment to provide a safe home away from home for children twelve and younger in need of care continues to match children's needs with community based service delivery. Mental health, education and recreation partners have significantly contributed to improve outcomes for children, focusing on safety as a first priority, overall well-being, skill development and permanency planning.

The success of the range of services this past year would not have been possible without the support and dedication of the team at Chisholm Services for Children. Our team includes our employees, the Board of Directors, volunteers, as well as community collaborators, all of whom strengthen our service; truly demonstrating Chisholm's *'Values in Action'*.

We would also like to acknowledge the significant role Chisholm Foundation for Children plays in service delivery by providing our residential caring facilities at no cost to the organization or funders. Additionally, this year a significant investment in our Home Revitalization Project was made by 100+ Women Who Care Halifax.

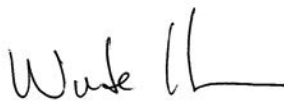
The 2018 Community Heart recipient, Halifax Regional Police, is recognized through their on-site and community support. The HRP's ongoing advocacy and commitment to the children at Chisholm, greatly contributes to the success of the children's feeling of safety and belonging within their community.

In closing, we would like to once again acknowledge the strength within our team and thank our team members and community partners in supporting Chisholm as we endeavor to provide the care children in need of our services deserve.

Gratefully,



Amanda Hatt
Board Chair



Wade Johnston, MSW, RSW
Executive Director

Friends of Chisholm's Children

INDIVIDUALS: Jeff Alexander, Ana Almeida, Nathalie Amirault, Mary Anne Arsenault, Tammy Baker Lazzaro, Maureen Banfield, Joanne Bath, Serge Binette, Ellie Black, Darren Brackley, Matt Brannon, Tamsyn Brennan, Tim Brennan, Joel Brown, Kevin Brown, Missy Brown, Claire Brownell, Ryan Brownell, Kevin Burgess, Shawna Burgess, Karen Burke, Sister Pauline Butler, Paula Campbell, Christina Campbell, Mike Campbell, John Campbelljohn, Yvonne J. Carey, Stephanie Carver, Nick Chan, Alexander Clark, Jackie Clark, Luis Clavel, Sondra Clegg, Kendra Coady, Kim Connolly, Stephen Cooke, Valerie Corkum, Fr. Albert Cosgrove, Simone Cottreau, Michael Covert, Gail Creelman, Jackie Crouse, Chris Crowell, Jennifer Crowley, Charles Cullen III, Matt Currie, Meredith Currie, Carol Davey Young, Amanda Dean, Dawn Denise, Rob Dearman, James Delaney, Dwight D'Eon, Linda Desroches, Brookes Diamond, Harrison Diamond, Joel DiPenta, Linda Donovan, Andrew Doucet, JC Douglas, Brad Dryden, Kim Dunn, Josh Edmonds, Sarah Edmonds, George and Charlene Edwards, Amber Efford, Steve & Licia Elder, Bruce Elliot, Alex Elshing, Susan Enta, Dave Finlayson, Natalie Fournier, Heather Frantsi, Peter Freeman, Karen Furneaux, Megan Furuness, Jeannette Gallant, Mike Gallant, Lisa Gardner, Richard Gerstenberger, Steve Giles, Lana Grant, Jakeb Gray, Mitchel Gregory, Paul Griffith, Costas Halavrezos, George Hallett, Alyse Hand, Bruce Hannah, Gary Harris, Peter Harrison, Amanda Hatt, Heather Hayes, Larry Hayes, Gary Herbert, Trudy Hiltz, Judith Hodgson, Celine Hopkins, Pamela Hunter, Gary Hurst, Laura Hynes, Ryan Inglis, Liz Ingram-Chambers, Daryl James, Richard Jennings, Anjali Jensen, Brad Johnston, Dave and Joan Johnston, Wade Johnston, William Jordan, Paul Keeping, Alison Kelly, Katie Kelly, Chris Kgprianou, Allan King, Marlene Kummer, AH Kunal, KK Kunal, Perry Lambourne, Gary Landry, Kent Lane, Darryl Langdon, Bill Langdon, Chris Larsen, Cyndi Locke, Rob Lockeau, Old Man Luedecke, Cyril Lunney, Chris Lydon, Colin MacDonald, Jeff MacDonald, Mark MacDonald, Mickey MacDonald, Sheila MacDonald, Trevor MacDonald, Wanda MacDonald, Charlene MacDonnell, Janice & Barry MacDormand, Lisa MacDormand, Fred & JoAnne MacGillivray, Neville MacKay, Jim MacKenzie, Bruce MacKinnon, Ryan-MacPhee, John MacRae, Mary Jo Mahody, Andrew Marriott, Tanya Mathews, Chris Matthews, Gord McComb, Elizabeth McCormick, Christopher McMaster, Steve McMullin, Jeff McNeil, Premier Stephen McNeil, James Megann, Chantal Morey, Gerry Morey, Pam Mountain, Gary Muise, Suzanne Murphy, James Musgrave Q.C., Patricia Myatt, Patrick Myatt, Peter Myatt, Erica Myers, Elizabeth Newman, Scott Nicks, Brandon O'Brien, Eric O'Brien, Daniel & Mary O'Halloran, Edith O'Hearn, Gina Paterson, Lisa Peck, Edward Pencer, Ian Pickard, Adrienne Pottie, Selina Pottle, Ken Power, Stacey Pyke, Jon Quinton, Heather Rankin, Karen Raynard, Jill Regan, David Ring, James Ripley, J. William Ritchie, Drew Robertson, Melody Rose, Kirk Rothenberger, Chris Rowarth, Michael Rushe, Kurt Ryan, Priya Sam, Mayor Mike Savage, Ian Sherwood, Denise Sibley, Sandy Snide, Monte Snow, Dr. Bill Stanish, Ryan Stapells, Barb Stegemann, Derrick Stennett, Marlene Stennett, Colin Stephenson, Debbie Supple, Yves Synnott, Vicki Terry, Heather Travis, Verity Turpin, Kathryn Tyrrell, Brandy Upstone, Kathy Vanderkooi, Mike Velemirovich, Ray Warner, Gwenn Watt, Velda Wayne, Keith Weagle, Jermeiy Webb, Gina Whitehead, James Wile, Patricia Woodbury, Anna Zee, and Judy Zinck.

ORGANIZATIONS: 100 Kids Who Care Halifax, 100+ Women Who Care Halifax, Aliant, Atlantic Elver Fishery Inc., Auction Express, Auction House, Bell Aliant Backpacks for Kids, Beta Sigma Phi - Preceptor Gamma Chapter, Blue Olive Greek Taverna, Boris Holdings, Branchwater Investments Ltd., Brave New World, C100 FM Radio Station, Canvas Resto Lounge, CBCL Limited, Chameleon Café & Supper Club, Chapters - MicMac Mall Staff, CIBC Miracle Fund, CJM Solutions, Clearwater Seafoods, CTV Atlantic, Delta Barrington - Tempo Food and Drink, Delta Halifax - Harbour City Bar and Grill, Edmonds, Elements on Hollis, Fisherman's Market, Fit First Technologies Inc., Flemming Charitable Foundation, Floors and More, FMAV, Geometrix-Geodetic & Hydrographic Research Inc., Gio, Grafton Connor Group, Grand and Toy, Grant Thornton, Halifax Assistance Fund, Halifax Cornwallis Progress Club & Charitable Foundation, Halifax Region Children's Aid Foundation, Halifax Volunteer Group, Harvest Wines & Spirits, Honeywell Limited, Insurance Bureau of Canada, Investors Group Financial Services Inc., Jarislowsky Fraser Donor Advised Foundation, La Fondation CST / The CST Foundation, Le Bistro by Liz, Lindsay Construction Limited, Little Fish, M5 Marketing, Machica Benefits Consulting, Mayflower Curling Club, McInnes Cooper, McKelvies Restaurant, Micco, Morneau Shepell Ltd, Mrs. Robinson's Children's Centre - Fall River, Municipal Group of Companies, My Mother's Bloomers, Nova Scotia International Air Show Association, Nova Scotia Sport Hall of Fame, Nova Tile and Marble, Numus Financial Inc., Orb Factory, Outfront Media, Over the Edge, Patrons 902, Province House, Q104 Halifax, QEII Foundation, RBC (Brownlow Avenue Branch), RBC (Spring Garden Branch), RBC Wealth Management, RCR Hospitality Group, RCS Construction, Resto Urban Dining, Ritchfam Holdings Limited, Rockhead Brewery, Scotiabank Blue Nose Marathon, Seaport Room - Westin Nova Scotian, Sisters of the Good Shepherd, Shoppers Drug Mart Kurt Ryan, SISIP Services Department Manulife Halifax, Stayners Wharf Pub and Grill, Stewart McKelvey, Stories Casual Fine Dining - Haliburton Halifax Hotel, Studio East Food + Drink, Sysco, TELUS, The 7 Virtues Beauty Inc., The Anchor, The Carlton Music Bar & Grill, The Five Fisherman, The Halifax Assistance Fund, The Hartman Matthews Family Trust, The Keg, The Orange Lunch Box, The Printing House, The Wardroom (Stadacona), Tidal Bore Rafting, Travel Is/Ray Warner, United Way Day of Action, Westjet, Workspace Atlantic Inc. (Bedford), and World Financial Group.

2018 Fiscal Highlights

Year at a Glance

Days of Care	1,951
Admissions	5
Average Age	8.5
Average Grade	3
Average Length of Stay (days)	396
Discharges	5
Children Served in Residential Care	11
LINKS Registered Students	214
Total Number of Youth and Children Served Since 1972	1,704



CHISHOLM TEAM DEVELOPMENT

This past year Team Development focused on skill enhancement and improved service delivery. Training opportunities were offered in: TEND - Strategies to Reduce Compassion Fatigue and Burnout, Department of Community Services Policies for Residential Child-Caring Facilities, Enhanced Non Violent Crisis Intervention, Provincial Child Abuse Protocol: Residential Child-Caring Facilities, Management of Harmful Behaviour, Administration of Medication, Best Practices in Case Recording, Fire Safety, Emergency First Aid / CPR, Food Hygiene (Food Handler) Training, Rights and Responsibilities, Confidentiality, Occupational Health and Safety Committee Training in Hazard Assessment; and other team development opportunities including: IWK Sea Star Child and Youth Advocacy Centre (Understanding Trauma), PRIDE Training (Parent Resources for Information, Development and Education) – MODULE 3: Addressing Developmental Issues Related to Sexuality and MODULE 4: Responding to Signs and Symptoms of Sexual Abuse.

CHISHOLM A-OK PROGRAM – ACTS OF KINDNESS

The Chisholm Acts of Kindness Program is a project of Chisholm's Mission and Values Committee. In 2017, this committee recognized that children referred to our residential program routinely scored low in age appropriate social skills, based on the use of the Adaptive Behavioural Assessment System (3rd Edition). Social skills are the actions and behaviours, informed by the individual's cognitive functioning, that influence positive or negative interactions with other people in a broad range of settings and contexts. Competency in this area is a predictive factor in short term success when projecting a child's development with the goal of transitioning into a family environment, and long term success in academic functioning and workforce engagement. Through monthly themes, our children explore the topics of *The Chisholm Way* values of Hope, Respect, Compassion, Collaboration and Belonging. Our children wrote letters of thanks to our Canadian veterans, filled shoeboxes for Operation Christmas Child, delivered winter jackets to a homeless shelter, and contributed change to expired parking meters, leaving a note inspiring drivers to pay the generosity forward. Our children have developed a sense of pride and belonging in the community, developing a sense of control over their ability to contribute to the wellbeing of others. Our children are proving to themselves that they are not "bad kids", but individuals who have value and are valued. They are developing prosocial skills and a confidence they need to navigate adolescence, with an eagerness to make positive contributions to the community.

CHISHOLM CENTRE – CHILDREN'S TRANSITIONS

Through the 2017-2018 year, Chisholm welcomed five children into the program. Two children from the previous year remained in our care. Five children transitioned out of Chisholm. Of these discharges, placements were adoption, foster care, returning to family, and one child transitioned into a level 3 residential program to receive an increased level of support. The shortest stay this year was 13 days, and the child discharged this year with the longest placement at Chisholm Centre was 856 days. We are proud of all of the children who experienced a transition this year.

2018 Fiscal Highlights

LINKS CHILDREN'S LITERACY PROGRAM "LEARN TO READ, AND READ TO LEARN"

In its fifth year with Chisholm, and through the help of donations, volunteer efforts, fundraising and the support of organizations such as public Schools, Halifax Region Children's Aid Foundation, the Halifax Assistance Fund, and the RBC After School Project, the LINKS program has been able to provide affordable literacy support to children in grades primary to six – children with diverse backgrounds and literacy needs, from some of our most vulnerable and marginalized communities. Our program is currently offered in four locations throughout the HRM: Harbour View Elementary School in Dartmouth, Inglis Street Elementary and St. Joseph's-Alexander McKay Elementary School in Halifax, and at Mount Saint Vincent University in Bedford. This year we are proud to have continued our relationship with Mount Saint Vincent University, hosting seven Child and Youth practicum students, allowing them an opportunity to work within the community, develop as young professionals, and to create rewarding learning experiences for our students and for themselves.

During our four terms, the LINKS program was able to provide literacy support to 214 registered students through the hard work of our amazing team of staff and volunteers. Over one in four of those students were fully subsidized, allowing children from low income backgrounds to attend our program without cost. We are very passionate about these subsidized spots as they are extremely valuable to the communities that benefit from them. Going forward, we hope to secure more stable methods of funding these opportunities, so we can continue to provide students in our community support and understanding in an empathetic setting, and offer them the foundations they need to find future success.

VOLUNTEER ADOPTION PROGRAM

In partnership with NS Department of Community Services Adoption Services, Chisholm Services for Children closed the third cohort and launched the fourth cohort of the IDEAL Award winning Volunteer Adoption Program (VAP). This program is available to approved, and waiting, adoptive parents and focuses on evidence-based trauma-informed care giving and family development with children who have disrupted attachment and/or experienced trauma. Meeting once monthly to review course material, participants of this program also have the opportunity to participate in Chisholm Services for Children HIGH FIVE® programming with our children and Child and Youth Care team. In 2017/18, this program supported 7 children ages 4-13 years find their forever families and the permanency they deserve.

FUTURE DIRECTIONS

In building on Chisholm's 2016-2019 Strategic Plan, Chisholm's activities in the coming year will incorporate an Operation Plan that focuses on:

- Fiscal responsibility and sustainability
- Service delivery that is responsive to the Department of Community Service's current placement needs for children which is supported with measurable outcomes and accountability structures focusing on child safety, well-being and permanency
- Stakeholder engagement that better supports strategic initiatives and the enhancement of therapeutic services delivered by Chisholm
- A full concept plan that incorporates our founder's legacy and integration of *The Chisholm Way* values
- A team/talent development, recognition and employee support plan



Community Collaborations

100+ Women Who Care Halifax, Adventure Earth Centre (HRM), Bedford Hammonds Plains Community Centre, Bedford United Church, Bower-Jacquard Psychological Services, Breakthrough Psychological and Counselling Services, Canada Games Centre, Canadian Centre for Child Protection, Canadian Museum of Immigration - Pier 21, Captain William Spry Community Centre, Dartmouth Community Health Board, D-Camps & Youth Programs - Diabetes Canada, Department of Community Services - Adoption Services, Discovery Centre, Ecole St. Catherine's Elementary School, Fit First Technologies Inc., Grow a Lotus Yoga (Leanne Whiting), Halifax Hurricanes - Basketball Club, Halifax Mooseheads - Hockey Club, Halifax Public Libraries, Halifax Recreation, Halifax Regional Municipality, Halifax Regional Police, Halifax Regional School Board, Halifax Shopping Centre, Halifax Volunteer Group, Harbour View Elementary School, Health Association Nova Scotia, Hope for Wildlife, Inglis Street Elementary School, IWK Health Sciences Centre, Kids Up Front – Atlantic, Maritime Dance Academy, Mi'kmaw Family and Children's Services, Mi'kmaw Native Friendship Centre, Mount Saint Vincent University, MSVU Department of Child and Youth Studies, MSVU Department of Education, Nova Scotia Department of Community Services, Nova Scotia Federation of Foster Families, Nova Scotia Government & General Employees Union (NSGEU), Nova Scotia Museum of Natural History, Nova Scotia Office of the Ombudsman, NSCC Truro (Child and Youth Care Studies), NSCC Waterfront Campus (Child and Youth Care Studies), Office of the Employer Advisor, Operation Christmas Child, Oxford Elementary School, Parks Canada, Port Wallis United Church, Saint Joseph's - Alexander McKay Elementary School, Save Innocents, Schools Plus Program, Scotiabank Blue Nose Marathon, Scouts Canada – Nova Scotia Council, Sir Charles Tupper Elementary School, Sisters of the Good Shepherd, Sisters of Good Shepherd Mission Integration Office, Southdale Northwoodside Elementary School, SPCA, St. John's Ambulance Therapy Dog Program, St. Thomas University, STOCK Transportation, TEND Academy, Victorian Order of Nurses (VON), Wake Up Halifax (United Way Halifax), Westmount Elementary School, Workers' Compensation Board of Nova Scotia, and Youth Project.

Board of Directors

Amanda Hatt (Board Chair), Gary Landry (Vice Chair), Sheila MacDonald (Secretary), Joanne Bath, Sister Pauline Butler, Liz Ingram-Chambers, Trevor MacDonald, Lisa MacDormand, Patricia Myatt, Verity Turpin, Patricia Woodbury, and Wade Johnston (Ex Officio).

Employees and Students

ADMINISTRATION: Wade Johnston (Executive Director), Tamsyn Brennan (Director Clinical Services), Rebecca Levick (Manager LINKS Literacy Program), Geoff Hurst (Director Business Development), Mc'Edward Jones (past Bookkeeper / Payroll Clerk), Ron Garnett-Doucette (current Bookkeeper / Payroll Clerk), Shawna Burgess (Office Administrator), Sean Clarke (Program Coordinator), Heidi Vere Holloway (Supervisor), and Mike Shea (Supervisor).

YOUTH CARE WORKERS: Jessica Abbey, Jamie Burrell, Brea Campbell, Mary Campbell, Megan Carbray, Andrea Christensen, Alexandria Copp, Michael D'Eon, Meghan Dugas, Kristy Ellis, Colin English, Tara Ferguson, Tiauna Francis, Venita Fraser, Jessica Germain, Kari Graham, Mikida Green-Andrea, Courtney Higgins, Leanne Higgins, Laura Hutt, Brittany Lawand, Allison MacDonald, Thomas MacMillian, Brittany Minnis, Likda Morash, Rachel Myles, Ashley O'Brien, Julia Paton, Dustin Poirer, Clifton Pratt, Alissa Quinn, Leann Revels, Spencer Roy, Travis Sampson, Jenna Snelgrove, Andrea Thomas, Jason Thomas, Hayley Vienneau, Nicole West, Jane White, Chad Wilkie, Ryan Wilkie, Maggie Wilson, Melissa Wilson, Kelly Woodington, Alison Wright and Amanda Young.

LINKS LITERARY INSTRUCTORS: Amanda Adams, Brianna Baker, Leah Bennett, Claire Chadwick, Michelle Doucette, Tara Ferguson, Anastasija Jemcov, Mikaela Lightfoot, Nicole Mosher, Erica Myers, Kaitlyn Phillips, Ashley Powell, Douglas Scurfield, and Judy Zinck.

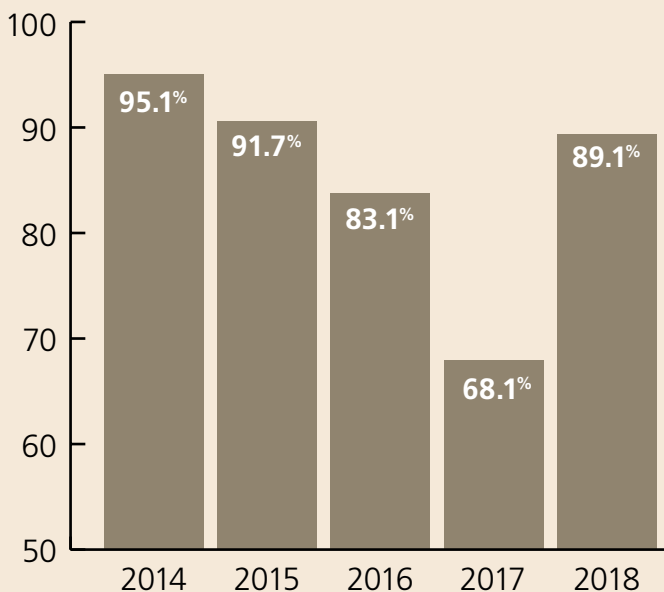
“Guiding children to a brighter future is not only our passion, its our privilege.”



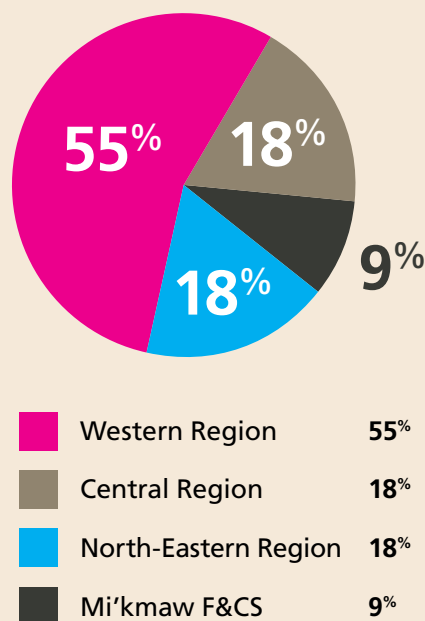
Financial Summary

REVENUE	2018	2017
Province of Nova Scotia	\$1,701,512	\$1,617,528
LINKS Revenue	\$78,302	\$73,958
Other	\$24,698	\$37,349
	\$1,804,512	\$1,728,835
EXPENDITURES		
Salaries and Benefits	\$1,403,127	\$1,456,861
Administration	\$73,081	\$68,779
Operations	\$138,526	\$145,418
LINKS Program	\$74,252	\$78,211
	\$1,688,986	\$1,749,269
Excess (Deficit)	\$115,526	(\$20,434)
Net Assets (Beginning of the Year)	(\$104,449)	(\$84,015)
Revenue over Expenses	\$115,526	(\$20,434)
Net Assets (End of the Year)	\$11,077	(\$104,449)

Average Occupancy



Referral Source



Our **Mission**

Chisholm Services for Children provides care for children who have complex needs by providing a safe environment while fostering a sense of personal value, self-worth and the development of life skills.

Our **Vision**

Chisholm Services for Children is a leader in Nova Scotia in providing safe, community-based care for children 12 years of age and younger. Our therapeutic residential and non-residential programs successfully support children to transition into their community.

Our **Values: *The Chisholm Way***

Chisholm Services for Children provides care for children who have complex needs by providing a safe environment while fostering a sense of personal value, self-worth and development of life skills. To accomplish this mission, the Chisholm Way is rooted in the legacy of the founders, the Sisters of the Good Shepherd, and in our collective commitment to embody these values in all that we do. These values guide us through our relationships with our employees, stakeholders, and the broader community. We are accountable to ourselves, each other, and the wider community to embody these values.

COMPASSION

We are compassionate towards each child's life journey, acknowledging that they are in need of care, consistency, and nurturing. We exemplify compassion by our commitment to creating a safe community with the children and families we serve. Compassion is evident when we are present, understanding, and responsive to each other. Compassion allows us to use forgiveness as an opportunity to strengthen ourselves and each other.

HOPE

We believe that children are not defined by what has happened to them, and that change is possible. Through our commitment to emotional, physical, cultural, spiritual and social safety, children and adults alike support and assist one another. We strive to be better at who we are, which becomes possible when we encourage, support, and believe in one another.

RESPECT

We believe in the intrinsic value and individual worth of each person. Respect is non-judgemental of the journey that has led children and families to our services. In all that we do, we are committed to the dignity of oneself, the respect and safety for each other and the environment. We respect that the future is yet to be written.

BELONGING

We believe that every child and family has the basic right to belong and have a sense of place and acceptance. Belonging requires each of us to remain vigilant to the safety and wellbeing of everyone. Belonging is rooted in the individual worth of each person and must reflect a spirit of sanctuary that is the foundation for physical, emotional and spiritual healing and personal growth.

COLLABORATION

We recognize collaboration is the cornerstone of the care provided to our children. Children's healthy growth requires collaboration with them, their family, teachers, care providers and broader community. We model justice, fairness and healthy relationships through mutual collaboration, striving to achieve a collective impact.



Chisholm Services for Children

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