



Annual Report 2020-21

*From Volatility to Vision
and Uncertainty to Clarity*



Enabling a promising future!

2020-21 Annual Report

Board Chair and CEO Report

TVCC spent the 2020/2021 fiscal year in the context of the global pandemic. As we write this report, Ontario is in its third provincial lockdown as a consequence of the third COVID-19 wave. The pandemic has affected the way TVCC provides service. Pandemic precautions led TVCC to embark on a world of virtual services provided by staff working from home. This approach has allowed us to enhance safety and infection prevention and control processes, while continuing to support clients and families. These changes required patience, focus, hard work, and flexibility.

As we introduced new ways of delivering therapy, we learned along with clients and families what worked well in virtual service and what didn't. We also understood this was a particularly challenging time for clients and families given disruptions in routine, the move to online classes, and the changes in the manner in which therapy is delivered and families are supported. With each lockdown, we continued to provide services in the safest way that would appropriately meet client needs.

The pandemic is a sentinel event that will forever change how we live, work and play. However, the pandemic has not changed our dedication and deep commitment to our vision, mission and values. This is shown by the manner in which we work every day. Nor did it change our philosophy of client and family centred care. Through ever-changing information, processes, and public health directives, the staff of TVCC displayed resiliency, courage, compassion and determination in the aim of providing the best care possible. Staff members' devotion to TVCC's vision, mission and values was profoundly demonstrated through their commitment to clients throughout the enormous change brought on by the

pandemic. For this, they are commended and celebrated.

Through these challenges we accomplished some significant milestones, not the least of which is the development of a new strategic plan. In these times of uncertainty, volatility, complexity and ambiguity, the TVCC Board of Directors believed it imperative to have a strategic plan to gain clarity and understanding of our direction as well as signal the need for continued agility. Given our current environment, one of our key objectives is to identify and implement the best practices of a hybrid model (virtual/in-person) of service delivery. This is an indication that some of the practices created in response to pandemic precautions are here to stay.

Other successes for this year include:

- Taking major steps toward fulfilling the objectives of the Ontario Autism Program by beginning construction of a new Autism Service delivery model aligned with the provincial program.
- Continuing to adapt our autism program's service and offerings in response to Ministry of Children, Community and Social Services changes to the Ontario Autism Program and how these services are funded.
- Effecting the transition of School Therapy Services and incorporating TVCC as the provider of these services throughout the Southwest region.
- Adapting and responding to an unprecedented worldwide pandemic event by mobilizing virtual tele practice and large-scale work from home initiatives.
- Negotiating a new agreement with our

funding partner, the Children's Health Foundation.

In the upcoming year, we will focus on our strategic plan by developing tactics to meet its goals. We remain positive that the successful vaccine roll out will continue and the world will have some recovery from this global event. We will look to further innovation and continue to seek feedback on our initiatives to improve our service to clients and families. This is a time for optimism. The lessons we have learned during this past year enable us to evolve to meet future challenges and opportunities.



Susan Greig,
Board Chair



Jill Craven,
Chief Executive Officer

"Losing your head in crisis is a good way to become a crisis."

C.J. Redwine



Vision

Clients at their best!

Mission

We will provide rehabilitation services which support participation in all areas of life for children, youth and young adults with physical, communication or developmental needs, and their families, living primarily in Southwestern Ontario by:

- focusing on the strengths of individuals and their families at home, school, workplace and community
- pursuing research, education and advocacy
- partnering in a local and regional system of services

Clients becoming their best!

Ellie O'Connor Participation Bursary

Eighteen years ago, an annual bursary was established to honour the memory of a respected and cherished TVCC colleague, Ellie O'Connor. Ellie was an amazing person who personified living life to the fullest, despite any obstacles that stood in her way. Ellie helped countless clients on the path to becoming their best selves.

In honour of Ellie and her life's work, the Ellie O'Connor Participation Bursary (\$500) was established to support and enhance participation in family and community activities. Our heartfelt thanks to Maureen Wood and Craig Wood from iA Private Wealth Inc., who started the bursary and who generously support this award in Ellie's memory.



Sophia Cyr-Smith (10 years old)

Sophia Cyr-Smith

Sophia loves music and her dream is to become a singer. The isolation over the past year, not being able to see her friends and go to school has taken quite a toll on Sophia. Her mom is confident that this award will brighten her spirit and give her a chance to fulfill her dreams.

Sophia will use these funds to take 1:1 voice lessons and purchase a 1 year subscription to the Smule app, which would help her practice singing daily from the comfort of her home.

"Think of giving not as a duty but as a privilege."

John D. Rockefeller, Jr.

Our sincere gratitude for the ongoing support of Maureen and Craig Wood in generously funding this meaningful bursary. This award enables children and youth the opportunity to participate in family and community activities.



Izzy Stuart (7 years old)

Izzy Stuart

One of Izzy's favourite past times is swinging and swinging fast! Izzy's current outdoor swing set needs a major upgrade. Izzy's family would like to build a backyard swing set that is sturdy enough to safely support Izzy and a friend. This bursary will allow them to build the swing set and more importantly, to enable Izzy to better interact and socialize with her peers.

Izzy will use these funds to purchase a heavy-duty frame and hardware to make a sturdy swing set for two so she can swing safely in her backyard and socialize with a friend!

"All our dreams can come true, if we have the courage to pursue them."

Walt Disney

Summary Financial Statements

Thames Valley Children's Centre Financial Highlights Year Ended March 31, 2021 (with comparative amounts for 2020) (all in 000's)

Summary Statement of Operations

	2021	2020
Revenue		
Ministry of Children, Community and Social Services		
Rehab	\$8,235	\$8,255
Autism	13,523	15,164
Grey Bruce Preschool Speech & Language	709	680
School Based Rehabilitation Services	4,385	4,410
Early Intervention Programs	3,403	1,975
Ministry of Health (Priority Programs)	703	698
Fundraising and Donations	1,018	993
Fees for Service	1,753	2,475
Investment Income (Loss)	1,216	(126)
Other	1,062	1,294
Total Revenue	\$36,007	\$35,818
Clinical & Technical Specialty Services	\$4,756	\$4,895
Early Childhood & School Age Adolescence Services	6,445	7,150
Grey Bruce Preschool Speech & Language	719	720
Autism and Behavioural Services	13,524	15,187
School Based Rehabilitation Services	4,030	4,414
Early Intervention Programs	3,797	1,994
Research	269	291
Community Resources	568	571
Expenditures for Special Purposes	-	5
Amortization of Capital Assets	946	926
Total Program Expenditures	\$35,054	\$36,153
Excess (Deficiency) of Revenues over Expenses	\$953	\$(335)

Summary Statement of Cash Flows

	2021	2020
Cash provided by operating activities	\$3,067	\$1,301
Cash provided by financing activities	40	168
Cash used in investing activities	(1,253)	(1,012)
Cash and short-term deposits, beginning of year	3,155	2,698
Cash and short-term deposits, end of year	\$5,009	\$3,155

Summary Statement of Financial Position

	2021	2020
Assets		
Current Assets	\$5,781	\$3,922
Capital Assets	8,800	9,513
Investments	9,380	8,219
	\$23,961	\$21,654
Current Liabilities	8,994	6,892
Deferred Contributions	7,931	8,680
Net Assets		
Internally Restricted	5,471	5,471
Unrestricted	1,565	611
	\$7,036	\$6,082
	\$23,961	\$21,654

Notes to Summary Financial Statements

The summary financial statements are derived from and are in agreement with the audited financial statements. The summary statements consist of major subtotals and totals from the audited financial statements and exclude certain presentation detail and disclosures required by Canadian accounting standards for not-for-profit organizations. The complete audited financial statements can be obtained on the TVCC website.

Administrative costs are allocated to the programs based on program costs as a percentage of overall operating costs of the Centre, staffing and occupied space. Donations and grants received for specific capital purchases are recorded as deferred contributions, and brought into revenue to offset the related amortization.

The Centre holds its investments in the following pooled funds:

	2021	2020
Money Market	\$465	\$1,130
Bond Funds	3,877	3,235
Equity Funds	5,038	3,854
	<u>\$9,380</u>	<u>\$8,219</u>

Investment income consists of the following:

	2021	2020
Dividends & Interest	\$188	\$328
Equity Funds	1,028	(454)
	<u>\$1,216</u>	<u>\$ (126)</u>

These investments are subject to market value fluctuations and the Centre records these investments at fair market value. Accordingly, the year-end market values and investment income for the year include unrealized gain of \$140 (2020 - loss of \$910).

Report of the Independent Auditor on the Summary Financial Statements

To the Board of Directors of

Thames Valley Children's Centre

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2021, the summary statement of operations and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of **Thames Valley Children's Centre** for the year ended March 31, 2021.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with the criteria disclosed in the notes to the summary financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Centre's audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audit financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 31, 2021.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in the notes to the summary financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with

the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

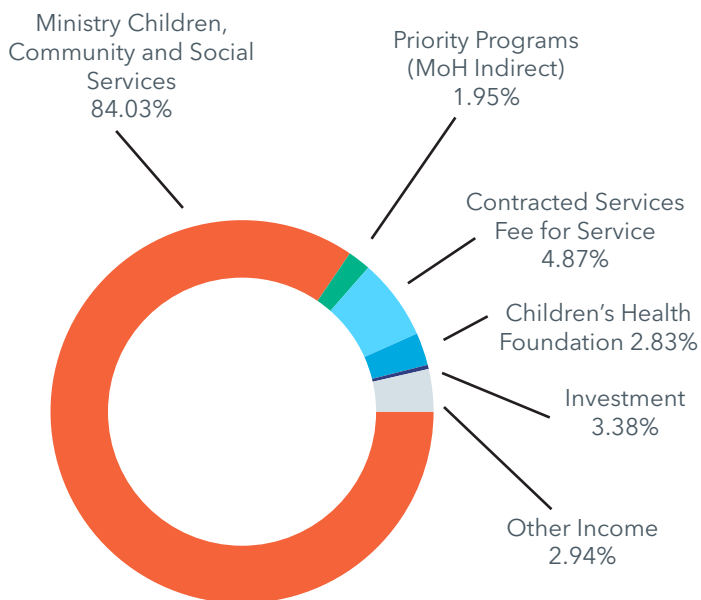
June 7, 2021

Ernst + Young LLP

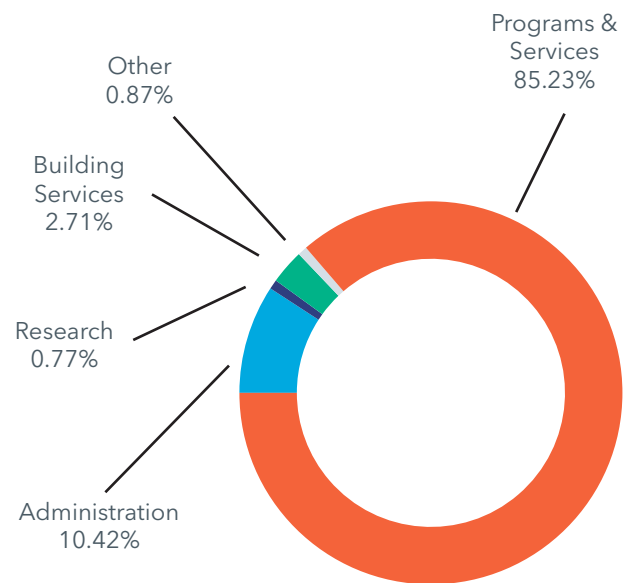
Chartered Professional Accountants
Licensed Public Accountants

Funding Sources and Expenditures

Funding Sources 2020-21



Expenditures 2020-21



Board of Directors (2020-21)

Ms. Susan Greig, **Board Chair**

Mr. David Elliott, **Past Chair**

Mr. Jaap Burck, **Board Treasurer** and Co-Chair, Finance & Facilities Committee

Ms. Dale Buchanan, TVCC Auxiliary Representative and Member, Communication, Education & Technology Committee

Ms. Jill Craven, C.E.O., Ex Officio Board Member (non-voting) and **Board Secretary**

Mr. Chris Cunneen, Client Representative and Corresponding Member, Operational Priority Committee

Ms. Linda Eligh, Chair, Human Resources Committee

Ms. Ms. Arlene Gavloski, Corresponding Member, Operational Priority Committee

Mr. Ernie Gross, Corresponding Member, Human Resources Committee

Ms. Lynanne Mason, London Health Sciences Centre Representative

Mr. Scott Fortnum, Children's Health Foundation

Ms. Michelle Gunnell, Chair, Communication, Education & Technology Committee

Mr. Kirk Patterson, Rotary Representative and Member, Operational Priority Committee

Ms. Leba Silvert, Chair, Operational Priority Committee

Mr. Van Simpson, Co-Chair, Finance & Facilities Committee

Ms. Jennifer Timmermans, Family Representative and Member, Client Advisory Committee

* Officers of the Board position shown in bold



In 2020-21 TVCC ...

received more than
2,972 referrals

provided service
in **10 counties**
(Southwestern
Ontario)

served more than
10,900 clients and
families

had **41%** of our
clients use **2 or more**
services

provided over **148,000**
hours of client care

provided more
than **1,283**
hours of clinical
education



Dr. John A. LaPorta Learning Award

The Dr. John A. LaPorta Learning Award presents two \$1,000 awards... one for a TVCC client and one for the child of a TVCC staff member. The award is intended to support an educational / growth experience and assist to realize a dream.

Supporting the development of the talents, abilities and opportunities for clients as well as TVCC staff children is at the heart of this award. Successful transition from school to adult life benefits from access and support to pursue post-secondary learning experiences and the rewards that come with following your dreams.

This award was established in 2019, when former CEO, Dr. John LaPorta retired after 25 years at the helm of TVCC.

Thank you to Jim Cressman, longtime supporter of the Children's Health Foundation and TVCC for his donation to establish this award. Jim wanted to honour the dedication and impact Dr. LaPorta had on the community and the Children's Treatment Centre sector as a whole. John's wish was that this award would continue to help young people pursue their dreams for many years to come.

Special thanks to members of the Communication/Education/Technology Committee of the Board for the daunting task of choosing winners amongst the many deserving candidates.

Eunkyo Kim (TVCC Client)

Eunkyo's dream is to work in an accounting related field. A propensity for numbers and problem solving, Eunkyo enjoys doing puzzles and games. She can see herself helping companies analyze their financial health and helping with strategies to reach their goals. She is attending Fanshawe in September for Business Accounting (Co-op) program. She is



Eunkyo Kim

also considering going to Western University after Fanshawe to widen her career options in the field and possibly become a certified Chartered Professional Accountant.

Eunkyo immigrated to Canada in 2015, from South Korea and with the help of three kind school friends, became confident in the English language. Her father owns a gas station and although Eunkyo sometimes helps her father with bookkeeping for the gas station that he owns, she is looking forward to the Co-op aspect of her program so she can experience different work placements.

She has spent some time really understanding her strengths and dreams and contemplating her future. She knows she would rather work with numbers than words, she would rather be a mathematician than a writer and definitely loves to play games more than read books.

She is looking forward to attending school in the Fall and will use the funds from this award to help pay for tuition.

Jordan Steckle (TVCC Staff Child)

Jordan's dream is to work in partnership with Indigenous groups in Canada to help communities revitalize and preserve their languages. Her interest in languages started in fourth grade French class; and her passion grew in high school when she studied Spanish. She is currently studying Languages at Queen's University with the goal of creating online resources such as apps and dictionaries for learners to access.

Jordan has a strong interest in Indigenous languages and cultures. She is deeply concerned that Indigenous elders are some of the sole preservers of their language. She has taken one course in Anishinaabemowin, a language spoken by Indigenous Peoples in the Kingston area and is enrolled in a second. Jordan would feel honoured to someday work alongside these communities.

Jordan will be entering third year at Queen's University and has accepted an offer for the Linguistics Program. She plans to use the funds from this award to help pay for tuition.

Congratulations

Congratulations to both of these impressive young people and very deserving award winners!



Jordan Steckle



TVCC Strategic Plan

In 2020 / 21, TVCC embarked on developing a new strategic plan that would carry the organization into the next 3 years.

What prompted the new Plan?

This was prompted by the fact that the previous strategic plan had reached its conclusion. In order to continue to strive for TVCC's vision of "Clients at their best", we needed to set new goals and objectives. There have been several changes to our sector in the last few years with more anticipated. In a time of much uncertainty and competing priorities, the Board felt a new strategic plan would provide clarity, vision, understanding and agility. TVCC needed a plan that would provide the ability to adapt and take advantage of opportunities to improve and refine our services to meet client and family's needs now and in the future.

What was the Process?

It was acknowledged that hiring an outside firm to help with the development of a strategic plan would be advantageous. Although many in the board and leadership staff had done this type of planning before, it was recognized that the competing priorities and a worldwide pandemic meant leaders had to focus on what TVCC was doing in the moment and did not have the capacity to provide the focus needed do this work as well.

An invitational Request for Proposal (RFP) was launched for outside agencies to bid on this work. The deliverables and time lines were clearly stated in the RFP as well as the scope of the proposal. Utilizing an independent and standardized scoring tool, Delta Leadership was awarded this business.

TVCC had previously completed a lot of work that we knew would serve to inform this process. We provided Delta Leadership with over 600 pages of documents, previous strategic plans, TVCC's life needs model, the youth services review and much more. This material helped inform Delta about where TVCC has been and what we value as an organization.

Delta launched an extensive stakeholder engagement plan utilizing surveys, interviews, and focus groups and captured all feedback for review by the Board and Leadership team. These stakeholders represented our community, clients and families, fundraising partners, children's treatment centre colleagues, school boards and other external partners as well as internal staff at all levels of the organization.

Through a series of meetings, the ideas gained from interviews, focus groups, surveys and feedback were reflected on and grouped into four main themes: meaningful engagement, service excellence, impact through innovation, and strong foundation. A goal statement was developed for each of these themes and finally this was further refined into objectives for each goal. The result is our newly formed strategic plan.

Outcome

I am pleased to present to you the cumulative effort of this work in our annual report. TVCC has set itself an ambitious 3 years based on the feedback we heard from our stakeholders and staff.

Next Steps

TVCC will be conducting an internal survey

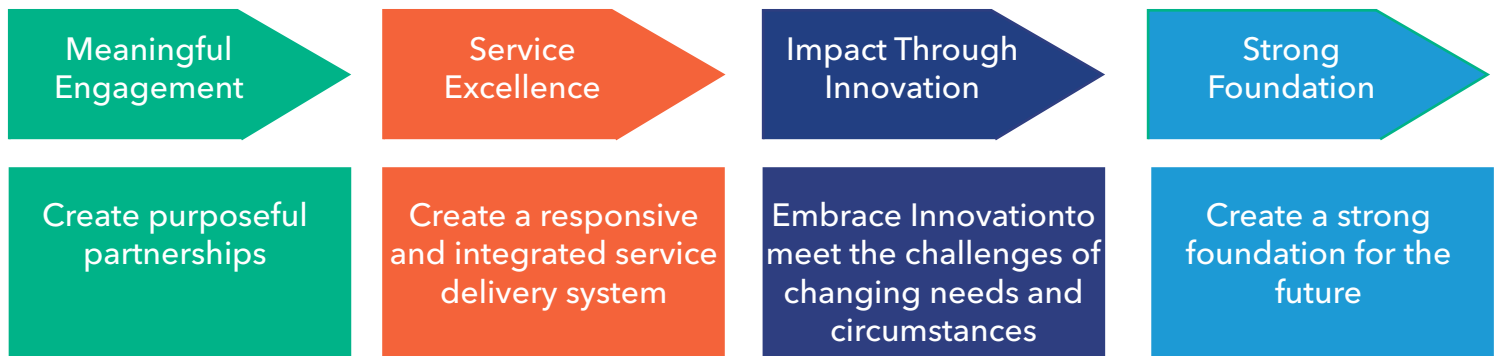
for staff to prioritize and rank objectives. We recognize not all things can be done at once and want to focus first on those things that are most important to clients, families and staff. We will develop action plans or tactics that align with these objectives. This will provide clarity about what we will achieve, how we will achieve it and how we will measure success.

Acknowledgements

This is an exciting chapter for us as we embark on this next 3 years. This would not have been

possible without the dedication and hard work of our board, our staff, our partners, our leadership team and the community. Thank you to all who provided feedback and thoughts on where we should be going in the next three years. We will be relying on all of you to meet our goals in improving child health and wellbeing throughout the Southwest.

Strategic Plan



*** See the full plan attached**

Innovating to serve clients and families safely

To say this was a year that tested all of us doesn't begin to cover it! TVCC faced the challenge of maintaining services in the safest way possible to address client's needs throughout the pandemic. To do this, TVCC staff and clients alike were forced to innovate.

TVCC rapidly shifted to providing services virtually, wherever possible. This meant rapidly ramping up technology, licencing and equipment. The result is a successful hybrid model of service; in-person where necessary to meet a clients urgent needs and virtually through phone, online learning modules and through videoconferencing.

Whether services were provided virtually or in-person, TVCC remained committed to providing top quality service to help clients and families to pursue their best quality of life.

In addition to providing effective service, virtual methods of therapy and groups held through video conferencing technology have enabled better access to program opportunities across the region. For instance, participation in virtual programs like Caregivers Connecting, Virtual campfire or Virtual Music are not hampered by location. They are accessible to any TVCC clients throughout the region.

TVCC is proud of our ability to rapidly develop new ways to provide service through the pandemic in the safest ways possible. We appreciate the support of the communities, clients and families that allows us to enable a promising future for more than 10,000 children, youth and their families.





Give Your Support

Here are some ways you can help:

- Make a personal gift or become a monthly donor
 - Make a gift to honour a special person or celebrate an important event
 - Volunteer at our special events or at the Centre
 - Plan a bequest or other legacy gift
 - Join one of our special event committees
- (Forest City Road Races, Sports Celebrity Dinner and Auction)
- Organize a special event and direct the proceeds to TVCC
 - Make a donation in memory of a loved one

Contact our fundraising partner, Children's Health Foundation at 519.432.8564 or toll free at 1.888.834.2496 or visit www.childhealth.ca

Please contact TVCC Communications with questions regarding this report. An alternative version of this report (e.g., enlarged print or translated) can be made available upon request. An electronic version of this report can be accessed at tvcc.on.ca/accountability

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 TVCCFamily

 TVCCFamily

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VISION STATEMENT: Clients at their best!

MEANINGFUL ENGAGEMENT



Create purposeful partnerships

Actively listen to clients, families and partners

Raise our profile in the communities we serve

Advocate for service system improvements to better meet client and family needs

SERVICE EXCELLENCE



Create a responsive and integrated service delivery system

Integrate and align services across TVCC programs to be responsive to client and family needs

Ensure all programs and services reflect TVCC's values, regardless of revenue source

Identify and implement best practises of a hybrid (virtual/ in-person) model of service delivery

IMPACT THROUGH INNOVATION



Embrace innovation to meet the challenges of changing needs and circumstances

Create an environment that supports strategic innovation

Leverage technology and tools to maximize impact

Embed evidence-informed practice in decision making and clinical care

Participate and collaborate to strengthen our culture of learning, research, teaching and knowledge transfer

STRONG FOUNDATION



Create a strong foundation for the future

Develop leaders at all levels of the organization

Cultivate an environment of empowerment that inspires trust, openness, and inclusion

Align the organizational structure to support TVCC moving into the future

Improve our internal and external communication

Develop sustainable and adaptable funding models for service