



# **Christian Counselling Ottawa**

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## **2014 Annual Report**

**“Nothing before, nothing behind; the steps of faith fall on the seeming  
void and find the rock beneath.”**

John Greenleaf Whittier

## Message From The Chair Of The Board Of Directors

Started in 1978, as Ottawa Christian Counselling Service Association and now known as Christian Counselling Ottawa (or CCO for short), CCO is a registered charity that is celebrating its 37<sup>th</sup> year of “bringing peace to hearts and homes” through seven locations in Ottawa and the surrounding area.

Our Mission is to serve God through Christian ministry by providing professional therapy and education to assist people in effectively managing life's challenges.

Our Vision is to be a trusted partner in ‘healing the hearts and homes of those who hurt’.

CCO provides 3 main services including:

1. **Individual and family counseling** – in the areas of grief, depression, anxiety, addictions, trauma, and relationship issues, to name but a few.
2. **Support to the local church** which may not have the time or expertise to deal with issues that arise; and
3. **Support to the local clergy members themselves**

2014 was a year of stabilizing after our move to our new headquarters in 2013. We conducted over 3,600 counselling sessions during the year as we focused on new opportunities to increase client intake and raise funds to support operations and our subsidy fund that is used to assist those less fortunate.

CCO gives thanks to its many clients who have put their trust in the staff, volunteers and donors who have chosen to walk alongside CCO as we go about God’s work of healing hearts and homes that hurt.

Sincerely,

David McKendry  
Volunteer Board Chair – Christian Counselling Ottawa

## Background

Christian Counselling Ottawa (CCO) is a ministry that rests on a foundation of core biblical values as understood from a thoughtful evangelical perspective and on the social science and professional standards of therapeutic counselling. Founded by Roger and Diane Moyer in 1978, the Agency was incorporated as the Ottawa Christian Counselling Service Association (OCCSA), in May 1979.

Roger and Diane's vision was to build a professional ministry that would stand in the gap between professional psychotherapeutic services offered in a secular context and the ministry limitations of local churches. Over the years, the need for professional counselling services integrating the uniqueness of the Christian community became ever more apparent and the scope of the ministry now far exceeds the original vision.

## Mission, Values, Vision

**Mission:** The Christian Counselling Ottawa Mission is to serve God through Christian ministry by providing professional therapy and education to assist people in effectively managing life's challenges

**Values:** We the directors, staff, therapists, volunteers and supporting community of the CCO value Christian Principles and Lifestyle; Client confidentiality and Privacy; Professionalism in Service; an Exemplary Work and Counselling Environment; and Stewardship of Resources:

### 1. **Christian Lifestyle and Principled Approach to Ministry and Service**

We value the integration of Christian principles in the counselling context and are committed to living lives that are pleasing to God.

### 2. **Client Confidentiality and Privacy**

We value client confidentiality and privacy and are committed to the protection of both.

### 3. **Professionalism in Service**

We value professionalism in training/education, service delivery and the work environment.

### 4. **Exemplary Work and Counselling Environment**

We value a safe, secure, healthy and harassment-free work environment.

### 5. **Stewardship of resources – people, money and time**

We value accountability, stewardship, transparency, fairness and equity in dealing with people and the assets with which we are entrusted.

**Vision:** Our vision is to be a trusted partner in 'healing the hearts and homes of those who hurt'.

## Clinical Services

**Sessions:** From a delivery of service perspective, from 1 January to 31 December 2014 Christian Counselling Ottawa (CCO) provided **3,624 client sessions** for individuals, couples, families and children.

**Connecting:** The website, on-line intake and appointment booking capability continue to grow. At the latter part of the year, Intake began scheduling first appointments for new clients. While not all therapists were connected for first appointment scheduling, we are confident that the process will prove instrumental in reducing wait times for a first appointment and the "did not pursue" client category. Under the centralised process, Intake can, in most cases, provide information to clients regarding times and dates their next appointments. The ongoing efforts to position Intake to better respond to client inquiries provides for more timely communication with clients. As well, the process reduces the counsellors' administrative burden related setting initial appointments or responding to appointment timing questions.

**Payments:** The credit/debit payment system at the main office and the online payment system for the divisional offices continue to address the preferred payment options for clients. Credit/debit payments increased as a percentage of payment options again this year.

**Offices:** In addition to the main office, through the generosity of our church partners, we provided services from divisional offices at:

Barrhaven/Nepean: Arlington Woods Free Methodist Church

Gloucester: Greenbelt Baptist Church

Ottawa South: The Metropolitan Bible Church

Kanata: Kanata Baptist Church

Dundas County: Williamsburg Christian Reformed Church

**Fees:** We have been fairly successful in managing costs and this action has strengthened our ability to maintain a minimum charge-out fee scale. Affordability for clients is further strengthened by using a sliding fee scale to essentially gear fees to the individual's reported income.

**Subsidy Fund:** Access to services for low-income clients is an essential part of the CCO ministry. Thanks to our church and individual donors and revenue from Board sponsored fundraisers, we continue to maintain a Subsidy Fund to support clients who would not otherwise be able to afford the counselling services they need.

Amounts paid out to support those in need are determined by calculating the difference between what an individual or family can afford to pay and the current minimum cost of a counselling session. In 2014, approximately 33% of the 3,624 sessions conducted received some level of CCO assistance. The total payment from the Subsidy Fund was \$29,724.00.

## Christmas Campaign

This year's Christmas Campaign was tagged 'Give the Gift of Mental *Health*'. The Campaign itself was fairly successful bring in just over \$10,000 in the November to December 2014 period. These funds set us in good stead for the 2015 operational year. We thank God for the caring and concern of our year-end and ongoing donors.

## Education and Training

Throughout most of 2014, we provided placements for three students enrolled in professional therapy training programs. The Placement Program remains an effective means of providing counselling services to lower-income clients while providing excellent opportunities for students to gain the experience required for their professional certification in a well supervised environment. This year, placement students provided a total of 293 sessions for individuals who would not otherwise have had access to counselling and in so doing, extended our ability to provide accessible services beyond what donor support could provide.

## Growing Up Strong

A major part of the 2014 education outreach program was the publication of the spiritual growth and study book, "Growing Up Strong", subtitled "a Study in Christian Spiritual Maturity" written by Roger Moyer. It was a privilege for CCO to assist in the publication and to some extent, the distribution of the book.

## Professional Development

The individual therapists engaged in a number of professional development courses including some that CCO was able to arrange or subsidize as its contribution to maintaining a professional work Team.

We are grateful for the ongoing professional supervision of therapists provided by Dr Robert Groves. Dr Groves supplements his normal supervision sessions with ongoing advice/consultation as issues arise and general mentoring of therapists in conjunction with the case supervision he provides.

## Advertising

**Bob FM Radio:** In early 2014, we ran a very successful 3-month radio advertising campaign on Bob FM Radio. Since Bob FM changed its format and call sign in the fall of 2014, we were not able to launch a planned fall campaign.

**Bus Advertising:** In December 2014, we developed a six week bus advertising campaign for launch in January 2015. The interior advertising cards were designed for general appeal and featured the message, "Don't Suffer in Silence".

## Our Team

**Therapists:** Our therapists provide individual, couple, family and group counselling according to their areas of expertise. All of our therapists hold a Master's degree in a counselling related discipline, and each is eligible for membership in one or more of the related professional counselling associations. As well, our therapists are pursuing accreditation the College of Registered Psychotherapists of Ontario, whether through the "Grandfathering" provision or through achieving necessary experiential and course requirements. The therapist team meets regularly for prayer, case consultation, clinical supervision and ongoing training/mentoring to deepen and expand their areas of expertise. As part of their professional requirements, therapists pursue group and individual programs of continuous learning and professional development.

Throughout 2014, CCO employed 10 part time therapists.

**Roger** is the founder of the CCO ministry. Working with his wife, Diane, he set the stage for the very powerful impact our services have had and continue to have in the National Capital Region. Since his retirement as Executive Director, he continues to provide his expertise in serving adult clients in individual, marital and family situations. He offers Lay Ministry Training and other workshops and continues to develop resource material for the clinical team and other city ministries. Roger obtained his M.Div. from Canadian Theological Seminary and his M.A. (Marriage Counselling) from Saint Paul University. He is a clinical member of the Ontario Association for Marriage and Family Therapy. Besides his ongoing Founder's Corner, a key part of the CCO Newsletter, Roger recently published, *Growing Up Strong, a Study in Christian Spiritual Maturity*, which available through Friesen Press and various on line publishers. Other writings include: *When Simply Answers Fail*, *The Anatomy of Forgiveness*, *A Little Child Shall Lead Them*, *Crucial Conversations on Critical Christian Concepts* and a novel, *Don't Believe Everything You Read in a Fortune Cookie*.

**Elizabeth** is a graduate of Columbia Bible College, Columbia International University and obtained her Master's degree in Individual and Marital Counselling from Saint Paul University. She provides counselling at our divisional offices in Kanata and in Dundas County and works at our main office on Glencoe Street. As senior therapist, she provides peer supervision and oversees the work of placement students as they pursue the experiential portion of their training. Elizabeth works mostly with adult individuals, families and couples. She is currently pursuing accreditation with the College of Registered Psychotherapists of Ontario.

**Joanne** obtained her M.A. in Individual Counselling from Saint Paul University. She works primarily with adults and older teens, offering expertise in a broad range of interventions and sees clients at our eastern divisional office and at the Glencoe office. She is a certified counsellor with the Canadian Counselling Association and is pursuing accreditation in the College of Registered Psychotherapists of Ontario.

**Sandra** holds a B.A. in Psychology from Roberts Wesleyan College in New York State and obtained her M.Div. (Counselling – Couple and Family) from Tyndale. She brings a considerable range of expertise to her work with adult individuals and couples and serves at our Ottawa South divisional office and our main office on Glencoe Street. Sandra is a member of the Ontario Association of Consultants, Counsellors, Psychometrists and Psychotherapists and is pursuing accreditation with the College of Registered Psychotherapists of Ontario.

**Heather** holds a M.A. Honours in Counselling from the Winnipeg Theological Seminary, a B.A. in Social Development Studies from the University of Waterloo and a B.A. in Religious Education (Major in Youth Counselling) from Briercrest in Caronport, Saskatchewan. She has a wide range of expertise, working with adults, adolescents, couples and families at our main office on Glencoe Street. Heather is a member of the Professional Association of Canadian Christian Counsellors and is pursuing accreditation with the College of Registered Psychotherapists of Ontario.

**Carolynne** holds a M.A. in Counselling and Spirituality from St Paul's University, Ottawa, Ontario and a BB.A. (Honours Psychology) from the University of Waterloo, Waterloo, Ontario. Her course work included Speech and Communication, addictions and related work, psychotherapy, individual and family counselling, spirituality and adaption to illness, trauma and family violence and sexual dysfunction. She sees clients at the Kanata and Glencoe offices. She is currently pursuing accreditation in Object Relations Therapy and advanced training in Wholebody Focusing. She is a Canadian Certified Counsellor and is pursuing accreditation with the College of Registered Psychotherapists of Ontario.

**Callistus** holds a M.A. in Counselling and Spirituality from Saint Paul University, Ottawa and is currently pursuing doctoral studies. He is an ordained Priest, has a Master's degree in Pastoral Ministry and a wide range of experience in pastoral issues. Callistus is a couple and individual psychotherapist and sees clients at the eastern divisional office and at the Glencoe Office. He is currently pursuing studies leading to a doctorate in counselling and as part of his Parish duties works as a hospital chaplain.

**Jim** holds a B.A. (major psychology) and a M Ed. (thesis on B. F. Skinner) from Bishop's University as well as a M.A. (thesis on forgiveness) from Université de Sherbrooke. He works at our Glencoe office where he provides bilingual services (French and English) with a focus on individual, couples and family counselling.

**Joanna** has a B.A. in Psychology and a M.Div. in Counselling from Tyndale Theological Seminary in Toronto. She has a heart for ministry and for the clients at CCO as she focuses on individual and family counselling at our Glencoe office. She joined the therapist team in 2013 and continues to balance and separate her work with clients with/from her ongoing work as the CCO Office Manager. She is a member of the Professional Association of Canadian Psychotherapists and the Ontario Association of Consultants, Counsellors, Psychometrists and Psychotherapists. She is currently is currently qualifying for her accreditation as a psychotherapist with the College of Registered Psychotherapists of Ontario.



**Tracy** holds a M.A. in Counselling and Spirituality from Saint Paul University and an Honours B.A. in Psychology, thesis option (Concepts of Lying and the Truth) from Carleton University, Ottawa. She offers individual counselling to assist adults who are experiencing a range of challenges, including but not limited to relationship issues, conflict, trauma, anxiety and depression. She is a member in good standing with a Canadian Psychotherapy Association and is currently qualifying for her accreditation as a psychotherapist with the College of Registered Psychotherapists of Ontario.

### **Ministry Support**

In 2014, the CCO Ministry Support team consisted of a volunteer Executive Director, Linda Colwell, a part time Office Manager, Joanna St Louis (**see above**), and part-time Receptionist and Intake worker, Kyra Parker.

**Linda** retired from the Canadian Armed Forces having served as a Logistics Officer for over 36 years and achieved the rank of Brigadier-General. In addition to her volunteer work with CCO, she is self employed as a Human Resources and Strategic Planning Consultant and serves as a director on a number of Boards including the Commissionaires of Ottawa, Booth University College and The Friends of the Canadian War Museum. She obtained her BSc from Mount Allison University and a MBA from the University of Western Ontario. She lives her commitment to Christ and over the years has applied her leadership and management skills to support her own church and the broader Christian Community.

Kyra serves as receptionist and Intake worker. She completed her Bachelor of Arts and Science in Cognitive Science at McGill University and is currently pursuing her Graduate Certificate in Autism and Behavioural Science. While young in age, she is a very mature Christian who has chosen to apply her considerable general knowledge of and compassion for people to supporting the CCO counsellors as they provide services and current and new clients as they seek and receive those services.

### **Governance and the Board**

In accordance with its Letters Patent and the By-laws, the affairs of Christian Counselling Ottawa, the Corporation, are managed by a board consisting of up to seven (7) directors, each of whom throughout his/her term of office is a member of the Corporation. Directors are appointed for two-year terms and may serve consecutive terms. The Board Executive includes as a minimum, a Chair, Secretary and Treasurer.

General Board responsibilities include:

- Establishing and validating the CCO Mission, Values and Vision;
- Developing and/or approving organizational strategy and strategic plans;
- Providing organizational direction and oversight especially in financial matters to ensure accountability and financial sustainability;



- Ensuring the organization has the resources (people, financial and other) it needs to successfully minister to individuals and the greater community; and
- Setting communications strategies to tell the CCO story.

**Governance Policy:** The Board follows a Policy Governance Model as a basis for its governance structure. In early 2014, the directors approved written Board Policies and since that time have undertaken regular review of the policies which include:

- a. The Board's Global Governance Commitment
- b. Board-Management Delegation
- c. Executive Limitations
- d. ENDS Policy

**The Board's ENDS Policy Statement:** Christian Counselling Ottawa, a growing Christian ministry and professional services Agency, exists to provide professional psychotherapy for individuals, couples, families and groups and to offer related community education programs to help people to deal with life's challenges, at a cost that justifies the results achieved.

This is further interpreted to mean:

- 1.1 The integration of Christian Ministry and recognized psychotherapeutic practice is a fundamental part of achieving the CCO vision;
- 1.2 CCO works in partnership with churches, the mental health community and the community at large; and
- 1.3 CCO restricts the services it provides to those for which they have proven/ appropriate training, experience and expertise.

## The Directors

### **Dave McKendry: Chair**

As Director of Customer Service for Hydro Ottawa, Dave is a highly respected, customer-focused business leader with a proven track record. He holds a Bachelor of Arts degree from Carleton University and leads Hydro Ottawa's Customer Care, Conservation and Demand Management and Communications initiatives. Dave has over 20 years of domestic and international experience in the utility business, with electric and telecommunications companies and brings a wide range of strengths in the areas of Customer Service, Marketing and Business Development. Of CCO, he says, "CCO has a long standing legacy of serving individuals, couples, families and churches as they encounter the various challenges that many of us face on a day to day basis. CCO offers hope to those in a time of need. It is a privilege to serve the community as an extension of the local Church through this ministry."

**Dennis Nazarenko: Vice Chair**

Dennis operates a management consulting business that focuses on the needs of technology customers – both local and international. He holds a B.Sc. from the University of Saskatchewan and a M.Sc. from McGill University – both in Geography. He

believes the same skills he uses in business have application in other sectors including his local church and the various not-for-profit organizations he has been involved with over the years. “The opportunity to serve CCO is quite humbling” says Dennis. “CCO is an organization with an incredibly important role to play in the health of residents of Ottawa and the surrounding area.”

**Lynne McKenna Fleming: Treasurer**

Lynne holds a B. Com. from the University of Guelph, a Masters of Public Administration from Dalhousie University and is an experienced public service manager currently working in human resources at the Department of National Defence in Ottawa. She is a Certified Management Accountant (CMA) specializing in financial services and has a background as an Editor and Reporter. Her heart for the work done by Christian Counselling Ottawa is summed up in these comments: "In our society, mental health issues are all too common, and the toll they take on individuals and their loved ones is high. Facing such challenges is not easy, but hope for the future and for health is found in knowing God loves and cares for us and is with us as we work with health professionals, such as those within CCO toward growth and understanding."

**Stuart Morrison: Secretary**

Stuart holds a B.Sc. in Electrical Engineering from the University of New Brunswick. His specific experience includes implementing strategic planning and policy governance. He currently holds a position with Hydro Ottawa as Supervisor of Revenue Retention. Past experience includes: President of Network Business Consulting Inc. and over twenty years in the technology industry working at Nortel Networks and other telecommunications companies. He brings his experience from serving on Boards of other Ottawa based charitable organizations for the majority of the past twenty years. Says Stuart, “CCO’s vision statement, ‘to be a trusted partner in healing the hearts and homes of those who hurt’, captures the inspiration I feel in serving as a CCO Board member.”

**Adriane Cartmell**

Adriane grew up in Western Canada and recently relocated to Ottawa. She holds a B.A. in both Russian and International Relations from the University of Calgary and a Master of Arts from Carleton University. She attends Ottawa Citadel, a Church of The Salvation Army where she is involved in the youth and music ministries. She has served in Christian ministry for over 10 years, predominately in the area of youth and children, both in Canada and abroad. As a former youth pastor, she understands the importance of creating safe space as people journey towards healing and wholeness. She indicates, “I am blessed to serve on the Board of an organization whose vision is to ‘heal the hearts and homes of those who hurt’.”

**Dan Munkittrick**

Dan lives in Ottawa with his wife Kathy and three teenage children. He has worked in a sales role in a number of different industries including Health Care. He likes to restore

things, whether an old motor boat, an antique car or doing a renovation on a house. His enjoyment in seeing the old becoming new and usable again reflects his perspective on life and serves as his inspiration for joining the CCO Board of Directors. Dan sums it up in his belief, “through Christ, we have all been given a chance to start over again at any time. Thus, to be part of an organization that seeks to restore peace to hearts and homes fits with my faith and life view.”

### **Kimberley Hoy**

Kimberley Hoy is a committed Christian who brings much energy, many talents and significant experience to the CCO Board. She has extensive experience in working with volunteer organizations, a varied work background including her present employment with the Ottawa Carleton School Board and the operation of her own small business. She has various connections in the Ottawa music scene and has been involved in singing in and producing various music related fundraisers. She graduated from Ryerson University with a Bachelor of Applied Arts and has a Developmental Service Worker Certificate from Fleming College.

### **Board Advisors and Recording Secretary**

#### **Alexander (Sandy) Davidson**

Sandy has served as a Board Advisor since 2004. As a veteran of the Board, he is able to provide much needed continuity – the ‘how we got here’ view. He has an excellent knowledge of not-for-profit/charitable organizations and the required financial reporting and management of these. He can be counted upon to provide research and analysis required to support the Board’s decision making process. Sandy, a lawyer by profession, has a B.A. and LL.B. His home church is Woodvale Pentecostal.

#### **Elizabeth Reynolds**

Elizabeth is the CCO staff representative to the Board. Her advice regarding professional requirements and her provision of an ongoing direct link between the staff and the Board have proven valuable over the past years. This open link has been particularly helpful in these days leading up to the establishment of the College of Registered Psychotherapists of Ontario. Thanks to her input, the Board is well positioned to support its therapists in the transition process.

#### **Helen Groh**

Helen has served as Recording Secretary, both officially and unofficially, for many years. In addition to her ongoing direct support to the Board, she is a long time CCO donor and volunteer. A retired member of the Foreign Service, she brings to the organization a good understanding of people and their social and mental needs as well as her unique computer and note taking skills.

## Financial and Business Plan Results

### Statement of Financial Position As At December 2014

<b>ASSETS</b>	<u>2014</u>	<u>2013</u>
<b>CURRENT</b>		
Cash	\$ 57,196	\$51,422
Short Term Investments	34,553	24,488
Accounts Receivable	3,955	5,611
Prepaid Expenses	<u>3,895</u>	<u>4,016</u>
	\$ 99,599	\$ 85,537
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts Payable and Accrued Liabilities	<u>\$ 8,129</u>	<u>\$ 9,093</u>
 <b>NET ASSETS</b>		
Operating Fund	\$ 46,498	\$ 44,824
Subsidy Fund	<u>44,972</u>	<u>31,620</u>
	<u>\$ 91,470</u>	<u>\$ 76,444</u>
 Total Assets and Liabilities	<u>\$ 99,599</u>	<u>\$ 85,537</u>

### Christian Counselling Ottawa - Statement of Operations and Net Assets Subsidy Fund for the Year Ended 31 December 2014

	<u>2014</u>	<u>2013</u>
<b>REVENUES</b>		
DONATIONS	\$ 43,076*	\$ 37,440
 NET ASSETS BEGINNING OF YEAR	31,620	39,753
TRANSFER (TO) FROM OPERATING FUND	<u>(29,724)</u>	<u>(45,573)</u>
<b>NET ASSETS, END OF YEAR</b>	<u><b>\$ 44,972</b></u>	<u><b>\$ 31,620</b></u>

\*Includes \$5941.20.held as short term investment

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**Christian Counselling Ottawa Statement of Operations and Net Assets –  
Operating Fund for the Year Ended 31 December 2014**

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	<b>2014</b>	<b>2013</b>
<b>REVENUES</b>		
Subsidy Fund Donations	\$ 43,076	\$ 37,440
Fees	281,477	268,910
Fees – Events	6,550	44,569
Other income	3,601	2,951
	<b>334,704</b>	<b>353,870</b>
<b>Expenses</b>		
Fundraising	225	3,726
Insurance	6,924	7,288
Technical Support	4,363	9,976
Advertising	7,877	12,877
Maintenance and Repairs	2,353	2,099
Office Expenses (Includes 2013 Fit Up cost)	12,387	32,362
Professional Development and memberships	3,000	3,000
Professional Fees (legal, accounting, mgt)	14,865	13,761
Bad Debt	80	0
Rent	33,550	26,502
Salaries and benefits	233,731	236,480
Telephone	5,373	3,331
Travel to Satellites (reimbursement)	1,097	2,929
	<b>322,835</b>	<b>354,331</b>
 EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	 (31,207)	 (37,901)
Unrealized Gain ST Investment	3,157	2,123
NET ASSETS, BEGINNING OF YEAR	44,824	35,029
TRANSFER OF SURPLUS FROM (TO)		
SUBSIDY FUND	<u>29,724</u>	<u>45,573</u>
 <b>TOTAL NET ASSETS AT END OF YEAR</b>	 <b>\$ 46,498</b>	 <b>\$ 44,824</b>

## **Business Plan 2014 Results**

### **Key Result Areas and Overall Objectives**

Key Result Areas are those priorities where Christian Counselling Ottawa must be successful in order to be true to its Mission, Vision and Values. The following are the 2014 Key Result Areas and results achieved. They are not in any order of priority.

#### ***Key Result Area 1: Governance and Management***

Objective: To bring short-term closure to issues of governance and management practices.

##### **Goals:**

##### ***1.1. By implementing a Policy Governance Model:***

Results: Ends, Board Management Delegation, Board Policies and Executive Limitations policies were developed and approved. The review process was developed and implemented.

##### ***1.2. By updating the CCO by-laws to ensure compliance with new legislation on not-for-profit and charities:***

Results: The implementation of the new Ontario charities legislation was again delayed. No progress was made on revising the CCO by laws.

##### ***1.3. By creating and implementing a strategic marketing plan and fundraising schedule:***

Results: The marketing plan remains in its infancy. However, the Board has made considerable progress on fund raising having established a Fund Raising Committee, developed a three year plan, conducted a small fundraiser in 2014 and confirmed two major and a minor fundraiser for 2015.

##### ***1.4 By developing and executing a plan for recruiting new Board members:***

Results: At the end of December there were seven active directors. The Board is focused on continuity planning to maintain the full complement of directors with a balance between longer term and newly appointed directors.

### **Key Result area 2: Communication and Partnerships**

Objective: To develop an initial and higher level communications plan and expand partnerships within the community.

##### **Goals:**

##### ***2.1 By identifying appropriate communication channels and key messages for 2014 and developing an internal and external communications plan:***

Results: Various communications products were prepared in 2014. The Board continues to develop its stance on how we communicate on “who we serve”.

**2.2 *By identifying and solidifying CCO Partners (churches, organizations, donors, schools, other) including at least one partner visit a month:***

Results: The Board has developed and is executing a church visitation plan. Two visits were conducted in 2014.

**2.3 *By developing and implementing a Community Education Plan to include seminars, outreach and workshops on well being issues, living and coping skills and current stressors such as bullying and relationships:***

Results: While a plan for community education seminars remains elusive, the Agency has conducted small scale seminars to support other agencies, has three seminars schedule in March, April and May 2015 (requests from other agencies), and assisted in the publication of the Christian educational book: *Growing up Strong, A Study in Christian Spiritual Maturity*, by Roger Moyer.

**2.4 *By identifying individual, community and church partner needs to expand the ministry reach:***

Results: Nothing of significance to report

**2.5 *By developing and implementing a reasonable and affordable advertizing campaign:***

Results: The Agency ran a successful Radio advertising campaign in 2014 which targeted drivers on the homeward drive. The Board has developed a series of campaigns for 2015 that will focus on OC Transpo riders and smaller targeted audiences.

**Key Result Area 3: Accounting & Management**

Objective: To provide transparent, understandable financial accounting and management to ensure accountability for financial resources and effective financial decision support

**3.1 *By continuing to reduce overhead costs through improved practices, better use of technology and the use of more volunteers.***

Results: The Agency made progress on tech supported processes including a scheduling process which helps with room scheduling and responding to clients as to their appointment status. Several volunteer receptionists assisted throughout the year.

**3.2 *By reviewing costs, establishing effective and flexible fees and scales and undertaking negotiations with churches, EAPs and insurance companies;***



Results: Progress on a renewed fee scale revisions including some analysis on the breakeven point and minimum fees required was made. Much work remains.

**3.3 *By developing reporting processes that provide for ongoing financial decision support:***

Results: Key Reports have been identified and are accessible with minimum effort.

**Key Result Area 4: Human Resource Management**

Objective: To provide policies and leadership to sustain and engage staff/therapists.

**Goals:**

**4.1 *By implementing a CCO Continuous Learning plan in keeping with implementation of the College of Registered Psychotherapists of Ontario:***

Results: Guidelines for managing the professional development needs of support staff and therapists are being developed, individual learning plans are in place and additional budgeted dollars to support needs have been allocated.

**4.2 *By revising the compensation package and its development to better support those on fee for service and limit liability for grandfathered fee for service with benefits personnel:***

Results: The pay gap between session and session plus benefits employees remains high. Modified pay development process and percentage increases in 2015 Budget favour fee for service therapists and will begin the process of reducing the gap.

**Key Result Area 5: Funding**

Objective: To develop and implement a funding and fundraising plan to ensure ongoing viability of the CCO services.

**Goals:**

**5.1 *By identifying, developing and implementing new business opportunities (counselling and education):***

Result: Some new business opportunities are being pursued. These will likely include seminars and group counselling as well as alternative ways of reaching new and existing clients.

**5.2 *By establishing and executing an annual fundraising plan:***

Results: see 1.3 above.

**5.3 *By developing/updating the CCO Donors and Newsletter list:***

Results: Donors were contacted, lists validated and donor e-mail addresses obtained where possible. This process put the Agency in a good position of

compliance under the new Anti-Spam legislation when it was introduced in the summer of 2014.

**5.4 *By planning and executing at least one fundraiser in 2014***

Result: The First Annual Trivia night took place in November 2014 and netted approximately \$4,000

**Key Result Area 6: Knowledge Management**

Objective: To integrate all elements related to information and technology management into a single CCO Knowledge Management function and process.

**Goals:**

**6.1 *By preparing a technology plan to identify system requirements and the priority for implementing upgrades – basic system in place:***

Result: Offsite backups are in place a shared scheduler which provides visibility on room usage and therapist availability is in place. Intake began scheduling first appointments for clients of some therapists.

**6.2 *By developing and implementing a system for reviewing and archiving paper records including client files to prevent catastrophic loss of documents and records:***

Result: A solution for old documents remains elusive. Files are reviewed for destruction and destroyed in accordance with policy and accepted practice

**6.3 *By developing orientation packages for new employees, students and volunteers, managing content and providing access to the shared drive to facilitate staff access to the information and forms they need in the course of their work and implementing version control to ensure only the latest approved documents are accessible.***

Result: An on-line orientation package is in place. Pre-loaded files can be picked up for new clients and forms are available on shared drive.