



IAC Annual Report 2019

CHAIRPERSON'S REPORT

The year 2019 marked a significant year in IAC's history. For the first time since its inception, IAC hired a full-time employee, in the role of Programme Coordinator. This was supported by the generosity of the Bank of Bermuda Foundation. A shift from being a solely volunteer run organization has enabled IAC to operationalize many of the objectives outlined in our Strategic Plan. Many of our members have called upon us to 1) enhance our advocacy and visibility in the community and 2) continue to move forward with many of the very important Priorities outlined in our Children's Agenda. We take the needs and desires of our members seriously and have worked collaboratively with our various stakeholders to ensure that we continue to carry out our very important mandate. With our Programme Coordinator, Dr. Nicola Paugh we have begun to increase our presence in the community.

Much of this year has been strategically focused on ensuring that IAC has a solid infrastructure in place to support a full-time employee, whilst simultaneously supporting the evolution of the IAC. Our Board moved a resolution to actively pursue Certification through the Bermuda National Standards Committee to ensure that we continue to best practice standards.

IAC continues to function with the overarching priority in the foreground: to ensure that we have a suitable continuum of care to service the needs of all children and families in Bermuda. Each individual Sub-Committee whilst tasked with their respective mandates, continues to function with the purpose of ensuring that this overarching priority is met.

We are grateful for the years of service and support provided by the Centre on Philanthropy. Their unfortunate closing strikes a chord with everyone in the third sector, and they will be sorely missed. As a result of the closing of the Centre on Philanthropy their absence will leave a tremendous gap as it relates to the trainings that are specifically geared towards supporting the administrative and organizational functioning of charities in Bermuda. In an effort to counter the potential for negative consequences as a result of its closure, IAC and the Centre on Philanthropy have liaised to discuss how IAC can meet this imminent need so that the integrity of the third sector is not compromised.

In response to a Needs Assessment completed by our members, we have a clear focus for this year's training initiatives as it relates to direct service provision. Additionally, we will be developing a Train-the-Trainer series. We have heard our members, and agree that we have so many Bermudian trainers who possess a wealth of knowledge, and we ought to be supporting our colleagues.

We have been working with our Sub- Committees to develop a concept that helps to focus IAC's broad agenda. In listening to members on what they believe IAC's priorities should be, we will evolve our work around trauma and ACEs into a broader initiative we call 'Compassionate Care'. Our members and key stakeholders are at the core of Compassionate Care. IAC will work towards greater engagement of human service providers to empower them in implementing and sustaining best practice standards of care that result in positive, nurturing, resilience-building

relationships with those they serve. As the year progresses, you will hear more about the Compassionate Care model.

This year has been marked by numerous transitions. Thank you Mrs. Nadine Lapsley-Dyer for your tireless support of the IAC in your role as Vice Chair. Anyone who has ever attended an IAC training has benefited from your service and your desire to “make sure we do it right”. I appreciate your integrity. Additionally, this year Ms. Lovette Lovell will be leaving the Board having served a full-term. I am grateful for your willingness to serve in whatever capacity, simply to ensure that the work was fulfilled. Your sound judgement and objectivity will be missed.

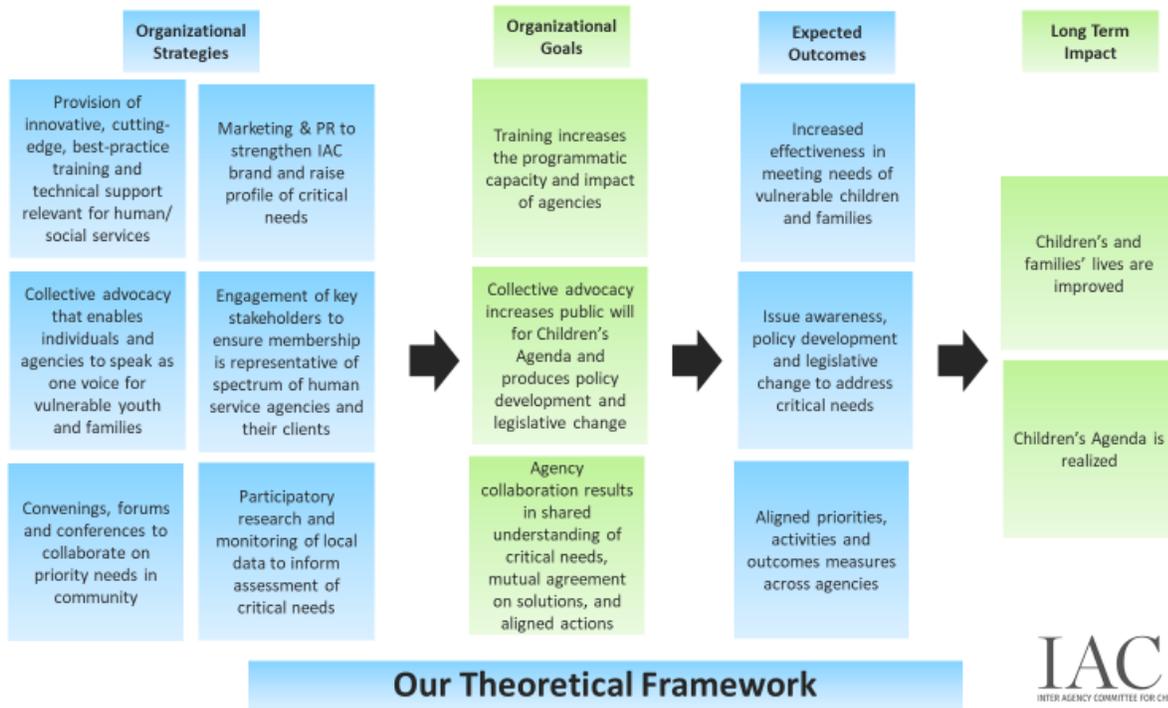
I take this time to thank Ms. Martha Dismont for her vision, for it was this vision that birthed IAC. Martha saw the need to bring local human service providers together, to bridge the gap between public, private and the third sector. Martha had and continues to have, the audacity to believe that when likeminded people are together, in the same space, with a common goal we could shift our community. It is because of her unwavering commitment to children and families in Bermuda, that IAC can stand here today. Martha, your years of service and dedication are unmatched and we are eternally grateful for you. Whilst you have officially ended your term as Chairperson you remain a fierce and loyal support to the IAC, and for that I am grateful.

As we continue to carry out our mandate, I encourage us all to raise our collective voices to ensure that IAC’s vision of *“A just and equitable society where children and families thrive”*, becomes synonymous with Bermuda.

Submitted By:
Tiffanne Thomas
Chairperson

PROGRAMME COORDINATOR REPORT

It has been a busy and exciting 5 months since I started in the role of IAC’s first fulltime Programme Coordinator. IAC has made significant progress in laying a strong foundation for moving forward. We drafted our first formal theory of change to map out the links between our strategies, goals, outcomes and long-term impact. Considerable work has also been spent on clarifying the messaging of who we are, which is featured on our new website www.iacbermuda.org.



In September, IAC’s Chair Tiffanne Thomas and I travelled with a group of Bermudians to Pittsburg to attend a Collective Impact conference. This opportunity was generously funded by the Bank of Bermuda Foundation and the Cummings V Zuill Committee and was an incredible learning and networking experience for IAC. The knowledge has already been put into practice in many important ways.

In October IAC hosted a special members meeting to conduct a needs assessment of advocacy priorities and training gaps. This provided valuable information that has been incorporated into our 2020 plans. Members ranked two areas as critical priorities for IAC focus in 2020: child protection and trauma. As a result, IAC’s collective advocacy efforts in 2020 will focus on these areas through our *Compassionate Care* initiative. You will hear more about 2020 plans throughout this report, and we are especially excited with the *Compassionate Care* concept.

To ensure we model best practice, IAC has applied for 2020 certification through the Bermuda National Standards Committee. We have drafts for all required policies and are in the process of refining necessary written processes and procedures.

We have an important agenda planned for 2020 with a strong foundation upon which to deliver our work. I am humbled by the privilege to serve as IAC's driver and support to the agencies and professionals who are committed to helping Bermuda children and families.

Submitted By:
Nicola Paugh
Programme Coordinator

FINANCE COMMITTEE REPORT

Subcommittee Strategic Goal:

To support the Board's oversight responsibilities relating to financial matters of the IAC.

2019 Highlights

The IAC, a backbone organization, continues its mission to strengthen the capacity of agencies to respond to the changing needs of children and families through advocacy, collaboration and training. It remains our vision to see a just and equitable society where children and families thrive.

In January 2020, the IAC appointed a new Treasurer, Margaret Olliana. Coming to the IAC from KPMG Bermuda, Margaret is an Audit Senior and is pursuing her CPA designation through CPA Canada.

Our financial situation improved during 2019 with the receipt of two grants, the details of which are provided in the financial statement highlights below. These grants will help the IAC deliver its 2020 project plans to support member agencies. We ended the year 2019 with a strong cash balance reflected on our account which will allow us to continue activities foreseen for 2020. On March 7, 2018 the IAC successfully renewed, for another 3-year period, its registration in Bermuda as a charitable organization. We continue to closely monitor expenses and costs incurred for our programs and administration.

The following are financial statement highlights for the year ended December 31, 2019:

- Net Revenue for 2019 was \$10,939.60. This represents a substantial improvement over the previous year where the IAC experienced a deficit of \$4,607.33
- Our operating expenses totaled \$72,607.32, with the largest expense being payroll expenses that totaled \$25,753.75. This year the IAC employed its first full-time employee, the Program Coordinator.

The cash balance in our HSBC account totaled \$151,399.76 as of December 31, 2019. The majority of this cash reflects the balance of a \$75,000 Bank of Bermuda Foundation grant and the first installment of an anonymous grant of \$300,000, to be paid out over the next three years.

Total assets were \$153,380.12 as of December 31, 2019, of which \$125,000 remain unrestricted and \$5,000 are restricted for the Disenfranchised Youth Program.

- The IAC received two grants in 2019. A \$75,000 grant from The Bank of Bermuda Foundation which has enabled the IAC to review and determine which resources were necessary to build its capacity as a backbone organization. All of which would support the sustainability and impact of helping services in Bermuda by increasing public advocacy efforts for children and families, including the development of additional training programs that address present-day social problems facing children and families, while at the same time increasing the capacity of the IAC's member agencies to serve their respective constituencies.

The second \$300,000 grant was received from an anonymous donor and will be distributed over a three-year period. The first installment of \$100,000 was received in September 2019.

Temporarily restricted assets on the balance sheet are grant monies which are designated for a specific purpose or project.

In 2020 the IAC will continue to offer training workshops, to work towards increasing our membership (with both individuals and organizations), and to secure additional grants to cover program and administrative costs.

The IAC wishes to thank The Centre on Philanthropy for sharing their office space and equipment resources. The IAC would also like to thank the IAC members and members of the executive committee for their dedication and support to the children and families of Bermuda.

Submitted By:



Margaret Oliana
Treasurer

ADVOCACY COMMITTEE REPORT

Subcommittee Strategic Goal:

To raise the profile of the Children's Agenda of Priorities, drive the process to identify and address critical needs, and advocate for prioritized policy, practice and legislative changes.

2019 Highlights

2019 was an active year for the Advocacy Sub Committee. Early in 2019 IAC collaborated for a second time with Family Centre on a 2-day ACE's conference, a continuation from the successful 2018 conference partnership. Later in the year, IAC took initial steps towards more a visible collective advocacy platform. It coordinated 3 public statements in response to child welfare issues, all of which were featured in the Royal Gazette. The collective statements either quoted multiple IAC members or provided a collective statement drafted by the Advocacy sub-committee on behalf of members. This process needs to be refined but marked a successful start to more visibly raising the voice of the collective to speak on behalf of critical issues facing children and families. IAC also facilitated 2 member agencies in coming together to author an opinion editorial around the importance of extended, gender-neutral family leave policy.

The Advocacy sub-committee also assisted one of its members' advocacy projects. IAC supported Childwatch's desire to shift Bermuda's position on shared parenting. On behalf of Childwatch, IAC has submitted a request to the Bermuda Bar Association and the Bermuda Family Bar to appeal to the Chief Justice to issue a practice derivative that would make joint physical custody the presumption in all Family Court and Divorce Court proceedings. We are awaiting the response, but the submission demonstrates the value IAC can play in supporting members' advocacy efforts.

What's Coming In 2020

To ensure all IAC's advocacy efforts are strategic, positions statements have been drafted to focus our 2020 advocacy and public relations activities. IAC will publicly advocate around issues pertaining to 3 areas:

Compassionate Care: IAC is dedicated to building Bermuda's commitment to a nurturing and restorative culture between children and youth and the adults and institutions that care for them. Compassionate Care means having the knowledge, skills, and emotional competencies to create positive and nurturing relationships needed to maximize a child or young person's wellbeing and healthy development. It is about operating at best practice standards of care and highlight what this looks like. It is also about giving greater voice and support to the service providers to support them in their pursuit of providing compassionate care.

Importance of Training and Human Service Standards of Care: IAC is committed to the development of Bermuda's human and helping services. Internationally recognized standards of care for any field of helping/human services require ongoing professional development to ensure quality service. Human service professionals' performance at work and the relationships they create impacts the lives of their clients. IAC will provide and promote training to support service providers in delivering best-practice standard of care. This includes the importance focus on

practitioner wellness and personal development, as well as ongoing technical training and skills development.

Child Safeguarding: IAC is committed to supporting the organizations and institutions that exist to safeguard children and youth in Bermuda so that they can work together to ensure that Bermuda delivers best practice child protection measures. Child protection and safety must be a priority in the community.

Why these areas?

These focus areas underpin 6 of the 8 Children’s Agenda Priorities (*healthy outcomes, nurturing and restorative culture, recovery from trauma, education necessary to earn a living wage, fulfillment of greatest potential, positive parenting*) and encompass the 3 areas identified by IAC members in 2019 as most critical for IAC focus.

We expect 2020 to be an exciting year for IAC’s advocacy efforts.

Submitted by:

Elisabeth Kast,
Chairperson, Advocacy Committee

TRAINING COMMITTEE REPORT

Subcommittee Strategic Goal:

To plan cutting edge and innovative training using local and international expertise that builds the capacity of Bermuda's social and human services to implement best practices.

2019 Highlights

In 2019, IAC provided a 3-part Supervision for Success training, with 18 individuals successfully completing the multi part course. Another accomplishment for IAC's training function, was the expansion of its training committee. IAC welcomed 3 new training committee members, each of whom bring knowledge of human services, training or clinical best practice. With new committee membership, an updated training strategy and approach is under development.

What's Coming In 2020

IAC is in the process of developing a *Pathway to Best Practice*, mapping out a continuum of professional development opportunities to support human service provision. This continuum includes both IAC-delivered training and other relevant trainings being locally offered. IAC has connected with other local training providers including SCARS, CURB, MWI, Red Cross, Bermuda Addictions Certification Board (BACB), EAP and Transcendence to share training information, and in certain instances negotiate IAC member discounts. 2020 training topics for IAC-delivery are scheduled to include trauma, supervision for success, programme design and evaluation, and a personal development series including assertiveness, mental resilience as well as tools for managing secondary trauma and stress at work. IAC will also initiate its first Train the Train model, with the highly-popular Supervision for Success series. We will also explore where else IAC can use this model to help build on-island training expertise. Finally, in the wake of the closure of the Centre on Philanthropy, IAC will provide a series of workshops covering non-profit fundamentals to ensure this critical training is still available to support our 3rd sector. We anticipate this to be a busy year for IAC training, with over 24 training events already in the calendar.

Submitted by:

Nicola Paugh

Acting Chairperson, Training Committee

MEMBERSHIP COMMITTEE REPORT

Subcommittee Strategic Goal:

To develop a representative membership of individuals and organizations working with children and families who collaborate on the changes needed to improve the lives of children.

2019 Highlights

2019 saw 10 new members and 3 new organizations join the IAC, including new Board and Committee members. We currently have 26 organizations and 35 individuals on our Membership list. The Advocacy, Membership, and Training Committees saw increased participation by new members, increasing IAC's human capital in important ways. The biggest challenge for Membership was ensuring payment of membership fees, something IAC must improve on in 2020. \$1,900 was raised through membership fees, approximately half of what should have been raised based on the number of members. The second half of 2019 focused on looking at IAC's membership value proposition as a first step to creating a more strategic membership engagement and retention plan.

What's Coming In 2020

In 2020, IAC has two areas of focus - strengthening the relationship with current members and strategically engaging new individuals and agencies as members. With the new structure of IAC, the Programme Coordinator will make intentional effort to connect with current IAC members who are not already actively engaged in IAC activities (ie. those who do sit on sub committees) to gain their feedback on the future direction of IAC. IAC will also set and implement a defined membership communication plan. The committee will support the development of this plan, and brainstorm avenues for increased value proposition such as membership benefits. IAC aims to increase membership to a total of 60 members: 25 organizations, 35 individuals, and \$3,500 in fees. The committee will assist in identifying gaps in membership and designing the strategy to reduce those gaps.

With IAC's renewed energy and vision, we are excited to build a more robust membership in the next 12 months.

Submitted by:

Samantha Nearon,
Chairperson, Membership Committee

MARKETING COMMITTEE REPORT

Subcommittee Strategic Goal:

To guide communication and marketing decisions that boost IAC's brand and ensure the effectiveness of its public image and messaging.

2019 Highlights

IAC made significant marketing strides in 2019. Much of this success has not been public, but has laid a stronger foundation for more strategic and effective communication. IAC refined its key messaging around who we are so that the public can better understand the role we play:

We are about helping Bermuda's human service agencies to be better providers and stronger advocates. We provide affordable, quality professional development opportunities for human services. We help professionals come together to advocate for important policy and legislative changes. We bring the community together to discuss and understand the social challenges facing our children and families.

Another major marketing accomplishment was the launch of our new website, in partnership with SDJ World media.

What's Coming In 2020

IAC will roll out a strategic Marketing strategy which will include social media marketing, press releases, opinion editorials, and a membership communications plan. It will be focused on 3 strategy

goals: raising the profile of the IAC brand, increasing awareness of and participation in IAC's training *Pathway to Best Practice*, and raising awareness of and engagement in its *Compassionate Care* initiative.

Submitted by:

Nicola Paugh
Acting Chairperson, Marketing Committee



Figure 1 IAC Website Homepage

SLATE OF OFFICERS

Chair: Tiffanne Thomas, *Therapeutic Consulting Services*

Vice Chair: Dr. Zina Woolridge, *Department of Court Services*

Treasurer: Margaret Oliana, KPMG

Secretary (non-voting): Dr. Nicola Paugh, *Programme Coordinator*

Members- at-large:

Elisabeth Kast, *Bermuda Health Council*

Gwendolyn Creary, *ParentGuideBda*

Karen Williams-Smith, *Trott & Duncan Barristers & Attorneys*

Dr. Nicola O’Leary, *Bermuda Health Council*

Samantha Nearon, *Bermuda Cancer and Health Centre*

Ex-Officio (non-voting)

Dominique Smith, *Independent Accountant*

Martha Dismont, *Immediate Past Chair*

LIST OF COMMITTEE MEMBERS

Advocacy Sub Committee

Subcommittee Chair

Elisabeth Kast

Subcommittee Members

Dr. Alison Atherden

Edward Tavares

Dr. Glenn Faries

Juliet Harris

Karen Smith

Martha Dismont

Gwendolyn de la Chevotiere Creary

Patricia McGeehen

Tiffanne Thomas

Training Sub Committee

Subcommittee Chair

Nicola Paugh, *Acting*

Subcommittee Members

Lovette Lovell

Gwendolyn de la Chevotiere Creary

Kimberley Jackson

Tawanna Wedderburn

Augustina Raynor

Sherri Bucci

Dr. Stephanie Guthman

Membership Sub Committee

Subcommittee Chair

Samantha Nearon

Subcommittee Member

Dr Nicola O'Leary

Finance Sub Committee

Subcommittee Chair / Treasurer

Margaret Oliana

Subcommittee Members

Dominique Smith (Bookkeeper)

Fund Development Sub Committee

Subcommittee Chair

Nicola Paugh, *Acting*

Subcommittee Members

Dominique Smith

Martha Dismont

Governance Sub Committee

Subcommittee Chair

Tiffanne Thomas

Subcommittee Members

Martha Dismont

Nadine Lapsley Dyer